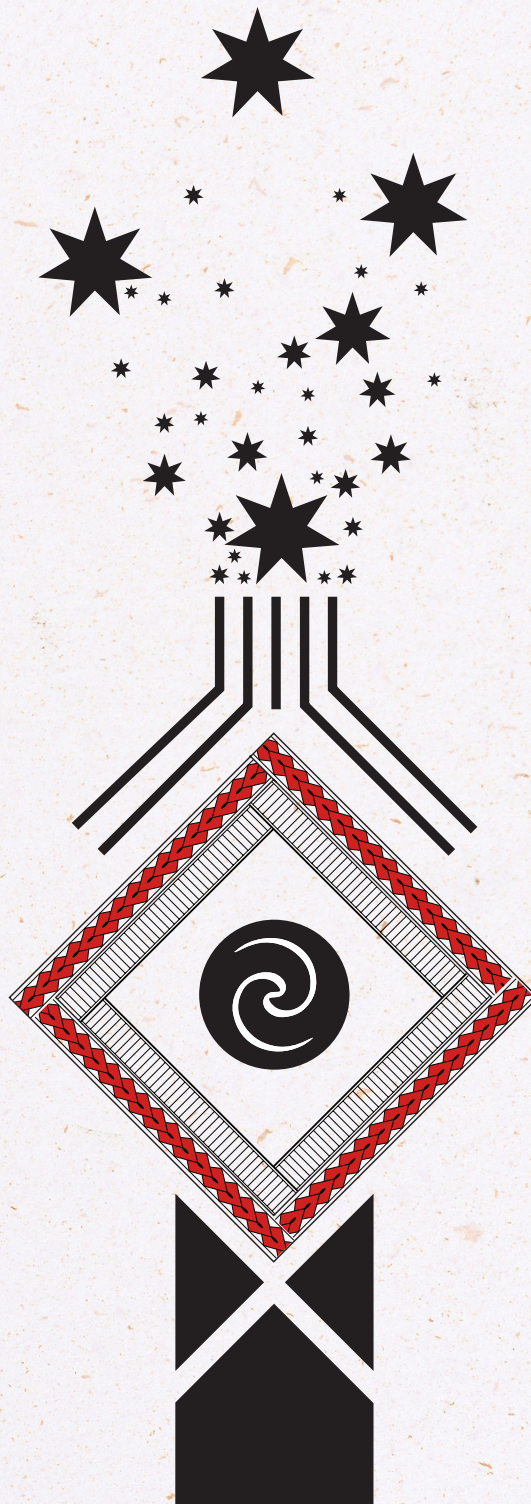





NETBALL
NEW ZEALAND
POITARAWHITI AOTEAROA

High Performance Strategy 2024





The term “high performance” implies the pursuit of excellence. It is the ability to develop and display characteristics and capabilities superior to those exhibited by most athletes. It is illustrated by outstanding accomplishments and enabled through a system of leading-edge bespoke support focusing on the targeted holistic development of all.

Introduction

In 2019 Netball New Zealand reviewed its High Performance Strategy. The purpose of this was to provide clear direction to the HP system for the four-year cycle leading into the 2023 Netball World Cup. The premise of the strategy was that the ultimate measure of the strength of the HP system was the Silver Ferns performances at pinnacle events. The ability for the Silver Ferns to deliver performances under pressure in these events was the product of the players produced by the HP system and the building of a squad through international experience. This was articulated in the strategies purpose “together we produce Silver Ferns who inspire a nation”. In addition, the structured learning systems around those experiences was critical.

Over the last four-year cycle there have been significant changes in the world around us. The impact of Covid-19 on the international sporting landscape cannot be under-estimated with travel restrictions reducing training and competition opportunities. There has also been a stronger focus in New Zealand in recent years around creating healthy and safe high performance environments. This focus has heightened the awareness of the need for clear wellbeing strategies to help mitigate the increased pressure and unpredictability that athletes and support staff were being exposed to. In addition, we are currently seeing a growth in the number of sporting opportunities available to women in New Zealand. In some cases, there is a significant amount of money on offer at the highest level of competition. Significant challenges also exist around the increasing use of data, the risks associated with privacy, and the impact of Artificial Intelligence.

