



Region and County Governance Toolkit

A Code for Sports Governance – Tier 1



Volunteer Resources

Region and County Governance Toolkit

A Guide to Using the England Netball Local Governance Toolkit



Netball simply wouldn't happen without the amazing dedication of over 26,000 volunteers giving their time at all levels of the sport. In 2018 you told us you needed more support and guidance to help you meet good governance standards locally. This Toolkit has been developed to assist Counties and Regions in achieving, monitoring and maintaining Tier 1 status of Sport England's [Code for Sports Governance](#).

About A Code for Sports Governance

Sport England created [A Code for Sports Governance](#) to provide a standard which they recommend all sporting clubs and associations meet. The most basic level of governance is Tier 1; the Requirements in this Tier seek to ensure the protection of public funding through good governance processes, whilst not creating a disproportionate administrative burden. The mandatory requirements at Tier 1 level are listed below:

1. The organisation is properly constituted, has a clear purpose and, if membership based, is inclusive and accessible.
2. The governing committee meets regularly and decision making is recorded.
3. Conflicts of interest are recognised, managed by the chair and recorded. At least three of the people on the committee are unrelated or non-cohabiting.
4. In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members.
5. Committee members are subject to regular election and ideally should serve no more than nine years.
6. The organisation has a bank account and two independent signatories are required for payments.
7. Annual accounts are prepared, scrutinised independently of the person responsible for finance (e.g. treasurer) and are made available to members to describe how money has been spent.

About this toolkit

When all Netball Counties and Regions completed the governance health check for the first time every committee found they had gaps in their governance that they needed support to address.

This toolkit has been designed to assist Counties and Regions in achieving Tier 1 of [A Code for Sports Governance](#) by meeting the seven mandatory requirements of the code. Every resource in this governance toolkit has been co-produced and tested by volunteers from a wide range of committees across netball to ensure it is practical and simple to use. Where possible real volunteers have shared their tips for success with each element of good governance.

Volunteer Resources

Region and County Governance Toolkit

Why is it important?

Volunteers who are elected by England Netball members to lead the sport locally become responsible for the effective running of local netball organisations. This means the committee is jointly responsible for ensuring that they have the right structure, people, communication, standards and conduct and policies and procedures to make netball happen locally.

How to Use the Toolkit

- Use your health check results to identify what governance areas you will develop.
- Include actions to address these in your County or Regional plan.
- If you don't yet have a County or Regional plan we recommend you access the support of a [governance professional](#) and conduct a [stakeholder engagement plan](#) first, then you can use the [Region and County Strategic Planning Guidance](#).
- Even if you don't yet have a governance professional on your committee do appoint one member who is responsible for leading on governance to lead this project and create an action plan based on the health check results.
- Use the tools to develop your governance over time.
- Each new tool you work through will show you how you meet Tier 1 of the [Code for Sports Governance](#).
- Good governance is not a one off process. Use the toolkit, health check and your action plans over time to monitor and develop your governance. Updates against your action plan could be provided to each committee meeting; the health check should be completed at least annually and the results reported back to England Netball's Governance Manager.
- If you need any support, please contact the England Netball Governance Manager.

Martin Lindsey

Governance Manager, England Netball

martin.lindsey@englandnetball.co.uk

07458 126924

Volunteer Resources

Region and County Governance Toolkit

How to Review Your Committee Governance



About this tool

In 2018 all County and Regional committees completed this governance health check for the first time to self-assess their governance standards. This identified areas of governance where volunteers needed support to develop and England Netball have created tools to help you as a result.

The following 10-minute questionnaire is an updated version of the health check based on your feedback. It enables you to measure your committee's governance against the most basic level of governance at Tier 1 of the Sport England [Code for Sports Governance](#).

Why is it important?

Regularly reviewing your governance means you can easily plan how to make improvements and work towards meeting the governance code ensuring the confidence of your members.

Top Tips

We recommend that the Chair or Governance Lead of the organisation ensures that this quick and easy self-assessment is carried out annually and returned to the England Netball Governance Manager. The self-assessment can also be used to monitor ongoing compliance with Tier 1 of [A Code for Sports Governance](#) and the embedding of good governance standards.

How does this link to the Governance Code?

Whilst completing an annual health check is not a mandatory requirement of the code itself, it is a crucial governance tool since the process allows your committee to identify areas to improve.



Volunteer Resources

Region and County Governance Toolkit

Netball Committee Annual Governance Health Check

Committee Name:

Completed By

Name:

Role:

Date:

Please complete the Health Check by ticking the box on the right-hand side of each question if your committee meets the stated requirement.

The completed Health Check should be completed at least annually and shared with the England Netball Governance Manager annually.

Requirement 1: The organisation is properly constituted, has a clear purpose and, if membership based, is inclusive and accessible.

- | | | |
|------|--|--------------------------|
| 1.1 | We have a constitution which sets out: <ul style="list-style-type: none">• why we exist• the work we are involved with• how we make decisions• how we operate | <input type="checkbox"/> |
| 1.2 | We operate according to the rules and provisions set out in our constitution and other formal documents as well as any other legal obligations which are relevant (e.g. data protection). | <input type="checkbox"/> |
| 1.3 | We take reasonable steps to ensure we are accessible to all sections of the local netball community and that they know who we are and how to contact us. | <input type="checkbox"/> |
| 1.4 | We are able to explain why we primarily work with women. | <input type="checkbox"/> |
| 1.5 | When new people apply to be members of England Netball through our committee we provide clear information as part of the membership application process about the benefits of joining the County/Region too. | <input type="checkbox"/> |
| 1.6 | We ensure that when membership is revoked or cannot be granted to an individual we explain why they are unable to be a member of the County/Region. | <input type="checkbox"/> |
| 1.7 | We regularly review the constitution and other governing documents, at least annually, and consider whether they need updating. | <input type="checkbox"/> |
| 1.8 | We know how to change and update our constitution and governing documents. | <input type="checkbox"/> |
| 1.9 | It is clear how people from across the local netball community can contact us and find out about the committee. | <input type="checkbox"/> |
| 1.10 | The constitution is clear about who can and cannot be a member of the organisation, and in which circumstances membership may be removed (e.g. if an individual is banned from membership by England Netball). | <input type="checkbox"/> |

Volunteer Resources

Region and County Governance Toolkit

- 1.11 We have a regularly reviewed and updated stakeholder engagement plan for gathering the views of local members, players, officials, coaches, supporters, partners and others affected by our activities in order to ensure our decision making is based on their needs, that their voices are heard and for incorporating the results into our decision making. ☐

Requirement 1 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 2: The governing committee meets regularly and decision making is recorded.

- 2.1 The governing committee meet regularly enough to make sure decisions are made in good time. ☐
- 2.2 Meetings are regular enough for all decisions required by the committee to be made within each meeting. ☐
- 2.3 Formal minutes are taken recording decisions made and are circulated promptly to all members to ensure accuracy and that actions are implemented. ☐

Requirement 2 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 3: Conflicts of interest are recognised, managed by the chair and recorded. At least three of the people on the committee are unrelated or noncohabiting.

- 3.1 The chair recognizes, records and manages conflicts of interest and conflicts of loyalty including committee members' other netball roles. ☐
- 3.2 The majority of the committee are not related to, or living with, each other. ☐
- 3.3 We have in place a robust and up-to-date committee code of conduct which sets out protocols for avoiding and handling committee members' conflicts of interest and loyalty, including potential or perceived conflicts which is regularly reviewed. ☐
- 3.4 We record conflicts and maintain a register of interests of governing committee members including other netball organisations (i.e. a member who has a conflict because they also sit on the committee of a club). ☐

Volunteer Resources

Region and County Governance Toolkit

Requirement 3 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 4: In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members.

- | | | |
|-----|---|--------------------------|
| 4.1 | When we decide who to appoint to the committee we consider the skills and diversity required of the team, in addition to knowledge of netball. | <input type="checkbox"/> |
| 4.2 | The roles and responsibilities of the members of the governing committee are clearly defined and communicated in written volunteer role descriptions for all positions. | <input type="checkbox"/> |
| 4.3 | We have access to a governance expert either externally available or appointed to our committee who provides legal, regulatory and compliance guidance, records meeting decisions and oversees the governing committee's induction and ongoing development needs. | <input type="checkbox"/> |
| 4.4 | The committee has enough people and enough diversity of skill and opinion to carry out our duties effectively. | <input type="checkbox"/> |
| 4.5 | The governing committee reflects the diversity of the local netball community. | <input type="checkbox"/> |
| 4.6 | We actively try to recruit more diversity amongst members. | <input type="checkbox"/> |
| 4.7 | We have undertaken a skills audit and highlighted the skills, knowledge and attributes essential for us to successfully achieve our County/Region plan. | <input type="checkbox"/> |
| 4.8 | We use succession planning to plan in advance when vacancies will appear and how to fill any gaps in committee skills and diversity through recruitment. | <input type="checkbox"/> |
| 4.9 | We have a working succession plan in place to ensure the regular planned refreshment of members of the committee, which balances the introduction of new skills and talent with ongoing stability. | <input type="checkbox"/> |

Requirement 4 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 5: Committee members are subject to regular election and ideally should serve no more than nine years.

- | | | |
|-----|--|--------------------------|
| 5.1 | Our constitution describes committee member appointment processes and term limits. | <input type="checkbox"/> |
| 5.2 | Committee members are subject to regular election. | <input type="checkbox"/> |



Volunteer Resources

Region and County Governance Toolkit

5.3 Members of the committee serve no more than 9 years in total.

☐

Requirement 5 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 6: The organisation has a bank account and two independent signatories are required for payments.

6.1 We have a separate designated organisation bank account to help prevent theft, loss, fraud and improper use of funds.

☐

6.2 Two independent signatories are required for payments using the designated organisation bank account.

☐

6.3 We have clear, written procedures covering internal financial policies and controls, which are followed and reviewed annually.

☐

Requirement 6 Comments: (If you have any additional notes to share, please use the space provided)

Requirement 7: Annual accounts are prepared, scrutinised independently of the person responsible for finance (e.g. treasurer) and are made available to members to describe how money has been spent.

