

## MELBOURNE UNIVERSITY LIGHTNING STRATEGIC PLAN 2019 -2023

<b>Why We Exist</b>	<b>Vision:</b> To be the leading Victorian Netball League Club.		<b>Mission:</b> To be INCLUSIVE, POSITIVE, UNITED and DISCIPLINED in our delivery of a high-performance pathway program.	
<b>Our Goals</b>	Team performance success at all levels of competition within the Victorian Netball League	Caring for the welfare of players and coaches.	To create a product that attracts & provides successful sponsorship & other commercial opportunities.	
	Delivery of an elite pathway for developing players through the delivery of a high performance daily training environment.	Community goodwill & a connectedness with our community through the implementation of mutually beneficial programs.	Developing and implementing a professional management structure that encompasses best practise team management and administration.	
	Player selection in Victorian Junior State Teams, Australian Netball League Teams and Suncorp Super Netball Clubs.	Building aspirations for prospective students to want to study at a destination university that supports the student experience through high performance sport.	To ensure that the club's strategic objectives comply with the direction set by Netball Victoria and comply with the VNL Licence Agreement.	
	Provision of first-class training facilities in partnership with The University of Melbourne	Self-sufficient & financial independence through increased & fundraising opportunities	Sports management acumen and the ability to grow in all areas of Club management.	
<b>Situation Analysis</b>	<b>Strengths</b>	<b>Areas Impeding Development</b>	<b>Opportunities for Performance &amp; Growth</b>	<b>Threats</b>
	Partnership with The University of Melbourne.	Limited financial resources.	High athlete representation in Victorian representative teams; junior state teams and ANL.	Governing bodies (State & National) have the authority to 'change the state of play' at any time.
	Positive working relationship with Netball Victoria & The University of Melbourne.	Lack of flexibility in accessing court facilities.	Shifting Sponsorship market (creativity is paramount).	High cost of participation for athletes in comparison to Football Netball Leagues who pay players.
	Well-structured volunteer Management Group with sports management & high-performance sport experience. Structure includes gender balance with a female President.	Enthusiasm for playing netball at grassroots level, has not translated into spectator support for the VNL. NV spectator support strategies focus heavily on Melbourne Vixens & SSN. The physical constraints of the SNHC also impede spectator growth due to limited viewing options.	The Club has maintained a quality player list for four years at Championship level. Sustained performances during this period has enabled the Club to attract the best of Victoria's talented young athletes.	Limited financial incentives for former players to return to coaching in the VNL. Football Netball Leagues provide greater financial remuneration for prospective coaches.
	Clean image and strong club culture.	As a female sport, netball has enormous difficulty securing mainstream media	Leveraging off the opportunities of The University of Melbourne as the number	Competitiveness of the male "amateur" sport business environment in Victoria

		coverage or sponsorship. VNL does not attract media coverage & is overshadowed by the higher profile SNN	one ranked university in Australia & nationally recognised elite athlete program.	& the impact on available sponsorship & funding.
	Clear organisational policies & procedures & success in fulfilling the Club's responsibility to Netball Victoria regarding the operation of the VNL.	Coach payments are not reflective of expectations or requirements to coach at VNL level. A direct consequence is a limited pool of talented coaches.	Leveraging off reputation & integrity of high profile female sporting role models – Melbourne Vixens, Collingwood Magpies & Australian Diamonds.	The demands in expectations and the time, resources and knowledge of volunteers to deliver the requirements of the VNL License Agreement.
	A "Foundation" VNL Club with a genuine willingness to develop and improve in all areas of club operations.	Volunteer based organisation. The Management Group is a volunteer group with most members recruited from the player parent group.	Greater promotion of the Club will be achieved through effective & regular communication through social media platforms.	Ongoing recruitment of competent and experienced volunteers to fulfil roles within the Management Group.
	Individual player & coach success at state and national level.	Players are full paying members and do not receive match payments.	Greater collaboration between Netball Victoria and the VNL Clubs to develop proactive strategies for the greater good and development of the competition.	ANL competition scheduling impact on maintaining competitive depth across all three VNL teams.
	Proven capacity to attract talented players and coaches.	Management Group members are not reimbursed financially for services provided.	Five-year VNL License provides security for all Club stakeholders and improved opportunities to establish long term commercial and community partners.	
	Home training & social club facilities.	VNL Structure (3 teams within each club) prohibits club from developing a large player membership base.		
<b>Strategic Pillars</b>	<b>1. Number One VNL Club</b>	<b>2. Financial Success &amp; Sustainability</b>	<b>3. Leadership</b>	<b>4. Social Impact</b>
<b>Our Areas of Focus &amp; Strategies</b>	1.1 Identify and develop the next generation of Victorian Netball League standard athletes		<p>A comprehensive athlete pathway framework that delivers sustained success</p> <p>Target netball communities external to the Club to develop recruitment partnerships</p> <p>Develop a consistent club daily training environment</p> <p>Continual improvement through evaluation and review</p> <hr/> <p>Training environment, facilities and performance support services through The University of Melbourne &amp; Windy Hill Sport &amp; Spinal Physiotherapy</p> <p>A selection approach that clearly articulates the athlete attributes that deliver future success.</p>	

	1.2 Develop a coach excellence and mentoring program that develops, supports & enhances a skilled coach workforce	Recruit, develop and retain the best coaches at all levels of the Club.
	1.3 Deliver a high-performance training environment that supports the development of state & nationally identified athletes within the Club.	<p>Compliance with Individual athlete planning that monitors athlete progression and performance targets.</p> <p>Elite Student-Athlete Support through The University of Melbourne Elite Athlete Program</p> <p>Alignment with Netball Victoria's state system through coordinated planning, engagement &amp; communication</p> <p>Athletes are exposed to, and experience, national level competition and state-based programs</p>
	2.1 Grow the commercial return from Club Events, Programs and Partnerships.	Establish and maintain long term vibrant partnerships based on a culture of quality servicing and management
	2.2 Manage financial efficiencies and a positive culture to risk.	<p>Manage compliance and mitigate against risk.</p> <p>Effective financial control measures</p>
	3.1 Foster a unified, collaborative and aligned Club.	Strategic alignment and effective collaboration between all Club entities.
	3.2 A strong and influential relationship with Netball Victoria and The University of Melbourne	
	3.3 Adopt processes and systems to improve efficiencies and effectiveness across the Club.	<p>Establish and maintain a comprehensive management framework of policies and procedures that ensures integrity and accountability in the delivery of Club operations</p> <p>Governance policy and behaviours that comply with the National Netball Member Protection Policy</p>
	4.1 Club collaborates with partners to impact social outcomes & build a stronger, more resilient, & equitable community	<p>An inclusive Club</p> <p>Club contributes to positive social outcomes through high quality development programs &amp; partnerships.</p>
	4.2 An environment that values members and engages and connects them to the Club	A workforce resource program that attracts, retains and develops the workforce required to the meet current and future organisational needs of the Club.
	4.3 Preserve, protect and recognise the Club's heritage.	<p>The annual Club Awards event values and celebrates achievements across the Club.</p> <p>Ensure Club archives are preserved, &amp; additional material collected to maintain the history of the Club.</p>
<b>Key Stakeholders</b>	The University of Melbourne is the Official Naming Rights Partner of the Club.	<p>Netball Victoria is a not for profit State Sporting Organisation responsible for the management of netball in Victoria</p> <p>The State Sporting Organisation is affiliated to the National Sporting Organisation; Netball Australia.</p>