



FRANKSTON DISTRICT NETBALL ASSOCIATION STRATEGIC PLAN 2025 - 2028



ACKNOWLEDGEMENT OF COUNTRY

Frankston Netball acknowledges and pays respects to the past, present and future Traditional Custodians and Elders of the Bunurong people. We respect the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.





Introduction

Frankston District Netball Association (FDNA) is proud to present our 2025-2028 Strategic Plan to the netball and broader community.

Our new Strategy builds on previous Strategic Plans, following a transformative 18 months as FDNA settles into the new Jubilee Park Stadium (JPS). It outlines how we will embrace the opportunities, work through the challenges and strive to elevate our Association and support our sport.

This Strategic Plan is the culmination of a dedicated project spanning several months of review, discussion and planning with our stakeholders and amongst Board and staff.

Opportunities to contribute to the development of this Strategy have included:

- Community Insights Survey
- Netball Victoria consultation
- Frankston City Council consultation
- Industry facility management consultation
- Various meetings and consultation with the FDNA General Manager and President
- Strategy workshop with the FDNA Board and Executive staff

The feedback, insights and strategic ideas provided have been instrumental in steering the direction of this Strategy which prioritises quality netball experiences for our community within the state-of-the-art JPS.

FDNA recognises the significance of and its responsibility in managing Jubilee Park Stadium (JPS) on behalf of Frankston City Council (FCC).

The vital advocacy work undertaken over a decade by FDNA's Board directors and staff in securing FCC agreement, warrants immeasurable respect, and heartfelt gratitude. Their vision and commitment will help safeguard the sport's growth and visibility into the future, enabling netball and everyone involved in our sport, to thrive.

The development of this Strategic Plan is supported by FCC and Netball Victoria (NV). The project was facilitated by specialist sports consultancy [Life Sport Journey](#).

We invite you - our members, stakeholders, partners and sponsors to read our new Strategic Plan and we look forward to working with you over the next three to five years.

Key terms & acronyms used in this document

AI means artificial intelligence
CALD means culturally and linguistically diverse
FCC means Frankston City Council
FDNA means Frankston District Netball Association
JPS means Jubilee Park Stadium
NV means Netball Victoria
NSG means Net Set Go
VNL means Victorian Netball League
Waves means Peninsula Waves (elite netball)





Balmoral Carpark “Netty” (circa. Late 1960’s)

Towards a newly imagined & sustainable future

Established in 1966, FDNA is a not-for-profit association, providing access to the sport of netball across Frankston and surrounding areas.

For 60 years FDNA has worked to grow the sport and meet the needs of netball players, coaches, umpires, administrators, and clubs.

Through a celebrated history and tradition, FDNA remains committed to enhancing participation experiences, encouraging a welcoming environment for all and providing an elite pathway to Peninsula Waves.

Emerging from an interrupted two years of the COVID-19 pandemic, FDNA was able to make remarkable progress across the strategic priorities of its 2023-2025 Strategic Plan to **grow, play, connect and lead** netball in the region. Building on the unique female-focused foundation, milestones include:

- #PlayForTheLove ethos embedded in FDNA culture.
- Membership and event growth.
- Acknowledged by both Netball Victoria and Frankston City Council as a respected leader in the sport and region.
- Success stories regularly celebrated FDNA’s social media.
- Expanded community and sponsor partnerships and initiatives.
- Netball clubs supported to grow membership and capacity.
- Successful implementation of the flexible uniform policy.
- Dedicated umpire and coach development programs.
- Zero tolerance for poor sideline behaviour.

- A continued focus on child safety and strong governance.
- Roll out of Netball Connect and other new technologies.
- Successfully navigated and managed the transition into the new JPS.
- Long-term council lease for multi-purpose sports stadium and outdoor netball courts.

JPS, owned by Frankston City Council (FCC), is proudly managed by FDNA under Council agreement. In realising its advocacy strategy, FDNA’s partnership with FCC safeguards netball as the JPS foundational sport and Peninsula Waves pathway.