That said, throughout the duration of the 2019 – 2023 cycle the Silver Ferns have had considerable success including winning the 2019 NWC and the Constellation Cup in 2021 and securing Bronze at the 2022 Commonwealth Games. As we head into our 100-year anniversary in 2024, netball remains the number 1 sport of choice for women and girls in NZ. However, to stay at the forefront of women’s sport in Aotearoa it is imperative that our high performance system continues to strengthen showcase its points of difference. This will ensure we continue to produce athletes who inspire our younger generation to pursue their dream of becoming a Silver Fern.

To ensure we continue to evolve the netball HP system in NZ a plan to review the current strategy was implemented late 2022. The scope of this review included investigation from within our community [athletes, coaches, staff, leadership] into current context. The second part of the review drew insights from high performance experts outside of the netball system, both nationally and internationally. The inputs from both stages of the process were then collated and discussed at a two-day workshop where key strategic priorities were identified through a Chessboard design session.

It is the intent of this strategy to both build on the successes of the previous 4 years while also enhance our focus on the areas identified through this process as critical to our future landscape.

Purpose and Principles

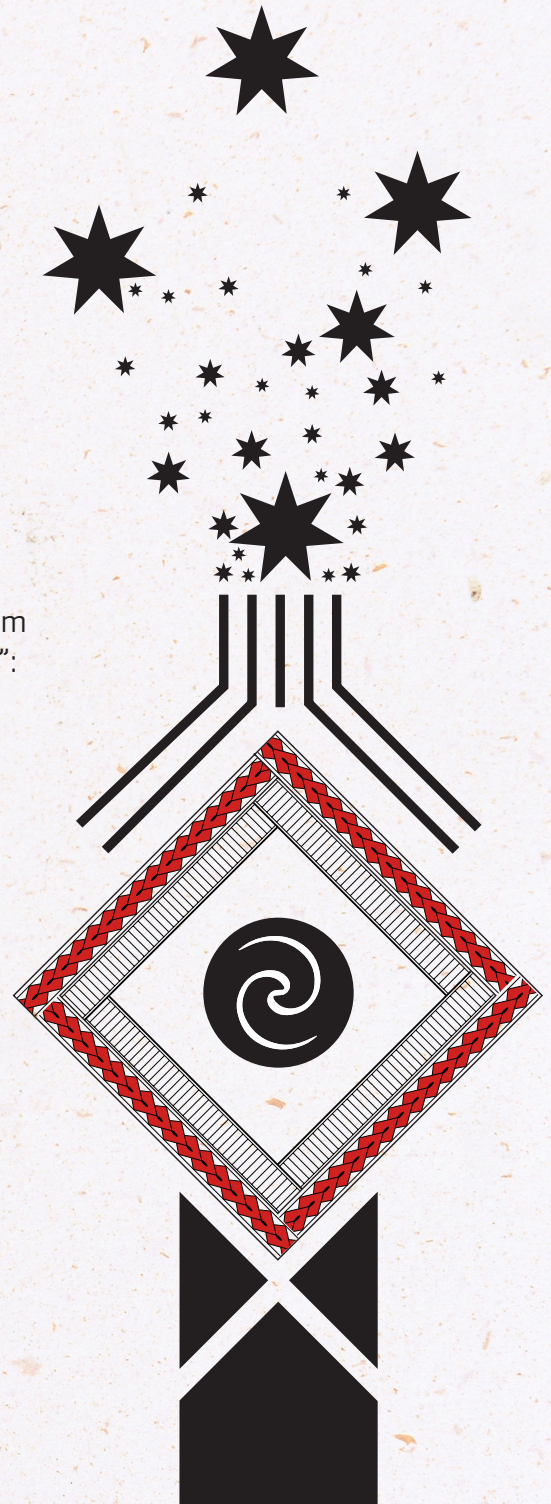
In 2020 Netball New Zealand launched **Poipoia**, an organizational strategic framework which encapsulates how we connect and inspire communities through Netball.

