



Perth Netball Association Inc.
Strategic Business Plan

2015 - 2018

*“To encourage, promote control and manage the game of netball
within the Perth Netball Association (Inc.) area”*

- Perth Netball Association Constitution

1. Signatures

This Strategic Business Plan has been developed, agreed to and signed off by the following key stakeholders of Perth Netball Association.

The Executive	Portfolio		Signature
1.	President	P	
2.	Vice President	VP	
3.	Vice President	VP	
4.	Treasurer	T	
5.	Marketing Coordinator	MC	
6.	Publicity Coordinator	PC	
7.	Open and Junior Competitions Coordinator	OJCC	
8.	Sub Junior Competition Coordinator	SJCC	
9.	Club Representative	CR	
10.	Club Representative	CR	
11.	Senior Umpire Development Coordinator	SUDC	
12.	Sub Junior Umpire Development Coordinator	SJUDC	
13.	Senior Development Coaching Coordinator	SDCC	
14.	Sub Junior Development Coaching Coordinator	SJDCC	

Management	Position		Signature
1.	Executive Officer	EO	

Date: _____

2. Executive summary

Perth Netball Association has been a leader of netball in Western Australia for decades. The current site has been home to the Association since 1961 and has undergone many changes, the most significant being over the last two years with the total redevelopment of the site including a completely new building facility.

It is estimated that in excess of 8,000 people attend the Matthews' Netball Centre each Saturday during the winter season. The Association is currently (and has been for a number of years) near capacity with limited space for new teams to enter the competition. The primary competition is on Saturdays when in excess of 600 teams commence play at 8.00am and continue throughout the day until the last match is played at 4.00pm. There is also a strong Spring competition played under lights on a Wednesday evening later in the year. In addition to this, Matthews' is used by external bodies to host numerous other midweek netball carnivals throughout the year – this is not surprising given its central location and ample, quality facilities.

In 2013, the Executive voted to install the MyNetball data management system as the primary competition management system for the 2014 season. Information on MyNetball shows that in 2014, 601 teams consisting of 5995 players participated in netball matches each week. Each game has two umpires, coaches and where possible a manager. Also alongside the courts are the many spectators who are scoring, timing, providing oranges and plenty of support.

PNA has a very strong financial base due to strong financial governance over many years. It has long term tenure at the current site and a reputation of consistent, sound management.

In 2014, Perth Netball Association engaged Kaje Consulting to undertake a review of the organisation to ensure that the services being provided are and remain of the highest standard and are in line with their governing documentation.

As expected, key findings from this investigation were largely positive. Thousands of members, officials and spectators attend the Matthews' Netball Centre each Saturday and participate in a well organised competition. For participants, the day is a very rewarding experience with a well-structured and coordinated Match Day enabled by the provision of clear match information, fabulous facilities and quality food and beverage. One of the key findings was that the Association needed to plan more for the future and as such develop a robust Strategic Business Plan with short and long term goals covering all facets of the competition and the administration.

This Strategic Business Plan will play an integral role in managing the Association and helping to achieve its goals over the next three years. It will be used extensively by the Executive and when necessary, it will be modified to reflect the ongoing development and needs of the Association. Four key areas have been identified to focus on during the period of this plan. These key areas, aligned with the Perth Netball Association Constitution and Bylaws, are reflected throughout the Strategies and Actions identified within this document.

1. Evidence gathered over the past 5 years shows that the traditional Saturday competition, Match Day, is full to capacity. Court space is at its limits, parking is beyond its limits and the 'age' of the volunteer is quickly subsiding. In light of these factors, the Executive will broaden their thinking to identify other marketing potential for the Matthews' Netball Centre taking advantage of a changing customer base with equally changing needs.
2. Now that PNA has the best facilities and the strongest competition it follows that we should also have the highest level of skilled players across the competition, not just at the top and representative end. This will be achieved by providing specialised support to Coaches at all levels. Starting with the coach who has just been given a ball and a set of bibs through to the coach requiring upskilling in specific skillset areas for talent identified players.
3. Customer service has been identified as a key issue in feedback provided to the Executive over the past few years. Whilst PNA has undergone enormous change during this time, and still managed to run competitions, it is acknowledged that Customer Service can always be improved. There are several key ways in which this will be achieved the most important being the ways in which we communicate – they will be more modern, user friendly, up-to-date and backed up with a smile.
4. Every Club will recognise the decline in volunteering hours available by their members and this is reflected in secondary levels of volunteer requirements such as Associations. PNA values the time given by all volunteers and wants to ensure that the time is put to the very best use. PNA is reviewing all aspects of volunteering to ensure that this work is meaningful and that our requirements of Club are streamlined and efficient and do not cause undue hours of work.

Ongoing progress against this Strategic Business Plan will be via reporting at the monthly Executive meetings and regularly communicated to our members. The Plan will be reviewed annually.