FDNA has evolved from a traditional Netball Association to a unique and expanded operation. Greater commercial focus, responsibilities and commitments see FDNA serving both its traditional Netball community, along with precinct sports including the Basketball, Volleyball, Cricket and AFL communities who use and enhance JPS and surrounds.

This Strategic Plan acknowledges, addresses and embraces a bright future for FDNA. We encourage you to read our Strategy and consider ways you may be able to support its delivery.

Building on previous strategies, this Strategic Plan has four clear strategic priorities, aligning with NV’s strategic pillars. These are: play, grow, inspire and lead to support FDNA’s purpose to: **“maximise participation opportunities for children, youth and adults in netball.”**

FDNA member & participation snapshot

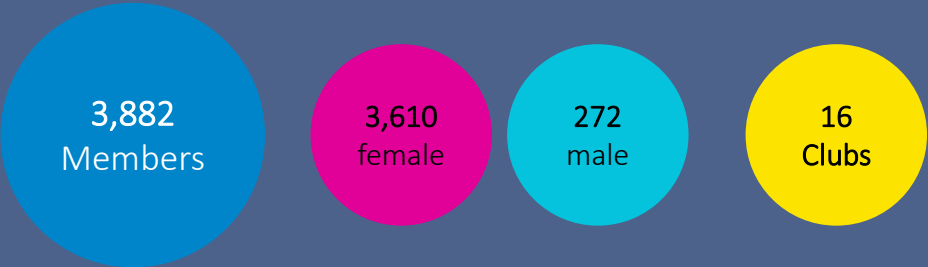
Membership data

Membership data has been obtained from Netball Connect which defines “member” as a registered user. This includes all participants - players, coaches, umpires, and team managers.

The growth in 2023 can be attributed to both the COVID-19 pandemic recovery and the expanded use of Netball Connect for registrations. FDNA experienced continued growth in 2024, contributing to Netball Victoria’s state-wide growth which saw a record high of just shy of 117,000 members, a 6% increase from the previous year.

Calendar year	Members	% Change	% Female
2022	2,648	N/A	94.5%
2023	3,368	↑ 27.19%	95.5%
2024	3,882	↑ 15%	93.0%

There are **11 clubs** affiliated with FDNA and an additional **five non-affiliate** regular participant clubs. FDNA is the pathway to Peninsula Waves, the home of elite netball in the region.



Our purpose

FDNA's overarching purpose is clear. We are here to: "maximise participation opportunities for children, youth and adults in netball."

The growth of netball is our number one priority. We want to see more people playing more netball. We want to offer more netball experiences to more people, ensuring we keep our existing members and participants involved in our sport.

Our community is made up of many, including players and their families, coaches, officials, administrators, supporters, fans, event promoters, related industries, government agencies, commercial partners, volunteers, venue and other staff and more. Together we will continue to inspire multi-generational involvement.

Our vision

Our vision for our community reflects expanded aspirations and operation: "We are an active and inclusive community, striving for success in sport, business and life." We believe involvement in our sport can improve health and social outcomes. Jubilee Park Stadium is a hub for netball and the broader community.





Our values

Our values provide a common anchor point that we all should understand and work towards in every setting, every day.

The ABCDE of FDNA:

- **All-in** – team on court, team off court
- **Belonging** – we create safe spaces for all
- **Courage** – we value personal growth, challenge ourselves & take calculated risks
- **Diversity** – we value every person & show respect to all
- **Excellence** – we strive for the highest standards, always with integrity

Our strategic priorities

Our Strategic Plan is structured around four pillars of success. These support our purpose and vision, and align with Netball Victoria's Strategic Plan 2023-2026, also retaining a connection to our own 2023-2025 Strategy.

1. Grow

Expand and increase participation in our sport at all levels for all people.



2. Play

Drive game development and event delivery.
We are the ultimate team sport.



3. Inspire

Excite, engage and connect our community through netball.



4. Lead

Develop our people, build strong partnerships, support our members, and service the JPS and broader community.





