



Cayman Islands Netball Association

Strategic Plan 2025-2030



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Welcome to the Cayman Islands Netball Association (CINA) strategic plan 2025 to 2030:

Netball 2030: The five-year plan from the national sport association in Cayman for the sport of netball.

Netball is a ‘lifestyle sport’ played by people of all ages and abilities. CINA remains committed to continuing the local and national growth and development of netball in the Cayman Islands. It can only achieve this through step-changes over time, working together with its members (clubs), global and regional partners, and other stakeholders, such as the Department of Education Services (DES), Ministry of Sports, and Department of Sport (DOS), schools and corporate partners to promote our vision and core values in the achievement of our long-term goals.

Being able to successfully operate as a national sport association depends on the integration and effective management of key essential components that come together like a jigsaw puzzle or a well-oiled machine, with all cogs moving in sync with each other. By ensuring the availability of human resources, financial resources, facilities and equipment, technology, programs and development, governance, and marketing, a national sport association will thrive and contribute to the growth and success of the sport. For these parts to come together, it requires intention and a vision of not only how the parts fit but also what that machine should look like—in other words, having in place a road map, an overarching strategic approach, and a careful allocation of resources. The success of such a plan hinges on various inputs, each playing a crucial role in the overall functionality and effectiveness of the association. To help understand what CINA is striving to achieve over the next five years, we have developed our theory of change, which provides an at-a-glance overview of the key components and their interconnection. This is shown in Appendix 1.

Netball 2030 is built on four strategic objectives (or pillars):

- Governance and leadership
- Grow (the sport)
- Play (the game)
- Inspire (empowering and nurturing)

The four pillars are built on the firm foundation of the previous five-year strategic plan (2019–2025). The outcome reported in the 2024 Annual Report indicated that the plan was working in some areas but not in others; however, there was an overall progression and development since 2017, when the first strategic plan was developed. In 2016, for example, Cayman Netball was unranked, and in 2017, it played its first on-island international tournament against Canada. By December 2024, Cayman Netball was ranked 39th among the 60 playing countries in the international netball fraternity, as defined by World Netball (WN) – formerly the International Netball Federation (INF).

We are proud of our record of good governance and our national and international performances and achievements since the production of our first Strategic Plan. Throughout the plans' life cycle, spanning from 2016 to 2024, we have consistently demonstrated our effectiveness and highlighted significant developments, as reported in our annual reports since 2017. For example:

1. Cayman hosted the first internationally ranked netball series with Canada in 2017, following which Cayman received its first international netball ranking place (hitherto they were unranked).

2. Averaged 2537 participants in the game nationally over the 8 years since the 2017 strategic plan was produced.
3. Competed in over 10 international events between 2017 and 2024.
4. Secured Non-Profit Organisation (NPO) status in line with the charitable legislation (2017).
5. Cayman Netball secured its 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. Developed and implemented a Licensing Framework and the first recognised netball coaching awards at Level 2 in the Cayman Islands (2019).
6. Cayman Netball team was the most successful national team in sports in the Cayman Islands in 2019 - 2024, according to the international association's ranking systems.

Our strategic plan outlines high-level goals that will be used to assess our progress in implementing the Plan. Over the next five years we want to see Cayman Netball ranked in the top 30 internationally recognised netball playing nations and within the top 10 of netball countries in the Americas Region (formerly Americas Federation Netball Association) as well as being a strong, confident and inclusive sporting association that reaches all communities in the Cayman Islands, especially the Sister Islands.

This document outlines the essential inputs required to operate a national sports association efficiently. In this strategic plan, we aim to cover what these inputs are and how they fit together, and over time, measure our progress in achieving our goals and expectations. The plan is structured to move from the general to the specific, and as such, we have designed the document in sections as follows:

- Section 1: Context, achievements, and challenges
- Section 2: Values, aims, and objectives
- Section 3: Delivery structure and action plan

SECTION 1: CONTEXT, ACHIEVEMENTS AND CHALLENGES

The context for the existence of the Cayman Islands Netball Association (CINA) is rooted in the sentiments espoused by the then Minister of Sport in the Foreword to the first National Sports Strategic Plan (NSSP) in 2012. In the Foreword, he 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 NSSP was launched, which then provided the policy context for which the six focus ‘national sport associations’ on the Cayman Islands.¹, including Cayman Netball, must adhere².

Demographic Characteristics

According to the 2021 most recent census³The total population of the Cayman Islands stood at 71,432, compared to the 2010 census count of 55,036, representing an overall increase of 30%. Notably, the non-Caymanian population increased by 37.4%.

Table 1: Population distribution by district, age, sex, and status (%)

Children: 5 to 14 years	Total	Male	Female	Caymanian	Non-Caymanian
	Total	100	100	100	100
George Town	44.3	45.1	43.3	37.3	63.3
West Bay	21.3	21.2	21.4	21.6	20.5
Bodden Town	25.7	25.6	25.9	30.7	12.2
North Side	3.3	2.9	3.7	4.1	1.2
East End	2.3	2.1	2.5	2.8	0.9
Sister Islands	3.1	3	3.1	3.5	1.9
Cayman Brac	3.1	3	3.1	3.5	1.9
Little Cayman	0.03	0.03	0.03	0.04	
Total (n)	7,387	3,601	3,769	5,482	1,790
Youth: 15 to 24 years					
	Total	100			
George Town	41.1	42	10.3	36.5	55.3
West Bay	22.8	22.2	23.5	23.6	20.5
Bodden Town	26.8	26.6	27	30.1	16.6
North Side	3.4	3.4	3.4	3.7	2.3
East End	2.8	2.6	2.9	2.8	2.5
Sister Islands	3.1	3.2	3	3.2	2.8
Cayman Brac	3.1	3.2	3	3.2	2.8
Little Cayman	0.1	0.1	0.03	0.1	
Total (n)	6,586	3,229	3,357	4,965	1,621

Source: Cayman Island Census 2021; Economics and Statistics Office: www.eso.ky

¹ The six focus sports are athletics, basketball, cricket, football, netball, and swimming.