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4. Visions & values of Perth Netball Association

Vision

To encourage the participation and development of netball from grassroots to elite level, at all ages throughout the Perth Netball Association.

Values

Participation

An inclusive and enjoyable experience delivered across a broad section of the community

Sportsmanship

Conduct ourselves in accordance with our codes of behavior at all times

Trust and integrity

Build an environment of trust through open, transparent and honest leadership

Safety

Provide a safe and welcoming environment that protects and considers everyone's physical and emotional wellbeing

Development

Provide an environment in which players, coaches and umpires achieve their full potential

5. Critical success factors and issues facing Perth Netball Association

Perth Netball Association is faced 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 the formulation of this Strategic Business Plan.

- The decline in numbers of and availability of volunteers
- Issues of corporate governance – role of the Executive, Perth Lions and Netball WA, committees, relationship between Executive and management/staff Club's, reporting lines between Executive/management/committees
- Changing levels of funding from sources such as sponsorship, fundraising, government
- Implementation of education and training programs
- Lack of a unified approach to strategic planning and coordination
- Allocation and management of human resources
- Competition from other providers of netball
- Meeting the needs for existing players with changing age registration
- Court availability and car parking at peak times
- The capacity of Club's to grow

6. Desired Outcomes

The following outcomes reflect what the Association wants to achieve over the next three (3) years.

- Greater depth in the strength of the competition
- Greater financial stability and growth
- To be recognised as a leader in effective governance and management
- To provide increased support to members
- To increase the levels of sponsorship and fundraising
- To have an effective volunteer management plan
- To develop targeted membership growth and participation plans
- To deliver effective education programs
- To establish modern marketing and communication channels

These outcomes have been grouped into strategic areas, Strategic Goal Posts, with Key Objectives set within each area.

- Participation
- Coaching, Umpiring and Volunteers
- Talent Identification
- Member Support and Services
- Grounds and Infrastructure
- Governance and Finance
- Marketing and Communication

7. Strategic Goal Posts

<i>Strategic Goal Post</i>	Participation	Coaching, Umpiring & Volunteering	Talent Identification	Member Support & Services	Grounds & Infrastructure	Governance & Finance	Marketing & Communication
Goals	To provide a fun, safe and quality environment for participants of all ages and ability in all areas of netball	Enable Club's to have sufficient coaches and umpires that are appropriately accredited, registered and supported at all levels	A highly respected program that achieves continuous success at representative levels	Ensure that all members receive customer service of the highest standard	Establish and maintain fit for purpose grounds and Infrastructure to meet existing and future demands	To model best practice in governance, integrity and leadership at all levels of the Association at all times	To be recognised by members and non-members as one of the leading community sporting associations
Key Objectives	P1 Continue to develop a competition structure which effectively caters for the needs of players from grass roots to elite level	CUV1 Prioritise the support and development of umpires and coaches	TI1 Increase the number of Perth Lions and WANL representative players, coaches and umpires	MSS1 Facilitate the development of Club's to optimise service delivery	GI1 Ensure that all facilities and infrastructure are fit for purpose	GF1 To have a living, guidance document which provides direction for PNA now and into the future	MC1 Ensure that a coordinated and appropriate approach is taken towards PNA electronic media activities
	P2 Develop and implement progressive systems to inform accurate reporting of information on participation and membership and provide for effective communication	CUV2 To have sufficient depth and quality of umpires and coaches to ensure high standards of player development across the competition	TI2 To consistently perform well at Association Championships	MSS2 To engage with members to ensure their needs are being identified and delivered	GI2 Monitor existing and future needs for facilities and infrastructure	GF2 Develop governance practices which ensure the best leadership for the Association	MC2 Foster healthy and vibrant relationships with members and key stakeholders
	P3 Encourage positive and respectful behaviours in netball that are recognised as leading the sporting community	CUV3 Ensure a greater focus on increasing, developing and recognising the volunteer workforce				GF3 Keep netball at PNA affordable	MC3 Continuing to improve the profile of the Association
	P4 Support Netball WA in hosting the Association Championships					GF4 Strengthen capacity and encourage excellence in the workforce	MC4 Review corporate profile and sponsorship strategies

8. Strategies & Action

8.1 STRATEGIC GOAL POST: Participation

Goal: To provide a fun, safe and quality environment for participants of all ages and ability in all areas of netball

8.1a Key Objective : P1 - aligns with Constitution Part 3.1.1

Continue to develop a competition structure which effectively caters for the needs of players from grass roots to elite level