7.1 Annual accounts are prepared and scrutinised independently of the person responsible for finance.

☐

7.2 The Annual accounts are published and shared with our members and their stakeholders.

☐

7.3 Everyone on the governing committee has read and understood the Charity Commission's CC8 'Internal Financial Controls for Charities Checklist', even if our organisation is not a charity so that we can support our Treasurer effectively.

☐

Requirement 7 Comments: (If you have any additional notes to share, please use the space provided)

Volunteer Resources

Region and County Governance Toolkit

Governance Action Plan

For any gaps in meeting the requirements of tier one of A Code for Sports Governance please establish and enter below actions to address these gaps. These actions should also be included in your Region/County plan.

Governance Code Requirement	Governance Gap	Lead	Action to become compliant	By When?
1				
2				
3				
4				
5				
6				
7				

Volunteer Resources

Region and County Governance Toolkit

How to Create a Stakeholder Engagement Plan



About this tool

In 2018 nearly two thirds of Counties and Regions identified they needed support and guidance on creating a stakeholder engagement plan. A stakeholder engagement plan is a very simple and useful exercise where a committee lists the range of groups and organisations who are affected by their decisions or would like to be more connected to and outlines steps to manage those relationships over time.

Why is it important?

Having a stakeholder engagement plan in place is a crucial first step in good governance and should be conducted before County or Regional planning so that you can include the right feedback in your plan. The benefits of completing this simple activity are huge:

- Greater understanding of the local netball community
- Raising the profile of the good work you do
- Ensuring the committee does not become out of touch with the sport
- Reaching new individuals who could become future committee members
- You will be able to broaden your support including increasing membership numbers
- Promoting your good reputation
- The committee can plan to lead the whole netball community rather than work in isolation

Top Tips

- We recommend conducting your stakeholder engagement plan first
- Use the [Region and County Strategic Planning Guidance](#) to build your plan based on your findings
- If you arrange a strategic planning day do invite a wide range of stakeholders as well as committee members
- Talk to each of your stakeholders to find out how they expect to work together over time
- Look ahead, e.g. is there a chance a new SuperLeague Club may appear in your Region in the next few years etc.

For more information about how to influence stakeholders and engage in effective marketing visit the [Club Matters](#) website.



Volunteer Resources

Region and County Governance Toolkit

How does this link to the Governance Code?

Having a stakeholder engagement plan in place is a key element of Mandatory Requirement 1 of Tier 1 of the [Code for Sports Governance](#).

“The organisation is properly constituted, has a clear purpose and, if membership based, is inclusive and accessible.”

This is because the stakeholder engagement plan ensures the committee are inclusive and accessible and can ensure the voices of members and other key stakeholders are involved in setting your purpose. Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.

“The best thing about the role is getting to meet new people, and support the development of women in sport”

Vice Chair Merseyside

Volunteer Resources

Region and County Governance Toolkit

Template Committee Stakeholder Engagement Plan

Stakeholder	Lead Contact	2018 Activity	2019 Activity	2020 Activity	Who?	When?
Community Sports Partnership	CEO Jane Smith	<p>Arrange a meeting to share our successes and find out more</p> <p>Ask about the profile of netball locally compared to other sports</p> <p>Invite to AGM</p>	<p>Invite to Goalden Globes</p> <p>Apply for funding</p> <p>Seek help in promoting netball membership</p> <p>Seek help in advertising for a new Treasurer when ours steps down in July 2020.</p>	Invite to Goalden Globes	Marketing TSG Lead	Short update every meeting. Rolling agenda item.
England Netball	Regional Coordinator / NDOs / Partnership Managers / Governance Manager	<p>Attend AGM and meet other volunteers and staff</p> <p>Ask Chair to feed back all key messages from Regional Chairs Forum Nationally</p> <p>Invite Key staff to our meetings to share our successes and ask for any support needed.</p>	<p>Understand and share all World Cup Legacy activity and make sure our Region has a high profile in the event legacy.</p> <p>Aim to support the RCO in receiving 40+ Goalden Globes nominations</p>	Invite to Goalden Globes	Chair	Monthly email / meeting to catch up. NDO report to every meeting to share EN data, successes locally.

Volunteer Resources

Region and County Governance Toolkit

<i>Local Schools</i>	<i>Local Education Authority</i>	<i>Use their website to find out about all schools in the area where netball is taught.</i> <i>Encourage EN Schools membership</i>	<i>Advertise local courses to PE teachers</i> <i>Ensure schools are invited to AGM</i>	<i>Support more girls to access local leagues after they finish school</i> <i>Volunteer recruitment drive targeted to parents</i>	<i>Coaching and Performance TSG</i>	<i>Termly keeping in touch email or blog</i>
<i>Local Clubs</i>						
<i>Local Leagues</i>						
<i>Officials</i>						
<i>Coaches</i>						
<i>Universities</i>						
<i>SuperLeague Club</i>						



REGION AND COUNTY STRATEGIC PLANNING GUIDANCE 2019

"Strategy is about choices, you cannot be all things for all people."

(Source: Michael Porter)

REGION & COUNTY STRATEGIC PLANNING GUIDANCE 1 - Introduction

CONTEXT

Regional Management Board's (RMB) and County Netball Associations (CNA) have always been required to prepare localised Plans but in the past England Netball (EN) has been very prescriptive about the format and content. The difference this time is that EN has empowered RMB's and CNA's to create their own Plan based upon local needs and expectations but framed by the 'Your Game, Your Way' strategy a summary of which can be found at www.englandnetball.co.uk/about/vision-strategic-goals As Abraham Lincoln said, *"the best way to predict your future is to create it."*

As part of the recent governance health check self-assessment all RMB's and CNA's confirmed they needed support and guidance in a number of areas including strategic planning, we have responded to that request and will publish a new 'Toolkit' over the next couple of months to promote and enable good standards of governance in all voluntary netball associations in England. The attached Planning Guidance is the first to be published and an integral part of that Toolkit.

The Guidance sets out a suggested road map in **Strategic Planning Guidance 2** for RMB's and CNA's to follow to enable them to develop a meaningful and strategic Regional/County Plan that is:

- Framed by their function as detailed in their Constitution and **Strategic Planning Guidance 3** and the programme and activity options as detailed in **Strategic Planning Guidance 4** and:
- Driven and shaped by the needs and expectations of the regional/county netball community.

The Strategic Planning Guidance has been prepared to support your planning process and as such we would encourage your organisation to freely embrace the content but if you already have planning processes, we are not compelling you to follow this Guidance line by line.

PURPOSE

The purpose of the Guidance is to provide RMB's and CNA's with a planning framework to facilitate the preparation of their respective strategic plans and is presented in four distinct parts:

Strategic Planning Guidance 1 – Sets the scene by highlighting the benefits of effective planning, suggesting some planning principles that could underpin the planning process and some sources of further information and/or support.

Strategic Planning Guidance 2 – Acknowledges the importance of a systematic approach to strategic planning so recommends a comprehensive and inclusive planning process to support RMB's and CNA's in the preparation of their individual plans.

Strategic Planning Guidance 3 – Defines the range of generic functions RMB's & CNA's could engage in, either as a lead or support agency, and their role and responsibilities in conjunction with the other main netball delivery organisations operating within regional and county boundaries i.e. the SuperLeague Franchise (determined by location) and EN.

Strategic Planning Guidance 4 – Translates the RMB and CNA functions and roles into a schedule of potential objectives (what do we want to achieve), a menu of associated key actions across a number of programme areas such as competition, coaching, officiating and governance (how we could achieve what we want to achieve) and; some ideas about how success could be measured within each of these areas.

BENEFITS OF ROBUST PLANNING

The advantages of effective planning are well documented, and we have included a list of some of the benefits below but to realise these benefits and achieve a meaningful planning process the Plan must have a strong alignment with the purpose, ambition and aspiration of the organisation. The Plan must be designed to assist the organisation to achieve its ambition, so

***“Vision without action is merely a dream,
Action without a vision just passes the time,
Vision with action can change the world.”***

(Source: Joel. A Barker)

As passionate volunteers we recognise you might not want to change the world, but that individuals certainly want to `make a difference` in your respective netball communities. Additional benefits of going through this process include:

- It helps you better understand the needs of the netball family within your area and so plan to meet their needs and expectations.
- It enables you to focus on what is important and do it well (and encourages you to stop doing things that are no longer important.)
- It gives a shared vision, purpose and objectives to stay focused as a team.
- It enables you to target volunteer recruitment around the skills you need for the future.
- It enables greater accountability and task delegation to the volunteers with the appropriate skills, hence reducing workload.
- It makes it easier measure your impact and communicate who you are and what you have achieved for your members, partners and funders.
- It will open up more opportunities to attract external investment (grant and/or sponsorship.)
- It facilitates the development of a sustainable long-term budget that aligns resources to priority actions and determines the level of monies to be raised annually through regional/county affiliation fees to support the delivery of the strategic plan.