² The refresh of the NSPP is not yet finalised, and until then, the 2016 strategic sports framework remains in situ.

³ [The Cayman Islands' 2021 Census of Population and Housing](#);

The population is predominantly located in George Town (49.1%), followed by West Bay (21.6%), Bodden Town (20.9%), the Sister Islands (3.2%), North Side (2.7%), and East End (2.6%). Compared to the 2010 population, Bodden Town recorded the highest growth rate at 40.8 percent. Except for the Sister Islands, the other districts grew at lower rates than Bodden Town: West Bay by 36.6%, East End by 31.2%, North Side by 28.6%, and George Town by 24.3%. Sister Islands declined by 1.7 percent.

The population had slightly more males (50.6%) than females (49.3%). This was consistent across all districts, except for Bodden Town and the Sister Islands, where the proportion of females was slightly higher than that of males. In Bodden Town, the percentage of females (51.7%) was relatively high compared to the other districts.

Children 14 years and under totaled 10,953 (15.9%) of the total population. There were slightly more males in this age group (5,571) than females (5,355). A significant portion of the population was in the working-age group (15+ years old), comprising 57,360 individuals (83.4%). The number of males and females in this age group is almost even, with males exceeding females by 597 (0.4%). The youth population (15 to 24 years) comprised 6,586 individuals (9.6%) of the total population.

Performance against the strategic priorities 2017 - 2024

Against the key priorities and objectives established in our Strategic Plans covering 2017 - 2024, CINA has developed and delivered the following:

- 2537 attendances recorded in 2017, and by December 2024, we reached 2,800, a 10% increase on our baseline in 2017.
- 96% of participants were girls and women consistently over the years.
- Cayman is now ranked 39th in the world for netball and 10th regionally (i.e., Americas Netball). This represents a movement of 8 positions since our first ranking place in 2017, following the first Canada v Cayman Series, the aftermath of which saw us ranked 38th.
- 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; U16, Under 21 and seniors participated in Guadeloupe (July 2024) and the ECCB invitational in St Lucia (September 2024).
- 5 mixed netball teams and nine locally established women's 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 programs over the four years to 2024.
- In 2019, we launched the first Cayman Islands Netball Association-approved netball coaching license and certificated program at Level 2. CINA now has 16 Level 1 coaches across Grand Cayman and Cayman Brac, alongside 9 Level 2 coaches, with one Level 3 expected to be qualified by the end of 2025⁴.

SWOT ANALYSIS

Another aspect of our refresh process was to undertake an adapted version of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The outcome from this process revealed the following picture:

<p>Strength (what we are doing well)</p> <ul style="list-style-type: none"> • Strong passion in the Cayman in the playing of netball. • A sport that is enjoyed by the young and old over a sustained period • Strong fund-raising expertise • Netball is one of the six focus sports that the government supports through the Ministry of Sport’s (MoS) grant program • League structure and development program in place • Internationally recognised and ranked in the top 30 countries. • A developed licensing framework coupled with a recognised netball coach education program in place • Web presence for information on netball and support. • A district development program is in place, including program development in schools and the Sister Islands. • Committed Executive Committee. 	<p>Weakness (what we are not doing so well)</p> <ul style="list-style-type: none"> • Insufficient depth of officials of the game, such as umpires and Table Officials • Not all netball clubs/organisations are affiliated to CINA – some are refusing to register because they are NPOs. • CINA is dependent on the government and is therefore not fully self-sufficient • There is yet no school-focused league (i.e., no interscholastic championships led by CINA and no Interhouse competitions.) • A developing picture of netball on the Sister Islands (Cayman Brac and Little Cayman) • Non-appointment of a Technical Director (or similar) to lead the day-to-day operation of the sport (i.e., over dependency on overseas coaches) • Do not have a national Under 12-, 14-, 16-, and 21-year squad that would feed through into the seniors. • Weak marketing and promotion
<p>Opportunities (what we can do differently)</p> <ul style="list-style-type: none"> • The development and implementation of the Cayman Islands umpire and coaching awarding program frameworks. 	<p>Threats (barriers preventing delivery)</p> <ul style="list-style-type: none"> • Umpires and coaches are too connected with their clubs and so are

⁴ As the national governing body with responsibilities for the development and control of netball in the Cayman Islands, CINA has responsibility in determining accreditation and licencing of netball coaching in the Cayman Islands. CINA’s qualification framework recognises the following coaching Levels: *Level 3: Advanced coach, Level 2: Club/national coach and Level 1: Assistant/Club coach*. In 2019 CINA introduced its Level 2 Coaching Award programme, which resulted in 5 coaches completing and receiving their Level 2 certificates in December 2023. Coming into 2024, there were 4 Level 1 coaches and no Level 3 coaches on the Island.

<ul style="list-style-type: none"> • Development of career pathways through the netball coach education program • Building strong relationships with businesses and organisations, especially if there is the intention of hosting a Test Series. • Development of stronger relationships linked to scholarship opportunities at the university level as well as the FISU World University Games. • Greater collaborations between CINA and the Ministry for Sports and Education. • Collaborative opportunities internationally through World Netball (WN), Americas Netball (AN), and Caribbean Netball Association (CNA) • Refreshed and revised National Sport Strategy • Seek to develop participation in CARIFTA Games • National Sports Advisory Group (emerging) • Possibilities to work more closely with other British Overseas Territories (BOTs) due to size and proximity. 	<p>unable to devote much time to supporting the national strategy.</p> <ul style="list-style-type: none"> • Subsidy/support from the government needs to be increased over the next five years to help with development. • Lack of an experienced National Development and High-Performance Coach and insufficient coaches and officials to develop the skills needed to elevate the sport, improve the level of play to participate successfully in international competitions. • Insufficient resources for the national teams to travel and compete internationally • Insufficient number of multipurpose facilities suitable for playing local and international netball, and restrictions on the use of indoor courts. • Clubs that do not register with CINA reduce the chance of selecting players who can play for their country. • Unsanctioned clubs playing abroad without permission from CINA could bring netball into disrepute if disputes arise. • Netball scholarships are not available, which could offer some opportunities as other sports such as basketball, athletics, and swimming (e.g., linking academic with sports scholarships mostly at American Universities).
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Challenges that CINA will need to address