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Review current competition structures to maximise participation and enable achievement of high performance goals	<ul style="list-style-type: none"> • Debrief at the end of each competition/year • Survey members annually • Incorporate feedback into standard documents • Investigate methods used by other successful competitions to ensure continuous improvement 	Ongoing	<ul style="list-style-type: none"> • Executive • Exec Officer 	Nil	<ul style="list-style-type: none"> • Debriefs held • Membership Survey results reviewed and action taken where appropriate • Changes put forward at Club Meeting in February
2. Modify and/or initiate new competition structures as deemed necessary	<ul style="list-style-type: none"> • Review the structures at the end of each year • Investigate opportunities for a more inclusive component in competitions • Make recommendations on any changes required 	November 2015	<ul style="list-style-type: none"> • Executive • Executive Officer 	Nil	<ul style="list-style-type: none"> • Review carried out • Changes approved and initiated
3. Foster improved connections between the Perth Lions, Netball WA and other Associations	<ul style="list-style-type: none"> • Attend/ host regular meetings with other groups • Identify gaps and duplications in services/programs 	Ongoing	<ul style="list-style-type: none"> • Executive • Executive Officer 	Nil	<ul style="list-style-type: none"> • Meetings attended/hosted
4. Investigate other competitions which can be run during the week	<ul style="list-style-type: none"> • Include questions relating to the competition in the annual Membership Survey • Identify which parts of the competition are successful and expand on them • Identify which parts of the competition are not successful, identify why not and adjust or remove 	Ongoing	<ul style="list-style-type: none"> • Executive Officer 	Nil	<ul style="list-style-type: none"> • Membership Survey results reviewed and action taken where appropriate • Completion of current completion review • New initiatives developed and in place

8.1b Key Objective : P2 – aligns with Constitution Part 7

Develop and implement progressive systems to ensure accurate reporting of information on participation and membership and provide for effective communication

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Continue to develop and implement the MyNetball system to collect and manage membership information	<ul style="list-style-type: none"> • Liaise closely with NWA • Include relevant questions in Membership Survey 	Ongoing	Office	Nil	<ul style="list-style-type: none"> • Positive working relationship established with NWA • Training attended • Membership Survey results reviewed and action taken where appropriate
2. Develop easy to use how to sheets for registration and affiliation processes	<ul style="list-style-type: none"> • Develop template format • Identify what ‘how to use’ sheets are required • Test documents • Publish documents 	February 2015	Office	Nil	<ul style="list-style-type: none"> • How to sheets and process information developed and circulated
3. Hold regular training sessions on the use of the MyNetball system	<ul style="list-style-type: none"> • Identify standard training sessions • Identify other training as required 	June 2015	Office	Nil	<ul style="list-style-type: none"> • Sessions held

8.1c Key Objective: P3 – Aligns with Constitution Part 9.1.4

Encourage positive and respectful behaviours in netball that are recognised as leading the sporting community

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Fully support the Department of Sport and Recreation 'Play by the Rules' (PBTR) Campaign	<ul style="list-style-type: none"> Utilise the PBTR resources where appropriate Promote the website and resources to members 	Ongoing	Executive Office	Nil	<ul style="list-style-type: none"> Resources being used. PBTR logo and link on PNA website
2. Work to adopt a positive culture of support for all participants, including players, coaches, umpires and administrators	<ul style="list-style-type: none"> Review all Codes of Behaviour Investigate other ways to instil good sportsmanship behaviour at PNA Publicise and back up 'no tolerance' for bad behaviour Identify key messages of support and utilise these whenever appropriate 	March 2015 and then ongoing	Competition Committee Executive Office	Nil	<ul style="list-style-type: none"> Codes of behaviour reviewed Other initiatives identified and enacted Key messages identified and being used

8.1d Key Objective: P4 – aligns with Constitution Part 19

Support Netball WA in hosting the Association Championships

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop a Management Plan to enable professional and profitable management of the PNA requirements of hosting the 2015 Association Championships	<ul style="list-style-type: none"> Carry out an analysis of the all requirements of PNA responsibilities in hosting the Championships Develop a draft budget Report outcomes of above to Executive Document actions required for pre, during and post-match day Develop time line for actions Ensure links with other operational documents 	February 2015	EO	Resource intense but profitable	<ul style="list-style-type: none"> Management Plan developed implemented and evaluated post event

8.2 STRATEGIC GOAL POST: Coaching, Umpiring & Volunteering

Goal: Enable Club's to have sufficient coaches, umpires and volunteers that are appropriately accredited, registered and supported at all levels