Strategic priority 1 - Grow

Expand and increase participation in our sport at all levels for all people.

Strategic action	Implementation & targets
1.1 Grow participation amongst children.	<div><div>a) Welcome new children to Netball through the iconic Net Set Go (NSG) program (6-10yo).</div><div>b) Modernise and grow NSG with more programs per week to achieve continued annual growth.</div><div>c) Develop a modified pre-school (3-5yo) NSG program: provide the best netball entry experience.</div><div>d) Develop a modified program to address any gaps in young player development and for culturally and linguistically diverse (CALD) participants (10-14yo).</div><div>e) Promote netball as the sport of choice in school and education settings.</div></div>
1.2 Expand participation base, diversify the entry points into Netball, and foster community engagement.	<div><div>a) Expand the ‘walking netball’ program, including trialling day-time JPS activations by 2026.</div><div>b) Successfully deliver participation programs for mixed, boys and men, and where possible in partnership with nearby Associations (Geo-hub). Lead the geo-hub conversations and program commencement by 2026. Work with NV to initiate a Boys League in the region by 2027.</div><div>c) Re-introduce All Abilities netball, in partnership with nearby Associations by 2027.</div><div>d) Introduce participation engagement opportunities for First Nations players by 2027.</div><div>e) Review and modify programs with declining participant interest levels (e.g. Premier Netball). Explore opportunities to do things differently to maximise retention.</div><div>f) Continue to pilot new programs and initiatives developed by Netball Victoria.</div></div>
1.3 Re-engage with past players	<div><div>a) Develop and implement a strategy to re-engage with past players by 2027.</div><div>b) Offer opportunities for players to return to Netball, in a variety of formats and programs.</div></div>
1.4 Attract, recruit, retain and reward volunteers	<div><div>a) Develop a strategy to enable more people to volunteer more often by 2026.</div><div>b) Build the resources and optimise technology to streamline user experience.</div><div>c) Provide ‘bite-size’ roles and flexible shifts for people to engage in volunteering.</div><div>d) Explore electronic rostering and sign-in options (e.g. Signup Genius, Deputy).</div><div>e) Provide the tools, training and support to ensure our community of volunteers maintain the highest standards of work, safety and delivery.</div><div>f) Promote, recognise and reward the valuable contribution made by volunteers through a culture of simple gestures of gratitude, social media recognition, vouchers, annual awards, etc.</div></div>
1.5 Use data-driven decision-making to boost Association intelligence; measure, monitor, review and communicate impact.	<div><div>a) Increase numbers of registered participants by 15% by 2028.</div><div>b) Monitor and address retention (churn).</div><div>c) Monitor engagement across competitions and programs.</div><div>d) Annually survey FDNA members, manage, publicise and address feedback.</div></div>



Strategic priority 2 - Play

Drive game development and event delivery. We are the ultimate team sport.

