



Frankston District Netball Association with Peninsula Waves Netball Club
2018 – 2020 HIGH PERFORMANCE PROGRAM STRATEGIC PLAN

18 MARCH 2018



About this document

Document Purpose

The **Frankston District Netball Association (FDNA) with Peninsula Waves Netball Club (PW) High Performance Program Strategic Business Plan (Plan)** is provided to the FDNA / PW High Performance Program steering committee (**Steering Committee**) and captures the vision, themes and detail that have emerged from the:

- Committee strategic planning workshop attended by: PW Committee Members; **Bruce Wills** (Peninsula Waves Club President & FDNA Board of Management Treasurer), **Shelley Haynes** (CEO Netball NT), **Peta Murphy** (Lawyer, Community Volunteer), **Trish McLachlan** (FDNA Marketing Manager, PW Club Administrator), **Melissa Forsberg-Walker** (FDNA Board of Management Representative).
- Consultation with Trish McLachlan and Bruce Wills.
- Netball desktop review.

This Plan was finalised following presentation of the draft Plan, detailed work plan and budget to key project contact, Trish McLachlan and submission to the Project Steering Committee.

Acknowledgements

This Plan has been prepared with the contribution of a number of people. I would like to thank the following, with whom this Plan and future program has been made possible:

- **Chris Crewther MP** – Member for Dunkley, Victoria
- **Frankston District Netball Association**
- **Peninsula Waves**

I acknowledge the funding support provided by **Chris Crewther MP** – Member for Dunkley, Victoria without which, this wonderful program for the community would not be able to be brought to life.

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Executive summary

The Frankston District Netball Association (FDNA) with Peninsula Waves (PW) **High Performance Program Strategic Plan** will play an integral role in guiding their **High Performance Program** to achieve its goals over the next two years. As a road map for strategic direction, this Plan in conjunction with the more detailed **Work Plan** and **Budget**, will be used extensively by the Steering Committee and when necessary, these documents will be modified to reflect ongoing program development and needs.

With the generous government funding support provided through **Chris Crewther MP – Member for Dunkley, Victoria**, this wonderful program for the community will be brought to life.

In summary, the **High Performance Program purpose statements and strategic priorities** are:

Mission: Provide a unique high performance program for aspiring athletes to excel in netball and life.

Vision:

- To provide a high performance pathway to empower athletes, coaches, umpires and administrators to achieve success.
- To strengthen the sport of netball.

Strategic priorities and goals:

1. Junior participation

Develop junior programs and channels tailored to introduce, recruit, transition and retain participants in netball.

2. Talent pathway

A clear & compelling talent pathway; talent is nurtured and developed for players, coaches, umpires, administrators & support staff enabling them to reach their potential.

3. People, culture and brand

A unified, high performing, supported and engaged workforce capable of delivering our vision, achieving our mission and communicating and promoting our brand.

With a broad catchment area (Mornington Peninsula, Frankston, Nepean, Casey), the FDNA/PW High Performance Program will feature initiatives such as; school netball engagement program, netball clinics, high performance camps, junior leadership and coach program, coach and umpire development workshops and clinics, talented athlete scholarship, along with a dedicated communications and marketing strategy to ensure the program reaches the community. The recruitment of a part time project manager will be pivotal to the program's professionalism, delivery, success and ultimately, establish it for a life beyond the initial two-year funding commitment. The project manager will familiarise themselves with this Plan as well as utilise living documents; the Work Plan and Budget, refining and adding greater detail as the program is developed to its full potential.

The High Performance Program will be a unique opportunity for members of the community of all ages, to be involved in netball and experience the many wonderful benefits that the sport offers, also enabling talented players, coaches and umpires to progress in their sport.

Background - Netball in Victoria

A snapshot of netball in Victoria and the Frankston District Netball Association / Peninsula Waves

There are **111,376** Netball Victoria members (Netball Victoria Census, 2015).

There are **225** Member Associations / Leagues and **3,504** clubs in Victoria (Netball Victoria Census, 2015).