From the SWOT analysis, the strategic and operational challenges are immense; however, new opportunities are anticipated over the next five years. Despite some notable successes, with the level of participation increasing and Cayman Island Netball performing well on the international stage, we need to develop a competitive edge in our game. There is now an opportunity to reassess how we build upon the previous five-year plans as we move forward. The building blocks are in place and reflect two levels where priorities will need to be set:

- Strategic level challenge and opportunities; and
- Operational challenges and opportunities.

Strategic challenges and opportunities include:

- Securing funding to support international program development
- Having in place a clear pathway from participation to excellence (LTAD framework).

- Policies to be developed and/or revised to guide the strategic direction of CINA to include fundraising strategy:
 - Code of conduct (players, coaches, spectators, employees, and officials)
 - Licensing Framework (coach and officiating quality standards)
 - Safeguarding
 - Drug misuse
 - Constitutional 'By-laws'
 - Terms of reference for 'sub-committees'
 - Recruitment and selection (staff and volunteers)
 - CINA Club Registration
 - Selection of the national squads
 - Overseas club competitions (i.e., travelling/participation guidelines)
 - Revise the Licensing Framework in line with the Coaching Awards program that CINA has invested in (i.e., to include CPD support/program)
- Approach schools and the Sport Department regarding collaborative approaches and opportunities
- Develop and establish key performance indicators and methods to monitor and report.

Operational challenges and opportunities:

- Development of programs with the schools linked to the LTAD framework.
- Having in place certified independent umpires and other officials.
- Encourage and stimulate more competitions with and between clubs
- Encourage and support new district-level competitions for after-school clubs and established clubs (e.g., Friday/Saturday Rallies Level 2 qualification completed by May '25).
- *District netball development:* Grassroots netball development with a particular focus on district-level programs, including developments on Sister Islands. This will include developing clubs in the districts:
 - Turtle Netters program
 - Assisting primary teachers with schools in the teaching of netball and identifying talent.
 - Afterschool clubs
 - District/community clubs.
 - District clubs and competitions

This strategic plan outlines our ambition for the expansion and development of netball in the Cayman Islands, in light of some of the challenges and identified needs. Arising from the process, as we go forward, CINA's vision and mission are *"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"*.

The values underpinning our approach and thinking align with those outlined by World Netball, which are:

1. **Excellence:** CINA will strive for excellence in everything we do as netball's national sport association in the Cayman Islands.
2. **Teamwork:** CINA will work effectively and efficiently within and across all districts with partners to develop netball in the Cayman Islands.
3. **Heart:** CINA will strive to foster friendship and respect through our shared love of netball and will apply itself to ensure the passion and love for the sport is directed and purposive.
4. **Integrity:** CINA will always do the right thing, no matter how challenging it may be, in the development of netball in the Cayman Islands, and will do so transparently and honestly.
5. **Courage:** CINA will think big, make decisive choices, and persevere to create a positive impact for netball development in the Cayman Islands, especially where there is a challenge to the 'ways things have always been done' where such thinking does not advance the development of netball in the Cayman Islands (e.g. this may mean having to say no at times).
6. **Athletes:** CINA will ensure and legislate for players and staff to be respectful and to amplify their voices in the direction and development of netball in the Cayman Islands.
7. **Leadership:** CINA will lead and govern the sport of netball in a manner that reflects our values in the achievement of our vision and mission.

Strategic pillars

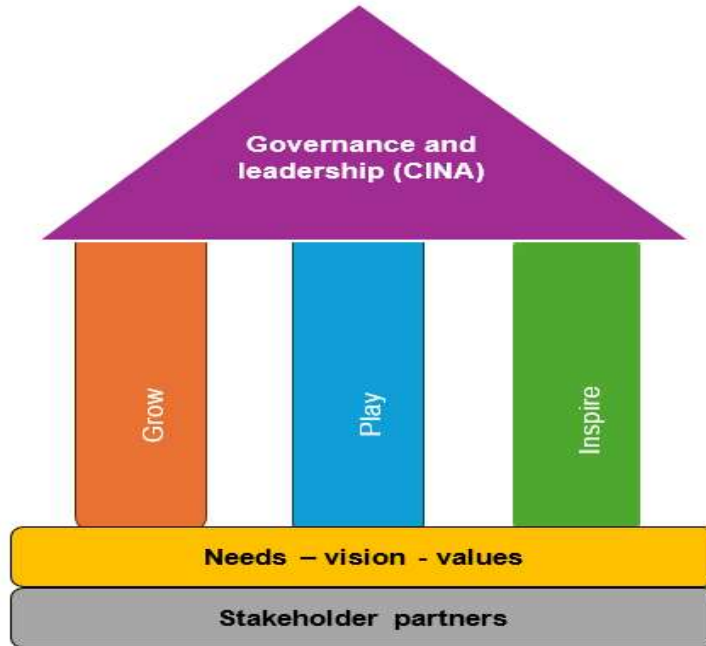
Three delivery strategic pillars have been identified against which our strategic priorities will be set. They naturally follow World Netball's strategic framework for netball, for which we are expected to demonstrate alignment as part of the world netball fraternity.

