

Waratah Netball Club

Strategic Planning Meeting – 12 April 2019

Present: Jane Stoodley, Nick Osborne, Dwight Graham, Nicole Cadogan, David Cadogan, Jackie Jukes, Lauren Jukes, Isobel Stoodley

Apologies: Megan Newbury, Ellie Stanley, Carla Killen, Kaitlin White

Introduction

The intent of the meeting was to ensure that we developed:

- The Club Values
- The Club Vision
- The Club Objectives
- The Club Goals
- The action plan to achieve the Objectives and Goals

The meeting discussed the requirement for Strategic planning. In particular, Nick pointed out that:

- **Our Purpose** is a statement of why we are doing what we do
- **The Vision is** where we want to be
- **The Strategy** is how we will get there
- **The Action** is what we will do to get there.

During the discussion, the Meeting agreed that:

- **Our Purpose is to empower our members to shine, while enriching and connecting our community**
- **Our Vision is to be a prosperous netball club that caters for all levels of participation and competition**

There was some discussion as to what 'prosperous' meant in this case. It was agreed that this should be more tightly defined in the Strategic Plan.

Club culture

Jane noted that a club is a group of individuals with shared interests, purpose and values. The culture of a club is reflected in their values, beliefs, behaviours and expectations that the club holds.

Creating a positive Club culture will:

- Create a positive image of the club
- Attract new members or sponsors
- Make the club a place where people want to spend their time and
- Build respect across the broader community

To develop a successful Club culture it is important to establish Club values. The values define what the club stands for and how that translates into actions and behaviours.

Our Club Values

Jane led the discussion on Club values. The members present were asked to pick 3-5 values from an extensive but not exclusive list. Initial support fell under Community, Reputation and Teamwork.

All present valued Community however it was acknowledged that Community may not be as important to the broader members as evidenced by the low support of many of the events organised for the community such as Barefoot Bowls, Club Spirit Day and Senior Drinks. Despite this concern it was agreed to persist with the value of Community but that new strategies may be needed to promote the benefits of community and increase participation.

When considering Reputation, it was agreed that the Club had a positive reputation with NNA and other clubs. Our input was valued and our occasional absence noted. It was believed that our positive reputation was based on exhibiting professionalism and sportsmanship. Therefore, our reputation was an outcome of positive behaviours and not a value in itself. Our behaviours modelled the value of Integrity. After reviewing some of the other values considered – fairness, commitment, honesty, respect, preparedness, discipline, trustworthiness, openness and leadership – it was felt that Integrity encompassed all those values. Integrity was chosen as the second value.

While discussing, Teamwork, it was acknowledged that the Committee worked well as a team and supported each other. The introduction of the coaches and managers messenger group was an initiative that had great impact in improving the Club's teamwork. However, there wasn't strong support for teamwork as a value. Considering that we are a sporting club it was agreed to focus on the value of Sportsmanship. Although Sportsmanship could be considered as inherent to Integrity, by specifying Sportsmanship as a Club value it reinforced the importance of integrity on the sporting field as sacrosanct to our club.

Other values that had been suggested were reviewed. Contribution, Fairness, Family-focus, Friendship, Fun, Positivity, Selflessness, Enjoyment, and Loyalty were all felt to be covered under the value of Community. Determination, Competitiveness and Growth were outliers that may be reconsidered at a future point.

In summary, the core Club Values agreed upon were:

- **Community**
- **Integrity**
- **Sportsmanship.**

Ongoing discussions about objectives and goals were evaluated against the core values. There was discussion as to whether the objectives and goals should be aligned with (vice evaluated against) the Club values. Nick pointed out that the objectives and goals are not dependant on Club values, but are complementary to them. Objectives and goals are therefore appropriate provided they do not result in actions that go against our values.

Objectives

Nick then lead discussion on the Club Objectives. He presented a list that was based on both the previous Strategy Planning meeting and the goals that were currently articulated in the Club website. For the purposes of moving forward the following Objectives were agreed:

- OBJ 1. Develop a Sense of Community
- OBJ 2. Promote netball throughout the community
- OBJ 3. Encourage seniors to help juniors
- OBJ 4. Foster sportsmanship in ourselves and others
- OBJ 5. Enjoy our training, games, and Club activities
- OBJ 6. Grow to include teams in all age groups.
- OBJ 7. Develop our players, umpires, coaches and managers
- OBJ 8. Develop a team in to compete in the top grade
- OBJ 9. Experience success

Club Goals

Following on from the Objectives, Nick presented a list of simple goals. He noted that he had not consulted other members on them, but they were provided to lead the discussion. He pointed out that some goals (Goals 2, 4, and 5) had open ended completion dates. He also recommended not extend the goal deadline simply to ensure success, but rather measure our success against a realistic deadline. It would be ok to fail to meet the deadline as long as we learned from the failure. He asked if there were any amendments or additions. The agreed goals (with amended deadlines in italics) were:

- Goal 1 To have a Strategic plan developed for presentation at the 2019 AGM
- Goal 2 To have every Senior team represented by at least four players at the Bowling Club post game drinks *by the end of the 2019 season*
- Goal 3 To have every team represented by at least two players for the June Sausage Sizzle
- Goal 4 To have at least one team per week prepare a 'How are we doing' or 'Player Profile' for social media. *The first Profile to be ready by the 20th April 19*
- Goal 5 To have every team represented by at least one player at the Club Committee meetings *by the end of the 2019 season*
- Goal 6 To have all Coaches qualified under the Netball Australia accreditation by 30th June 2019
- Goal 7 To have at least five badged (including Junior Red Badge) umpires in the Club by 31st October 2019

Actions

Discussion noted that the Actions should be focussed on generating the team and individual behaviours that align with the Club values. It was agreed that while a 'pull' process was better than a 'push' process (ie the 'carrot versus stick' approach), both could be effective.

The following Immediate actions were agreed:

- Nick and Jane to work on the Strategic Plan for presentation to the 2019 AGM
- Coaches/Managers to actively promote Senior Drinks
- Announce game results at Drinks (first announcement conducted on 14 Apr 19)
- Player of the day gets free drink (funding means to be confirmed)
- Coaches/Managers to actively promote or direct attendance at June Sausage Sizzle
- Player profile on Facebook. The first profile (of Bec Screen) was posted 18 Apr 19
- Coaches/Managers to actively promote attendance at Club Management Meetings
- Coaches to confirm their accreditation and currency by 30 June 2019.
- Umpiring convenor to liaise with NNA re Badging umpires