8.2a Key Objective : CUV1 – aligns with Bylaws 2.4 & 2.5

Prioritise the support and development of umpires and coaches

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Focus on increasing numbers and developing umpires within all umpiring programs	<ul style="list-style-type: none"> Promote umpiring courses Identify suitable umpire coaches Identify talented umpires for up skilling Provide greater assistance to umpires in the lower grades 	March 2015 and then ongoing	SUDC SJUDC Office	Cost of umpiring coaches Additional time demands on office support	<ul style="list-style-type: none"> Umpiring courses developed and promoted Umpire coaches employed to submit a report on competent/talented umpires and supporting umpires in times of need An increase in numbers from previous years enrolments
2. Focus on increasing numbers and developing coaches within all coaching programs	<ul style="list-style-type: none"> Promote coaching courses Identify talented coaches for up skilling Provide greater assistance to coaches in specific skill set areas 	March 2015 and then ongoing	ODCC SJDC Office	Nil	<ul style="list-style-type: none"> Coaching courses developed and promoted Competent/talented coaches identified An increase in numbers from previous years enrolments
3. Focus on core activity around recruitment, nurturing development and recognition of umpires and coaches	<ul style="list-style-type: none"> Identify suitable umpire coaches Develop and implement a list of tasks for umpire coaches Provide further opportunity for those attending courses Consider a PNA award for coaching Increase profile and promote winners of all awards 	April 2015	SUDC SJUDC ODCC SJDC Office	Cost of awards	<ul style="list-style-type: none"> Umpire coaches identified Appropriate courses identified and promoted as broadly as possible

<p>4. Create a diverse network of skilled umpire and coach presenters and mentors</p>	<ul style="list-style-type: none"> • Identify what courses need to be presented • Identify and engage the right people to conduct presentations • Identify talented umpires and coaches willing and able to mentor others 	<p>February 2015 and ongoing</p>	<p>Competition Committee EO</p>	<p>Potential cost of running courses with low attendance</p>	<ul style="list-style-type: none"> • Courses identified • Presenters identified and engaged • Mentors identified
<p>5. Develop a system of recording umpires and coaches, their qualifications and utilise this to communicate with them</p>	<ul style="list-style-type: none"> • Assess what systems of recording are currently being used • Assess how MyNetball can assist with recording and communicating • Promote courses directly to those on mailing lists 	<p>April 2015 and then ongoing</p>	<p>Office</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Current assessment made • Opportunities identified on MyNetball • Upskilling information sent directly to umpires and coaches

8.2b Key Objective : CUV2 – aligns with Bylaw 2.4 & 2.5

To have sufficient depth and quality of umpires and coaches to ensure high standards of player development across the competition

<p>1. Develop and implement umpire and coach development pathways and plans.</p>	<ul style="list-style-type: none"> Assess what systems are in place at PNA and any gaps Identify how these systems link into Perth Lions and state processes Address gaps in PNA system to ensure sound linkage to pathways above Communicate all pathways to umpires and coaches 	<p>March 2015 then ongoing</p>	<p>SUDC SJUDC ODCC SJDCC Office</p>	<p>Nil</p>	<ul style="list-style-type: none"> PNA assessment carried out Perth Lions and NWA pathways links identified Communication of pathways carried out
<p>2. Facilitate access to best practice resources to assist umpire and coach education and development.</p>	<ul style="list-style-type: none"> Research and initiate innovative strategies and techniques which support coaches and umpires Publish links and (where possible) use information in training courses or as part of PNA structured programs (such as Association Championships coaching and squad umpiring) 	<p>Ongoing</p>	<p>SUDC SJUDC ODCC SJDCC Office</p>	<p>Nil</p>	<ul style="list-style-type: none"> Resources identified, published and being used
<p>3. Create a network environment to assist in nurturing a culture of sharing knowledge and ideas.</p>	<ul style="list-style-type: none"> Develop an eforum for coaches and umpires to enable PNA Development Officers and members to exchange and share information 	<p>March 2015</p>	<p>MC PC EO</p>	<p>\$200</p>	<ul style="list-style-type: none"> eforum developed and in use

8.2c Key Objective : CUV3 – aligns with Constitution 3.1.1 & 3.1.4

Ensure a greater focus on increasing, developing and recognising the volunteer workforce

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop and implement a Volunteer Management Plan	<ul style="list-style-type: none"> • Conduct an analysis of what roles at PNA and within Club's are considered volunteer roles • Develop meaningful roles for volunteers • Develop strategies for recruiting, appropriately selecting and screening volunteers for particular jobs • Provide training and induction information for Volunteers • Develop strategies for rewarding and recognising contributions of volunteers 	April 2015	EO	Nil	<ul style="list-style-type: none"> • Volunteer Management Plan completed and in use
2. Review all volunteer roles (in particular Executive) to determine which duties can be more appropriately undertaken by paid employees	<ul style="list-style-type: none"> • Analyse what duties are being performed, by whom and how much time is being taken • Determine where these duties are best placed • Prepare report for executive to determine action 	March 2015	EO	NIL (dependant on results of review - may be some administration /competition day time identified)	<ul style="list-style-type: none"> • Volunteer roles reviewed and action taken where required

8.3 STRATEGIC GOAL POST: *Talent Identification*

Goal: To have a highly respected programs that achieve continuous success at representative levels.