Additionally, we recognise that those priorities require a firm and strong governance of the association, coupled with an effective leadership arrangement. Not only this, but an understanding of several key features that will ensure an effective and sustainable national sport association. This requires that we give due consideration to the overall governance and leadership of CINA as the governing body for netball in the Cayman Islands. Driving the realisation of the strategic plan, therefore, are three delivery strategic pillars and one governance and leadership priority area, which is reflected in Fig. 1 below.

These pillars provide the objectives and activities that will be captured in our delivery action plan. Our reporting framework and delivery arrangements will seek to deliver against the goals

established for each pillar. This will enable us to monitor and be better informed about how we are progressing or not.

Fig 1: Topographical conceptualisation of how the parts come together



Specifically:

Grow - Netball in the Cayman Islands has a solid foundation, and the legacy of netball in the country is strong. However, the game today operates in a challenging environment where it competes with other sports for people’s time, money, and commitment. This has led to a reduction in participation, volunteering, and further challenges to the development of netball at the grassroots level. We therefore need an approach for increasing participation. Based on the principles of the Long-Term Athlete Development (LTAD) framework, it is our view that to grow the game, we need to invest in developing ‘grassroots’ interest at the ‘District’ level. In simple terms, our approach is reflected in the diagram presented as Fig. 2.

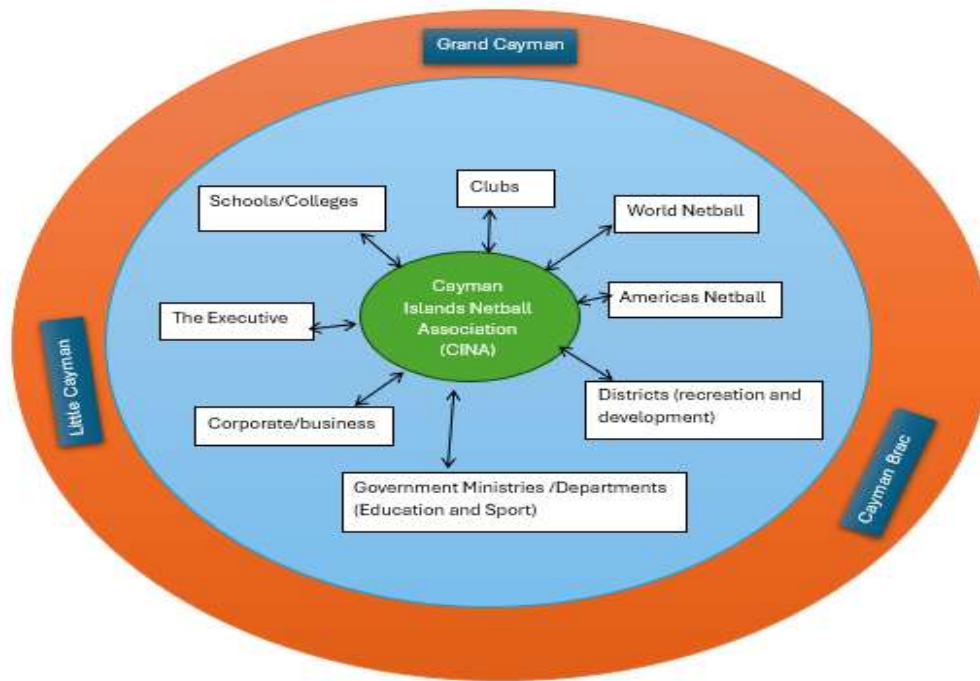
Fig 2: The participation pathway model: more people participating in netball



Marketing and communication: To stimulate growth and re-energize netball, positive branding, image, glamourization, and community presence can raise the game's profile alongside CINA, demonstrating the organization's values. The challenge is for CINA to develop and grow the profile of the sport within the current restraints and environment (see also governance and leadership below).

Play – For the Cayman Islands to become a dominant force in world netball over time, the focus needs to be on establishing, developing, and delivering programs that have clear pathways, increasing and providing a sustainable player talent pool, coach, and umpire base. Netball, as a sport, is recognised by the Government as one of eight focused sports within schools. As such, we aim to build upon and strengthen relationships and establish partnerships between CINA, schools, the Education Department, the Department of Sport, and other stakeholder organisations. These partnerships will be crucial to the development and growth of the sport, especially in building strong local and engaging partnerships, coupled with a robust competitive and supportive framework that builds on the talents of those who wish to develop and hone their innate skills in the sport. As Figure 3 illustrates, the partnership is quite extensive; therefore, CINA will need to work with and build bridges where necessary to ensure alignment and convergence. It will take time and be dependent on capacity and resources.

Fig 3: Stakeholder analysis: partnership approach



Long-Term Athlete Development (LTAD) framework – as indicated above, we will build on the Long-Term Athlete Development (LTAD) framework with opportunities for players and clubs to develop as ‘elite athletes’ as well as effective organisations (see Fig. 2 overview and Fig. 4 below).

The LTAD is a training, competition, and recovery program based on developmental age – the maturation level of an individual – rather than chronological age. It is an athlete-centered and coach-driven approach. The model employs a developmental approach to sport and athlete development, acknowledging the distinct growth stages of the athlete and the unique requirements of the sport. The approach requires coaches to be able to develop their athlete according to their physical and developmental windows throughout an individual’s life – and of course, this requires that clubs are conversant with the model and therefore enhance the coaching being offered at the qualifying training stage as well as post training (i.e. licensing framework that covers Registration and Licensing Policy (minimum standards), Code of Practice for Netball Coaches and Netball Coach Education program).

Fig 4: LTAD approach: a basic model overview



Physical facilities - Providing the right facilities in the right places is important in reshaping the sport. To have a base that netballers can be proud of, which also serves the day-to-day requirements and needs of officials to grow the sport, will be crucial to secure. There is currently no facility that meets international standards for hosting international tournaments, and the Truman Bodden Sports Complex in George Town is the only dedicated set of courts. Access to the indoor facilities at the two high schools is dependent on the other pressures on those facilities during the academic year. Further discussions and collaboration with partners will be required, and CINA will explore the potential implications to provide facilities that could host, for example, international events.

