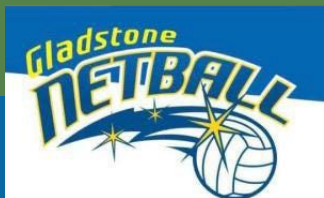


GLADSTONE NETBALL ASSOCIATION

Strategic Plan 2024-27



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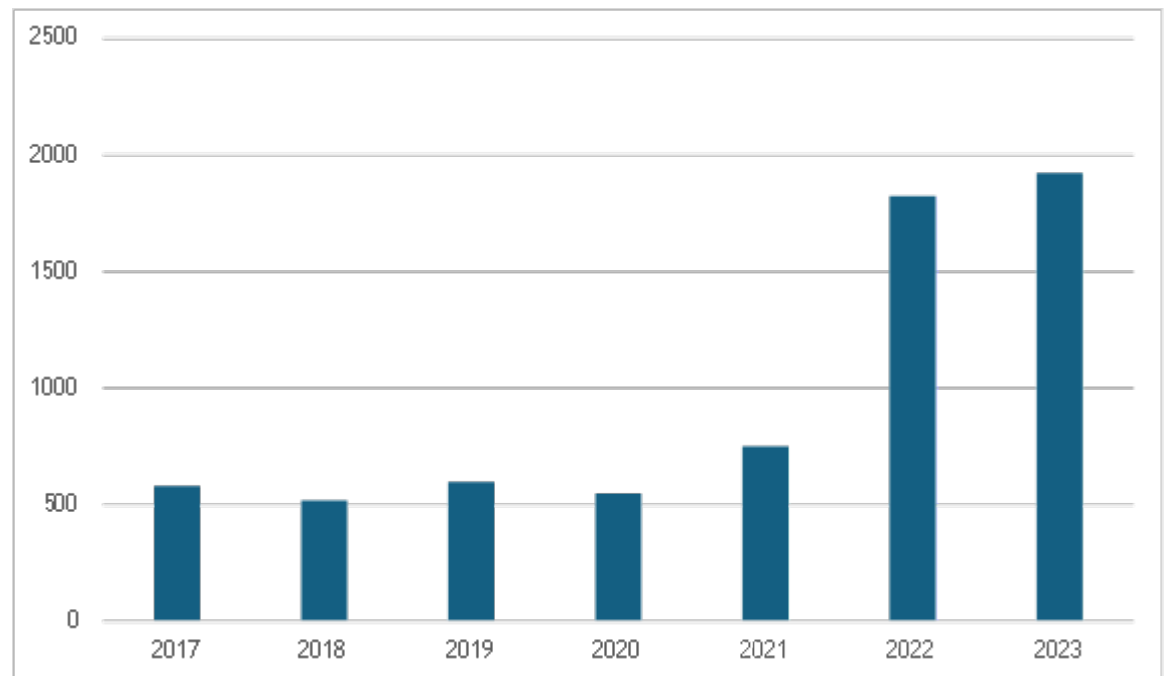
INTRODUCTION

This strategic plan outlines the desired future direction of Gladstone Netball Association (GNA) from 2021 to 2024. The strategic goals and actions within each pillar have been identified through consultation, including two planning workshops with management committee members and key volunteers, and an online planning questionnaire that gathered 53 responses from members of the association and affiliated clubs.

GNA is a volunteer-run not-for-profit association, which facilitates competitions and representative pathways for netball in Gladstone. The association offers positive netball experiences for its affiliated clubs across a broad range of competitive and social netball opportunities.