PLANNING PRINCIPLES

Strong strategic planning at a national, regional and county level is the platform for good governance as it provides a clear purpose, strong policies and processes and identifies the skills required to successfully deliver the Plan. So, it is suggested a robust and viable Plan should be underpinned by the following principles:

1. All regions and counties are unique and as such we are not advocating a `one size fits all approach`. RMB's and CNA's should base their Plan on the needs and expectations of their regional and county stakeholder and; aligned to their individual vision and objectives.
2. There must be a high level of cohesion between the Regional Plan and the plans of the Counties within the regional boundaries, a joint planning session is advocated to stop plans being prepared in isolation and lacking cohesion.
3. Regional & County Plans must be strongly aligned with England Netball's (EN) strategic aims and the various published programme strategies i.e. coaching, officiating and volunteering.
4. RMB's need to recognise they are only one of a number of `netball deliverers` in the region (EN, CNA's and is some regions SuperLeague franchises) so will need to work collaboratively with these organisations to ensure the Regional Plan reflects `Netball within the Region.`

OTHER SOURCES OF SUPPORT

Competition

Liam Wordsworth – Competition and Events Delivery Manager - Liam.Wordsworth@englandnetball.co.uk
www.englandnetball.co.uk/competitions/

Coaching

Sian Foley-Corah –Head of Coaching - Sian.Foley-Corah@englandnetball.co.uk
www.englandnetball.co.uk/coaching

Officiating

Gary Burgess – Head of Officiating - Gary.Burgess@englandnetball.co.uk
www.englandnetball.co.uk/make-the-game/officiating/

Education & Training

Victoria McQuaid – Head of Education and Training - Victoria.McQuaid@englandnetball.co.uk
www.englandnetball.co.uk/coaching www.englandnetball.co.uk/make-the-game/officiating/

Volunteering

www.englandnetball.co.uk/make-the-game/

Participation

Helen Wynn – Head of Products and Programmes - Helen.Wynn@englandnetball.co.uk
www.englandnetball.co.uk/my-game/

Local staffing contacts can be found here www.englandnetball.co.uk/regions/

Governance

Martin Lindsey – Governance Manager - Martin.Lindsey@englandnetball.co.uk
www.englandnetball.co.uk/governance/
sportengland.org/about-us/governance/a-code-for-sports-governance/

Communication

Siobhan Eastham – Digital Marketing Manager - Siobhan.Eastham@englandnetball.co.uk
Emma Fallows – PR and Communications Executive - Emma.Fallows@englandnetball.co.uk
www.englandnetball.co.uk/

Facility Development

Charlotte Malyon – Facilities Development Manager - Charlotte.Malyon@englandnetball.co.uk
www.englandnetball.co.uk/facilities

Performance Pathway

Vladan Dragosavac – Performance Pathway Manager - Vladan.Dragosavac@englandnetball.co.uk
www.englandnetball.co.uk/england/performance-pathway/

REGION & COUNTY STRATEGIC PLANNING GUIDANCE 2 – The Planning Process

Introduction

We have already identified that each RMB/CNA is unique and as a consequence we are not prescribing every Plan should look the same or be developed in the same way, but we do advocate a robust planning process that is thoughtful, inclusive, comprehensive, challenges the status quo and build consensus amongst all the RMB's/CNA's stakeholder groups. An example of such a process is detailed below.

Step 1 – Establishing the scope and approach

This is a critical step as it sets the parameters and builds the platform for the development of the strategic plan so the time for the RMB/CNA to think about the key drivers for their Plan including:

- **The scope of the role and remit.** For RMB's/CNA's, this is enshrined in the Mission and Objects of your Constitution, but consideration should be given to the Roles and Responsibilities Table and diagram attached at **Strategic Planning Guidance 3** and; the Programme & Activity Options included in **Strategic Planning Guidance 4**.
- **The key questions.** These will form the platform for your strategic planning discussion, remember *“strategy is about choices: you cannot be all things to all people”* (Porter), so it is suggested some useful questions could be:
 - i. **Where are we now?** What are our strengths, weakness, opportunities & threats? What external influences will impact on the delivery of our Plan i.e. EN funding for Netball Development Officers? Do we understand the needs and expectations of our stakeholders and are we meeting them? Have we got any skills gaps in our volunteer network?
 - ii. **Where do we want to be?** In three years' time what should netball look like in your region/county? What is your vision for the future? The East region has agreed “Grow Netball, Grow the East” as their vision and Netball South West opted for “To be the No.1 sport for women & girls in the South West.” A clear aspiration for the future is a critical component of great strategic planning.
 - iii. **How are we going to get there?** What actions do we need to take to realise our vision? In what area will we deliver directly, in what areas will we seek to influence and shape and in what areas will we be advocates? Who will lead on each of these actions? What new skills do we need to bring to the table? What are the timescales (including the length of the Plan, (EN recommend 3 years)? What financial resources do we need to allocate to actions? How will we measure success? How are we going to future proof the organisation? What is our succession plan to recruit future leaders and encourage more volunteers to get involved with County and Regional Committees?

- **Making the meeting work.** It is suggested that an independent facilitator is engaged (paid or voluntary) to lead and manage the meeting based on a Brief prepared by the RMB/CNA. A good facilitator will help you find common themes and create or renew your vision, an overarching goal of an ideal future you collectively share and strive towards achieving. It brings everyone together and unites them in a co-operative effort. The East region engaged a senior director of a local County Sports Partnership, and others have used consultants, University researchers or Chairs of other netball organisations.
- **Stakeholder Engagement.** It is important that stakeholders feel engaged in this process as they are more likely to own the outcome, so think carefully about who you want to attend the Planning meeting. Should the RMB and its constituent CNA's hold a joint meeting to enable a cohesive and coherent approach across the region? Should EN personnel (Partnership Manager, Netball Development Officer, Governance Manager) be invited? Should a representative of the VNSL Franchise be involved in the regions that have a Franchise?

Step 2 – The Planning meeting (Workshop)

If the planning and preparation for the meeting has been thorough and the independent facilitator is well briefed and clear about what the RMB/CNA want to achieve then the ingredients are there for a productive meeting but ensure:

- All members of the RMB/CNA and invited guests are able to attend the Workshop as you want to build consensus and ownership.
- Ensure the facilitator sets `ground rules` for the Workshop to enable every attendee to feel they have had a fair opportunity to contribute.
- Ensure sufficient time to debate and discuss all of the issues as a truncated debate can lead to frustration and a weaker plan.
- Ensure that attendees only speak when they have something constructive to contribute, it should not provide a soapbox for attendees to `make speeches` as this will cause frustration and use up valuable time.
- Ensure all actions and key strategic choices and decisions are captured, revisited & confirmed at the end of the Workshop.
- Confirm next steps and timelines at the end of the meeting.

Step 3 – Write up and sense check

It is suggested that RMB's/CNA's nominate a member of their Committee to distil the outcomes of the planning meeting into a draft Plan using the format agreed at the meeting. EN will provide a template but RMB's/CNA's are empowered to use an alternative template that works for them.

It is further suggested that the draft is shared with stakeholders/attendees at the Planning meeting to build a consensus and a collective ownership of the Plan.

Step 4 – The right people with the right skills in the right positions.

A robust, sustainable long-term strategic plan will identify short, medium and long term regional/county priorities and actions which in turn will shape the role of the RMB/CNA and the associated governance structures (Technical Support Groups and Working Groups) which in turn determine the skills needed on the:

- RMB/CNA to facilitate ongoing strategy development and scrutiny of progress against the stated outcomes of the Plan;
- Lead volunteers for each of the programme areas to Chair Technical Support Groups (TSG) and Working Groups (WG) and; the membership of the Groups required to successfully deliver the outcomes of the Plan.

Actions to modify the governance structure should be included in the draft strategic Plan within the Governance structure.

Step 5 – The alignment of financial resources to the strategic Plan

RMB's & CNA's should elect/appoint a Treasurer with the appropriate financial skills to manage the development of the budget (as per step 4) and they should, where possible and appropriate, be supported by a small Finance Committee. The Committee should:

- ✓ Prepare and recommend to the RMB/CNA a 3-year financial plan that is aligned to Regional/County Plan and allocates resources to local priorities to facilitate the successful delivery of the Plan. This should include consideration of all revenue streams including regional/county affiliation fees, competition entry and workshop fees.

Step 6 – Approval and activation

The RMB/CNA must formally approve the strategic Plan and the associated budget before activation.

Step 7 – Constitutional Change

Change is inevitable and as such some of the actions that emerge from the formulation of the Regional/County Plan could contravene the terms of their current Constitution (the governing document for all RMB's and CNA's). If this is the case the:

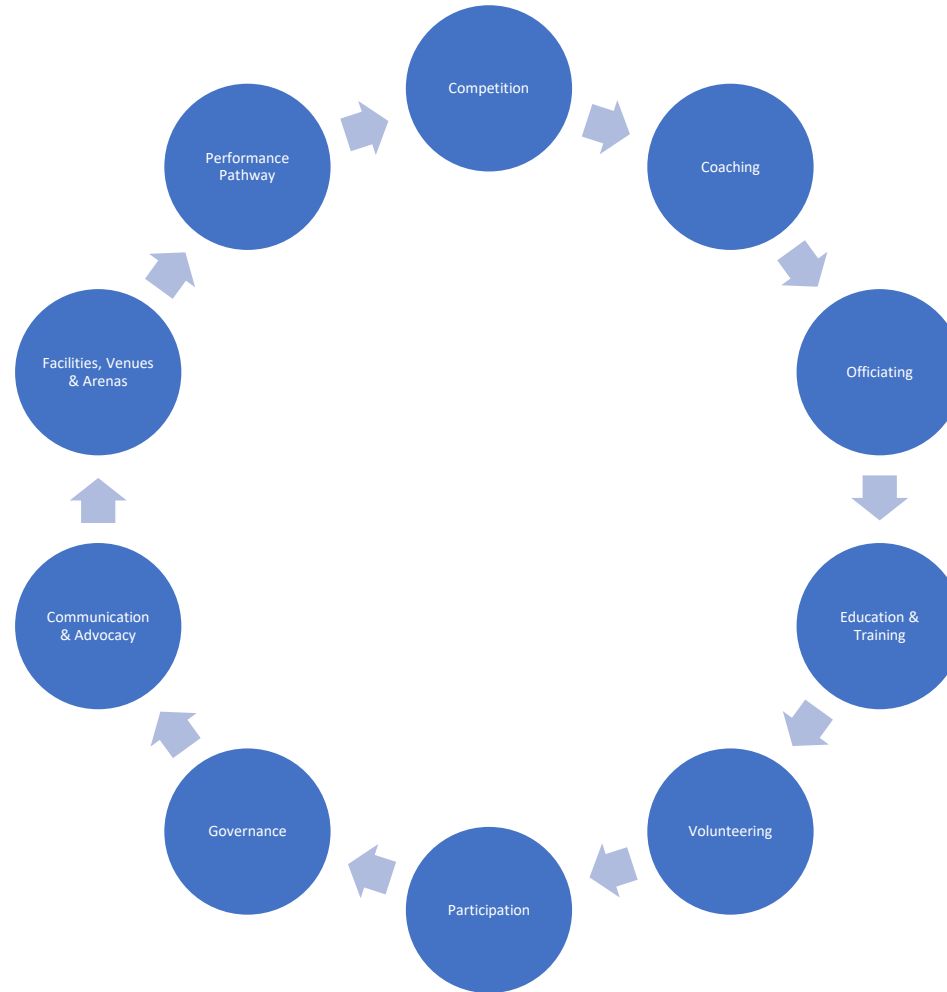
- ✓ RMB/CNA will need to review its Constitution and seek members approval at an Annual General Meeting or Extraordinary General Meeting. EN will support this process through the provision of a template model Constitution that can be amended to reflect the circumstances of the RMB/CNA. EN will provide a model template Constitution that can be adapted to meet local needs.