Inspire - Due to the changing nature of netball, CINA will need to evolve with the times and develop the sport so that it is seen as an attractive, efficient, and forward-thinking sport, continuing to attract articulate, qualified, and strategic-thinking personnel. Opportunities for career advancement will be explored and developed.

By providing strategic direction through the demonstration of effective and efficient governance across the sport, CINA will be able to harness and develop not only the talent of individual players involved but also raise the profile of the sport more generally and foster a more positive model of opportunities for future generations.

Governance and leadership: To be an effective national sport association and governing body, CINA must ensure that its governance and leadership structure is fit for purpose and that it has the necessary minimum standards, policies, and procedures in place. It will need to ensure it remains relevant and up to date to meet the ever-changing landscape at national, regional, and international levels. For example, because of the process, CINA has identified, as a minimum, the need to either revise and/or produce the following policies and procedures:

- Code of conduct (players, coaches, and officials)
- Licensing Framework (coach and officiating quality standards)
- Safeguarding
- Drug misuse

- Constitutional 'Byelaws'
- Terms of reference for 'sub-committees'
- Recruitment and selection (staff and volunteers)
- CINA Club Registration
- Selection of the national squads
- Overseas club competitions (i.e., travelling/participation guidelines)
- Revise the Licensing Framework in line with Dr Adam's program that CINA has invested in (i.e., to include CPD support/program)

Financial sustainability: The Cayman Islands Netball Association (CINA) is not self-sufficient and relies heavily on the Government for resources and funding. CINA is at risk due to a shrinking pool of funds, increased competition for those funds, and changes to Government legislation. As Netball grows and develops at all levels, the pressures of day-to-day running costs, volunteer time, and qualified coaches (locally sourced or from overseas) will increase. The Cayman Islands Netball Association will need to review its procedures for generating revenue and ensure that funds are used effectively and efficiently for maximum returns (i.e., being able to grow the sport, especially supported by an effective marketing and branding strategy, should stimulate the raising of much-needed financial resources).

Strategic objectives

Going forward, CINA's strategic objectives to address those areas deemed weaknesses (what we are not doing so well) and threats (barriers preventing delivery) while building on those areas that are its strength (what we are doing well) and those opportunities (what we can do differently), is best summarised as below. As indicated above, delivery objectives and activities will be aligned with each strategic pillar. Below, we have identified the strategic goals that will drive the action plan over the next five years. They are:

Strategic objective #1: 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 ever-changing and complex landscape nationally, regionally, and internationally.

Strategic objective #2: Grow: To work with partners and stakeholders to implement and embed approaches to identify access to opportunities that maximise CINA's limited resources as we create an exciting, dynamic, and empowering netball landscape in the Cayman Islands.

Strategic objective #3: 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.

Strategic objective #4: Inspire: To ensure real opportunities for communities to get involved and benefit through the sport.

The following section explores how the strategic objectives are linked to the delivery of action plans over the next five years.

Section 3: Delivery action plan

Arising from our assessment of the 2019 -24 Plan, the vision and mission remain as relevant and appropriate today as it did five years ago. However, over the next five years, we will prioritise the following:

- Strategic governance and operational roles and responsibilities, including appointing a National Development and High-Performance Coach and implementation of the participation approach across the age phases (i.e., primary, secondary, and over 17 years).
- Ongoing development and support to grow the game from grassroots through to excellence in the Cayman Islands, ensuring there is a cadre of netball leaders in Cayman. We aim to roll out the Community Netball Development Program, which is expected to be successful. The program will deliver netball activities within Districts, and with the league/competition element included, there will be an incentive to develop and enhance skills. This approach, which focuses on building grassroots support on a district basis, will be the primary focus of development and delivery in 2025.
- Rolling out the quality standards and code of practice to improve the quality and effectiveness of administrators, teachers, and coaches of netball at the school level and in the community (i.e., we want to see a strong club leadership model supporting the participation and excellence objectives of the strategy).
- Exploring scholarship opportunities for players with potential to be educated and trained at overseas universities where netball is played and so enrich the pool in the Cayman.
- Working with clubs registered with CINA to collaborate on mutually beneficial initiatives, such as hosting international club competitions (i.e., inter-regional club competitions).
- Responsiveness to World Netball and regional developments (i.e., insurance and travelling; WADA certification process; Americas Netball (AN) development).
- Being able to host international ranking tournaments in the Cayman has long been a desire since 2017, when CINA hosted its first international ranking netball series with Canada. We believe that this is a real possibility for CINA to explore over the next five years.
- Engaging with and playing an integral role in the strategic development of sport in the Cayman Islands, where the voice of netball will be critical.

For the grant received by CINA from the Government, there are specific objectives and outputs that we must report on (See Table 2). In developing our plan, particularly to the delivery action plan and priority setting, these considerations have been taken into account, as we are required to provide an annual outturn report. They include and encompass the following:

Related broad outcome: Utilizing Sports to Enhance the Lives of Our People

Description: Provision of sports programs in netball that covers the following in terms of primary, secondary, and tertiary level participation (i.e., 5 – 24 years):

- Recreation/fitness
- Developmental program
- Community/adult program
- Workshops/clinics

