

65-22



NETBALL STRATEGIC PLAN: 2020 - 2025

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List of Acronyms

Acronym	Details
AFNA	Americas Federation of Netball Associations
CBE	Commander of the British Empire (an award)
CINA	Cayman Islands Netball Association
DOH	Department of Health
DOS	Department of Sports
HOD	Head of Department
INF	International Netball Federation
LTAD	Long Term Athlete Development
MOE	Ministry of Education
MOS	Ministry of Sports
NSA	National Sports Association
NSPP	National Sport Policy and Strategic Plan
PE	Physical Education
SWOT	Strengths, Weaknesses, Opportunities, Threats
WNC	World Netball Championship

Welcome to the Cayman Islands Netball Association (CINA) strategic plan 2020 to 2025: **Netball 2025**.

Netball 2025 is built on four strategic pillars:

- Effective governance and leadership
- The Game
- Empowering through Netball
- Nurturing.

This is the vision and plan that will drive netball forward over the next five years in the Cayman Islands. It is our blueprint for the work we at the Cayman Islands Netball Association (CINA) will be doing to lead netball over the next decade.

The four pillars build on the firm foundation of the three years strategic plan (2016 – 2019), which shows that at the end of the last three years netball has never looked better. Indeed, coming out of the 2018/19 season, Cayman Netball is now ranked 28 in the world, from an unranked position in 2016, when our strategic plan was launched.

We are proud of our record of good governance and proud of our national and international performances and achievements since our first Strategic Plan was produced. Over the life of that Plan - 2016 – 2019 – we have demonstrated our effectiveness and shone light on significant developments which has been most notable in the Cayman:

- a. Cayman hosted the first international ranked netball series in 2017 following which Cayman received its first international netball ranking position of 37th;
- b. Engaged 2537 participants in the game nationally
- c. Participated in two 'Netball Test Series' against Canada (2017 and 2018) and competed against 8 international teams (2017 – 2019);
- d. Secured Non-Profit Organisation (NPO) status in line with the charitable legislation (2017)
- e. Cayman Netball secured their first international competition win at the invitational 'Battle of the Saints' in 2019 and secured its highest international netball world ranking position of 28th and 9th in the Americas;
- f. Developed and implemented a new Licensing Framework and the first recognised netball coaching awards at Levels 1 and 2 in the Cayman Islands;
- g. Cayman Netball team was the most successful national team in sports in the Cayman in 2019 (see Tables 2 and 3).

There is one aspect of our ambition for the future of netball that I want to highlight and it's our commitment to empowerment. The power of sport, of women's sport, and of netball in particular, to change lives is extraordinary. CINA will continue to play an enabling role to empower women and girls - but more than that, we want to change communities for the better.

Our strategic plan outlines 10 high level goals that will be used to assess our progress in the implementation of the Plan. Over the next five years we want to see Cayman Netball ranked in the top 20 internationally recognised netball playing nations, see a strong, confident and inclusive sport that reaches all communities in the Cayman Islands, especially and in particular, the Sister Islands.

Netball is a 'lifestyle sport' played by people of all ages and abilities. CINA remains committed to continued local and national growth and development of netball. It will work together with its Members, Regions and partners to promote our core values in the achievement of our long-term goals.



A handwritten signature in black ink, which appears to read 'Lucille Seymour'.

Lucille Seymour BEM, JP
President CINA

CONTEXT AND ACHIEVEMENTS

The context for the existence of the Cayman Island Netball Association (CINA) is rooted in the sentiments espoused by the Minister of Sport in his Foreword to the NSPP 2013 – 2018¹, who said:

“it is my firm belief that the vehicle of sport presents us with a tremendous opportunity to advance a number of health, community and business related goals.”

Those sentiments are as true today as they were then when the NSPP was launched, which provides the policy context against eight (8) key strategic objectives, for which the six focus ‘national sport associations’ on the Cayman Islands², including Cayman Netball, must adhere.

PERFORMANCE AGAINST THE STRATEGIC PRIORITIES: 2016 - 19

Against the key priorities and objectives established in our Strategic Plan 2016 - 2019, CINA has achieved, developed and delivered the following (see Table 1 and Figs 1 to 3 for further details³):

- 2537 attendances recorded – 15% increase on 2015/16 baseline attendance
- 96% of participants were girls and women with close on 20 participating regularly on each week on the ‘Pathway Development programme’
- Cayman is now ranked 28th in the world for netball and 9th regionally (The Americas). This is a 7 position move since our first ranking place in 2017, following the first Canada v Cayman Series.
- Our Junior and Senior Teams participated in a number of international events which included: participating in the Florida Classic Under 16 (2017), Cayman Island under 14



Invitational to Jamaica’s Inter-Secondary Schools Netball Tournament (2017); Cayman Islands vs. Canada Test Series (2017 & 2018); the Isle of Man invitation (2019) and the Battle of the Saints, St Maarten (2019) - a tournament won by Cayman;

- 5 co-ed netball teams and 9 locally established teams participate regularly in domestic competitions (e.g. Adult Open League).
- Turtle Netters continue to generate interest with the under 8yrs
- Officiating and coaching courses saw over 40 participants engaged in workshops and coaching programmes.
- In 2019 we launched the first Cayman Islands approved netball coaching license and certificated programme at Level 2 with Level 1