The Frankston District Netball Association has **12** member clubs and approximately **4050** members in total. It has approximately **230** coaches and **200** umpires.

FDNA holds the VNL Licence for Peninsula Waves which provides the high performance pathway for the region.





**FDNA WITH PENINSULA WAVES
HIGH PERFORMANCE PROGRAM
2018 – 2020 STRATEGIC PLAN**

High performance program - mission, vision and values

Mission

Provide a unique high performance program for aspiring athletes to excel in netball and life.

Vision

- To provide a high performance pathway to empower athletes, coaches, umpires and administrators to achieve success.
- To strengthen the sport of netball.

Values

- Excellence
- Development
- Integrity
- Growth
- Enjoyment



Our strategic priorities



High performance program strategic plan

Strategic Priority #1	Junior participation	
Goal	Develop junior programs and channels tailored to introduce, recruit, transition and retain participants in netball.	
	Focus area	Key strategies
1.1	<p>Focus area</p> <ul style="list-style-type: none"> ▪ <i>Introduce netball to school children</i> ▪ <i>Target primary school year 4, 5 & 6, secondary school year 7 audience.</i> <p>Objective</p> <ul style="list-style-type: none"> ▪ <i>Minimum of 1/3 of schools contacted agree to host a netball activity</i> ▪ <i>Increase junior player (8-12 yo) numbers by 10% (may be challenging to measure)</i> 	<ul style="list-style-type: none"> ▪ Identify, map and develop relationships with schools in the region <ul style="list-style-type: none"> ○ Identify and make contact with local schools ○ Conduct fact-find exercise: understand if / what structured netball programs are available to students (ASC Sporting Schools, NetSetGo, other, who is delivering the programs, duration, frequency, if no participation, why not / financial barriers? etc?) ○ Create school contact list (school name, address, key contact name/number/email, netball programs available, student numbers/gender, etc) ▪ Note: Highlight, focus on and target schools with low netball participation rates. ▪ Determine best platforms to introduce netball to each school (examples) and create relevant resources: <ul style="list-style-type: none"> ○ Guest speaker at assemblies ○ School newsletter ○ Flyer in school bag / e-flyer ○ School website link ○ School fete – netball competition display / goal shooting activity ▪ Identify role models/ambassadors/guest speakers (elite players) to assist in attracting children to netball ▪ Consider building a relationship with SEDA and enlisting support for delivery. Discuss with Netball Victoria. ▪ Future steps...Current strategy does not include on-site program delivery. However, with the right resources, future involvement in delivery of the Sporting Schools “Go” component of the NetSetGo program, could be viable and should be considered if other program elements are flowing well.

High performance program strategic plan (cont.)

Strategic Priority #1	Junior participation	
Goal	Develop programs tailored to introduce, recruit, transition and retain participants in netball.	
	Focus area	Key strategies
1.2	<p>Focus area</p> <ul style="list-style-type: none"> ▪ <i>Conduct school holiday clinics</i> ▪ <i>Target audience 8-13yo's</i> <p>Objective</p> <ul style="list-style-type: none"> ▪ <i>Additional Associations offer school holiday clinics</i> ▪ <i>Increase junior participation numbers at Association clubs</i> ▪ <i>Provide skills focused clinics for player development, promote pathway, player retention</i> ▪ <i>Participants in clinic programs progress to representative teams within their Associations</i> 	<ul style="list-style-type: none"> ▪ Build on current holiday clinics offered <ul style="list-style-type: none"> ○ Review the holiday clinic curriculum, activities and duration ensuring a fun and engaging introduction to netball, providing a connection between entry level NetSetGo and club netball ○ Provide enhanced support to coaches and coordinators via easy access to lesson plans and coaching principles for consistency ○ Consider using the clinics as an aligned promotion of healthy food choices via the Vichealth Healthy Choice: the easy choice program ▪ Build strong coach network for delivery ▪ Offer: <ul style="list-style-type: none"> ○ Expand two clinics per school holidays (six per year) to branch clinics at each Association within the region (Nepean, Casey, MPNA) ○ Clinic duration: One full day clinic ○ Max 50 players ▪ Targeted marketing to capture new participants <ul style="list-style-type: none"> ○ Eg. introduce give away show bags ○ Talk to Netball Victoria, local suppliers for aligned products ○ Explore aligning with NV / "This Girl Can" program ▪ Review success measures of the clinics, annually (numbers, return participants, conversion to club members, etc.)

