

2023-25 STRATEGIC PLAN





STRATEGIC PLAN TIMEFRAME

3 years: 2023 - 2025

VALUES

Trust, Fairness, Fun, Respect, Community, Innovation, Health & Wellbeing

PURPOSE

To be the preferred sport of choice in Cairns

VISION

Deliver exceptional netball experiences to all

MISSION

To provide quality netball opportunities and continually develop all aspects of netball

KEY RESULT AREAS

Grow, Play, Inspire, Lead



GROW

GROW



Be targeted and tenacious in identifying commercial opportunities to improve our ability to invest in the game.

KEY INITIATIVES

FOUNDATION 2023

BIG MOVES 2024

BOLD MOVES 2025

1. Diversify our consumer base

- Deepen and broaden our engagement with participants and fans across Cairns
- Secure a Northern Rays game to be played in Cairns
- Live stream games
- Use live scoring for CNA competition

- Host Netball Queensland Senior State Age Championships

- Secure a Queensland Firebirds Super Netball game in Cairns

2. Grow participation

- Establish and utilise connections with schools to deliver netball experiences that convert to club registrations
- Identify opportunities for growth across participation areas (clinics, schools, competitions)

- Support clubs to develop non-traditional netball offerings
- Develop more regional carnivals which promote participation and engagement

- Automate tailored participation offers to existing participants to improve retention (i.e. FIFO memberships, pay by the week etc.)

3. Expand revenue streams

- Create different competition offerings (men's/boys, mixed, mums, shorter comps)
- Expand canteen offerings/opening hours

- Include all-abilities netball in the competition (walking netball)
- Offer fitness classes to external users or parents of players (i.e. yoga, bootcamps)

- Use open spaces to host/hire out venue for festivals or other events

4. Grow the return from the CNA facility

- Offer the CNA facility for hire to other sports/events

- Expand the CairnsNet program to allow two different days a week to be offered in order to capture a larger audience for participation



PLAY



Maximise opportunities for people to love our game at any level they participate in

KEY INITIATIVES

FOUNDATION 2023

BIG MOVES 2024

BOLD MOVES 2025

1. Improve consumer journeys

- Better communicate how people can find netball experiences and register/express interest to play netball (at any level of participation)
- Develop a strategy to clearly articulate the pathways, and programs available to achieve sustained high-performance success for players and officials

- Develop targeted netball experiences to improve participation and retention

2. Increase our capacity and capability to welcome boys and men into netball

- Develop a strong relationship with the Queensland Suns to outline ways of working together to grow participation by men and boys

- Implement plan for growing a competition for men and boys
- Build on Vicki Wilson cup

- Reach a point where we are able to include boys teams in our representative program and take boys teams to State Age

3. Be inclusive

- Develop an inclusion policy for CNA
- Establish a connection with the Diamond Spirit program
- Understand barriers to netball participation

- Establish a strong working relationship with the Diamond Spirit program
- Host an all abilities carnival
- Expand first nations carnival

- Be in a position to assist those who face barriers to play netball

4. Take responsibility for the development of coaches and officials

- Work with Netball Queensland to create quality development opportunities for coaches and officials

- Lead the delivery of quality and accessible coach and official development and accreditation programs within the region

- Offer alternative coach and officials development programs that are innovative and progressive

5. Create quality and inclusive places to play

- Continually strive to improve the CNA facility - including upgrading lighting to LED lights, sound system and electronic scoreboards
- Upgrade court surfaces

- Provide more shelter and shaded seating for participants and spectators
- Revamp summer competition to include netball alternatives (i.e. fast 5, walking netball)

- Explore opportunities to collaborate with other sports to enhance shared facilities with a focus on accessibility and inclusion
- Begin to prepare plans for an indoor netball facility on vacant land or carpark
- Explore ways for CNA to achieve great roof space over more courts
- Work with council/local government to provide greater access to more netball courts in open spaces (i.e. netball court on the esplanade)



INSPIRE

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Be relentless in telling our story and showcasing our game
(Athletes, Experiences, Opportunities, Achievements, Contributions)