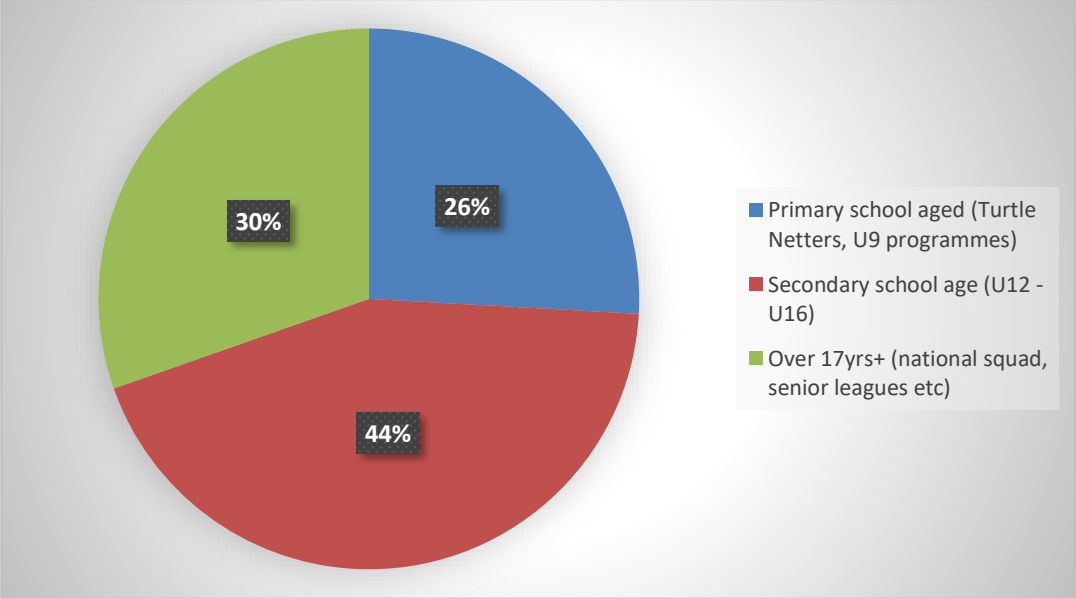
programmes scheduled for 2020.

¹ National Sport Policy and Strategic Plan for the Cayman Islands 2013 – 2018 (NSPP)

² The six focus sports are athletics, basketball, cricket, football, netball and swimming.

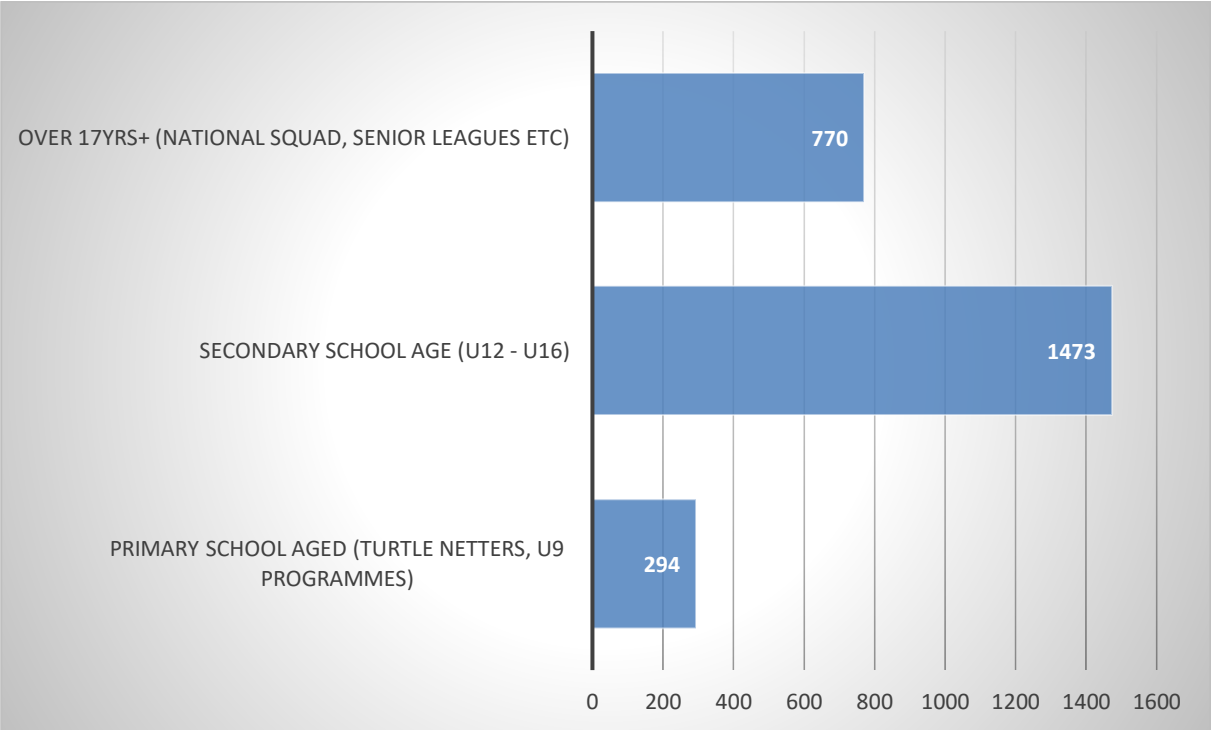
³ For further details see Annual Reports between 2016/17 – 2018/19, obtained from the CINA Office.