High performance program strategic plan (cont.)

Strategic Priority #1	Junior participation	
Goal	Develop programs tailored to introduce, recruit, transition and retain participants in netball.	
	Focus area	Key strategies
1.3	<p>Focus area</p> <ul style="list-style-type: none"> ▪ <i>Create a dedicated junior coach leadership program as an entry point to a non-playing pathway</i> ▪ <i>Target audience 13-15 yo's</i> <p>Objective</p> <ul style="list-style-type: none"> ▪ <i>Develop a sustainable coach network</i> ▪ <i>20 players enrolled in the program in Y1</i> ▪ <i>40 players enrolled in the program in Y2</i> 	<p>It has been identified that finding coaches is very challenging and as coaches are integral to the strength and success of any pathway program, the development of coaches at all levels of the sport is vital.</p> <ul style="list-style-type: none"> ▪ Design a stepped coach pathway program <ul style="list-style-type: none"> ○ Identify / ask players age 13-15 to join a unique leadership program via application form ○ Bronze, silver, gold level aligning with and underpinning the Netball Victoria coach accreditation pathway ○ Participants in the leadership program to; shadow an accredited coach, be given a t-shirt, reach agreed milestones, attend and assist at holiday clinics, attend coach workshops, receive funding to complete the Netball Victoria “Foundation” and “Development” (min. 15 yo) courses ▪ Develop the resources to promote the program across all available platforms and through all available channels, including; website, social media, information evening for coaches, etc. ▪ Utilise and invest in the player network to target future coaches <ul style="list-style-type: none"> ○ Work directly with the clubs and leagues ○ Talk directly to players ○ Annual form/survey question/field: “are you interested in coaching and/or umpiring?” ▪ Monitor program successes and challenges. ▪ Ultimately utilise program graduates as role models and ambassadors for upcoming young coaches in the program. ▪ Seek program sponsor for sustainability.

High performance program strategic plan (cont.)

Strategic Priority #2	Talent Pathway	
Goal	A clear and compelling talent pathway where talent is nurtured and developed for players, coaches, umpires, administrators and support staff that enables them to reach their potential.	
	Focus area	Key strategies
2.1	<p>Focus area</p> <ul style="list-style-type: none"> ▪ <i>Deliver high performance camps</i> ▪ <i>Target age categories; 11/U, 13/U (squad / rep level)</i> ▪ <i>Consideration may be given to 15/U (but no cross-over with PEN's)</i> <p>Objective</p> <ul style="list-style-type: none"> ▪ <i>Create best practice talent pathways (bridge the gap identified) to the existing Peninsula Elite Netball Club (PEN's) program to strengthen the talent pathway</i> ▪ <i>Camp attendees successfully progress to the PEN's program</i> 	<p>Create alignment and connection to the PEN's program to strengthen the pathway with quality resources, access to coaching:</p> <ul style="list-style-type: none"> ▪ Develop pathway diagram to promote via website and other platforms also defining a clear pathway for coaches, administrators and volunteers. ▪ Establish and promote transparent talent ID and clinic entry criteria to ensure program is available to all members; clubs and league nomination process. ▪ Maintain up-to-date talent program lists. ▪ High Performance Camp development <ul style="list-style-type: none"> ○ Weekend camp – one per calendar year ○ Program development ○ Allocate resources ○ Determine best fit / best practice holistic support as applicable (tap into existing sports medicine network and partnerships for dietitian, doctor, sports psychology, physiotherapy screening and presentations) ▪ Develop and document program curriculum -Develop standards in key areas such as coaching, player welfare, strength & conditioning / pre-hab and nutrition.

High performance program strategic plan (cont.)