This high performance strategy will have a strong connection to **Poipoia** and as such, the entire netball system. It will place an emphasis on holistic coach and athlete development, system alignment and enhancement and place a strong focus on female health and wellbeing. Noting we are unable to match some of the financial offerings of other women's sporting codes, or some other netball nations, how we care for our athletes, and provide rewarding and challenging experiences will be a critical point of difference for netball.

In embracing **Poipoia**, the purpose of the high performance system is clearly articulated in the last statement of our "Southern Cross":

"Inspiring New Zealand with our performances at home and on the world stage"

As with the previous HP Strategy, this purpose recognizes the importance of international success while also acknowledging the need for a strong, highly competitive, commercially attractive and engaging domestic competition. Our high performance environments must be professional and enable competitive training and repeatable competitive success to ensure a strong development system for future Silver Ferns.



2024 High Performance Strategic Framework



Strategic Priorities and Underpinning Value

Performance Wellbeing

In any high performance sporting team, the ultimate measure of success is winning. As such, athletes, coaches and support staff face an unavoidable tension between expectation, either our own or the perception of others' expectations upon us, and uncertainty of outcome against this common goal.

In acknowledging and accepting the tension, we are better prepared to enable safe, balanced and enriching environments where consistency of delivery against high performance outcomes and personal wellbeing can co-exist without compromise. The ability to find joy in hard work that is required in the pursuit of sustained excellence and, aligning with the PURED framework, dominance is essential.

As stated in Poipoia:

“People want to be in an environment where they are constantly surprised by what they can do and achieve”.

As such, we are committed to providing programmes and support mechanisms required for athletes, coaches and staff to enable enriching environments and build personal resilience and leadership capability. In addition, embracing clarity and transparency of communication is essential. The opportunity for individuals a voice in matters that directly impact them will ensure that there is a high degree of trust in and commitment to any decision, process or initiative. Finally, we must encourage balance, a life and identity away from netball.

Happier, healthier individuals who are supported in all aspects of their lives will thrive. In doing so they will be more likely to be consistent high performers and will possess the desire to stay in the game longer.

“A Game for Life”

Strategic Priorities

CRITICAL SUCCESS FACTOR 1 – ATHLETE

Priority 1

The identification, selection, tailored holistic development and safe transition of the right athletes.

Enablers

Clear foundation performance criteria, informed by the Silver Ferns PURED framework (Figure 1) and Picture of Performance (Appendix 3), tailored appropriately to each level within the performance system. (Talent ID, Pre HP, HP)

All identified athletes in the performance system have clear annual individual performance plans that address both netball specific development and hauora. .

Performance Mental Health Programmes provide individuals with the fundamental tools to navigate a successful high performance journey.

Provide opportunities for ongoing engagement to former Silver Ferns e.g. player mentorship.

Priority 2

A comprehensive and tailored Female Athlete Health and Physiotherapy (FAHP) programme.

Enablers

Continued development and implementation of a Proactive FAH Medical Care with tailored support as required.

Best practice reactive illness and injury management and return to play protocols with appropriate support.

Ongoing development and delivery of a broad education framework to empower coaches, staff and female athletes at every stage of the system.

SUCCESS

Athlete progression through the system is aligned to their ability to either meet or exceed current system level performance standards, their holistic readiness to transition, and future performance potential.

100% PURE

WHAT DO WE STAND FOR?

OUR VALUES:
BE YOU AND MORE

PLAY TO **WIN**

UNITED WE ARE
READY

RUTHLESS

EXPLOSIVE

DOMINATE

WHAT DO WE DO?