Step 8 – Monitor, Evaluate & Revise

All aspects of the Plan, including the budget, should be reviewed and revised (if necessary) at each RMB/CNA meeting to ensure actions and measures of success remain on track or adjusted if the Committee deem necessary. It is therefore very important that actions, timescales and measures of success detailed in your Plan are realistic and deliverable whilst at the same time demonstrating the growth of the organisation. This will form the basis of the annual England Netball Health Check self-assessment and the content of your Annual Report presented to members at your Annual General Meeting.

REGION & COUNTY STRATEGIC PLANNING GUIDANCE 3 – Functions, Roles & Responsibilities

EN recommend the following functions are covered by RMB's & CNA's and incorporated in the strategic plans.



Roles & Responsibilities

The table below provides an overview of the key roles and responsibilities for England Netball, Regions, Counties and VNSL Franchises, the lists are not designed to be exhaustive and it is envisaged that some organisations will provide 'added value'. Further detail can be found in VNSL Minimum Operating Standards, VNSL Service Level Agreements and the later sections of this guide.

England Netball (EN)	
<ul style="list-style-type: none"> Set Whole Sport Strategy. Govern the sport through identified structures. Ensure robust governance procedures and high operational standards. Maintain Tier 3 status of "A Code for Sports Governance". Design Netball products and programmes and determine delivery mechanism. Determine delivery partners. Employ and deploy national, regional and local staff. Determine and centrally manage national competition pathway. Set the direction, strategies and pathways for key functions including Coaching, Officiating, Competition, Volunteering, Facilities, Participation and Talent Pathway. Secure and manage sponsor, funding and partner relationships. Determine disciplinary policy and process across the sport. Implement quality assurance processes across the sport (including CAPS, course verification, VNSL MOS). Monitor and evaluate all netball activity. Raise the profile of the sport via national promotion. Provide national support structure for lead contacts at a regional and county level in priority areas. Generate insight to review and determine strategies and programmes. Support regions and counties with the role of and partnership working with franchises. 	
Regions	Counties
<ul style="list-style-type: none"> Create and deliver a regional plan based on EN strategy principles. Support the development of county plans aligned to EN and RMB plans. Enable robust governance procedures and high operational standards. Achieve and maintain Tier 1 status of "A Code for Sports Governance". Lead the strategic planning of coaching and officiating courses across the region (quantity, level, location). Support the identification and development of an active, engaged and up to date workforce of tutors and assessors. Manage and deliver the regional element of the EN competition pathway. Deploy volunteers to support all regional competitions. Provide development opportunities for Netball workforce (coaches, officials, volunteers). Promote the performance pathway and provide support where appropriate (this support will vary by region and should be agreed in conjunction with the franchise). Provide a voice of the membership via Regional Chairs & National Technical Support Groups. Provide a pathway for two-way communication with counties. To facilitate a mechanism for effective communication with clubs and leagues. Provide grants for netball activity (hardship, inclusion, education). Act as an ambassador for all authorised and recognised netball activity and promote events, products and programmes within the region. Recruit, train and deploy volunteers. Recognise and celebrate the contribution of volunteers within the region. Create a rolling two/three year financial forecast and an annual budget that supports the delivery of the regional plan. Support the implementation of regional facility priorities. Support the delivery of EN events within the region. Manage and Implement disciplinary processes in the region. 	<ul style="list-style-type: none"> Create and deliver a county plan based on EN and regional priorities. Ensure robust governance procedures and high operational standards. Achieve and maintain Tier 1 status of "A Code for Sports Governance". Support the strategic planning of coaching and officiating courses (quantity, level, location). Manage and deliver county leagues and county rounds of national schools. Consider the delivery of additional competitive opportunities for target audiences. Deploy officials to support all county competitions. Provide a pathway for two-way communication with leagues, clubs and members. Manage and deliver the county element of the performance pathway, satellite and county academies, including coach recruitment & deployment. Provide grants for netball activity (hardship, inclusion, education). Act as an ambassador for all authorised and recognised netball activity and promote events, products and programmes within the county and local areas. Recruit, train and deploy volunteers. Create a rolling two/three year financial forecast and an annual budget that supports the delivery of the county plan. Support the implementation of county facility priorities. Support the delivery of EN events within the county. Manage and implement disciplinary processes in the county.

VNSL Franchises
(full Franchise MOS available on request)

- | | |
|--|--|
| <ul style="list-style-type: none"> • Create, in conjunction with EN, and deliver an annual community delivery plan. • Capability to deliver holiday camps, coach education and forums / education for volunteers and club officials. All activity to be planned and agreed with EN as part of the annual community delivery plan. • Engage with local schools, to support and advocate delivery of England Netball's education plan (including delivery of school sessions, teacher training etc.). All activity to be planned and agreed with EN as part of the annual community delivery plan. • Collaborate with EN to develop coaches within the region(s). Operate, or be prepared to operate, as a hub for coach mentoring. • Enable robust governance procedures and high operational standards through governing documents / policies and appropriate management and staffing structures. • Operate in accordance with the Service Level Agreement and full Minimum Operating Standards documents. | <ul style="list-style-type: none"> • Maintain a competition program as detailed in the Minimum Operating Standards. • Establish and maintain a talent development programme at Under-17, Under-19 and Under-21 levels as detailed in the Service Level Agreement. *including U15 squad in line with county territory demarcation via the TMG* • Make connections with regions, counties and EN staff to ensure partnership working. • Ensure processes are in place to recruit, develop, recognise and reward volunteers within the region(s). • Deliver a number of promotional events within the region(s) to raise the profile of the franchise, and the game of netball. • Promote EN participation and development opportunities. • Comply with satellite and county governance and territory demarcation. • Create a 4 year financial forecast and detailed annual budget. Achievement of financial targets outlined in the Minimum Operating Standards. |
|--|--|

REGION & COUNTY STRATEGIC PLANNING GUIDANCE 4 – Programme and Activity Options

Introduction

The following tables reflect the key functions set out in strategic planning guidance 3 and provide a clear planning framework for all functions within the context of EN's 'Your Game, Your Way' strategy and the various function strategies already published by EN. The Governance section is shaped by the content of Tier 1 of the Sports Governance Code, which all RMB's & CNA's have committed to achieve by 2021.

However, with the exception of Governance the content of Regional & County strategic plans should be driven by local need (within the context of EN's strategy) and not solely by actions dictated by EN; the strategic choice remains with RMB's and CNA's.

Interpretation of the Programme and Activity Options Framework

Programme Vision: The vision is a stated aspiration and is the anchor for all successful strategic plans as “*vision with action can change the world.*” (Source: Joel A, Barker) and should be aligned to EN's strategic plans.

Measures of Success: Measures of Success and Key Performance Indicators are an integral and important part of the strategic planning process. In each of the programme areas we have suggested a number of Measures of Success but this is your plan, so you need to consider what success 'looks like' and create a number of measures (a maximum of 4) to evidence success (or failure).

What we will do to achieve the vision: Suggestions in this column are linked to EN's 'Your Game, Your Way' & the function strategies but are not exhaustive

It could be achieved by: We have provided an indicative list of actions that could be taken to help build your strategic plan; it is not exhaustive and further information can be sourced through links suggested in the 'Support & Reference' column.

Lead /Support by: Presents an initial attempt to categorise lead and support roles and responsibilities across all actions. These are not 'set in stone' and will be subject to local negotiation and need. The VNSL Franchises will have a defined role in respect of performance netball, talent development and some community activity so will need to be an integral part of the planning process in those Regions where they exist.

Sources of Support/Reference: This column includes reference and hyperlinks to a portfolio of strategies and guidance notes that will support RMB's and CNA's with their thinking and planning and will enable a strategic alignment between all the National, Regional and County Plans.

A Final Thought

The reality of the situation is that no one organisation has the capacity to deliver all aspects of the plan, success will be driven by partnership and collaboration between EN, RMB's, CNA's and VNSL Franchises (conditional upon location) so to paraphrase Vince Lombardi (a famous American Football Coach) the achievement of success ***“is the result of the combined effort of each individual.”*** This Planning process provides an ideal opportunity for the key delivery agencies to create opportunities that provide **first-class netball experiences through strong, progressive and meaningful partnership.**

PROGRAMME AREA:**Competition****Programme Vision:**

A clear progressive pathway of competition opportunities across all age groups & abilities designed to meet the needs & expectations of the netball community.