Strategic Priority #2	Talent Pathway	
Goal	A clear and compelling talent pathway where talent is nurtured and developed for players, coaches, umpires, administrators and support staff that enables them to reach their potential.	
	Focus area	Key strategies
2.2	Focus area <ul style="list-style-type: none"> ▪ <i>Strategic and structured development for coaches and umpires</i> Objective <ul style="list-style-type: none"> ▪ <i>Build quality coaching & umpiring</i> ▪ <i>Build numbers of coaches & umpires</i> ▪ <i>25% coaches registered in clinics progress to next level pathway accreditation</i> 	<ul style="list-style-type: none"> ▪ Create and make available simple resources (diagrams, etc.) via all relevant platforms to provide a visible pathway for coaches and umpires. ▪ Attract and recruit great people from diverse backgrounds to ensure our workforce reflects the diversity of the communities we work in. ▪ Provide enhanced support to coaches via easier access to high performance clinic and camp lesson plans and coaching principles. ▪ Embed a culture of coach and umpires training, professional development and career progression: <ul style="list-style-type: none"> ○ Coach and umpire development workshops, clinics and other opportunities ○ Fund and reward coaches and umpires with talent to attend NV coaching accreditation courses to upskill ○ Develop a rewards and recognition program for coaches and umpires ○ Implement and oversee a coach and umpire mentor system ○ Acknowledge and share success stories to highlight great outcomes in the region ○ Implement and embed the Child Safe Standards across the organisation ▪ Identify coach and umpire role models throughout the pathway to target communities / schools to assist in attracting those communities to netball.
2.3	Focus area <ul style="list-style-type: none"> ▪ <i>Provide financial support to talented players on a needs basis</i> Objective <ul style="list-style-type: none"> ▪ <i>Players in financial need able to continue along talent pathway</i> 	<ul style="list-style-type: none"> ▪ Appoint sub-committee to manage the following: <ul style="list-style-type: none"> ○ Establish athlete scholarship fund criteria ○ Communicate criteria, application process via website, etc. ○ Sub-committee to review applications ○ Notification of successful / unsuccessful ○ Ensure adherence to budget

High performance program strategic plan (cont.)

Strategic Priority #3	People, Culture and Brand	
Goal	A unified, high performing, supported and engaged workforce capable of delivering our vision, achieving our mission and communicating and promoting our brand.	
	Focus area	Key strategies
3.1	Focus area <ul style="list-style-type: none"> ▪ <i>Strategic resourcing</i> Objective <ul style="list-style-type: none"> ▪ <i>Build the right resources into the High Performance Program Plan from the outset in order to maximise successful delivery and outcomes</i> 	Develop resource plan to ensure best practice program implementation, management and monitoring: <ul style="list-style-type: none"> ▪ Appoint project manager – ensure project on-track, reaching key milestones, fulfil reporting requirements, implement work plan, review and refine, central point of contact providing leadership and management to delivery team, develop volunteer position descriptions. Role to be professional appointment, have program accountability. Role to be 0.4 FTE (i.e. 2 days) with volunteers / students support for basic administrative tasks. ▪ Determine available and skilled volunteers to provide administrative / coaching support: <ul style="list-style-type: none"> ○ Contact SEDA College Victoria as potential program partner for access to students to provide delivery support as needed. ○ Contact Chisholm Frankston Sport and Fitness as potential program partner for access to students to provide delivery support as needed. ○ Cast broad net to members for those seeking volunteer placements as part of their courses. ○ Attract and recruit great people from diverse backgrounds to ensure the workforce reflects the diversity of the communities we work in. ▪ Ensure our successes are acknowledged and shared to highlight great outcomes across the region. ▪ Implement and embed the Child Safe Standards across the organisation.

High performance program strategic plan (cont.)

