

Appendix 1: Cayman Islands Netball Association's Strategic Plan: 2025-2030 (v2.0) - Overarching theory of change

Strategic objectives

Governance and

leadership: To provide leadership for the sport by having in place an effective governing structure which inspires trust and confidence as the leading voice for netball against an everchanging and complex landscape locally, regionally, and internationally.

Grow: To work with partners and stakeholders to implement and embed approaches to identify and access opportunities that maximise CINA's limited resources as we create an exciting, dynamic, and empowering netball landscape in the Cayman Islands.

Play: To drive development of the sport by increasing participation and ensuring access to opportunities to play netball from grassroots through to competitive elite athletes.

Inspire: To ensure real opportunities for communities to get involved and benefit through the sport.

Inputs

Human resources:

- Management team
- Coaches
- Volunteers
- Technical and administrative support

Financial resources:

- Government grant (x
 2 yrs funding cycle)
- Members' registration fees
- General fund-raising
- Sponsorships/donati

Facilities and equipment

 Resources to own netball facilities and equipment across the Islands.

Technology and communications (incl. information technology, social media, website, etc.)

Marketing and public relations

Activities

Governance and leadership: Produce clear regulations and policies to ensure fair play, safety, and integrity in the sport.

Produce adhering guidelines and standards for clubs, players, and staff to follow.

Grow: Work with members, sponsors, and regional colleagues to implement opportunities to grow netball for clubs and national teams and to exploit opportunities to enhance returns on investment expended.

Develop and activate the long-term sustainable funding strategy as a 'vehicle' to promote and support the fundraising opportunities for the delivery of CINA's netball strategy.

Develop partnerships with the Ministry of Education, the Ministry of Sports, the Department of Sports, schools, universities, and stakeholders, with objectives that align with CINA's.

Play: Develop, enhance, and extend the range of netball clubs across the districts.

Ensure the existence of competitive leagues and rallies for smaller, fledgling clubs.

Develop and deliver on-island competitive opportunities that showcase the very best of netball, played at both club and international levels.

Build the knowledge and capacity of netball staff and volunteers across all spheres of the game, ensuring continuing professional development is integral to maintaining quality and standards.

Outcomes

Compliance with the national and international bodies guidelines

Increase island-wide participation, reach, revenue, and capacity in implementing the strategy.

Secured revenues/sponsorships to enable international competitions to take place on as well as off-island.

Agreed on the MoU in place with key stakeholders, including the Purchase Agreement with the Government.

Increased participation in netball through grassroots programs, community recreation programs, and Elite Athlete Development programs.

Improved World Ranking position of Cayman Netball from the current 39th-ranked position (2024) to 30th by 2030.

All CINA coaching and non-coaching personnel are required to undertake a minimum of 12 hours of CPD each year to enhance and maintain their skills and the standards within the organisation.

Overall vision/mission: To facilitate the growth of netball to all genders in every district across the Cayman Islands, promoting a love for the game while nurturing leadership skills and inspiring individuals to achieve their best in life.

Values:

- 1. **Excellence**: We strive for excellence in everything we do.
- 2. **Teamwork**: We work effectively within and across regions.
- 3. *Heart*: We foster friendship and respect through our shared love of netball.
- 4. *Integrity*: We always do the right thing, no matter how challenging it may be.
- 5. **Courage:** We think big, make decisive choices, and persevere to create a positive impact.
- 6. **Athletes:** We respect and amplify the voices of athletes in our sport.
- 7. **Leadership**: We lead and govern in a manner that reflects our values.

Inspire: Create and implement a marketing and communication strategy to raise the profile, benefits, and achievements in netball.

Establish the CINA Netball Academy program to provide a pathway from Turtle Netters to <21 (i.e., netball curriculum for primary and secondary school-aged children) and the Leadership Academy.

Explore creative and innovative ways to build into existing scholarship programs opportunities to enhance academic and career options through netball (e.g., university and/or business courses through sport).

A greater media profile, including access and use of the broadcasting media outlets on-island, as well as social media, and so on.

Increased career-enhancing opportunities that harness the power of netball to change lives through the 'leadership' program.