Strategic action	Implementation & targets
2.1. Our grassroots competitions and programs provide a happy and safe place for everyone to be involved in our game.	<div>a) Offer respectful, diverse and inclusive competitions and programs.</div> <div>b) Continue to successfully deliver and grow quality competitions and programs.</div> <div>c) Utilising NV support and expertise, embed the Child Safety Standards.</div> <div>d) Annual review of all competitions and programs, striving for continuous improvement.</div>
2.2 Provide a clear development program, performance pathway and support mechanisms for players to enable them to excel.	<div>a) Align to the state and national athlete development framework.</div> <div>b) Provide an annual welcome and induction for competition teams, commencing in 2025.</div> <div>c) Provide education and resources to players and their families on development opportunities, including the FDNA Representative Program, and Waves Academy/pathway to elite netball.</div> <div>d) Ensure growing athlete representation in the NV talent identification program.</div> <div>e) Waves is successful in the Victorian Netball League (VNL) competition.</div> <div>f) Review FDNA squad and Waves programs annually - target continuous improvement.</div>
2.3 Develop a high performance strategy.	<div>a) Develop a sustainable strategy for on & off court success for FDNA/Waves pathway squads.</div> <div>b) Encourage and support Waves to develop a sustainable high performance strategy, including alignment with state/national performance frameworks, and the identification of administration, governance, membership, and commercial priorities.</div>
2.4 Umpire development and pathway.	<div>a) Provide best practice training, consistency and support for umpires.</div> <div>b) FDNA umpires consistently identified within NV pathway and programs.</div> <div>c) Continue to develop, refine and implement the FDNA umpire mentor program, including where appropriate, retired umpire involvement.</div> <div>d) Monitor and increase the number of umpires progressing through the accreditation and development pathway.</div> <div>e) Advocate to NV for additional resources.</div> <div>f) Seek continuous feedback from members regarding umpire quality (including by annual survey).</div> <div>g) Manage and address member concerns relating to umpires; provide education and support.</div> <div>h) Maintain zero tolerance for poor sideline behaviour.</div>
2.5 Coach development and pathway.	<div>a) Ensure best practice training, consistency and support for coaches; professional development opportunities, experienced coach input and assistance, cross-sport coach networking at JPS.</div> <div>b) Monitor and increase the number of coaches progressing through the accreditation and development pathway.</div>

Strategic priority 3 - Inspire

Excite, engage and connect our community through Netball.

"We want to inspire the next generation of grassroots netballers to dream of becoming Vixens" (Vixens 2025)

Strategic action	Implementation & targets
3.1 Evolve the FDNA communications strategy.	<ul style="list-style-type: none">a) Update the communications and AI strategy, ensuring alignment with the updated 2025 FDNA purpose, vision, values and objectives. Annually review communications strategy and calendar.b) Ensure clarity of when to flex the FDNA, Waves and JPS brands; address FDNA/Waves/JPS brand confusion with clear brand separation where appropriate and cross-brand promotion when suitable.c) Update brand identity and style guide for all brand assets.d) Plan and implement digital content and promotions reflective of brand independence and interdependence.e) Elevate the JPS profile to maximise Stadium use for the whole community.f) Develop a JPS promotional strategy and calendar, including promotion of events, spaces, café, sport precinct users, including their events and celebrate their successes.g) Embed netball and the focus on women and girls sport, in JPS.h) Develop strategies and leverage JPS database to reach potential new player markets and introduce new people to netball.
3.2 Connect our elite competitions and programs with our grassroots community.	<ul style="list-style-type: none">a) Waves is successful in the Victorian Netball League (VNL) competition, building a strong regional fan base and reinforcing JPS as the proud home of elite women's sport.b) Encourage Waves to review player contracts, including optimising player engagement with FDNA events (e.g. promotions, medal presentations).c) Grow Waves engagement to increase profile, reach and potential sponsorship opportunities.
3.3 Support the development of and harness the voice and contribution of FDNA's youth.	<ul style="list-style-type: none">a) Develop a youth leadership program (package to include community strengthening activities, umpire cadet program, junior coach program, JPS employment opportunities, university partner program, etc.) by 2026.b) Revitalise the Junior Committee by 2026.c) Refresh the Terms of Reference.
3.4 Increase digital capabilities and experiences for all.	<ul style="list-style-type: none">a) Continue to engage with best practice technology across JPS, including scoring, screen usage, point of sales.b) Develop and implement an Artificial Intelligence (AI) policy by end of 2025. Review annually.c) Introduce staff training in AI with annual updates.d) Connect with NV for annual updates in the AI and technology space.



Strategic priority 4 - Lead

Develop our people, build strong partnerships, support our members, and service the JPS and broader community.