KEY INITIATIVES	FOUNDATION 2023	BIG MOVES 2024	BOLD MOVES 2025
1. Develop deeper connections between grassroots netball (CNA) and the Queensland Firebirds	<ul style="list-style-type: none">Secure pre-season Queensland Firebirds matches to be played in CairnsHost player appearance events with Queensland Firebirds players for greater connection to the community	<ul style="list-style-type: none">Work with Netball Queensland to offer digital marketing strategies to deepen and broaden engagement with the Queensland Firebirds and participants and fans across the Cairns region	<ul style="list-style-type: none">Host a Firebirds game in Cairns
2. Advocate benefits of being part of the netball community	<ul style="list-style-type: none">In conjunction with Netball Queensland, drive awareness and key messages of the benefits of playing netball (CNA members, schools, greater Cairns region)Ensure CNA members are aware of the benefits of being a Netball Queensland member	<ul style="list-style-type: none">Develop a working committee dedicated to driving awareness and advocate the benefits of the netball community	
3. Celebrate our CNA stars and honor our heritage	<ul style="list-style-type: none">Report on the success of our CNA stars (social media, radio, news paper, TV)Improve the awareness of the heritage and history of CNA	<ul style="list-style-type: none">Create visual displays throughout CNA that connect patrons with our stars and recognise our heritage	
4. Provide leading sport experiences	<ul style="list-style-type: none">Use member journeys to build profiles to unlock member (consumer) experiences that are available to everyoneProvide value added experiences for all players, officials, and spectators3 Cairns players on Northern Rays squadExpand rep program to include 2 teams for each division for juniors	<ul style="list-style-type: none">Explore technological advancements to enhance the experience for players, officials, and spectators at CNA5 Cairns players on Northern Rays squadExpand rep program to include 2 teams for each division for seniorsExplore ways to improve CNA branding and brand awareness	<ul style="list-style-type: none">Explore technological opportunities to increase attendance and maximise capacity at CNA



LEAD

LEAD



Develop organisational capacity and capability so we can be at our best, support our members and advance the sustainable development of netball

KEY INITIATIVES	FOUNDATION 2023	BIG MOVES 2024	BOLD MOVES 2025
1. Create a supportive and accountable workplace culture	<ul style="list-style-type: none">• Embed our core values in the workplace culture of CNA• Foster a culture of honesty and transparency• Ensure attendance at NQ Leaders conference• Continue conducting performance reviews and using a development framework supported by learning and training	<ul style="list-style-type: none">• Work with Netball Queensland to support CNA's development of workplace and association culture	
2. Use insights from data to make better informed decisions	<ul style="list-style-type: none">• Review data from live streaming to ensure continuation is viable• Provide more consumer feedback opportunities	<ul style="list-style-type: none">• Implement positive changes based on insights from data received	
3. Ensure diversity, equity and inclusion are practiced	<ul style="list-style-type: none">• Ensure cultural practice and inclusion is a key consideration in event, program, and recruitment design• Commit to develop ongoing cultural and diversity, equity, and inclusion training for all CNA members	<ul style="list-style-type: none">• Develop a framework for the inclusion of netballers with a disability	
4. Demonstrate and deliver value to our members	<ul style="list-style-type: none">• Deliver development opportunities to CNA members• Provide value added experiences to everyone who attends CNA• Provide quality communication and assistance	<ul style="list-style-type: none">• Continued commitment to the growth of netball and CNA as a whole	<ul style="list-style-type: none">• Look to expand CNA and create more product offerings
5. Support club and association sustainability	<ul style="list-style-type: none">• Support clubs to develop paid workforce roles to relieve the burden on volunteers where appropriate and desired• In conjunction with Netball Queensland, provide support for clubs to commence or continue diversity, inclusion and cultural planning	<ul style="list-style-type: none">• Provide tools and resources for club and association efficiency	<ul style="list-style-type: none">• Explore innovative ways for clubs and CNA to expand and remain sustainable