Possible Local Measures of Success:

1. More Clubs/Schools participating 2. Participant satisfaction increases 3. Regulation compliance.

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by	Support by:	Sources of Support/Reference
C1	The management & successful delivery of a portfolio of core competitions that increase participation and provide a progressive competition pathway to National Finals/Leagues.	✓ Annual delivery of the following – Regional League; Regional & County rounds of the National Schools Competitions; Regional & County rounds of the u16 & u14 Clubs competition (league or tournament).	RMB/CNA	EN	EN Competition Rules & Regulations for Regional League, National Schools Competition & National u16 & u14 Clubs Competitions. www.englandnetball.co.uk/competitions/administration/
C2	The Provision of other/additional competition opportunities to meet regional and/or county demand from new identified audiences.	✓ Assessing the community demand/need for alternative competitions & competition formats including – u19 competition; Disability competitions (including Marion Smith); Masters & veterans; additional school-based opportunities; Back to Netball & Walking Netball Festivals (to be developed in conjunction with EN staff).	RMB/CNA	EN	
C3	An annual review of event & competition experiences to ensure we are meeting expectations.	✓ Conducting competition audits to gain club, participant & official satisfaction ratings; ✓ Conducting a review of off-court event day experiences & consider how the host venue can be maximised to provide added value to the competitive offer.	RMB/CNA	EN	
C4	An annual review of competition regulations to ensure they are fit for purpose and in line with any guidance shared by England Netball (EN)	✓ Review & issue regulations annually (timely); Ensure minimum operating standards are in place for all competitions.	RMB/CNA	EN	

PROGRAMME AREA:**Coaching****Programme Vision:***First-Class netball experiences through great coaching.***Possible Local Measures of Success:**

1. The number of Coaches 2. % of coaches attending CPD and/or upgrading their qualifications. 3. Coach Satisfaction

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
Co1	Identify & understand the profile, needs & expectations of the coaches & future coaches within the Region/County.	<ul style="list-style-type: none"> ✓ Working with EN & other stakeholders to complete an audit of active coaches within the region/county to assess needs & expectations. ✓ Working with EN & other stakeholders consult with Clubs in the region/county to understand their current & future coaching needs. 	RMB/CNA	EN	EN Coaching Strategy www.englandnetball.co.uk/coaching
Co2	Prepare & activate a dynamic, inclusive & integrated 3-year Coaching Plan that delivers "First Class netball experiences through great coaching."	<p>More Coaching</p> <ul style="list-style-type: none"> ✓ Growing coaching provision to meet the needs of the game making it easier & more attractive to get involved in coaching. <p>Better Coaching</p> <ul style="list-style-type: none"> ✓ Raising the bar on quality & developing more skilled coaches delivering great coaching experiences across the game. <p>Inspired connected coaches</p> <ul style="list-style-type: none"> ✓ Create a coaching community where coaches feel supported, valued & connected with EN & each other. ✓ Reform the way in which we communicate with coaches; ✓ Shout about& celebrate coaches & coaching. 	RMB/CNA	EN	EN Coaching Strategy www.englandnetball.co.uk/coaching
Co3	Grow our insight on coaches & the impact of coaching to ensure long term alignment with the vision.	<ul style="list-style-type: none"> ✓ Establish, monitor & review a schedule of strategic Measures of success. ✓ Review & evaluate the strategic coaching plan & review stakeholder satisfaction annually 	EN RMB/CNA		EN Coaching Strategy www.englandnetball.co.uk/coaching

PROGRAMME AREA:**Officiating****Programme Vision:**

A market leading officiating programme supporting the growth of the sport through engaging journeys delivered by a diverse and inspirational workforce.

Possible Local Measures of Success:

1. Conversion rates; 2. The number of officials; 3. Official satisfaction

THE PLAN

Ref	What we will do to achieve our vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
O1	Identify & understand the profile, needs & expectations of officials & future officials within the Region/County.	<ul style="list-style-type: none"> ✓ Working with EN & other stakeholders to complete an audit of active coaches within the region/county to assess needs & expectations. ✓ Working with EN & other stakeholders consult with Clubs in the region/county to understand their current & future coaching needs. 	RMB/CNA	EN	EN Officiating Strategy www.englandnetball.co.uk/make-the-game/officiating/
O2	Prepare & activate a dynamic, inclusive & integrated 3-year Officiating Plan that delivers a "First Class netball experience through great officiating."	<p>Grow</p> <ul style="list-style-type: none"> ✓ Recruit & develop more officials at all levels of the game to meet the growing needs of an expanding sport. <p>Support</p> <ul style="list-style-type: none"> ✓ An accessible learning offer that engenders a life-long learning culture, a growth mindset and better officials at all levels of the game. <p>Transparency</p> <ul style="list-style-type: none"> ✓ A coherent, cohesive & transparent evidence driven Officiating Pathway. <p>Revolutionise the way we work</p> <ul style="list-style-type: none"> ✓ Introduce new systems to support the officiating pathway. ✓ Embed a strategic approach to planning across all officiating activities. 	RMB/CNA	EN	EN Officiating Strategy www.englandnetball.co.uk/make-the-game/officiating/
O3	Grow our insight on officials & the impact of officiating to ensure long term alignment with the vision.	<ul style="list-style-type: none"> ✓ Establish, monitor & review a schedule of strategic measures of success. ✓ Review & evaluate the strategic officiating plan & review stakeholder satisfaction annually. 	EN RMB/CNA		EN Officiating Strategy www.englandnetball.co.uk/make-the-game/officiating/

PROGRAMME AREA:**Education & Training****Programme Vision:**

An active, engaged and up to date workforce delivering a first-class experience for all learners

Possible Local Measures of Success:

1. Extended/Enhanced programme of education courses 2. % of workforce who are active; 3. % of workforce who are engaged; 4. % of workforce who are up to date

THE PLAN

Ref	What we will do to achieve The vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
ET1	Develop a register of active, engaged and up to date workforce capable of meeting current & future needs of the community & delivering a first-class experience for all learners.	<ul style="list-style-type: none"> ✓ Working with EN & other stakeholders to complete an audit of active workforce (Tutors, Assessors, Mentors & Coach Educators) within the region/county to assess current & future needs & expectations. 	EN	RMB/CNA	
ET2	Prepare & activate a dynamic, inclusive & integrated 3-year Education and Training Plan that delivers a "First Class netball experience for all learners."	<ul style="list-style-type: none"> ✓ Establish a process & procedure for assessing county/regional course need; ✓ Organise an annual course planning meeting to determine/requesting coaching & officiating course provisions (CPD & qualifications); ✓ Ensure workforce planning is discussed alongside course planning. ✓ Consider working with VNSL franchise; ✓ Planned active promotion of regional Education & Training opportunities. ✓ RMB/CNA to consider adding 'Adapting your Coaching' workshop to the course planning menu to support deaf & disability netball. 	RMB/CNA		EN Officiating & Coaching Strategies www.englandnetball.co.uk/coaching www.englandnetball.co.uk/make-the-game/officiating/
ET3	Provide additional support for coaches, officials & workforce from hard to reach groups/communities to access learning & development opportunities. In turn supporting the reach & diversity of the sport.	<ul style="list-style-type: none"> ✓ Develop a plan for development bursary provision (if funds allow) that clearly target populations & eligibility criteria; ✓ Establish target for bursary distribution; ✓ Provide a mechanism to signpost additional funding & support opportunities. 			

PROGRAMME AREA:**Volunteering****Programme Vision:*****A First-Class netball experience through great volunteers (Building a Movement, Empowering Women)*****Possible Local Measures of Success:**

1. Number of credible GGA nominations; 2. Number of volunteers engaged; 3. % of young volunteers: 4 Volunteer Plan

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
V1	Identify & understand the profile, needs & expectations of volunteers & future volunteers within the Region/County.	<ul style="list-style-type: none"> ✓ Working with EN & other stakeholders to complete an audit of active volunteers within the region/county to assess needs & expectations. ✓ Working with EN & other stakeholders consult with Clubs in the region/county to understand their current & future volunteering needs. 	RMB/CNA	EN	EN Volunteering Strategy www.englandnetball.co.uk/make-the-game/
V2	Prepare & activate a dynamic, inclusive & integrated 3-year Volunteer Plan that delivers a "First Class netball experience through great volunteering."	<ul style="list-style-type: none"> ✓ Developing the progressive and effective volunteering infrastructure needed to support volunteers. ✓ Empower a Movement to Achieve – Activation of the Volunteer Development Model. 	EN RMB/CNA		EN Volunteering Strategy www.englandnetball.co.uk/make-the-game/
V3	Revolutionise volunteering roles to attract and engage younger volunteers for the future.	<ul style="list-style-type: none"> ✓ Create a bitesize, digital, flexible, skills-based volunteering role to attract younger volunteers to support the RMB/CNA in a more modern way. 	EN RMB/CNA		EN Volunteering Strategy www.englandnetball.co.uk/make-the-game/
V4	Increase the profile, value and recognition of volunteers & volunteering.	<ul style="list-style-type: none"> ✓ Actively promote recognition opportunities including Goalden Globe nominations. ✓ Host Regional Goalden Globe, present winners with trophies and nominate volunteers for national awards. ✓ Celebrate success. ✓ Ensure volunteering opportunities are shared with EN in order to support role promotion. 	EN RMB/CNA		EN Volunteering Strategy www.englandnetball.co.uk/make-the-game/

		✓ Identify key volunteers within the county/region capable of organising & delivering national/international events			
V5	Grow our insight on volunteers & the impact of volunteering to ensure long term alignment with the vision.	<ul style="list-style-type: none"> ✓ Establish, monitor & review a schedule of strategic Measures of success. ✓ Review & evaluate the strategic volunteering plan & review stakeholder satisfaction annually. 	EN RMB/CNA		

PROGRAMME AREA:**Participation****Programme Vision:***More women and girls playing netball on a regular basis.***Possible Local Measures of Success:**

1. Increase in participation amongst u11's; 2. Increases across all categories of membership - more new participants transitioning to Club/League netball; 3. More deaf & disabled participants; 4; More CAPS Clubs

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
P1	Engage more children of primary school age in Netball	✓ EN will be introducing a new product for u11's during Spring 2019. CNA's & RMB's to work with EN to integrate the new product into clubs & leagues within their area.	EN	CNA/RMB	Product launch in Spring 2019 www.englandnetball.co.uk/my-game/
P2	More new participants retained in the game beyond the Back to Netball & Walking Netball programmes.	<ul style="list-style-type: none"> ✓ CNA to consider/encourage the inclusion of Back to Netball divisions within local/county leagues. ✓ CNA/Leagues proactively provide information that is easy to understand for those volunteers that are new to league/club netball. ✓ CNA/RMB to consider support that may be available to groups establishing themselves as an affiliated club e.g. advise, buddying, coach/official bursaries etc. 	CNA/RMB	EN	www.englandnetball.co.uk/my-game/
P3	More Netball clubs providing a great experience for their members.	<ul style="list-style-type: none"> ✓ EN will be launching a new membership system and process in 2019. RMB/CNA to work with EN to support clubs and their members through the transition ✓ RMB/CNA to act and wherever possible endorse, CAPS accreditation. 	EN	RMB/CNA	Monthly update newsletters available from Dec 2018 www.englandnetball.co.uk/membership/
P4	More leagues providing a great experience for their members	✓ EN will be launching a new league registration scheme and league management platform in 2019. RMB/CNA to work with EN to promote	EN	RMB/CNA	

		and support the introduction of this opportunity			
P5	Increase the opportunities for deaf & disabled people to participate in Netball.	<ul style="list-style-type: none"> ✓ RMB/CNA to include “ParaNetball” on its communication platforms making use of information provided by EN. ✓ RMB/CNA to promote & act as an advocate for the work of EN’s `Core Inclusive Clubs` network. 	EN	RMB/CNA	

PROGRAMME AREA:**Governance****Programme Vision:***A First-class netball experience through great governance.***Possible Local Measures of Success:**

1. All RMB's and CNA's achieve Tier 1 of A Code for Sports Governance by 2021; 2. Improve year on year annual health check score; 3. Financial targets achieved.