Fig 1: Attendance and participation rates over 3yrs of the strategic plan: 2016 - 2019



Base: 9,064

Fig 2: Participation by monitoring domains: 2018/19



Base: 2,537

Fig 3: Gender of participants: 2018/19

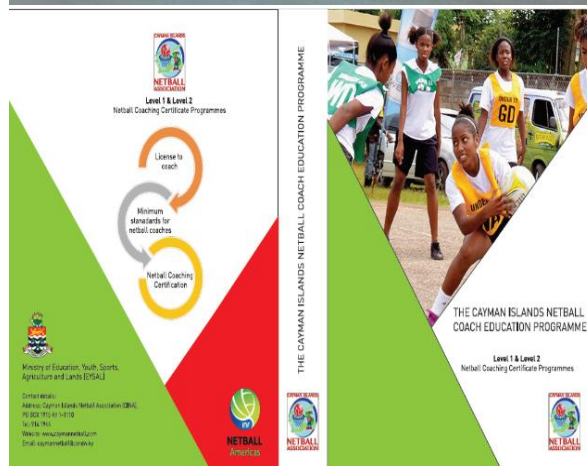
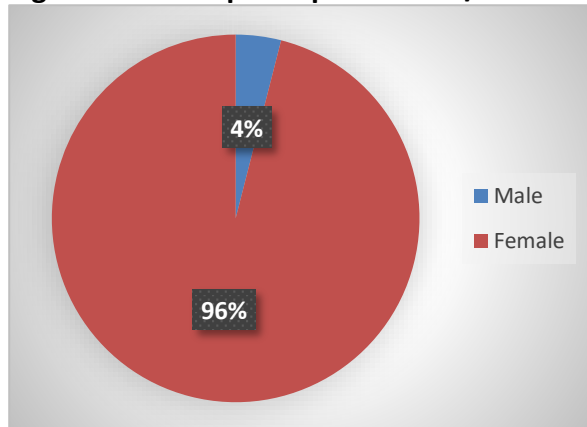


Table 1: Performance against Action Plan: 2016 – 2019

Key strategic pillars	Strategic objectives	Base-line Indicators	Year-end performance: 2018/19
The Game	To provide relevant and compelling netball experiences and ensure that netball is accessible, easy to engage with and is an affordable sporting option.	<p>Increased participation through regular attendances in netball by at least 15% on the 2015/16 outturn (N = 2174 x 15% = 2,500) by 2018/19</p> <p>18 enrolled on the 'Pathway Development Programme' (PDP) by 2018/19</p> <p>Attain Cayman's first ranking place by 2020</p>	<p>2537 attendances recorded – 15% increase on 2015/16 baseline attendance.</p> <p>96% of participants were girls and women with close on 20 participating regularly on each week on the 'Pathway Development programme'</p> <p>At the end of the 2018/19 season, Cayman was ranked 28th, compared to 37th in 2016/17 season.</p> <p>At the recent international tournament held in St Maarten (October 2019), Cayman Netball Team registered their first international tournament win following wins in the Isle of Man invitational in April 2019.</p>
The People	<p>To establish and deliver effective development and performance programmes, workshops and camps.</p> <p>To attract, develop and retain a robust base of talented and committed staff and volunteers</p>	<p>By 2018/19: 15 participants undertake Introduction to Table Officiating and 4 achieve C Award Umpire (CINOS).</p> <p>15 registered on the Level 1 and 8 registered on the Level 2 Coaching programme (CINCP)</p>	<p>No officiating programmes were introduced in 2018/19 though CINA launched the first nationally recognised licensing and certified netball coaching programme at Level 2 (n=5 completed the course in October).</p>
Physical infrastructure	To work with schools, Clubs, MOE and Government so that netball facilities meet the game's current and future needs.	Improve netball facilities within each of the six districts, one of which being of International standard to attract International invitations by June 2017	The new stadium was completed in 2016/17 and was the venue for the first Canada international series in 2017 and accessed for other netball tournaments between 2017 – 2019.
Effective	To ensure CINA Governance structure and policies meet current needs of all	An improved and revised Constitution that is fit for a mature organisation of the 21 st century.	CINA has now been recognised as an NPO, which now brings CINA in line with the not-for-profit legislative framework.

Governance and Administration	participants.		Registration and other procedural systems have now been revised and developed with the Strategic Plan reviewed to account for direction and delivery up to 2019.
	To grow revenues and, with responsible financial management, provide an enduring future for Netball.	Ensure and have in place a robust registration system, monitoring, evaluation, policies and procedures.	
	To raise the public image of netball in the Cayman Islands	Redesign and create a new 'website' for CINA linked to social media platforms by Dec 2016	A review has been undertaken with a new 5yrs plan developed to take CINA forward from 2020 to 2025.
			The new website is up and running and will provide a useful tool for communicating to the field as well as other stakeholders.