Strategic Priority #3	People, Culture and Brand	
Goal	A unified, high performing, supported and engaged workforce capable of delivering our vision, achieving our mission and communicating and promoting our brand.	
	Focus area	Key strategies
3.2	Focus area <ul style="list-style-type: none"> ▪ <i>Stakeholder and partner relationships</i> Objective <ul style="list-style-type: none"> ▪ <i>Continued development of stakeholder relationships and partnerships</i> 	<ul style="list-style-type: none"> ▪ Continue to utilise existing / develop new relationships and partnerships to support and promote the high performance program delivery: <ul style="list-style-type: none"> ○ Netball Victoria ○ Vichealth ○ Sport and Recreation Victoria ○ Associations and Leagues ○ Local Schools ○ SEDA College Victoria ○ Chisholm Frankston ○ Relevant sponsor partners ○ Consider range of guest speakers for high performance clinics and camps (sports dietitian, physiotherapist, strength and conditioning, massage, sports psychologist, Diamonds / Vixens players / coaches, etc.) (FOC in return for promotion) ▪ Explore potential sponsorship for the High Performance Program components ▪ Explore opportunities for new aligned partnerships ▪ Provide program updates to ASC (TBC required frequency & format) and Chris Crewther (quarterly)

High performance program strategic plan (cont.)

Strategic Priority #3	People, Culture and Brand	
Goal	A unified, high performing, supported and engaged workforce capable of delivering our vision, achieving our mission and communicating and promoting our brand.	
	Focus area	Key strategies
3.3	Focus Area <i>Strategic marketing and communications</i> Objective <i>Build awareness for and education around the high performance program through dedicated marketing and promotions</i>	<ul style="list-style-type: none"> ▪ Develop High Performance Program resources (electronic and print), ensure consistent message and brand. ▪ Monitor website to ensure availability of all relevant and up-to-date information, check links are working. ▪ Develop strategic social media plan / determine frequency of posts. ▪ Develop and distribute hard copy materials to schools, etc. ▪ Identify program ambassadors at all levels of the pathway for use in marketing and promotions: <ul style="list-style-type: none"> ○ Showcase examples of coaches, administrators, medical staff, volunteers and umpires progressing through the talent pathway. ○ Ensure coaches and other program ambassadors spread same message, reinforce program vision. ▪ Survey participant analysis
3.4	Focus area <ul style="list-style-type: none"> ▪ <i>Financial resource management</i> Objective <ul style="list-style-type: none"> ▪ <i>Monitor the management of the government grant</i> ▪ <i>Seek other financial and income streams through sponsorship and the like for program sustainability beyond the two-year grant allocation</i> 	Financial strategies <ul style="list-style-type: none"> ▪ Develop program budget; income and expenses. ▪ Determine which areas of the program are user-pay, partially subsidised and fully subsidised. ▪ Plot cash flow for the two years and develop basic investment strategy in low risk fixed term bank deposit (3, 6, 9, 12 months). Sponsorship / other <ul style="list-style-type: none"> ▪ Maintain and strengthen relationship with existing partners and sponsors. ▪ Explore sponsorship opportunities. ▪ Note: It was agreed that Monash University not be approached due to own VNL licence ▪ Explore further sources of income such as grants and donations. ▪ Australian Sports Foundation (ASF) donations (tax deductible)



APPENDIX | USEFUL RESOURCES

Appendix 1 | Strategic planning workshop

Thank you to the following people who attended the FDNA/PW High Performance Program Strategic Planning Workshop on Saturday 17 February 2018

- Bruce Wills - Peninsula Waves Club President & FDNA Board of Management Treasurer
- Shelley Haynes - CEO Netball NT, Peninsula Waves Club Founding Member, Peninsula Waves Life Member
- Peta Murphy - Federal Labor Candidate for Dunkley and elite squash player
- Trish McLachlan - FDNA Marketing Manager, Peninsula Waves Club Administrator
- Melissa Forsberg-Walker – FDNA Board of Management

Workshop Objectives

- 1. Why:** Agree elite sport program purpose (mission / vision / values)
- 2. What:** Establish elite sport program initiatives and services (detail expressed around each program initiative to achieve agreed objectives)
- 3. How:** Agree a work plan outlining timeline, resources needed, key accountabilities, monitoring and review for the delivery of the two-year program
- 4. Refine priorities:** Establish budget priorities and expenditure of grant

Appendix 2 | Strategic planning workshop (cont.)