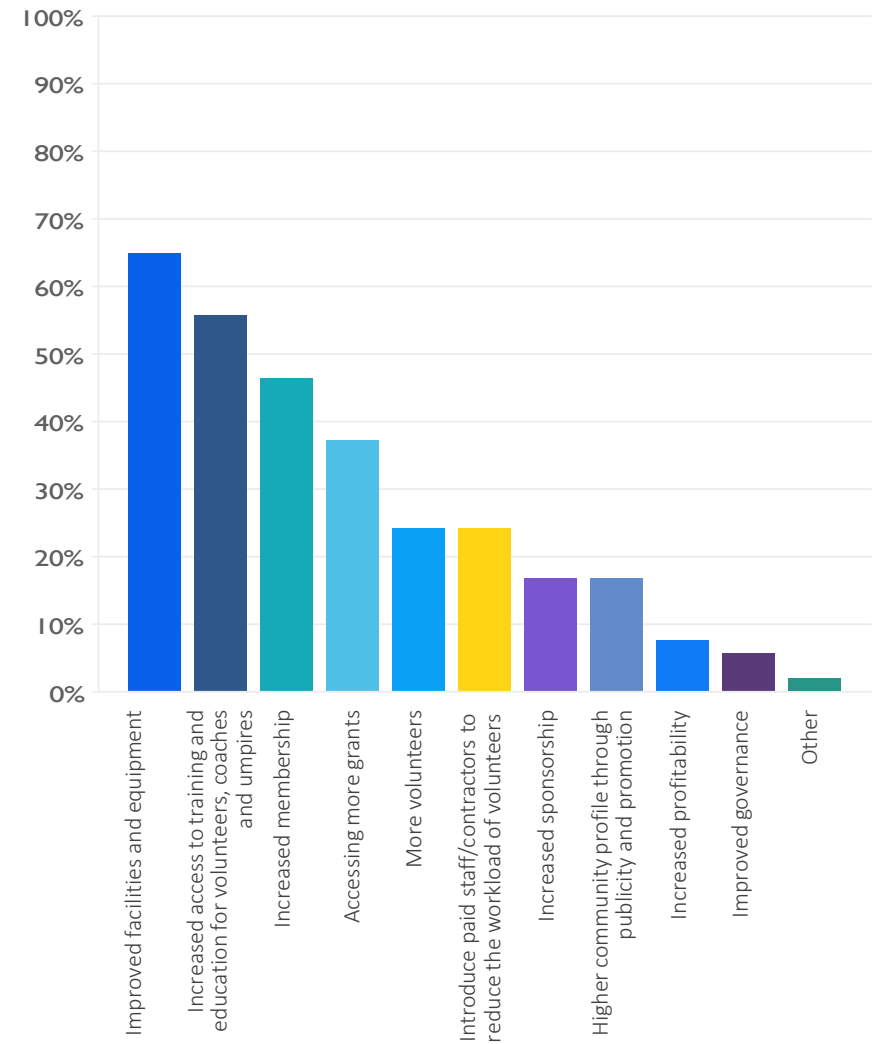
GNA has three local affiliated clubs: Calliope Crushers, Valleys Netball Club and Yaralla Dynamics Netball Club plus independent teams, schools and other NQ affiliated associations playing in its competitions. With participation growing, GNA has recently invested in their facilities at Memorial Park, resurfacing five courts in 2021.