Strategic action	Implementation & targets
4.1 Strengthen governance.	<div><div>a) Undertake a review of the FDNA constitution with appropriate expertise in 2026, for changes to be presented at the 2027 AGM.</div><div>b) Conduct annual Board and sub-committee reviews and annual skills audits.</div><div>c) Optimise board productivity and efficiency, including engaging relevant expertise.</div><div>d) Implement an annual professional development plan for Board and staff.</div><div>e) Maintain and embed organisational and stakeholder (as required) policies including an annual policy review audit.</div><div>f) Ensure delivery of FDNA’s responsibilities under the FCC Fair Access to Sport Policy.</div><div>g) Maintain a risk management matrix and strategy.</div><div>h) Implement a succession plan for the board including through a robust sub-committee structure.</div><div>i) Monitor highlights and hotspots: Review and refine monthly reporting templates, including embedding and reporting against this strategy.</div><div>j) Continue to evolve organisational and governance structure to align with strategy implementation, including business aspirations.</div></div>
4.2 Take the JPS business to the next level, striving for continuous improvement.	<div><div>a) Undertake business development, service innovation, and knowledge-building through consultation, research, professional development, fostering relationships, local business committees, and piloting initiatives.</div><div>b) Annually review JPS programmable hours, diversification of income streams and optimisation of courts, events spaces and café. Maximise daytime/off-peak activations, pilot new indoor sports.</div><div>c) Annually survey JPS stakeholders to ensure quality service is upheld. Manage, publicise and address feedback.</div><div>d) Implement a sustainable financial management plan ensuring FCC lease commitments are met, and our netball association is protected into the future.</div><div>e) Continue to grow and enhance the hospitality business and venue hire opportunities to provide an additional service and income stream.</div><div>f) Proactively seek and grow sponsorship and grant/funding opportunities and revenue with aligned organisations and through aligned initiatives.</div><div>g) Successfully advocate for major sport and community events including championship events for netball and other sports.</div></div>



Strategic priority 4 – Lead cont..

Develop our people, build strong partnerships, support our members, and service the JPS and broader community.

Strategic action	Implementation & targets
4.3 FDNA is a leader in the community.	<ul style="list-style-type: none">a) FDNA sustains thriving relationships with local government, NV, peer associations, precinct partner sports, and community partners.b) FDNA remains active on local government committees and supports NV initiatives.c) Implement a professional development and growth plan for the FDNA club network and precinct sports.d) Capitalise on opportunities to learn from our stakeholders and partners.e) Continue to foster, expand and celebrate community partnerships. Review agreements annually.f) FDNA is an advocate for girls and women in sport: Collaborate with an expanded netball network to ensure netball remains Australia's number one team sport for girls and women.
4.4 Stadium intelligence.	<ul style="list-style-type: none">a) Implement and uphold the JPS objectives (refer p.15).b) JPS embodies the FDNA values to ensure operational, stakeholder and staff success.c) Grow, protect and facilitate netball in JPS.d) Grow, promote and facilitate all sports at JPS as a multi-sports stadium.e) Pre-empt, address and manage issues, including parking, and precinct sports scheduling.
4.5 Strategy review.	<ul style="list-style-type: none">a) This Strategic Plan will be implemented by the General Manager and staff, monitored by the Board and formally reviewed annually.b) Relevant strategies, annual priorities and detailed operational plans will be developed by the General Manager and endorsed by the Board. Budget and resource allocations will align with this Strategic Plan.



JPS objectives

FDNA has developed a set of five guiding principles for the management of Jubilee Park Stadium, a significant community asset. FDNA manages JPS on behalf of Frankston City Council.

Our JPS objectives reflect our goals as a contemporary and ambitious Netball Association with a broader community commitment.

1. JPS is home to Peninsula Waves & elite sport.
2. JPS builds a sense of belonging, a place for the community to come together.
3. JPS provides participation opportunities for all, on & off the court & field.
4. JPS is a state-of-the-art centre of excellence for women in sport.
5. JPS is the facility of choice for quality events.





Life Sport Journey would like to sincerely thank FDNA for the opportunity to facilitate & prepare this Strategic Plan. Thankyou to the Board, staff, members & stakeholders for contributing your experiences, insights & strategic ideas. We wish FDNA every success in implementing this Strategy.

*“We are an active and inclusive community,
striving for success in sport, business and life”*



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