WE REPRESENT THE
**NEW ZEALAND
SILVER FERNS.**

WE RESPECT AND
UNDERSTAND THE HISTORY,
PROFESSIONALISM AND
PRIDE THAT WE HAVE
THE PRIVILEGE AND
RESPONSIBILITY
TO UPHOLD.

HOW WILL WE DO IT?

Our **people** will connect to **PURE'D**.
We will empower, inspire and grow
the capability of the collective
squads and Netball community.

We will deliver consistent
sustainable **performances** that give
us the best opportunity to win.

Our **systems** are integrated,
adaptable, effective and efficient.
Our systems are influenced by the
context of the need and the people
we serve.

Strategic Priorities

CRITICAL SUCCESS FACTOR 2 – COACHING

Priority 1

The identification and tailored holistic development of the right coaches.

Enablers

A clear High Performance Coach “Picture of Performance” framework to drive development.

Sustainable succession planning to include both specialist and apprentice programmes.

A thorough induction process for new high performance coaches.

The design and implementation of a best practice coach review process.

Priority 2

A system wide collaborative coaching network to drive best practice.

Enablers

Implementation of an HP community learning group to drive systems and processes that enable thriving performance environments

Ongoing HP Leadership development for identified Performance Coaches including a strong ongoing connection with the Silver Ferns Coaching and support team for ANZ Premiership Coaches.

Provide opportunities for ongoing engagement to former Silver Fern and ANZ Premiership Coaches.

A strengthened connection with Elite Umpiring Panel and player leadership.

SUCCESS

A network of HP coaches who are students of the sport, can inspire others, foster mastery of the fundamental skills of the game, embrace innovative approaches and execute under pressure.

Strategic Priorities

CRITICAL SUCCESS FACTOR 3 – SYSTEM

Priority 1

Clear structures and frameworks that enable quality sustainable system wide HP environments.

Enablers

All Team structures, and Zone leadership and support roles are clearly defined and have expectations and outcomes which are well communicated, agreed and effectively monitored.

New Collective employment agreement that continues to support and enhance player wellbeing and safety, development and thriving HP environments.

Clear campaign planning across all programmes specific to relevant cycle duration and implementation of best practice learning plans and review processes.

Data system advancement including continued development of CYA as a system support and learning tool.

Priority 2

Appropriate resourcing of programmes through the Performance System [Figure 3].

Enablers

Clearly prioritized and graduated resourcing to support delivery against the key identified foundation performance criteria.

Designated support staff are aligned strongly to system frameworks and collaborative approaches.

SUCCESS

Resource capacity and capability in each region / hub across Performance System meets the wellbeing, developmental and performance needs of the staff and athletes

Performance System

The fundamental principles of the Performance System are:

- It enables the identification and development of athletes and coaches and support staff who have the potential to deliver on the Netball NZ HP strategy purpose.
- Player development is primarily delivered at Team/Zone level linked to the identified foundation performance criteria.
- Through strong IPP processes and a tailored approach to development, individuals will be enabled to progress through the system to a level, and at the rate appropriate to their abilities.