Gladstone Netball Association Membership

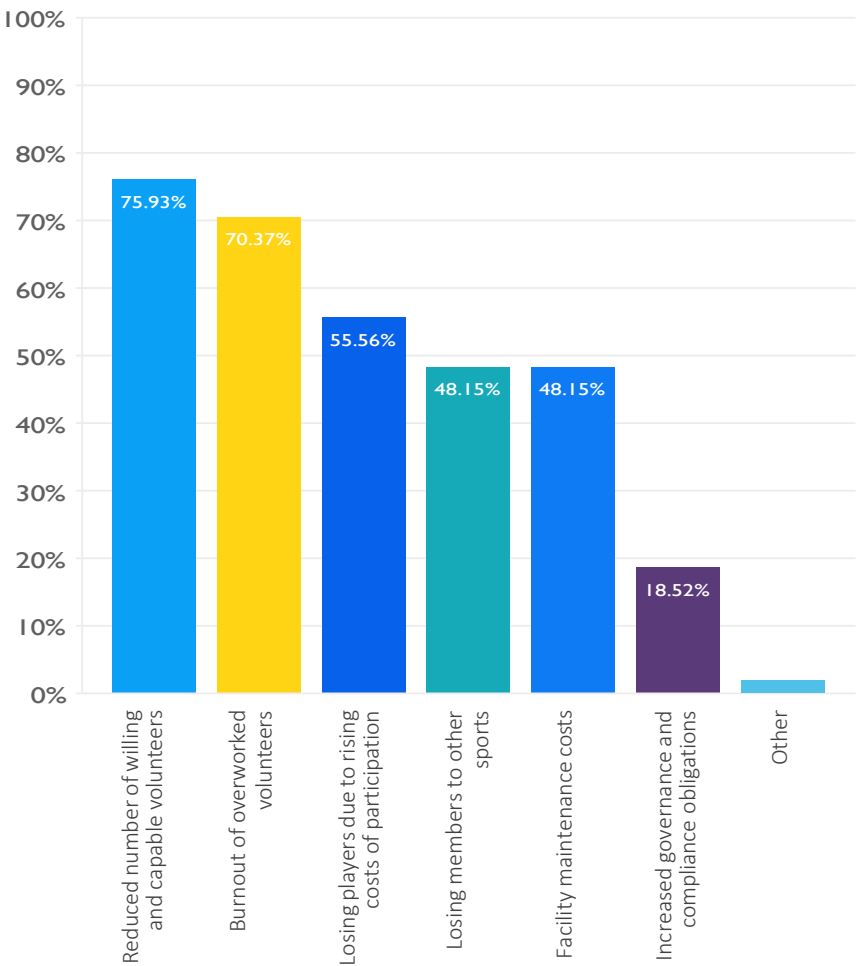


From the online planning questionnaire, three top priorities for GNA over the next three years were selected:

- Improved facilities and equipment
- Increased access to training and education for volunteers, coaches and umpires
- Increased membership



The greatest challenge for GNA was identified in the questionnaire as the reduced number of willing and capable volunteers.



The strategic plan addresses these questionnaire results and aims for GNA to continue to reach its vision:

To be:

- An outstanding, not for profit, grass roots sporting association in the Gladstone region
- Enabling individuals to achieve their personal best, have fun, and gain confidence and new skills within a team environment
- Committed to the provision of attainable pathways of progression in all aspects of netball
- Supported by a caring, inclusive netball community

As members of an extended network around Queensland, we can learn from each other, and with support and partnerships that are mutually beneficial, continue to grow netball towards a successful and sustainable future.

This strategic plan has been developed in the context of Netball Queensland's (NQ) Three Horizon Planning Framework and is strategically aligned with the NETBALL UNITED Strategic Plan 2020-2022.

Organisation Profile

Full legal name	Gladstone Netball Association Inc.
Incorporation number	IA13809
ABN	40 732 102 893
Goods & Services Tax (GST)	Registered from 01 Jul 2000
Postal Address	PO Box 982 GLADSTONE 4680
Address	Memorial Park, Side St , Gladstone, QLD
Email	gnasecretary@hotmail.com
Website	www.gladstone.qld.netball.com.au/
Facebook	facebook.com/Gladstonenetball



The Five Strategic Pillars

- 01** Lead the Game
- 02** Play the Game
- 03** Unite the Game
- 04** Excel at the Game
- 05** Home of the Game

01 Lead the Game

Strong leadership, supported by a happy workforce, and building capacity for GNA to grow sustainably

Strategic Objectives	Key Activities	Priority
Operational and governance policies and procedures, which are regularly reviewed and improved	Undertake a constitution and bylaws review to ensure compliance with the recent changes of the <i>Associations Incorporation Act 1981</i> and alignment with governance best practice. Liaise with NQ regarding their proposed template constitution for associations to see if it provides a suitable document for GNA	High
Volunteer Levy in place relieving the burden on our dedicated volunteers	Consider implementing a volunteer levy to generate funds to pay people to undertake tasks for which there are no volunteers (cleaning toilets, running canteen, setting up courts, putting the bins out, etc)	Medium
A committee focused on driving the strategic direction, supported by sub-committees and volunteers	Update existing and develop additional position descriptions for committee positions and for other key volunteer roles	Medium
	Utilise sub-committees to delegate tasks from the management committee e.g. to run the representative program, grant applications, facility development	Ongoing
	Recruit sub-committee members who are not on the management committee and, in the process, identify those who may be suitable to succeed current management committee members	High
	Consider restructuring the association and clubs into one Incorporated Association. Begin consultation with clubs in 2022 to understand their views. Consult with other local organisations, including Basketball, to understand their governance structures.	Low
A financially-sustainable association driving future growth	Introduce an annual budget to support the financial management of the association and to inform the setting of fees	High
	Maintain current practices regarding running at a profit and accumulating funds in a separate facilities fund	Ongoing
	Review fee structure to support the introduction of paid roles, and review fees annually to ensure GNA can continue to support staff, volunteers and clubs	High
	Compose a list of priority projects in readiness for grant applications. Consider capital projects (new courts, grand stands and seating, toilet and change room upgrades, shade sails, canteen refurbishment), development (coaching, umpire training costs, travel to annual NQ seminar costs), governance support (personal development for committee members, rewriting constitution and bylaws) and equipment.	Medium
Utilising technology to streamline governance processes and procedures	Create a cloud storage drive containing all documents typically required for grant applications so they are readily available (Certificate of Incorporation, latest audited financials, constitution and bylaws, membership data, strategic plan, letters of support from MP's or councillors, etc)	Medium