HOW DOES CAYMAN NETBALL COMPARE AGAINST THE SIX FOCUS SPORTS?

At the end of the calendar year for our sport, we looked at the comparison between Cayman Netball within the family of the six focused sports, to help us gauge how well we are doing. What we found gave us food for thought (see Tables 2 and 3 below).

Table 2: International comparative performance of the focused sports (women)

National Sports Team ⁴	Ranked positions (women)	
	Regional	World
Athletics	Unranked	1,589
Basketball	Unranked	Unranked
Cricket	Unranked	Unranked
Football	Unranked	Unranked
Netball	9	28
Swimming	Unranked	Unranked

⁴ Data obtained from the respective international sports federation, which can be found on-line.

Table 3: International comparative performance of the focused sports (men)

National Sports Team ⁵	Ranked positions (men)	
	Regional	World
Athletics ⁶	N/a	189,792 & 2577
Basketball	32	127
Cricket (T20)	5	45
Football	29	193
Netball	N/a	N/a
Swimming	Unranked	Unranked

KEY CHALLENGES

Our journey over the 2016/19 period was not without some challenges:

1. Between 2015 – 2018, three Technical Directors were appointed, with the longest serving for 18mths;
2. CINA was already registered as a non-profit organisation under the then Section 80 Company Laws 1977 which was then in force and, with the changes in legislation in 2017, with the Government introducing a new ‘charity recognition legislation’ for all not-for-profit organisations, CINA had to register under this new legislative framework. We were able to secure our Non-Profit Organisation (NPO) status, which included the need to revise our Constitution, which we were able to do. Some clubs withdrew their membership from CINA as they were informed that being an NPO they did not have to register with CINA, despite agreement to the contrary with the Registrar of NPOs.
3. CINA struggled to find a ‘home’ by way of a stable office and playing base. We were fortunate to lease/rent the current ‘portacabin’ here on the Truman Bodden Sports Complex, which has served us well over the last 3 years in particular. However, there are limitations and we continue to research opportunities for a more permanent and suitable space.

Arising from the review undertaken in 2018, some key considerations emerged through the externally facilitated process that future plans need to take into consideration:

- a) Though some coaching programmes had taken place they were not formally endorsed nor were they wholesale across the system;
- b) The Under 14 and Under 16 Teams are developing well but the Under 21 ‘National Team’ was not so well supported or developed;

⁵ Data obtained from the respective international sports federation, which can be found on-line.

⁶ There are four internationally recognised athletes from the Cayman (i.e. 3 male and 1 female).

- c) The Test Series with Canada was a 'first' for Cayman, which secured the first ever 'ranking' position for Cayman;
- d) Umpiring and officiating programmes had been put in place and had been well attended;
- e) Ongoing work taking place 'PE Teachers' in the primary school sector was underway.

However, issues/concerns indicated:

1. Concerns over the teaching of fundamental skills in primary and secondary schools leaving 'clubs' having to start from basics when layers join them:

- to what extent should CINA's limited resources be applied to supporting the PE curriculum in schools and the education department more generally?
 - Should CINA's resources be applied to 'After-school' programmes around netball or in-school curriculum time support (i.e. direct teaching and/or training 'teachers' as part of their CPD/INSET programme)?
 - How does the resources that CINA get from the Ministry compares with other focused sports going into the school sector?
 - To what extent has the LTAD framework and delivery model permeated the development of sport in the Cayman Islands? Is the framework developed sufficiently across the six focus sports? To what extent is there an 'overarching' teaching and coaching framework supporting each focus sport that would enable them to develop and deliver an effective participation and coaching programme appropriate to the respective sport?
2. That one of major challenges facing the 'Game', and clubs in particular, was the absence of Under 12 – 14 teams across all clubs. Only 2 clubs indicated having a junior pathway feeder system; that is, having junior team structures from Under 12s and Under 14yrs. Some 'clubs' did not want to establish junior clubs. CINA was asked to define the position.
 3. That 'pathway funnel' need to be established to reflect movement from the Turtle Netters through to club and then international playing for those showing aptitude and interest.
 4. Some clubs did not wish to work together and therefore raises questions of support and development needs. For example, the referral processes between clubs offered a solution but could not operate effectively unless supported by an appropriate 'coaching and



officiating' development programme. This was felt to be something that CINA should consider and develop.

5. That there were insufficient levels of competitions that would engage and motivate participants (i.e. widening participation). It was stated that there were not enough 'teams' to form two Divisions or more. However, there were at least 9 clubs identified which, given that they were all on Grand Cayman, is not so much a major problem (e.g. a round robin style programme could provide the games needed). This would take time and should form part of the new strategic plan from 2020.
6. The development and support to volunteers were crucial supports for the clubs. There was an absence of incentives for volunteers and/or other supporters in clubs. Discussions focused on coaching and umpiring and whether they could be 'remunerated' and so create a 'pool' from which individuals could be drawn to support games (e.g. umpires/coaches could be paid an agreed rate linked to the coaching and umpiring framework once agreed and approved).
7. the development of an approach and enabling framework need to be put in place, which would set standards, include fee structure and accredited/certified.