Notes from group discussion: “Why have an elite sport program?”

- Give us an edge
- Competitive environment / Threats (AFLW)
- Sustainability
- Unique
- “Go to”
- Offer something that no one else has
- Draw more people in
- Future facility and player development
- Want to be seen as leaders in the whole region (wider than Two Bays)
- Visibility – people will know what we do
- Educate and promote the pathway
- Players won’t feel the need to “jump out” of this pathway, seek alternatives to develop their netball
- “Powerhouse region:” Player, coach, umpire improvement
- What does success look like?
- Is it winning?
- Not winning at all costs
- Culture is critical
- Embrace players, coaches
- On-court presence
- Measures for success??
- Coach development – equip coaches to develop the quality of the players
- Pathway focus – vixens, diamonds
- Long term athlete development
- Give the players the opportunity to be the best they can be in a healthy and safe environment
- Encompass FDNA
- Ensure grass roots is nurtured and grown
- Could we include boys and men? Not at moment, watch for direction from NV, focus on our core business
- What can we build on so that players from the region and surrounds WANT to come to us?
- Communicate, promote, market
- Peta: “not enough emphasis on pathways for women and girls in the Peninsula. This program could be a great flagship for traditional sport.”

Appendix 3 | Strategic planning workshop (cont.)



Mission / Vision / Values - Netball Australia

Vision: Everyone in Australia Values their Connection with Netball.

Mission: We will know we have achieved our vision when:

- Everyone in Australia has an opportunity to be involved in netball in a way that brings them good health, recognition, achievement, enjoyment and a sense of belonging.
- Netball builds communities of healthy, confident and resilient girls and women through participation and world class competition.
- Netball is a fun, social game that caters for Australia's diverse population.
- Netball has a seat at the table and is a thought leader for sport, women and community issues.
- We retain world number one with athletes who inspire everyone in Australia.
- ANZ Championship and international tests showcase outstanding sport entertainment and netball is a valued product for broadcasters.
- Netball is the vehicle by which corporate and government choose to reach women.
- We sustain a culture that preserves our heritage and celebrates women.
- Netball is known for outstanding leadership, governance and workforce opportunities.

Values

- **Passion:** We care about our game, our people and our purpose. We are motivated, high achievers and celebrate great outcomes.
- **Teamwork:** We work together for a common goal and create a harmonious environment by contributing as individuals, being adaptable and flexible and supporting others.
- **Integrity:** We uphold the principles of fairness, respect, responsibility and safety.
- **Excellence:** We perform at the highest level and benchmark against the best. We aim for continuous improvement and innovation in everything we do.
- **Accountability:** We are responsible and take ownership for outcomes. We are solution focused and resolve problems. We are clear about our roles and responsibilities and decision making authority

Appendix 4 | Strategic planning workshop



Mission / Vision / Values - Netball Victoria

Mission: We exist to enrich Victorian communities through the sport of netball.

Vision: More people involved in netball more often.

Values and Culture: Our values define our behaviours and establish our culture.

- **Teamwork:** • Supporting, helping and working with others to achieve goals • Sharing ideas, knowledge and experience
- **Accountability:** • Stepping up, being accountable • Standing by our commitments and promises
- **Integrity:** • Putting netball before personal agendas • Honesty, working with facts and listening to ideas
- **Innovation:** • Being open to new ideas • Thinking creatively, considering risk • Being more effective and efficient
- **Empowerment:** • Acknowledging and celebrating strong performances • Encouraging learning and leading; having courage to challenge the norms • Removing barriers that prevent others from achieving their objectives



Appendix 5 | Strategic planning workshop (col



Mission / Vision / Values – Victorian Institute of Sport (VIS)

Mission: To provide an environment in which talented Victorian athletes have the opportunity to excel in sport and life.

Vision: To be the leading provider of high performance sports programs for talented athletes, enabling them to achieve national and international success.