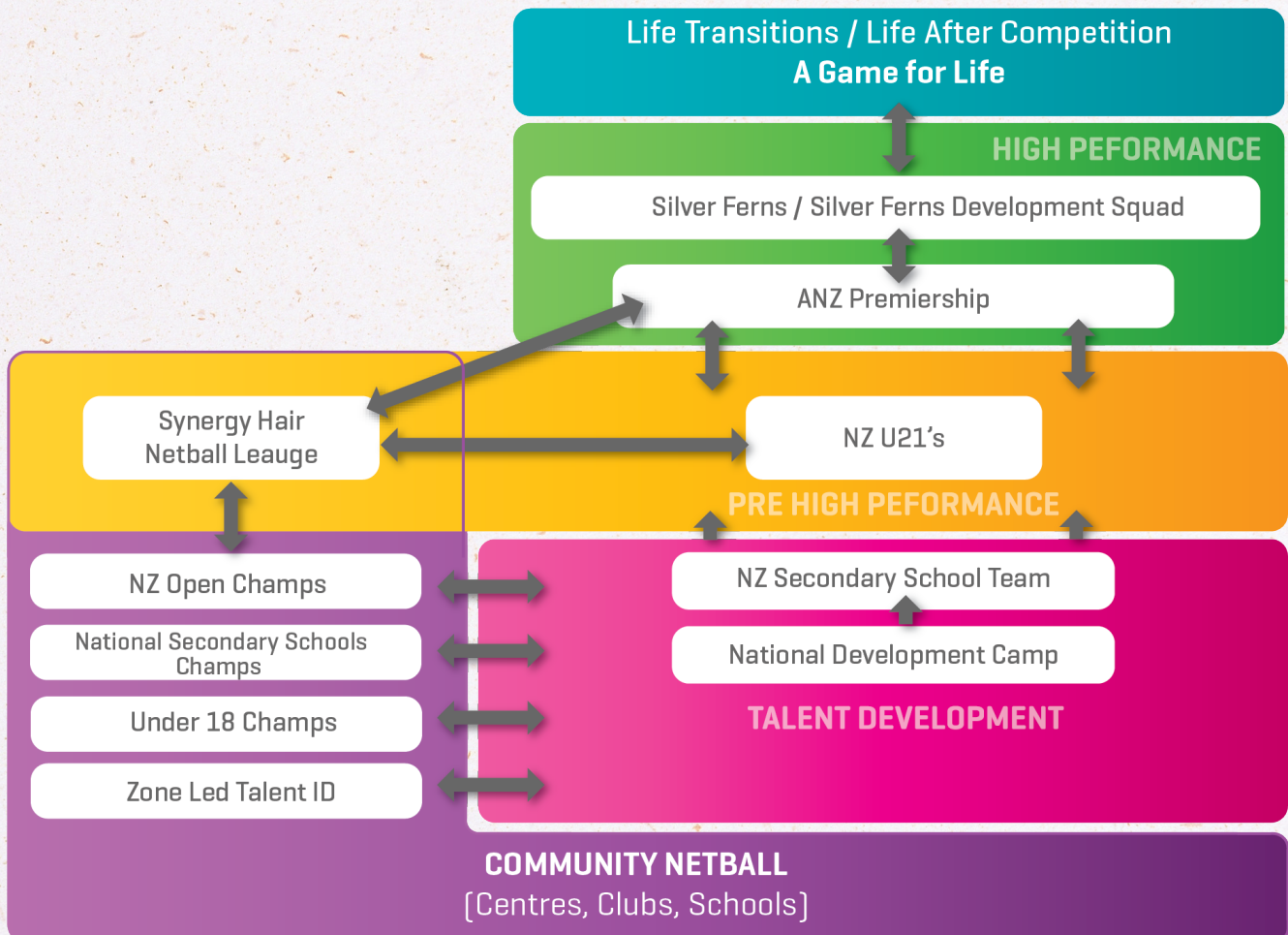


Figure 3: Performance System

Implementation

During the process of reviewing the 2019 – 2023 strategy one of the key criticisms was the lack of connection to the strategy. This was due to a perception that the strategy was not shared widely across the HP community. The success of this strategy will therefore lie in its clear communication out to the system and a collaborative approach to delivery. We must leverage off our collective strength. A connected system that is centrally led and supported, and regionally owned and delivered, will enable proactive problem solving and tailored solutions.

“How the many move as one”

The 2024 High Performance Strategy will be communicated out at High Performance Forum in November 2023. Post this socialization key personnel will be assigned ownership of aspects of the strategy and operational plans will be implemented to ensure we achieve the desired outcomes.