SWOT

At our more recent review session, we undertook a SWOT analysis - Strength, Weakness, Opportunities and Threats (SWOT) – which reflected the following:

Strength	Weaknesses
<p>Strong passion in the Cayman in the playing of netball.</p> <p>A sport that is enjoyed by the young and old over a sustained period</p> <p>Strong fund-raising capacity</p> <p>Netball is one of the six focus sport that's supported by the government through the Ministry of Sport's (MoS) grant programme</p> <p>League structure and development programme</p> <p>Internationally recognised and ranked in the top 30 countries.</p> <p>Developed and implemented a licensing framework coupled with a formal netball coach education programme</p> <p>There is a web presence for information on netball and support.</p>	<p>Insufficient depth of officials of the game such as umpires</p> <p>Not all netball clubs/organisations are affiliated to CINA – some are refusing to register because they are NPOs.</p> <p>CINA is dependent on the government and is therefore not fully self-sufficient</p> <p>There is as yet no school focused leagues</p> <p>Poor representation and impact of netball in Sister Islands (Cayman Brac and Little Cayman)</p> <p>Non-appointment of a Technical Director (or similar) to lead the day to day operation of the sport</p> <p>Do not have a national squad at Under 21yrs and neither a '<i>National League</i>'</p> <p>Weak marketing and promotion</p> <p>Non-netball scholarships are not available</p>

	which could offer some opportunities as they do with sports such as basketball and athletics (e.g. tying academic with sports scholarships).
Opportunities The development and implementation of the Cayman Islands umpire and coaching awarding programme frameworks. Development of career pathways through netball coach education programme Strong relationships with businesses and organisations World Youth Netball Competition in Fiji 2021 Involvement of the national Senior team members as 'Netball Ambassadors' to support the wider promotion and marketing of the game Development of stronger relationship linked to scholarship opportunities at university level as well as the FISU World University Games planned for 2022. Greater collaborations between CINA and the Ministry for Sport. Collaborative opportunities internationally through INF, AFNA and CNA	Threats Umpires and coaches too connected with their own clubs and so unable to devote much time to supporting the national strategy. Subsidy/support from the government may stop Insufficient coaches and officials to develop the skills needed for international competitions. Insufficient resources for the national teams to travel and compete internationally Insufficient number of multipurpose facilities suitable to play netball Clubs that do not register reduces participation in the game which have a knock-on-effect on those who are able to play for their country. Those who go abroad without registering could bring the game into disrepute because of not being registered and therefore protected by CINA's guidance and policies.

VISION, AIM AND VALUES

Arising from our assessment of the 2016 – 19 Plan, the vision and mission remain as relevant and appropriate.

Vision/Mission

To provide opportunities for all girls and women to participate in netball, and through participation, promote and improve health and well-being as part of long-term life-style choice.

Strategic aim

To make netball the life sport of choice for girls and women in the main in the Cayman Islands through the promoting, fostering, developing, stimulating and providing coordination of the sport of netball in the Cayman Islands delivered through an effective and efficient governance structure so as to facilitate increased participation in the sport, healthy life-style choices and career opportunities.

VALUES

The underpinning values upon which CINA's strategic plan is built, and which directs how we plan, develop and deliver, is best summarised through the following diagrammatic representation:



- **LEADERSHIP:** We provide and grow leadership
- **BALANCED:** We embrace our diversity
- **ACCOUNTABLE:** We are accountable to all our stakeholders
- **TEAMWORK:** We constantly work for and with each other.
- **EXCELLENCE:** We strive for excellence in everything we do.

KEY PRIORITIES: THE NEXT FIVE YEARS

Looking ahead, actions will be set against four 'Strategic Pillars' which will guide CINA's strategic direction over the next five (5) years (see Fig 4 for overview and Table 4 for the Action Plan overview):

Priority 1: Effective governance and leadership: To ensure CINA's Governance structure and policies meet current needs, grow revenues with responsible financial management, to provide an enduring future for Netball.

Priority 2: The Game: To provide relevant and compelling netball experiences to ensure that netball is accessible, easy to engage with and is an affordable sporting option.

Priority 3: Empowering through Netball: To promote, inspire and ensure real opportunities for communities are developed through programmes that improve the health and wellbeing of participants and support local organisations and build relationships.

Priority 4: Nurturing: To establish and deliver effective development and performance programmes, workshops and camps that attract, develop and ensures a robust base of talented and committed coaches, umpires and officiating participants and stakeholders.