Values: Excellence / Collaboration / Integrity / Passion / Teamwork / Creativity / Respect / Commitment

Aspirations

- All our athletes are world class
- We understand what makes each athlete perform at their best
- We are the “go to” place for high performance sport in Victoria
- VIS and VIS athletes are well recognised brands in the hearts and minds of Victorians

Core Business

- We select talented athletes and work to optimise all aspects of their preparation to achieve world class performances by:
- Providing a daily training environment with world class coaching, management and support services
- Enabling access to high performance training facilities and equipment, and
- Supporting athletes to compete in national and international competitions

Motto ; “Success in Sport and Life”

Appendix 6 | Strategic planning workshop (cont.)



Mission / Vision / Values – Peninsula Waves Netball Club

Our Leadership Commitment

Professional:

- We demonstrate PROFESSIONALISM & INTEGRITY in all aspects of our LEADERSHIP, on & off the court.
- We are consistent with the way we LIVE our Brand and follow through on the goals we set.
- We value RESPECT above all else and promote this as an underpinning characteristic of our club.

United:

- One Team / One Vision – High Performance.
- We provide transparency in our decision making and work collaboratively across the whole club.
- We show strength and support for each other in demonstrating a united front.

Progressive:

- We are accountable for our individual professional development.
- We commit to finding new and innovative ways to increase our involvement in the community to provide a sustainable way forward.
- We embrace change and appreciate the rich diversity that is “The Peninsula Waves Leadership Group.”

Appendix 7 | Strategic planning workshop (cont.)

Mission / Vision / Values – Swimming Australia and AFL Victoria

Swimming Australia

- **Vision:** To create a nation of swimmers admired by the world.
- **Purpose:** Inspiring Australians to be the swimmer they want to be.
- **Peak Performance:** Support athletes to achieve career-best performances in the finals of benchmark events. Unearth, inspire and nurture to build a consistent pipeline of future champions.