To be truly successful in our evolution of the system we must acknowledge that, as alluded to in Poipoia, there needs to be a degree of fluidity and nimbleness to our strategic approach. If the landscape we operate in changes, we must adapt, but never losing sight of our Southern Cross.

Appendices

Appendix 1

SUMMARY OF KEY INSIGHTS CAPTURED FROM LOOP 1 AND 2

1. The game needs global strategies to counter the growth of opportunities in Womens sport and increasing money on offer e.g. Fast 5 and IPL style competitions
 - a. The experiences of both the player and the supporter needs to be extremely positive. There must be a love for the game.
2. Netball needs to define and promote its point of difference.
 - a. We must know our people and the the game must contain a place for everyone.
3. Netball needs to define what High Performance means in our context.
 - a. We need a system / pathway with multiple transition points that is appropriately resourced. Within this system roles and responsibilities must be clear.
 - b. HP must acknowledge the importance of the community game and not lose connection.
4. We need a co-ordinated approach to wellbeing and female specific health strategies.
5. The game is changing, there is an increased physicality and umpiring needs to adapt.
 - a. Specific rules will need to be applied around concussion protocols, both within game and RTP.
6. Within the NNZ system there is a disconnect and lack of knowledge sharing. Systems and structures are not well aligned.
 - a. Must have a strong data strategy and understand the potential future impact of AI.
 - i. Data should inform decisions but not be the sole driver.
7. What are the risks in the commercial landscape? Is privatisation an option? How do we better commercialise HP?
8. We need to broaden our horizons and look outside sport for cross industry learning.
9. The HP strategy must be communicated well and be fluid. We must learn and evolve quickly when required.

Appendix 2

CHESSBOARD SUMMARY OF IDENTIFIED STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths

1. The netball community's connection with Poipoia.
2. Focus on athlete wellbeing including:
 - a. Strong NZNPA relationship.
 - b. Established athlete voice mechanism.
 - c. NB smart and a strengthening of education in the space of wellbeing and female health
3. As the number female sport in NZ we are respected nationwide.
4. We maintain high international standards and a best practice and principles approach.
 - a. The Silver Ferns are open and transparent around the expected standards and as such have an educated supporter base.
 - b. Performance culture becoming embedded across the system.
5. The Silver Ferns are an open environment and connect well with the Franchises.
6. The growth of competitiveness in the ANZ Premiership.

Weaknesses

1. A lack of connection to the 2019 - 2023 strategy.
2. Lack of clear communication within the HP community
3. Lack of clarity of roles & expectations.
4. Inability to appropriately pay / compensate some staff.
5. Compromised financial position of some Zones / Franchises.