Informing our key actions and goals are the following considerations that arose from our review of the 2016-19 Plan, including consultation responses from stakeholders:

- a) **Development of 'Talent':** at the club level as well as the 'national' level. The approach, policies and procedures with respect to this priority to be identified and shared with the field.
- b) **Engagement with and influencing development of fundamental skills:** interface with school/education sector and Sport Department as principle 'stake-holders'. An important factor for consideration relates to 'school' competitions and Leagues, which could be a 'pathway' into clubs. An approach and process of formal and strategic dialogue might be needed.
- c) **Securing and leveraging additional resources:** this to include human as well as financial, which includes exploring roles for 'ex-senior players and/or 'life Members'. This could include direct coaching and/or supporting role, fund-raising or 'PR role', especially for 'Life'.
- d) **Branding and marketing of 'Netball' in the Cayman Islands:** influencing the sport arena and the wider awareness and interest in netball as a game of choice for girls and women and young men. In particular, CINA will work towards bringing international events to the Cayman Islands.
- e) **Development and implementation of the CINA Coaching (CINCP), Umpiring and Officiating (CINOS) frameworks:** a formally acknowledged, recognised and certificated/accredited programmes to be developed, shared and promoted in the Cayman Islands widely (e.g. Cayman Brac and Little Cayman).

- f) **Supporting the development of 'clubs' through 'League' arrangements and 'competitions/tournaments:** indication that there may not be sufficient 'game-time' and/or quality game situations and that some review of the League/competitions structure may be required.
- g) **Review of CINA's policies and procedures relating to clubs and teams:** suggestion was that CINA should make it clear the position regards 'Clubs' and 'Teams' for registration purposes. Additionally, to review the registration guidelines, process and expectations by the start of the new season in light of the NPO status.
- h) **Clubs to explore approaches that would enable 'transition' from junior club structures to senior playing:** recognising that some clubs only work with the junior while others work through the age ranges, there is the need for clubs to get together to explore and determine pathway referral process. Linked to coaching development this may offer economy of scale for some clubs and offer a new approach leading to national team selections (i.e. Under 12yrs through to seniors/adults).
- i) **Volunteer recruitment:** it is acknowledged that the clubs operate through volunteers and ways are being sought to engage as many as appropriate within clubs. However, recruitment is likely to be an issue, especially if there are no incentives. We intend therefore to look at this and report back.
- j) **Monitoring and evaluation:** The plan provide an accountable basis for annual delivery plans to focus CINA's Staff, Board and Committees. Not only this, but it provides the basis upon which 'clubs' and associated stakeholders will be monitored. The ultimate success of the Plan will rely on a collaborative and cooperative approach, the willingness to be brave and the capacity to deliver objectives with the support of all facets of the sport: clubs, administrators, players, coaches, umpires and technical officials. The resourcing of CINA, both in terms of finance and people, is paramount in the execution and achievement of the vision, mission and goals contained within this Strategic Plan. To support the monitoring and evaluation of the strategic pillars, we will need to produce an annual work plan with key performance indicators aligned to each pillar.

Internationally, over the 3yrs to 2023, CINA hopes to participate in the following international tournaments:

2020 season:

- **March – April:** Jean Pierre Tournament (Under 16), St Vincent
- **May:** Netball Europe invitational, Gibraltar
- **July 10-18:** Netball World Youth Cup (NWYC) Qualifiers Trinidad (top 3 teams will participate in the finals in Fiji, 2021).
- **July:** High School Tournament (U19), Tobago.
- **August:** Battle of the Saints Invitational, St Maarten
- **September:** Senior Nations Cup (invitational), Singapore

2021 season:

- **June 10-19:** NWYC Fiji
- **June 16-20:** CANOC Guadeloupe Senior Teams

- **July 1-7:** Commonwealth Youth Games, Trinidad (Age group 17/18)

2022 -23 season

- 2022: The qualifiers for the 2023 Netball World Championship begins.
- 2022/23: Cayman Tri-Series Invitational (date to be announced)

Domestically, CINA will continue its principle long-term development aim of empowering and developing '*home grown*' talent. That is:

1. To develop a 'pool' of good quality coaches, committed volunteers and a strong strategic infrastructure and capacity. Having launched the CINA Coaching Licensing Framework and delivered our first Level 2 programme, we will continue to roll these programmes out alongside the CPD aspect of the framework (i.e. Level 1 programmes);
2. It is not enough to develop grassroots interest without outlets for those wanting to develop their talents further, as such, we want to empower and build the capacity of local clubs, and so we will be investing some time and energy into supporting clubs with their governance;
3. We believe that an early engagement in the sport will develop a longer-term involvement, and as such, we will be working closely with the primary and secondary schools to ensure effective and quality teaching and coaching of netball alongside further development of out-of-school netball development programmes across the Islands.
4. Resource clubs to expand Junior programmes and to establish a National Netball League.

Fig 4 below provides a diagrammatic representative overview of the key priorities and strategic goals while Table 4 provides the Delivery Action Plan for 2020, with some indicative performance indicators.

Fig 4: VISION STATEMENT

To provide opportunities for all girls and women to participate in netball, and through participation, promote and improve health and well-being as part of long-term life-style choice.