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of support/Reference Governance Toolkit Guidance
G1	Committing resources to achieving Tier 1 status of A Code for Sports Governance by 2021.	<ul style="list-style-type: none"> ✓ Establishing an Action Plan to achieve Tier 1 status by 2021 based on the revised outcomes of the initial Governance Health Check. ✓ Appointing/engaging a suitably experienced 'governance professional' with the right skills & experience to lead the development & implementation of the Action Plan. ✓ Establish a Regional Governance Working Group to work with & support the 'governance professionals on CNA's 	RMB/CNA	EN	www.englandnetball.co.uk/governance/ <ul style="list-style-type: none"> ✓ Sport England A Code for Sports Governance ✓ Model Constitution ✓ How to Run Effective Meetings tool including template meeting agenda ✓ How to access the support of a Governance Professional tool
G2	Recruitment, development and retention of a robust, competent volunteer workforce with the appropriate skills and experience to serve on the RMB, CNA and their associated TSG's & WG for maximum terms as set out in the Constitution.	<ul style="list-style-type: none"> ✓ Determine the skills required on RMB/CNA/ TSG to deliver the Strategic Plan & prepare role descriptions (see toolkit). ✓ Look forward & succession plan to ensure seamless replacement of volunteers who have served their full term as defined by the Constitution (see toolkit) 	RMB/CNA	EN	<ul style="list-style-type: none"> ✓ Effective succession planning tool Steps 1-5 ✓ Template role descriptions ✓ Skills Audit template ✓ Skills Audit Assessment and Action Plan template ✓ How to Access the Support of a Governance Professional tool ✓ Increasing the Diversity of your Committee tool
G3	Publish, review & revise a portfolio of policies and procedures that ensures RMB's & CNA's adopt & share good practice & are in full compliance with relevant	<ul style="list-style-type: none"> ✓ Determine a schedule of policies & procedures appropriate to your organisation & its activities. Review & update existing policies and procedures and introduce new ones where there are identified gaps. 	RMB/CNA	EN	<ul style="list-style-type: none"> ✓ How to Effectively Manage Conflict of Interests tool & template policy ✓ GDPR guidance & resources

	legislation & EN Rules & Regulations.	✓ Review all policies & procedures annually.			✓ How to Review and Regularly Update Policies and Procedures tool. ✓ Disciplinary Regulations
G4	Prepare a 3-year financial plan with supporting policies, procedures & controls to ensure assets are protected; risk is identified & managed/mitigated; reporting is robust and timely and; full compliance with financial law & regulations.	✓ Elect/appoint a suitably experienced Treasurer with the right skills & experience to lead on the development & implementation of a three-year financial plan for the Region/County. ✓ Establish a Finance Committee to work with & support the Treasurer & RMB/CNA ✓ Establish a three-year Financial Plan & Finance Manual (Policies & Procedures). ✓ Appoint an independent financial scrutineer to review the end-of year accounts.	RMB/CNA	EN	✓ Being Transparent About Your Finances tool ✓ Using the Charity Commission Guidance on Financial Management to Help Your Committee tool
G5	Work with EN to formulate an annual Governance Health Check self-assessment process and; year on year deliver improved ratings.	✓ Set up a process for reviewing progress against the governance Health Check criteria & the Governance Action Plan ✓ Review financial processes annually against the Charity Commission best practice checklist.	RMB/CNA	EN	✓ How to Review Your Committee Governance tool

PROGRAMME AREA:**Communication & Advocacy****Programme Vision:**

A first-class netball experience through timely, appropriate, integrated and multi-dimensional communication & advocacy.

Possible Local Measures of Success:

1. Website views; 2. Twitter, Facebook & Instagram followers and reach; 3. Stakeholder satisfaction

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
CA1	Prepare & activate a 3-year multi-dimensional Communication Plan that promotes & communicates programmes & Events initiated by the Region/County.	<ul style="list-style-type: none">✓ Undertaking a stakeholder analysis to determine target messages for target audiences.✓ Appointing/electing a communications lead to the RMB/CNA.✓ Formation of a Communications TSG (where feasible).	RMB/CNA	EN	
CA2	Prepare & activate a 3-year multi-dimensional Communication & Advocacy Plan that promotes programmes, events & initiatives delivered by EN & resident VNSL Franchise (if appropriate).	<ul style="list-style-type: none">✓ Work with EN to the scope & timing of programmes, events & initiatives that should be promoted through Regional & County networks.✓ Formation of a National Communication leads Group to mirror other national groups i.e. Officiating & Competition and support the ambition to become <i>'The Best Digital Organisation for Women and Girls – inside or outside of sport'</i>	EN RMB/CNA	VNSL	www.englandnetball.co.uk @englandnetball
CA3	Embrace, adopt & support the EN digital strategy for competition implementation.	<ul style="list-style-type: none">✓ Promote the new digital competition management offers available as part of the league registration package.	EN RMB/CNA		
CA4	Gain a better understanding of the needs & expectations of participants through effective Insight.	<ul style="list-style-type: none">✓ RMB/CNA to promote to their networks & encourage completion & involvement in consultation, surveys & focus groups to ensure we maintain a great provision nationally, regionally & locally.	EN RMB/CNA		

PROGRAMME AREA:**Facilities, Venues & Arenas****Programme Vision:*****A first-class netball experience through great facilities, venues & arenas*****Possible Local Measures of Success:**

1. Clear facility priorities 2. More active capital facility projects meeting Netball standards 3. More 'homes' for the sport

THE PLAN

Ref	What we will do to achieve the vision	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
FVA1	Identify & understand the profile of & facility/venue needs & expectations of Clubs & league(s).	✓ Utilising EN county profiles, identify gaps and facilities & venues of concern in your county/regional facility provision	RMB/CNA	EN	EN County Facility Profiles – available on request from NDO.
FVA2	Prepare & activate a dynamic, inclusive & integrated 3-year Facility Plan that delivers a “First Class netball experience through great facilities, venues and arenas.”	<ul style="list-style-type: none">✓ Protect & enhance venues used by registered netball leagues & affiliated clubs to increase satisfaction levels amongst players & reduce attrition.✓ Seek to create a home base for central venue leagues & competitions, recreational programmes, workforce development & performance programmes.✓ Identify & promote any locally available funds for facility improvements & liaise with EN to source appropriate national funding channels;✓ Ensure any facility improvement/build projects are aware of EN technical standards (available via EN website).✓ Proactively investigate opportunities to create ‘homes’ for the sport at a county/regional level;✓ Identify a lead volunteer to work alongside EN National Lead officer to support viable build projects.	EN RMB/CNA		Facility specifications and requirements www.englandnetball.co.uk/facilities

		<ul style="list-style-type: none"> ✓ Work with SuperLeague franchises (and/or EN to secure the use of appropriate environments to progress the elite game & promote visibility of the game locally including access to larger facilities with a greater seating capacity. ✓ Foster strategic partnerships with venues/facilities in the region to support the delivery of courses. 			
--	--	--	--	--	--

PROGRAMME AREA:**Performance Pathway****Programme Vision:**

To have the world's most successful Performance Pathway'

Measures of Success:

1. Number of players who progress to next pathway stage – U15 Franchise Squad/U17 Franchise Squad
2. Via annual Big Netball Conversation survey e.g Satisfaction ratings

THE PLAN

Ref	What we want to achieve	It could be achieved by:	Lead by:	Supported by	Sources of Support/Reference
PP1	Produce players ready for next level of the Pathway	<ul style="list-style-type: none">- Deliver an effective identification and monitoring system for talented players- Integrate the Player Framework into daily training activities- For County Academies, deliver 30 x 2 hour sessions spread between Sept-May for selected athletes. For Satellite Academies, deliver 15 x 2 hour sessions spread between Sept-March/May for selected athletes.- Ensure that all athletes in Academies are affiliated to England Netball, their Region and the County they are accessing their County Performance Programme in, within a month of accepting a place	CNA/TMG	EN	<p>Pathway Framework EN resources https://www.englandnetball.co.uk/performance-pathway/coach-resources/ https://www.englandnetball.co.uk/performance-pathway/athlete-resources/ https://www.englandnetball.co.uk/performance-pathway/parent-information/ https://www.englandnetball.co.uk/app/uploads/2016/03/Parent-Teacher-Resource-New-2016.pdf https://scouting.englandnetball.co.uk/</p>