Table 2: Purchase Agreement priorities

2025 Delivery objectives	Performance indicators
<p>Sports programs guided by the Technical Director in line with the objectives of CINA’s Strategic Plan and the rules and standards of play in keeping with those of World Netball (formerly INF)</p> <p>Audited financials must be in good standing and submitted for the most recent financial year, and must be conducted by a certified auditor or firm.</p> <p>NPO Annual Returns in line with the Registrar of Non-Profit Organisation requirements for re-certification.</p>	<p>Number of sports programs in line with CINA’s Strategic Plan</p> <p>Audited Financial Statements</p> <p>NPO Annual Returns (Certificate of Good Standing)</p>
<p>Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports</p>	<p>Quarterly monitoring reports covering:</p> <ul style="list-style-type: none"> a) High Performance b) Recreation program c) Leagues/competitions d) Development programs e) Coaching/officiating workshops
<p>Inspire and ensure that real opportunities for communities are developed through programs that improve the health and well-being of participants through workshops and seminars, supporting clubs and players.</p> <p>Collaborative Meetings should be held with the Ministry and the Department of Sports, as convened by the respective departments.</p> <p>Analysis from Google Analytics to inform landing on website/social media pages and downloads.</p>	<p>Workshops were developed for clubs to address issues and concerns affecting their ability to deliver netball objectives.</p> <p>Attendance/representation at ‘Collaborative Meetings’ with the Ministry and the Department of Sport</p> <p>Hits and ‘clicks’ on Website & Social Media Platforms.</p>
<p>Development Workshops in line with the CINA’s Strategic Plan, World Netball objectives, and, where appropriate and relevant, in collaboration with the Department of Sports.</p>	<p>Coach/Athlete Development Workshops</p>

KEY PRIORITIES IN 2025

As we move into 2025, we will continue the drive to raise aspiration and upskill clubs' governance, leadership, and practice through:

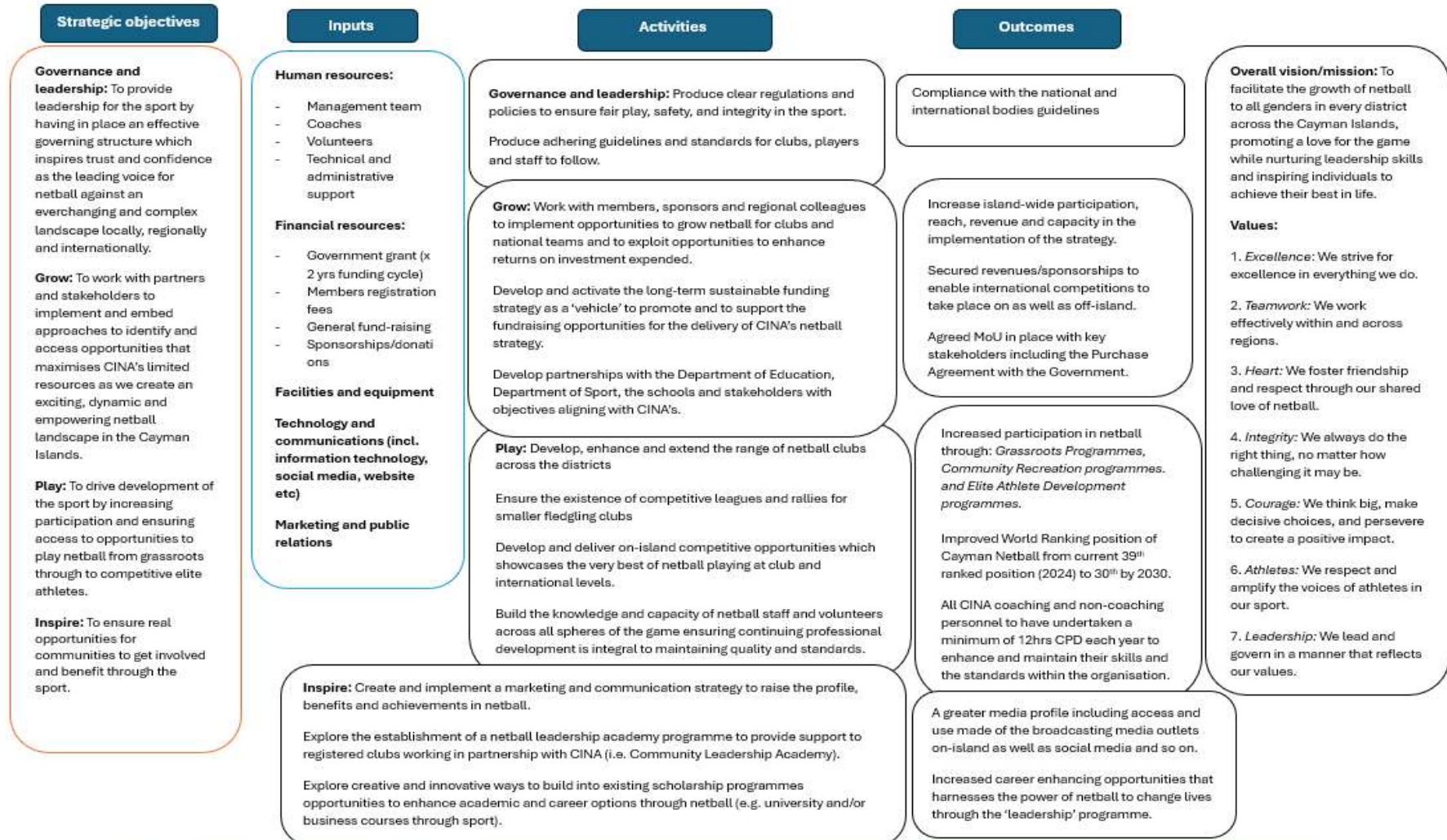
- Adopting and exploring opportunities to put in place a robust and resilient delivery structure that meets the needs of a successful and effective national governing sport association (i.e., strategic board and operational delivery arrangements in place).
- Demonstrating leadership and partnership working with clubs, schools, and the Education Department and Sports Department to improve and develop the sport within their respective spheres and in the districts, including the Sister Islands. A particular approach will be to roll out a series of club-specific support to include coach education and CPD upskilling, establishing district-focused clubs and afterschool programs, becoming an NPO, and other 'leadership' priorities, such as reporting, fundraising, and effective governance.
- Grassroots netball development with a particular focus on district-level programs, including developments on the Sister Islands. For example, this will include:
 - Turtle Netters program
 - Assisting with PE teachers in schools
 - Afterschool clubs
 - CINA Academy/District/community clubs.
- On the horizon are two significant international opportunities for CINA to raise its ranking position and profile - internationally and regionally – which will provide opportunities to perform on the global world netball stage. They include:
 - Commonwealth Games, Glasgow, 2026; and
 - Netball World Cup, Australia, 2027.