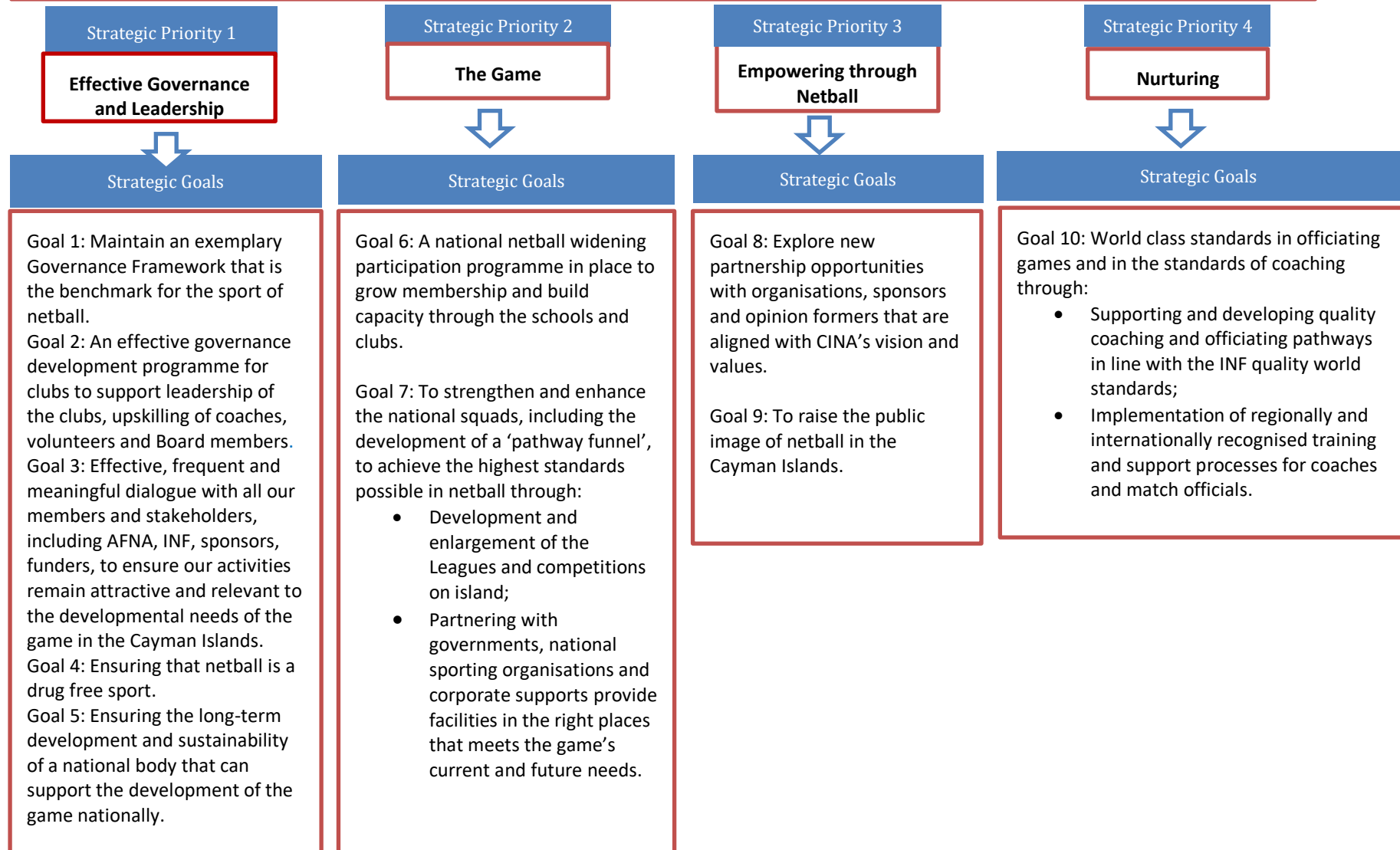


Table 4: Delivery Action Plan: Jan 2020 – Dec 2020

Vision/Mission: To provide opportunities for all girls and women to participate in netball, and through participation, promote and improve health and well-being as part of long-term life-style choice.

NETBALL DELIVERY ACTION PLAN: Jan 2020 – Dec 2020			
Strategic pillars and objectives	Goals	Key activities	Milestones/Indicators
Effective governance and leadership To ensure CINA's Governance structure and policies meet current needs, grow revenues with responsible financial management, to provide an enduring future for Netball.	Goal 1: Maintain an exemplary Governance Framework that is the benchmark for the sport of netball.	Review of CINA's policies and procedures relating to clubs and teams by updating and disseminating policies and practices.	Review the registration guidelines, process and expectations in line with the NPO Articles. Host Briefing sessions as appropriate and relevant. Monitoring and evaluation – quarterly returns to the Ministry in line with the Purchase Agreement.
	Goal 2: An effective governance development programme for clubs to support leadership of the clubs, upskilling of coaches, volunteers and Board members.	Provide workshops and training support to clubs with their governance, fund-raising and volunteer recruitment and development.	At least 1 strategic workshop on 'effective governance' linked to assessment of governance in line with the IOC's governance framework. Workshops and netball coach training at Levels 1 and 2 (see below)
	Goal 3: Effective, frequent and meaningful dialogue with all our members and stakeholders, including AFNA, INF, sponsors, funders, to ensure our activities remain attractive and relevant to the developmental needs of the game in the Cayman Islands.	To ensure that CINA is kept abreast of local and international initiative through research and analysis. Attend local and regional seminars and conferences as appropriate and relevant to the development and improvement of netball (INF and AFNA hosted events)	Participation and attend AFNA and INF related events: <ul style="list-style-type: none"> - AFNA meeting (Trinidad and Tobago) - INF AGM/Congress (tbc) Produce bi-annual and annual report on netball development (see Briefing sessions also)