8.3a Key Objective : T11 – aligns with Bylaw 7.3

Increase the number of Perth Lions and WANL representative players, coaches and umpires

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Provide an environment and program enabling players to reach their full potential	<ul style="list-style-type: none"> Ensure the physical environment is maintained to the highest standards Grade teams in a manner that adds strength to the Saturday competition Publicise and encourage participation in player trial opportunities 	March 2015 and then ongoing	Executive EO	Nil	<ul style="list-style-type: none"> Physical environment maintained to a high standard End of season results show teams well graded Trial opportunities advertised
2. Develop and implement leading talent identification processes for players, coaches and umpires	<ul style="list-style-type: none"> Assess what processes are in place for identifying talented players, coaches and umpires Investigate how other equivalent organisations identify talent Document a consistent process of identifying talent 	August 2015	SUDC SJUDC ODCC SJDC Office	Nil	<ul style="list-style-type: none"> Talent identification process developed and in use
3. Establish clear coaching pathways and processes which link into Perth Lions and Netball WA pathways	<ul style="list-style-type: none"> Publicise and encourage opportunities for coaches to broaden their coaching skills and knowledge Identify participants at coaching courses for further opportunity to progress Publically acknowledge achievements made by coaches 	March 2015 and then ongoing	ODCC SJDC Administration	Nil	<ul style="list-style-type: none"> Pathways developed Opportunities advertised Coaching achievements publicised
4. Establish clear umpiring pathways and processes which link into Perth Lions and Netball WA pathways	<ul style="list-style-type: none"> Publicise and encourage opportunities for umpires to broaden their umpiring skills and knowledge Identify participants at umpiring courses for further opportunity to progress Publically acknowledge achievements made by umpires 	March 2014 and ongoing	SUDC SJUDC Administration	Nil	<ul style="list-style-type: none"> Pathways developed Opportunities advertised Umpiring achievement's advertised

8.3b Key Objective : T12 – aligns with Bylaw 7.3

To consistently perform well at Association Championships

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop and implement an improved system of identification, selection and training for Association Championships	<ul style="list-style-type: none"> Assess existing processes and establish which areas are successful Investigate how other successful organisations conduct their programs Modify PNA program to include current and identified successful components Review process at the competition of each Championships and amend accordingly 	August 2015	ODCC SJDC Office	Nil	<ul style="list-style-type: none"> An overall increase in finishing results at Association Championships

8.4 STRATEGIC GOAL POST: *Member Support & Services*

Goal: Ensure that all members receive customer service of the highest standard.

8.4a Key Objective : MSS1 – aligns with Constitution Part 3.1.3

Facilitate the development of Club's to optimise service delivery

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Deliver training and education to improve Club's capacities to effectively manage core activity	<ul style="list-style-type: none"> • Include questions in Membership Survey to establish needs • Link with DSR and WA Sports Federation to enable relevant courses to be facilitated at PNA • Provide mentoring for new Club's • Conduct regular training on PNA participation requirements 	March 2015 and then ongoing	Executive EO	Nil	<ul style="list-style-type: none"> • Membership Survey results reviewed and action taken where appropriate • Relevant training and education sessions sourced and conducted
2. Provide resources and information to support and increase the capacity of Club's	<ul style="list-style-type: none"> • Include questions in Membership Survey to establish needs • Review existing resources and information to ensure relevant and presented appropriately • Identify other resources and opportunities external to PNA and communicate these to Club's 	March 2014 and then ongoing	Administration	Nil	<ul style="list-style-type: none"> • Membership survey completed and reviewed • Existing resources reviewed and modified where necessary • Other resources and information circulated

8.4b Key Objective : MSS2 – aligns with Constitution Part 3.1.3

To engage with members to ensure their needs are being identified and delivered

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop an Event Management Plan for Match Day	<ul style="list-style-type: none"> Document actions required for pre, during and post-match day Develop time line for actions Ensure links with other operational documents 	April 2015	EO	Nil	<ul style="list-style-type: none"> Event Management Plan developed, in use and reported on as required
2. Investigate facilities for child minding	<ul style="list-style-type: none"> Establish members need and formal requirements Research other venue options 	April 2015	EO	Dependent on findings of investigation – intent is for it to be cost neutral	<ul style="list-style-type: none"> Investigation carried out and reported to Executive
3. Integrate the process of registering and affiliation with the MYOB system	<ul style="list-style-type: none"> Establish formal requirements Develop flow chart of process from requirements Test process 	March 2015	Administration	Nil	<ul style="list-style-type: none"> Registration and Affiliation process integrated with MYOB
4. Maintain a high standard of food and beverage and service provided to members	<ul style="list-style-type: none"> Include questions on food and beverage supply in Membership Survey Investigate other options for selling points Fine tune menu to products that are healthy, high quality and easy and fast to serve 	April 2015 and then ongoing	EO	Nil	<ul style="list-style-type: none"> Membership Survey results reviewed and action taken where appropriate Other selling points identified Menu constantly reviewed

8.5 STRATEGIC GOAL POST: *Grounds & Infrastructure*

Goal: Establish and maintain fit for purpose grounds and Infrastructure to meet existing and future demand.