Opportunities

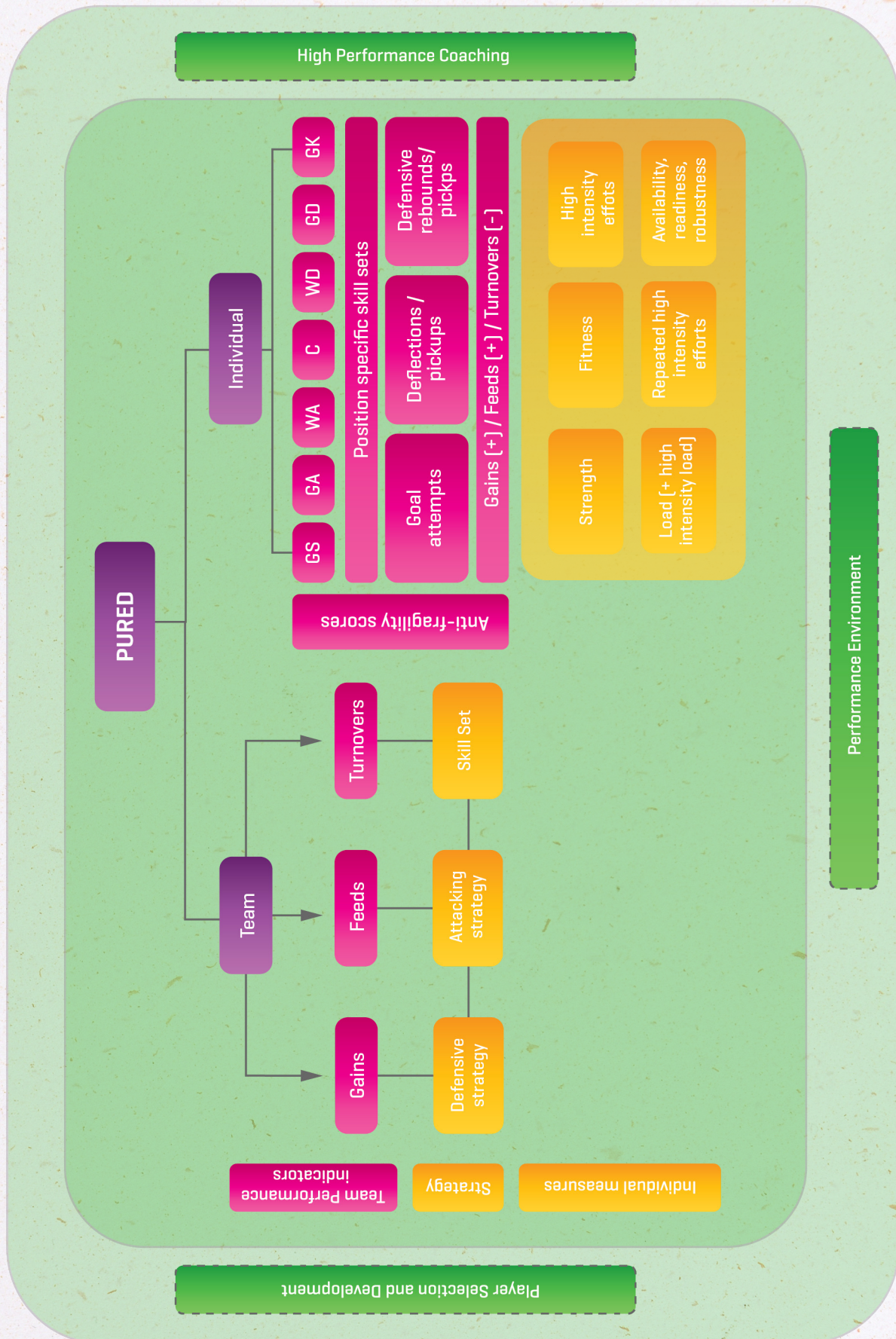
1. Cross code athletes. Can we enable athletes with the talent to represent their province or country in multiple to ensure they stay in Netball.
2. NNZ lead in the space of female athletic health.
 - a. Can we commercialise this or increase government funding?
3. Influence World Netball to a greater degree around key aspects of the game, both on and off court.
4. Have a strong understanding of what the next generation athlete looks like and how best to engage and inspire them.
5. Be clear on how to optimise wellbeing in a performance context.
6. Private equity.
7. Enhanced clarity of roles & responsibilities within the system.
8. Stronger alignment to system frameworks with stronger connection / collaboration across the HP community.
9. Data collection, management and insight delivery to inform best practise.

Threats

1. Financial stress due to reduction in revenue and / or investment streams
2. The gap between the NNL and ANZP remains to great impacting on the effective transition of athletes and coaches.
 - a. i.e., the inability to resource programmes, from ANZ premiership down, appropriately
2. Staff burnout due to the inability to effectively manage wellbeing.
3. Acts of God e.g. the impact of the Covid 19 pandemic
4. Inability to simplify and focus on the key enablers of high performance.

Appendix 3

PICTURE OF PERFORMANCE





NETBALL
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