		<p>and, are active members of a club</p> <ul style="list-style-type: none"> - Supply athlete and coach data to England Netball on the required dates and, store this securely - 'Graduate' a minimum of four athletes per year from each County Academy into NSL environment 			
PP2	Build collaborative partnerships with stakeholders to deliver an effective and economically sustainable Pathway	<ul style="list-style-type: none"> - Work with local partners to find cost effective ways of delivering the C&S programmes - Work with the respective Super League Franchise to identify and promote playing, coaching and officiating opportunities 	RMB/CNA/TMG	EN	
PP3	Promote a transparent and aligned Pathway connecting all key partners (ie. School, Club, Satellite, County, NSL via TMG) & programmes (training & competitive environments)	<ul style="list-style-type: none"> - All coaches in all environments being aware of different pathways open to players 	CNA/TMG	EN	<p>Pathway Framework EN resources Training & Competition mapping https://www.englandnetball.co.uk/the-england-pathway/</p>
PP4	Ensure all County & Satellite programmes are	<ul style="list-style-type: none"> - Operate a 'Hardship Fund' to help to support any athletes otherwise 	CNA	EN	

	open & accessible to all socioeconomic populations (include evidence)	<p>prohibited from accessing the County Performance Pathway Programme and develop Payment Plans to help athletes with their contributions towards access costs.</p> <ul style="list-style-type: none"> - If appropriate collaborate with Inner City program 			
PP5	Increase the number of appropriately trained and skilled coaches at County/Satellite level of the Pathway	<ul style="list-style-type: none"> - See EN Coaching Strategy* - Explore & tap into local or NSL coach development opportunities - Encourage, evidence & support individuals to achieve formal & informal qualifications/learning. - EN to evolve the coaching offer to C&S level of the Pathway 	TMG	EN	EN Coaches newsletter Podcasts Resources Social media articles

***For reference: EN Pathway/Sport England 2017/21 Objectives*:**

- Produce players who provide upward pressure on Podium and Podium Potential athletes aligned with the 'What it takes to win' (WITTW) model
- Form collaborative partnerships with the Vitality Netball Super League (VNSL) teams to deliver an effective and economically sustainable England Netball (EN) Performance Pathway
- Create a transparent and aligned EN Performance Pathway connecting key partners from grassroots to Performance Foundations in both training & competitive environments
- Explore and deliver specific projects that address equality of opportunity and access to the Performance Pathway for all socioeconomic environments
- Achieve podium success at the 2021 WYC and beyond
- Increase the number of appropriately trained and skilled coaches at every level of the Performance Pathway

Volunteer Resources

Region and County Governance Toolkit

How to Review and Regularly Update Policies and Procedures



About this tool

In 2018 most Counties and Regions asked England Netball for support and guidance on practical ways to keep important governance documents and policies up to date. Many County committees had not updated key documents in years meaning they risk important rules about how the organisation works going out of date.

Why is it important?

Important documents such as your constitution, conflict of interest policy, membership process etc. should be reviewed and updated annually at least. Although you may not need to make changes each year the regular review and necessary amendments mean that the committee can use these documents as intended, as live tools, guidance and rules to help you run efficiently. If you come up against a new issue, updating relevant documents based on what you have learned will help prevent the issue in future. Regularly the law and good practice from organisations such as Sport England change (e.g. GDPR, Code for Sports Governance) and committees must adapt to these changes to protect themselves and members within a changing landscape.

Top Tips

- Good leadership is about transparency, so do put any documents you have updated on your website to give members confidence that your committee runs professionally.
- The best way to keep on top of this is to delegate responsibility to your Governance lead and if you haven't already, set up a Governance Technical Support Group to take responsibility for this.
- Create a comprehensive list of key policies, procedures and other documents and assign the volunteers who need to be involved in any review. e.g. if the policies and processes are financial the Treasurer will need to be involved and other signatories.
- Build a simple governance calendar, perhaps as part of a wider committee activities calendar, divide the documents into four and arrange quarterly meetings for the Technical Support Group to come together and review documents. Good online resources for this include [TeamUp](#) and [Google Calendar](#).
- The lead should make a note in their diary to share relevant documents in good time (at least two weeks) ahead of the meeting each time to give sufficient time to fully review.
- When you do review a document, think about other committees you know who have good examples, if you are a County committee you might find your Region's copy useful.

Volunteer Resources

Region and County Governance Toolkit

- The England Netball Governance Manager could share good examples and advice with you.
- Remember to keep documents concise, short and in plain English, if the document is unreadable it will be unusable.
- Don't make changes for the sake of it, if the document still works for you and there are no wider changes to consider simply sign it off for next year. It's really important not to tweak important documents for personal gain, e.g. making amends to the constitution in order to keep a committee member in post or block another.

How does this link to the Governance Code?

Regularly reviewing and updating policies and procedures is a key element of Mandatory Requirement 1 of Tier 1 of the [Code for Sports Governance](#).

"The organisation is properly constituted, has a clear purpose and, if membership based, is inclusive and accessible."

This is because one of the most important duties of an elected committee is to uphold and maintain the constitution. Once this is in place you will be able to tick the corresponding boxes on your Annual Governance Health Check.

"We regularly review all of our policies and procedures as a committee to make sure they are up to date and relevant"

Hertfordshire Vice Chair

Volunteer Resources

Region and County Governance Toolkit

How to Run Effective Meetings



About this tool

In 2018 Counties and Regions reported feeling confident about planning, running and following up on meetings. A great meeting is well planned, effectively chaired and focused on decision making. There are a huge amount of simple and easy to adopt techniques you can use to constantly improve your meetings to ensure that they are well organised, well managed and that all members participate fully.

Why is it important?

Whilst current committee members report positive feedback about meetings generally on their governance health check, we do know that committee meetings are a major barrier currently to fresh talent including younger and more diverse volunteers taking on leadership roles. Ensuring that meetings are efficient, friendly, participatory, prepared, focused and finish on time can ensure that you don't put off potential new volunteers.

Step 1 – Planning Effective Meetings

- Committee meetings are much more productive if the proper time is invested in preparation.
- Responsibility for planning lies with the Chair who will work with the secretary. All committee members should be given enough time to read the documents (also called the board pack) beforehand. Committee members who do not attend or consistently attend without preparing or contributing should be encouraged to step down. Refer to your constitution for guidance on this.
- Once a year the committee should set the meeting calendar for the next 12 months. This allows you to ensure that meetings are regular enough for decisions to be made (usually every 6-8 weeks), members have enough notice to be available and there is time to prepare.
- Using a digital shared calendar such as Google, or Teamup, can help you to be more efficient and paperless. Here is a list of [some examples](#). Setting a meeting cycle should involve the Governance lead, who can ensure that meetings fall at key times in the governance calendar e.g. AGM, financial reporting, start of the new season.
- The secretary should gather, prepare and share the board pack including the agenda and previous minutes and information relevant to all the agenda items before the meeting in plenty of time. Volunteers are busy people, 2-4 weeks in advance is ideal to ensure that all papers are read.
- Do encourage committee members to read all the information not just the area they are interested in to ensure that you are working as a team.
- Make it clear that members should read the information ahead of the meeting and that time will not be wasted on the day on members who have not prepared.

Volunteer Resources

Region and County Governance Toolkit

Step 2 – Running an Effective Meeting

- On the day good preparation and skilful chairing make a great meeting.
- A good Chair will actually say very little if the meeting is effective. They will be facilitating, summarising and probing the committee supporting them to make decisions.
- It's important to ensure that every committee member contributes equally, too often some people can dominate and others can contribute nothing, both of which are very frustrating for other members and difficult for the Chair.
- We would recommend a technique called the Running Effective Meetings Style which involves:
 - 1) Asking everyone to come prepared and focused. If someone has not prepared they may become flustered and dominate the conversation – which is very unhelpful if they haven't prepared.
 - 2) Replacing agenda items with focused questions helps the committee search for solutions rather than describe problems. For example, instead of "SuperLeague" asking "How can our RMB build a great relationship with our local SuperLeague club?" instantly asks people to focus on the real agenda item whilst setting a positive and aspirational tone.
 - 3) Using a rigid "rounds" system which requires strong chairing but utterly transforms meetings. A round is simply asking everyone to answer the question posed concisely, one at a time around the table. Everyone has the same amount of time to answer so it's not possible for certain members to dominate or avoid the conversation. If anyone has more comments outside of the round they would need to put their hand up. Be clear that interrupting other members is not tolerated. The meeting should open with a round that acts as an ice breaker and end with a round that asks members to honestly evaluate the meeting.
 - 4) The Chair is required to focus tightly on the timings of each agenda item. If more debate is needed than has been allocated, the item is unresolved and discussed either in a separate session or at the next meeting.

"Ensure that the venue is conveniently located for all who travel. Our Region is over 200 miles long and so we always meet in Somerset to make it easier. Having hot food really helps to make the meeting run well as well as plenty of tea and coffee."

South West Regional Chair

Step 3 – After the Meeting

Hopefully if you have prepared well and used the effective meeting style techniques outlined above everyone should leave the meeting feeling energised and that you've achieved a lot together. But the work doesn't stop there.

- Sending out short, concise, jargon free minutes promptly helps to keep the activities moving in between meetings.
- Try to focus on only the key points and actions, good minutes should be very concise and detail key decisions and next steps, rather than give a written record of a two-hour conversation.

Volunteer Resources

Region and County Governance Toolkit

- Although there are many schools of thought on how best to take minutes ICSA, the Governance Institute, described them as a record of what was done rather than said in the meeting. It is well worth listening to this interesting free podcast and Blog from ICSA about all aspects of minute taking.
- There are a whole host of free templates and resources available online for example [Wild Apricot](#) and [Microsoft](#).
- Minute taking well, like chairing a meeting well is a highly skilled ability and worth investing in regular training and learning. In your local area there will be charities and other organisations who run training free or at no cost to voluntary groups like netball committees. You can find your local provider on the [NAVCA](#) website. For example, Liverpool Charity and Voluntary Service and Voluntary Action Leeds both run monthly training on minute taking and chairing meetings effectively for around £40 - £50 per organisation.

For further information on how to run an effective meeting visit the [Club Matters](#) website.

How does this link to the Governance Code?

Running effective meetings is the key element of Mandatory Requirement 2 of Tier 1 of the [Code for Sports Governance](#).