	Goal 4: Ensuring that netball is a drug free sport.	Participate in WADA related seminars as appropriate and arranged	Ensure testing in line with WADA guidelines
	Goal 5: Ensuring the long-term development and sustainability of a national body that can support the development of the game in the Cayman.	Develop, refine and roll-out the licensing framework and the establishment of the national database of active and recognised coaches and match officials in the Cayman Islands. Produce a funding implementation strategy including organisational capacity considerations, sponsorship and fund-raising options.	Secure major sponsor aligned to the sport, especially in hosting a national test series in 2021.
The Game To provide relevant and compelling netball experiences to ensure that netball is accessible, easy to engage with and is an affordable sporting option.	Goal 6: A national netball widening participation programme in place to grow membership and build capacity through the schools and clubs.	Facilitating and ensuring increased grass roots awareness, participation, development in the playing of netball across the Cayman Islands: Increasing participation programmes: <ul style="list-style-type: none"> - In-school support programmes, including involvement of boys in the game; - ensure effective development of out-of-school netball programmes; - junior pathway programmes developed within clubs. 	<ul style="list-style-type: none"> - Primary and secondary school's competitions and Leagues established; - After-school programme; Turtle Netters programme; Turn-up and play - Clubs to establish U12yrs through to seniors/adults teams
	Goal 7: To strengthen and enhance the national squads, including the development of a 'pathway funnel', to achieve the highest standards possible in netball through: <ul style="list-style-type: none"> • Development and enlargement of the Leagues and competitions on island; • Partnering with governments, national sporting organisations and corporate supports provide facilities in the right places that meets the game's current and future needs. 	Support the development of 'clubs' through 'League' arrangements and competitions/tournaments: National competitive development: <ul style="list-style-type: none"> - the 'Pathway Development/Satellite Programmes' in place (i.e. 12 – 16yrs) - Squad development and support (14yrs – seniors) - Junior & senior competitions - Fast Five - Business League (Mixed Leagues) - Rallies (juniors/seniors) - Shooting competitions - Development of a Cayman National League 	

		- District competitions	
		International competitive development: <ul style="list-style-type: none"> - Qualifier programmes (U16, U21 and Seniors) - Ranking games - Friendlies/non-ranking games <p>Produce and publish a Calendar of international events and activities.</p>	<p>In 2020, CINA hopes to participate in the following international tournaments:</p> <ul style="list-style-type: none"> - March – April: Jean Pierre Tournament (Under 16), St Vincent - May 2020: Netball Europe invitational, Gibraltar - July 10-18: Netball World Youth Cup (NWYC) Qualifiers Trinidad (i.e. Fiji, 2021). - July: High School Tournament (U19), Tobago. - August: Battle of the Saints Invitational, St Maarten - September: Senior Nations Cup (invitational), Singapore
Empowering through Netball To promote, inspire and ensure real opportunities for communities are developed through programmes that improve the health and wellbeing of participants and support local organisations and build relationships.	Goal 8: Explore new partnership opportunities with organisations, sponsors and opinion formers that are aligned with CINA's vision and values.	<p>Develop a partnership with local districts to facilitate the maintenance of netball facilities</p> <p>To source funding to improve facilities and equipment across the Islands, especially floodlights for outdoor facilities.</p> <p>Having in place an arrangement for community use and school facilities.</p>	<p>Work with stakeholders to ensure that the sport of netball is seen as a force for the empowerment of young girls and women.</p>
	Goal 9: To raise the public image of netball in the Cayman Islands.	<p>Branding and marketing 'Netball' in the Cayman Islands through:</p> <ul style="list-style-type: none"> - customer satisfaction surveys using multi-media communication strategy (e.g. social media platforms etc) - develop a website that is mapped with the Americas Federation of Netball Association (AFNA), Caribbean Netball Association (CNA) and 	<p>Data base of active coaches in place</p> <p>On-line customer feedback report shared and produced as a Briefing Bulletin.</p> <p>Reconfigure and redesign the website with uploaded information.</p>

		International Netball Federation (INF).	
Nurturing To establish and deliver effective development and performance programmes, workshops and camps that attract, develop and ensures a robust base of talented and committed coaches, umpires and officiating participants and stakeholders.	Goal 10: World class standards in officiating games and in the standards of coaching through: <ul style="list-style-type: none"> Supporting and developing quality coaching and officiating pathways in line with the INF quality world standards; Implementation of regionally and internationally recognised training and support processes for coaches and match officials. 	Provide workshops and training support to clubs with their governance, fund-raising and volunteer recruitment and development Provide workshops and training in line with the licensing framework: <ul style="list-style-type: none"> Coaching at Levels 1 and 2 Umpiring/officiating Master classes (i.e. CPD opportunities) 	X 2 Level 1 programmes provided X 1 umpire training programme X 2 master classes/workshops A mentorship programme in place to support 'active licensed netball coaches', umpires and officials in the Cayman Islands.

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