02 Play the Game

Inclusive and fun netball driving participation growth

Strategic Objectives	Key Activities	Priority
Growing participation forming a lifelong attachment to the sport	Introduce games for younger players to increase their enjoyment of netball	High
	Develop new entry-level experiences and activities to drive participation growth	Medium
	Undertake member surveys periodically to ensure that GNA continues to satisfy the needs of its members	Medium
Events that establish GNA as an inclusive netball association	Continue to run an annual carnival for all teams in the region	Ongoing
	Consider running separate carnivals for club teams and for representative teams	High
	Continue to offer both social and competitive playing options for members	Ongoing
Policies in place to support the game	Update GNA policies and bylaws, utilising any available policies from NQ	High



03 Unite the Game

GNA has an established network, with strong partnerships and a connection to our community and members

Strategic Objectives	Key Activities	Priority
Benefit from Netball Queensland's biome operating model	Seek a full understanding of how GNA can benefit from NQ's biome operating model and available resources	Medium
	Utilise training opportunities from NQ and seek financial support for travel and accommodation for offered courses	Ongoing
	Clarify the role and responsibilities of new NQ support staff, eg. Community Development officer, to ensure GNA can utilise the new resource	High
Establish strong partnerships with schools	Seek support from NQ to utilise their linkages with the education sector to promote netball in schools	High
	Hold meetings with school teachers who are existing association members and develop a plan to introduce netball into local schools	Medium
Maintain a relationship with Council	Develop and maintain relationships with key council staff, councillors and mayor, and with local state and federal MPs. Keep them updated regularly on future plans and issues, and receive updates on upcoming funding opportunities	High
GNA as recognisable brand with approachable Committee members engaged with all participants of netball	Start communicating directly to members wherever possible using Facebook and email, as appropriate	High
	Investigate the possibility of moving communications to the NetballConnect system when updated versions are available	Low
	Every GNA committee member to wear an association "volunteer" polo shirt when at the courts to ensure they are easily recognisable	Medium



04 Excel at the Game

Clear responsibilities and confident officials leading to successful games, competition days and events

Strategic Objectives	Key Activities	Priority
Clubs to fulfill their responsibilities and necessary duties to participate in the GNA competitions	Ensure every club junior team has an accredited coach from the start of 2022 season before they are registered (one coach to one team – no coach covering multiple teams)	High
	Ensure every senior team nominates a manager to act as scorer and supplies a qualified umpire, otherwise the game is forfeited	High
	Clearly define and communicate the clubs' responsibility to get coaches accredited. Use consistent and repeated communications to members directly and to club committees	High
	Encourage clubs to provide support to those that undertake the online Foundation Coaching Course	Ongoing
Skilled and confident umpires and officials	Repeatedly inform members of the availability and accessibility of the online Foundation Umpiring Course	Ongoing
	Celebrate the achievements of umpires, coaches and officials in regular communications to all members	Ongoing
	Offer support and mentoring to all levels of officials	Ongoing
A shared workload on competition day	Introduce a duty club roster and list of duties for each competition day	High



05 Home of the Game

The home of GNA supports our members and enables growth of the sport in the region

Strategic Objectives	Key Activities	Priority
Netball facilities that meet demand and support growing participation	Prepare a Facility Development Plan covering the required improvements for the next 10 years. Include all capital projects including upgrades to toilets and changerooms, canteen refurbishment, spectator seating, sunshades, court resurfacing, courts , water bubblers, and others.. Prioritise and allocate projects to three year periods: 1 – 3 years, 4 – 6 years and 7 – 10 years and identify likely sources of funding for each.	High
	Maintain regular contact with Councillors, Mayor and council officers and present the Facility Development Plan to them. Seek their endorsement of the plan and their support for funding	High
	Regularly review and revise the Facility Development Plan to check progress and to reflect any changes in priorities	High
Well maintained facilities	Develop a Facility Maintenance Plan to ensure all required maintenance is scheduled, budgeted for and carried out	Medium



Proposed Layout, Memorial Park
Master Plan & Feasibility Study,
June 2019



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