The delivery action plan is attached as Appendix 2, which provides fuller details of the key actions and activities that we will undertake, and against which we will measure our achievements.

Appendices

- Appendix 1: Theory of change – summary
- Appendix 2: Delivery Action Plan: 2025 [an initial draft example]

Appendix 1: Cayman Islands Netball Association's Strategic Plan: 2025- 2030 (v1.0) – Overarching theory of change



Monitoring, evaluation and learning (participation and performance): Collect data | Analyse | Interpret | Knowledge sharing | Improve programme content and delivery

Appendix 2: Delivery Action Plan: Jan to Dec'2025 (provisional)

Strategic pillar: Governance and leadership					
Strategic objective #1: To provide leadership for the sport by having in place an effective governing structure that inspires trust and confidence as the leading voice for netball against an ever-changing and complex landscape nationally, regionally, and internationally.					
Delivery objectives (sub-objectives)	Outcomes	Activities	Outputs (indicators)	Timescale	Lead responsibility
To put in place an effective governance and leadership structure to govern the sport of netball in the Cayman Islands.	Adopting a robust and resilient delivery structure that meets the needs of a successful and effective national governing sport association (i.e., strategic board and operational delivery arrangements in place).	Advertise and recruit for the position of an experienced National Development & High-Performance Coach, as well as committed staff and volunteers (e.g., with at least 5-10 years of proven results in development and high-performance coaching, developing players from ages 4 to 21 years).	Increased participation in netball by at least 30% year on year based on the 2024 outturn. Include preschool children and TurtleNetters (5-10), and develop Under-12, 14, 16 & 21 national teams. Develop CINA Academy and support the delivery of the CINA primary and High School netball curriculum.	By November or December 2025	Executive Committee
		Relook at the delivery structure -	At least 6 L1 & 2 part-time coaches & 6 part-time Assistant coaches (L1): 10 – 12 hrs pw min.	Sept 2024 to March 2026	
		Develop/revise policies and procedures which provide a safe, friendly, supportive, and growing netball environment.	Committees to be set up to oversee policies and implementation: a) Code of conduct (players, coaches, and officials)	March 2026	

		Produce Terms of Reference for all sub-committees.	<ul style="list-style-type: none"> b) Licensing Framework (coach and officiating quality standards) c) Safeguarding d) Drug misuse e) Constitutional 'By-laws' f) Terms of reference for 'sub-committees' g) Recruitment and selection (staff and volunteers) h) CINA Club Registration i) Selection of the national squads j) Overseas club competitions (i.e., travelling/participation guidelines) k) Revise the Licensing Framework in line with the Coaching Awards program (to include CPD support/program) 		
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To work with the Sports, schools, and Education Department to gain access to netball facilities and ensure they meet the game's current and future needs.	Improved netball facilities within each of the six districts, one of which should be of international standard.	To source funding to improve facilities and equipment across the Islands, especially floodlights for outdoor facilities. Having in place an arrangement for community use and school facilities.		Ongoing	
To grow revenues and provide an enduring future for Netball.	Major sponsor aligned with the sport.	Develop a funding strategy that includes organisational capacity considerations. Establish a financial sub-committee to oversee/monitor governing body expenditure	Fundraising initiatives in place: a) Cash-O-Rama – 2 per year b) Corp Sponsorship – ongoing: targeted approach for international competitions, development age groups + coaches (x 6 to be secured) \$150k for other activities	Ongoing – Monthly fundraising activities to raise a minimum of CI\$150,000.00 annually	Treasurer and Treasurer Committee

Strategic pillar: Grow					
Strategic objective #2: To work with partners and stakeholders to implement and embed approaches to identify access to opportunities that maximise CINA's limited resources as we create an exciting, dynamic, and empowering netball landscape in the Cayman Islands.					
Delivery objectives (sub-objectives)	Outcomes	Activities	Outputs (indicators)	Timescale	Lead responsibility

<p>To establish a clear pathway from participation to excellence based on the LTAD framework.</p>	<p>Increased participation in Districts where currently there is low take-up.</p>	<p>Implementation of the participation approach across the age phases (i.e., primary, secondary, and over 17 years) across the districts.</p> <p>To introduce and share the framework more widely.</p>	<p>To be developed in light of the district development, after-school club, independent netball clubs, CINA Academy, and coaching framework.</p>	<p>Ongoing</p>	
<p>Produce and implement National Coaching and Umpiring programs.</p>	<p>Increased depth and quality of Coaching and umpiring at local and elite levels.</p>	<p>Implement a new National Coaching and Umpiring program, including coaching and pathway plans that will increase the depth and quality of Coaching and umpiring at local and elite levels.</p> <p>Develop the capacity of the coaching and administrative officials in the game who are appropriately qualified and recognised.</p>	<p>Dr Adams' coach education program delivered in 2025 (see below under Priority 4/5)</p> <p>Umpire training & Bench Officials Training Program</p> <p>Periodisation for 16 – 21 & Seniors</p> <p>The CPD framework is to be produced and agreed upon.</p>	<p>May 2024 to August 2025</p> <p>Fall 2025-2026</p> <p>June 2025</p> <p>2026</p>	