8.5a Key Objective : GI1 – aligns with Constitution Part 4.1.8

Ensure that all facilities and infrastructure are fit for purpose

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop an Asset Management schedule	<ul style="list-style-type: none"> Review lease and any other documentation to identify what actions are required, by whom and how often Document responsibilities into an calendar based schedule and include on PNA internal calendar 	February 2015	EO GMN	Nil	<ul style="list-style-type: none"> Calendar developed
2. Upgrade sound system	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Tender project Award and monitor project 	March 2015	G & F Committee	\$2,000 Est	<ul style="list-style-type: none"> PA system functioning as per requirements
3. Participate in the Wembley Park Users Group	<ul style="list-style-type: none"> Accept Invitation to participate Attend meetings 	January and then Ongoing	Executive EO	Nil	<ul style="list-style-type: none"> Meetings attended

8.5b Key Objective : GI2 – aligns with Constitution Part 4.1.8

Monitor existing and future needs for facilities and infrastructure

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Investigate more opportunities for weather protection	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Apply for any required approvals Tender project Award and monitor project 	April 2015	G & F Committee	\$30,000 Est	<ul style="list-style-type: none"> Weather protection installed
2. Install a storage shed	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Apply for any required approvals Tender project Award and monitor project 	August 2015	G & F Committee	\$10,000 Est	<ul style="list-style-type: none"> Storage shed installed
3. Install window tinting on Executive office window	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Apply for any required approvals Tender project Award and monitor project 	February 2015	EO	\$2000 Est	<ul style="list-style-type: none"> Tinting installed
4. Align all courts in the upper playing area	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Apply for any required approvals Tender project Award and monitor project 	September 2016	G & F Committee	\$50,000 Est	<ul style="list-style-type: none"> Courts aligned
5. Install lighting to more courts	<ul style="list-style-type: none"> Carry out needs assessment Investigate costing Investigate potential grant funding Apply for any required approvals Tender project Award and monitor project 	September 2015	G & F	\$20,000 Est	<ul style="list-style-type: none"> Lighting operational

<p>6. Prepare a Marketing Brief which identifies and communicates facility and infrastructure needs</p>	<ul style="list-style-type: none"> • Identify which facility and infrastructure needs have the potential to be sponsored • Document into a brochure • Publicise and circulate where appropriate 	<p>April 2015</p>	<p>G & F</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Marketing brief developed and circulated
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8.6 STRATEGIC GOAL POST: *Governance & Finance*

Goal: To model best practice in governance, integrity and leadership at all levels of the Association at all times.

8.6a Key Objective : GF1 – aligns with Constitution Part 16

To have a living, guidance document which provides direction for PNA now and into the future

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop and implement a Strategic Business Plan	<ul style="list-style-type: none"> • Review current information on the current and future needs of PNA • Formulate information into Goals • Develop strategies and Actions to achieve the goals • Develop evaluation reporting document • Ratify at Executive • Communicate Plan to members 	January 2015 then reviewed annually	EO	Nil	<ul style="list-style-type: none"> • Strategic Business Plan developed • Evaluation report reviewed at each Executive meeting

8.6b Key Objective : GF2 – aligns with Constitution Part 16

Develop governance practices that ensures the best leadership for the Association

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Implement the Strategic Business Plan and conduct regular reviews and communicate progress to members	<ul style="list-style-type: none"> Report on Strategic Business Plan at each Executive meeting Where appropriate, report outcomes to members 	January 2015 and then ongoing	Executive EO	Nil	<ul style="list-style-type: none"> Report presented at Executive meetings Outcomes reported to members
2. Review the Executive meeting structure including document templates	<ul style="list-style-type: none"> Assess formal requirements Assess current processes and documentation Develop information gathered into a user friendly process 	February 2015	EO	Nil	<ul style="list-style-type: none"> Reviewed structure in place compliant with Constitutional requirements
3. Develop and implement Policies and Procedures manual	<ul style="list-style-type: none"> Review current policies and procedures to ensure appropriate and still required Document all policies and procedures in a manual ensuring relevant stakeholders are aware of requirements 	September 2015	EO	Nil	<ul style="list-style-type: none"> Policies and Procedures manual developed and in use Manual reviewed regularly and as required
4. Develop an MOU with Netball WA	<ul style="list-style-type: none"> Attend and participate in meetings Report outcomes to Executive 	June 2015	Executive EO	Nil	<ul style="list-style-type: none"> MOU developed and signed off
5. Review and restructure current financial practises and procedures	<ul style="list-style-type: none"> Investigate change of year dates to include complete seasons (note requires AGM approval Constitution 21.1) Produce yearly operating budget, reportable monthly Provide a 12 month cash flow budget Investigate options of providing EFT services 	February 2015	FC Administration	Nil	<ul style="list-style-type: none"> End of year date changed if required Annual operating budget produced and reported on monthly 12 month cash flow budget developed and reported on EFT installed