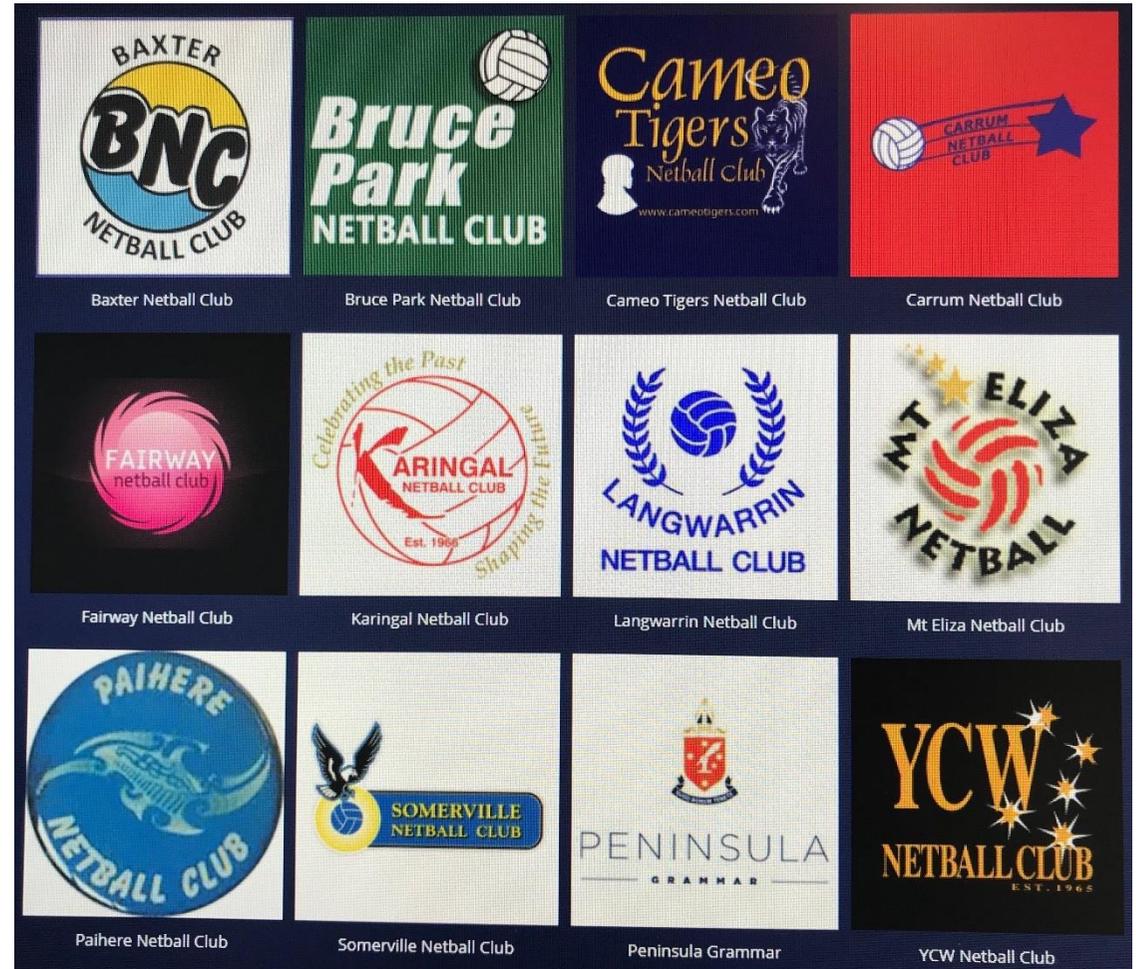
AFL Victoria

- **Vision:** To be the most accessible sport for all Victorians
- **Values:**
 - Play to WIN
 - Play FAIR
 - Play with PASSION
 - Play as one TEAM
- **Strategic Pillars:**
 - Participation programs
 - Community football
 - Talent
 - Facilities
 - Organisation and people

Appendix 8 | FDNA affiliated clubs

There are 12 clubs affiliated with Frankston District Netball Association:

1. Baxter Netball Club
2. Bruce Park Netball Club
3. Cameo Tigers Netball Club
4. Carrum Netball Club
5. Fairway Netball Club
6. Karingal Netball Club
7. Langwarrin Netball Club
8. Mt Eliza Netball Club
9. Paihere Netball Club
10. Somerville Netball Club
11. Peninsula Grammar
12. YCW Netball Club



Source: FDNA website

Appendix 9 | Peninsula Waves & Peninsula Elite Netball

FDNA is the licence holder for the Peninsula Waves VNL team.

- **Peninsula Waves** represents the Mornington Peninsula region and beyond.
- **Peninsula Waves** is one of only 10 teams who compete in the Victorian Netball League (**VNL**).
- The VNL Competition is recognised as the world's strongest and most professional State Netball Competition. The VNL competition is comprised of 3 divisions that is the underpinning competition for the Australian Netball League and National Netball Leagues.
- In addition to the 3 divisions of VNL, **Peninsula Waves** is the home to the **Peninsula Elite Netball club, PEN's** – a robust, elite development program that is delivered to an additional 4 teams.
- **Peninsula Waves** provides player pathway access from grass roots netball through to the Australian Diamonds pinnacle. Players at association or league representative level often progress through the **PEN** development to VNL elite level netball (and beyond).
- The geographic catchment area for **Peninsula Waves, Peninsula Elite Netball PENS** and their families includes areas as far reaching as:
 - South East Melbourne Suburbs
 - Frankston & District
 - Mornington Peninsula
 - Nepean
 - Gippsland
 - Casey/Pakenham

Source: FDNA website

Appendix 10 | Association Representative Pathway

Representative Teams - 'Squad'

Representative teams are selected from Association competition participants to compete against other associations throughout the State. Successful representative teams progress to [Association Championships](#) and provide opportunities for players to be talent identified through the [Netball Victoria pathway](#).

Through a rigorous process, players are selected to represent their association in the 11/U, 13/U, 15/U and 17/U divisions. Players who compete at the Eastern Zone Academy can be talent identified for the Victorian State Program.

Coaches who work towards developing players through the representative program should have a minimum Development Accreditation through the [Netball Australia coach accreditation framework](#). Coaches are encouraged and supported to progress further along the pathway to ensure player development is realised.

Source: FDNA website