			Safeguarding and Darkness to Light training for the Executive Committee, coaches, and club members 18 years and over World Netball course: Bespoke	May 2025- March 2026	
To work in partnership with key stakeholders to align and share resources for the advancement and betterment of the game.	Improved and increased collaborative working partnerships are in place.	Forge and develop working relationships with clubs, YMCA, schools, the Education Department, and the Sports Department.			
To raise the public image of netball in the Cayman Islands	Increased customer satisfaction arising from a multi-media communication strategy (e.g., social media platforms, etc) Enhanced image and branding of netball across the Islands	Customer feedback and evaluation of programs Produce and circulate a monthly newsletter. Production of an Annual Calendar of events and activities. Ensure the website is kept up to date	Sending out and online – round up of Jan to June period - prep for new academic school year 2025/26 – SurveyMonkey	By end of August 2025 August 2025	Admin staff Admin staff Admin staff

			<p>Monthly Newsletter to restart.</p> <p>Calendar of events to be updated and shared (i.e., fixtures calendar for the rest of the year and Dec 2026)</p> <p>The new CINA website has been updated.</p> <p>Mailchimp updated/PR comms, Instagram & FB</p>	<p>August 2025</p> <p>April 2025</p> <p>January 2025</p>	
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Strategic pillar: Play

Strategic objective #3: To drive development of the sport by increasing participation and ensuring access to opportunities to play netball from grassroots through to competitive elite athletes.

Delivery objectives (sub-objectives)	Outcomes	Activities	Outputs (indicators)	Timescale	Lead responsibility
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			<p>Assist Primary schools (x7)</p> <p>Upskilling of Primary and Secondary PE teachers (Private and Public)</p> <p>X 6 across P/HS +Private/public schools</p> <p>District Hubs: Formation of local clubs/upskilling (e.g. x3 current)</p> <p>Brac x 3 clubs: <ul style="list-style-type: none"> ○ TN clubs ○ Juniors: 11 – 17yrs ○ Senior players: <21 </p>	<p>Jan-Dec 2025 and ongoing</p> <p>June to Dec'25</p> <p>June to Dec'25</p> <p>May 2025</p>	<p>Brac club leads⁵: Dionne Smith Bryan Green Anjouli Bradshaw</p>
To establish and deliver effective performance and		To establish suitable programs, workshops, and training programs covering:	At least one position placement above the 2024	August 2026	

⁵ Club constitution already presented.

development programs, workshops, and camps.		<ul style="list-style-type: none"> a) High Performance b) Recreation program c) Leagues/competitions d) Development programs e) Coaching/officiating workshops 	<p>outturn position (40th place) in the World Netball rankings. (note: in June'25, the position is 41).</p> <p>Men's League</p> <p>Women's Open League</p> <p>Mixed League - Corporate League</p> <p><12 Rallies</p> <p>Easter Camps [5 – 16yrs]</p> <p>Shooting Clinic <17yrs -</p> <p>Attack Clinic – [6 - 17yrs]</p> <p>Summer Camps: 9 – 17yrs/<21yrs –</p>	<p>Dec 20205</p> <p>February 2026 - annually</p> <p>November 2025 3 per year</p> <p>Jan-Dec 25-Monthly</p> <p>Annually</p> <p>Monthly</p> <p>Monthly</p> <p>July -August - Annually</p>	
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To participate in international competitions and opportunities	World Ranking status improve from 39 to 30	<p>On the horizon are two major international opportunities for CINA to raise its ranking position and profile - internationally and regionally – which will provide opportunities to perform on the international world netball stage:</p> <ul style="list-style-type: none"> ○ Commonwealth Games, Glasgow, 2026. ○ Netball World Cup, Australia, 2027. 	<p>5th ECCB invitation (Snrs), Grenada</p> <p><21yrs/ <16yrs – 2026 priority [rebuilding objectives</p> <p>captured in the Annual report and next steps]⁶</p> <p>Netball America competition</p> <p>Commonwealth Games qualification – tbc</p> <p>BVI – ranking competition.</p> <p>CAC Games –</p> <p>World Cup qualifiers</p>	<p>August/Sept 2025</p> <p>Dec 2025</p> <p>2026 - TBC</p> <p>October 2025</p> <p>TBC</p> <p>TBC</p>	
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⁶ Children travel overseas and attend colleges, and those in the USA are not likely to participate in netball as it doesn't exist, and prep. them for their return...to participate in programs..

To work with registered clubs to develop skills and access opportunities where they are best placed.	Increased sustainability of clubs	Working with clubs registered with CINA to collaborate on mutually beneficial initiatives, such as hosting international club competitions (i.e., inter-regional club competitions).		Ongoing	

Strategic pillar: Inspire					
Strategic objective #4: To ensure real opportunities for communities to get involved and benefit through the sport.					
Delivery objectives (sub-objectives)	Outcomes	Activities	Outputs (indicators)	Timescale	Lead responsibility
To provide workshop programs to improve the health and well-being of players as well as children aged 5 – 16 years.	Inspiring real opportunities for communities to improve health and wellbeing.	Workshops were developed for clubs and the broader community on issues and concerns affecting their health and well-being.	Assessment of L2/3 Upskilled coaching program/workshops Level 1: N=teachers (20) L2 – teachers	May'25 June'25 July'25	
To establish a series of sharing and learning community conversations on the development and opportunities through the sport of netball.	Increased understanding and awareness of the wider benefits of involvement in netball	Engage local stakeholders in understanding the wider non-health and wellbeing opportunities provided through netball: <ul style="list-style-type: none"> ○ Scholarship opportunities. ○ Employment/career opportunities 	Leadership: Workshops/weekend program (2-day event) Speakers: motivation (snr nat teams/clubs) – team building/engaging participants/recruitment of players Code of Conduct and disciplinary procedures to be agreed upon	2026 Sept 2025-Aug 2026 Ongoing June'25	

			Anti-doping Ed/ session (WADA training): Snr Nat Squad/Coaches in training –	5 Feb'25	
			CPR certified – course to be put in place	Sept to Dec'25	



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