<p>6. Investigate the need for a role as Treasurer on the Executive</p>	<ul style="list-style-type: none"> • Review treasurer roles from the past • Determine what duties a Treasurer would be responsible for • Prepare a report to the Executive including recommendations 	<p>May 2015</p>	<p>EO</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Investigation undertaken • Report prepared with recommendations submitted to the Executive
<p>7. Review the Constitution</p>	<ul style="list-style-type: none"> • Annually review the Constitution to ensure that <ul style="list-style-type: none"> ○ it adequately reflects the continued direction of PNA and, ○ that all functions of PNA are being carried out in accordance with it • Note required amendments and process as per requirements in Part 25 of the Constitution 	<p>March 2015</p>	<p>Executive EO</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Review carried out • Amendments processed as per requirements
<p>8. Review the Bylaws</p>	<ul style="list-style-type: none"> • Annually review the Bylaws <ul style="list-style-type: none"> ○ ensure that they adequately reflect the continued direction of PNA and, ○ that they are in accordance with direction set in the Constitution • Note required amendments and process as per requirements 	<p>March 2015</p>	<p>Executive EO</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Review carried out • Amendments processed as per requirements
<p>9. Review the Policy Book</p>	<ul style="list-style-type: none"> • Annually review the Policy Book to; <ul style="list-style-type: none"> ○ ensure that it adequately reflects the continued direction of PNA and, ○ that it is in accordance with direction set in the Constitution and Bylaws • Note required amendments and process as per requirements in Section 10 of the Bylaws 	<p>March 2015</p>	<p>Executive Administration</p>	<p>Nil</p>	<ul style="list-style-type: none"> • Review carried out • Amendments processed as per requirements

<p>10. Develop an Emergency Management Plan</p>	<ul style="list-style-type: none"> • Identify what is statutorily required in an Emergency Management Plan • Identify what emergency management measures are currently in place • Identify what measures are missing • Document all measures into a working plan 	<p>April 2015</p>	<p>EO</p>	<p>Cost of Consultant</p>	<ul style="list-style-type: none"> • Emergency Management Plan developed and reviewed annual and as required
<p>11. Develop a Risk Management Plan</p>	<ul style="list-style-type: none"> • Identify what is statutorily required in an Risk Management Plan • Identify what risk management documentation is currently in place • Identify what information is missing • Document all measures into a working plan 	<p>April 2015</p>	<p>EO</p>	<p>Cost of Consultant</p>	<ul style="list-style-type: none"> • Risk Management Plan Developed and reviewed annual and as required

8.6c Key Objective : GF3 – aligns with Constitution Part 16.1.5

Keep netball at PNA affordable

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Investigate other funding options which maintain affordability for participants	<ul style="list-style-type: none"> Investigate opportunities to receive grant funding for specific projects 	Ongoing	Executive EO	Nil	<ul style="list-style-type: none"> Other funding options secured

8.6d Key Objective: GF4 – aligns with Bylaw 3.0

Strengthen capacity and encourage excellence in the workforce

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Continually improve the positive outcomes of staff through greater investment in the enjoyment of their role and overall development	<ul style="list-style-type: none"> Hold weekly staff meetings Identify appropriate training needs Provide clear direction on outcomes to be achieved by staff Reward and recognise achievements made by staff Conduct a thorough assessment of PNAs workforce requirements Develop a workforce structure that can achieve the requirements of PNA Ensure that a high level of employee support and development is maintained 	February 2015 and then ongoing	Executive EO	Staff training requirements	<ul style="list-style-type: none"> Staff feel that they and their work is valued
2. Develop an Occupational Health and Safety Plan	<ul style="list-style-type: none"> Identify what is statutorily required in an OH&S plan Identify what OH&S measures are currently in place Identify what measures are missing Document all measures into a working plan 	May 2015	EO	Cost of Consultancy	<ul style="list-style-type: none"> Occupational Health and Safety Plan developed and implemented

8.7 STRATEGIC GOAL POST: *Marketing & Communication*

Goal: To be recognised by members and non-members as one of the leading community sporting associations.

8.7a Key Objective : MC1 – aligns with Bylaws 1.3.9 and 1.3.10

Ensure that a coordinated and appropriate approach is taken towards PNA electronic media activities

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Review and upgrade PNA website	<ul style="list-style-type: none"> Identify what information needs to be on the website Engage a professional to upgrade Document a process for maintaining website - what by whom and when 	January 2015	EO	\$500	<ul style="list-style-type: none"> Website upgraded and operational
2. Develop and implement an Electronic Media Plan	<ul style="list-style-type: none"> Carry out a needs assessment to identify what additional electronic media services will benefit PNA Identify and document how and who develops, monitors and maintains these services 	March 2015	MC PC Administration	\$200	<ul style="list-style-type: none"> New services identified and operational

8.7b Key Objective : MC2 – aligns with Bylaw 1.3.10

Foster healthy and vibrant relationships with members and key stakeholders

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Streamline internal/external communication processes	<ul style="list-style-type: none"> • Implement use of generic email addresses • Develop guidelines for what information goes to who when and how • Provide weekly updates to Executive on Administration activities 	January 2015	EO	Nil	<ul style="list-style-type: none"> • Generic emails in use • Guidelines developed and distributed
2. Produce a PNA newsletter	<ul style="list-style-type: none"> • Identify <ul style="list-style-type: none"> ○ what information is required ○ frequency ○ format ○ distribution method • Develop template for Executive approval 	January 2015	Administration	Nil	<ul style="list-style-type: none"> • Newsletter developed and distributed
3. Develop an annual Membership Survey	<ul style="list-style-type: none"> • Review surveys carried out in the past • Develop a draft Survey and present to Executive for approval • Distribute the survey the week after the Winter Grand Final • Review results in line with annual review of Strategic Business Plan 	September 2015	EO	Nil	<ul style="list-style-type: none"> • Membership Survey developed and distributed • Results reviewed and presented to Executive
4. Meet and liaise regularly with Netball WA as a key stakeholder and as a neighbour to ensure an ongoing mutually beneficial relationship	<ul style="list-style-type: none"> • Identify key issues • Identify appropriate officers to deal with on individual matters • Meet and communicate as appropriate to the individual matters 	Ongoing	Executive EO	Nil	<ul style="list-style-type: none"> • Strong, positive and constructive relationship developed

<p>5. Meet and liaise regularly with representatives from the Town of Cambridge as key stakeholders to ensure an ongoing mutually beneficial relationship</p>	<ul style="list-style-type: none"> Identify key issues Identify appropriate officers to deal with on individual matters Meet and communicate as appropriate to the individual matters 	<p>Ongoing</p>	<p>Executive EO</p>	<p>Nil</p>	<ul style="list-style-type: none"> Strong, positive and constructive relationship developed
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8.7c Key Objective : MC3 – aligns with Bylaw 1.3.10

Continue to improve the profile of the Association

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Promote recognition of Association successes	<ul style="list-style-type: none"> Invite members to submit information of achievements for general circulation Executive to discuss at meetings items to be placed on website 	Ongoing	Executive Administration	Nil	<ul style="list-style-type: none"> Positive articles published in media and on PNA website
2. Develop a marketing strategy to grow public awareness of and support for PNA and netball in general	<ul style="list-style-type: none"> Investigate existing marketing strategies Develop new strategies Formulate into a Plan 	July 2015	MC PC Administration VPs	Nil	<ul style="list-style-type: none"> Strategy developed, in use and reported on at Executive meetings
3. Increase fundraising monies by 20%	<ul style="list-style-type: none"> Identify current fundraising initiatives and format into a budget Identify which initiatives have scope to grow Identify new initiatives 	December 2015	MC PC Administration VPs	Nil	<ul style="list-style-type: none"> Fundraising monies increased by 20%
4. Investigate sales of PNA merchandise	<ul style="list-style-type: none"> Identify what items are currently sold at PNA Identify what items are successfully sold by equivalent organisations Prepare a report to Executive on potential sale items for approval 	December 2015	MC PC Administration	Nil	<ul style="list-style-type: none"> Items identified and report to Executive submitted
5. Produce and circulate registration flyers for events	<ul style="list-style-type: none"> Develop corporate format for flyers (see MC4) Identify events requiring flyers Produce flyers and distribute 	February 2015 and then ongoing	Administration	Nil	<ul style="list-style-type: none"> Flyers produced and distributed

8.7d Key Objective : MC4 – aligns with Bylaw 1.3.10

Reviewing corporate profile and sponsorship strategies

Strategy	Action	Timeline	Responsibility	Additional Resource Implication	Evaluation
1. Develop a tiered sponsorship package	<ul style="list-style-type: none"> Identify what opportunities are available at PNA to be sponsored Develop into a matrix with costings Document into a marketing package and circulate 	March 2015	PC MC EO	Nil	<ul style="list-style-type: none"> Sponsorship package developed and circulated
2. Review corporate documents	<ul style="list-style-type: none"> Review all current corporate documents Develop a theme for art work Produce templates for all corporate document types 	February 2015	Administration	\$200	<ul style="list-style-type: none"> Corporate document templates produced and being used
3. Develop an art project that incorporates opportunity for members and sponsors to contribute	<ul style="list-style-type: none"> Develop basic parameters Engage suitable artist Formulate costings to contribute Seek Council approval Market to sponsors and members 	May 2015	Executive Administration	Designed to be cost neutral	<ul style="list-style-type: none"> Art work commenced and open to contributors