“The governing committee meets regularly, and decision making is recorded.”

This is because ensuring that meetings are regular, well organised, recorded and publicised is an important part of being a healthy and effective committee. Once this is in place you will be able to tick the corresponding boxes on your Annual Governance Health Check.

Volunteer Resources

Region and County Governance Toolkit



Anywhere Regional Management Board Meeting

Date: Time: Venue: Apologies:

Time	TOPIC	LEAD	Preparation/questions	Desired outcomes
18:45 – 19:00	Arrival and coffees	N/A	Please arrive on time and have some refreshments	<i>We feel ready and energised for the meeting ahead.</i>
19:00 – 19:10	Welcome. What's the best thing that has happened to you since the last meeting?	Chair	Think about this question as an ice breaker to warm us up for the meeting and get to know one another.	<i>We get to know one another more and feel ready to approach the meeting as a team. Anyone new can be introduced to everyone else in a relaxed way.</i>
19:10 – 19:20	Share a positive netball story since our last meeting?	Vice Chair	Think of something good in netball that has happened recently you could briefly share.	<i>We get to practice the round technique and start the meeting positively.</i>
19:20 – 19:30	Who has a conflict on any item?	Chair	All members to ensure they have prepared for the topics ahead and considered if they may have any conflicts.	<i>We are prepared and aware of any committee members who have a conflict and need to abstain from a decision.</i>
19:30 – 19:40	Do we agree minutes from last time?	Chair	All members to have read the last minutes ahead of the meeting and brought comments, queries or amendments.	<i>We do not waste time reading the minutes of the last meeting as they are fresh in our minds already and we are able to move on quickly to today's business.</i>
19:40 – 20:00	Having read the TSG reports, what do we need to decide/approve?	Chair	All committee members to have read the reports from TSG leads and come to the meeting with feedback.	<i>We do not waste time reading or hearing updates and come to the meeting ready to make the decisions TSGs require.</i>
20:00 – 20:20	Do we understand and approve our new governance policy?	Governance Lead	All committee members have read and understood the Governance Lead's update on new governance policy.	<i>We have the chance to ask any questions and approve the new policy as a committee.</i>
20:20 – 20:30	How do we invest surplus funds built up in 2017-18?	Treasurer	We have read the Treasurers' report and options for use surplus funds in 2018-19.	<i>We have the chance to ask any questions and agree together how to invest our resources to achieve our three-year plan's goals.</i>
20:30 – 20:40	How can we build a strong partnership with a new organisation?	Guest	We have read and researched the potential new partner/sponsor and brought our questions and ideas.	<i>We agree how we would like to work with the new organisation and what we can each do to benefit the other.</i>
20:40 – 20:50	Where and when is our next meeting? What should be on the agenda?	Chair	We have thought about the logistics of the next meeting and agree what should be discussed.	<i>We are focused on the next meeting and our own development as a team.</i>
20:50 – 21:00	What could be improved about today's meeting? (Closing Round)	Chair	We give constructive feedback on our own performance as a committee.	<i>We know next time how to make this time together effective.</i>

Volunteer Resources

Region and County Governance Toolkit

How to Effectively Manage Conflicts of Interest



Interpretation

- *Within the context of this guidance the `organisation` is defined as the Regional Management Board or the County Netball Association.*
- *The `committee` is viewed as any group identified within the Constitution of the organisation with assigned accountabilities e.g. the Regional Management Board itself or one of its supporting Technical Support Groups.*
- *A `committee member` is a person who is elected, appointed or co-opted to serve on the committee.*

Accountability

A committee member is accountable for always making decisions that are in the best interests of the organisation in the fulfilment of its objectives and responsibilities. It is against this premise that a conflict of interest can be identified, assessed and managed.

About this tool

In 2018 **over 50%** of netball committees responding to the health check told England Netball they needed support to manage conflicts of interest more effectively.

A committee member would have a **conflict of interest** if they (or their family) would be set to benefit personally from a committee decision. This could arise, for example, where a committee member works at a business which seeks to secure a contract to supply goods or services to the organisation as the individual (or their family) could personally gain. This could also arise if members of the committee are related, cohabiting or close friends, as they may be able to influence each other.

A **conflict of loyalty** is more subtle but may happen a lot in netball as passionate volunteers may sit on the committees of multiple netball groups or other organisations which share the same goals. For example, if a Regional Management Board member is also a board member of a SuperLeague club or league they need to ensure their decisions do not unfairly benefit their other netball commitments but are what is best for netball in the whole Region.

Recruiting volunteers to your committee with a diverse range of interests and connections can help strengthen the group and avoid any perception that the committee might be biased. For example, a Regional committee with most members from one County might give the impression that other Counties are not considered, and decisions are made that could favour that County.

The Sport and Recreation Alliance have pointed out it is completely natural for conflicts of interest to occur. In tackling conflicts of interest, you are trying to manage them rather than prevent them from happening at

Volunteer Resources

Region and County Governance Toolkit

all. (Sports and Recreation Alliance 2017). It's about using your committee's great connections whilst guarding against corruption.

Why is it important?

Managing conflicts of interest well is just a matter of using common sense much of the time, but it's important to ensure that members of the netball community in your area can trust that your decisions are about what's best for netball.

It is important that any conflicts of interest are identified, assessed, managed effectively and recorded to ensure individual committee members are not able to unduly influence a decision to their benefit (or their family's benefit) rather than being the best value decision for the organisation.

The tools and templates below will help your committee to understand and manage conflicts of interest and loyalty when they arise within your committee.

Top Tips

- If you already have access to a governance professional on your committee, they can lead on adopting the tools as part of your organisational plan.
- Like everything, creating a small project group to work on this together can ensure more people understand conflicts of interest and loyalty and update your documents fast.
- The Chair is ultimately responsible for managing conflicts of interest and loyalty in general and at each meeting.
- If you need support to reach other netball volunteers who do this well just ask your Regional Chair or England Netball staff member.

How does this link to the Sport England Governance Code?

In order for a netball organisation to meet Mandatory Requirement 3 of Tier 1 of the [Code for Sports Governance](#) they need to ensure that:

"Conflicts of interest are recognised, managed by the chair and recorded. At least three of the people on the committee are unrelated or noncohabiting."

When we restructured our board we thought long and hard about how many of us sat on other committees and how many "hats" we were trying to juggle. We streamlined the board and asked committee members to consider whether they could be objective in their decisions if they had other netball committee roles too."

East Regional Chair

Key building blocks - Tools and Templates

There are a number of tools and processes that can be implemented to ensure conflicts of interest are appropriately managed. First review whether your committee has the following in place as they are the key building blocks to successfully identifying and managing the risks associated with conflict of interest and conflict of loyalty.

Volunteer Resources

Region and County Governance Toolkit

- Conflict of interest form and register
- Conflict of interest policy
- Rolling item on meeting agenda
- Updated in the constitution
- Chair role description outlines responsibility for managing conflicts of interest
- No more than three people live in the same house / are related, ideally no one

You can find more information and resources about managing conflicts of interest effectively on the [Club Matters](#) website.

Volunteer Resources

Region and County Governance Toolkit

Example Committee Conflict of Interest Policy and Form

The committee members of [the organisation] will strive to effectively manage any conflict of interest between the interests of the organisation and their own personal, professional and business interests. This includes managing actual conflicts of interest as well as the perception of conflicts of interest.

The purpose of this policy is to protect the integrity of the organisation's decision-making process, to enable our stakeholders to have confidence in our integrity, and to protect the integrity and reputation of volunteers and committee members.

By upholding the policy and managing conflicts of interest well the organisation will be aligned to accepted best practice principles and be compliant with the standards set out in Tier 1 of the Sport England Code for Sports Governance.

Examples of conflicts of interest could include:

1. A committee member or a related party who will benefit financially by being a committee member of another organisation that seeks to do business with the organisation.
2. A committee member or a related party who is related to a candidate they have nominated for election.
3. A committee member or a related party who is also on the committee of another organisation that is competing for the same funding.
4. A committee member or a related party who works for a business that may be awarded a contract to do work or provide services for the organisation.
5. A committee member or a related party who is a member of a club or individual that has applied for a grant from the committee.

Upon appointment each committee member will complete a register of relationships, and posts held, that could potentially result in a conflict of interest. This written disclosure will be kept securely and will be updated as appropriate.

The agenda for each meeting should include an item at the start of the meeting that requires committee members to declare any conflict of interests they may have in any of the agenda items.

When discussing the specified agenda item the individual may be asked to leave the room for the discussion or may not be able to take part in the decision (discussion and vote) depending on the judgement of the Chair.

Any such disclosure and the subsequent actions taken will be noted in the minutes.

No more than three committee members shall be related or cohabiting and the governing documents of the organisation shall reflect the committee's responsibility to manage conflicts of interest, whether perceived or actual.

This policy is meant to supplement good judgment and committee members should use it in order to support common sense decision making.

Volunteer Resources

Region and County Governance Toolkit

Declaration of Interests Form

Guidance Notes

[The organisation] is charged with maintaining procedures for dealing with potential and actual conflicts of interest, including financial interest. As such, each committee member is required to declare any situations where private interests and duties to [the organisation] may conflict.

If you are in doubt about an interest which you feel may conflict, ask yourself:

- Am I or might I be in a position where my family/friends or I could gain from the connection between my private interests and my involvement with the organisation?
- Do I have access which could influence purchasing decisions?
- Could my outside interests be in any way detrimental to the organisation or the Members' interests?
- Do I have any other reason to think that I may be risking a conflict of interest?

Procedure:

- All new committee members will be asked to make a declaration as part of the appointment process and these will be held by the organisation.
- Should a committee member become involved with any potential conflicting interest during the year, it is their responsibility to inform the committee chair immediately.
- Should a committee member have any financial interest, direct or indirect, in any matter being considered at a meeting it is their responsibility to disclose this either at the meeting or as soon as possible after the meeting and to withdraw from the meeting during the consideration of the matter.
- All committee members will be contacted annually with a request to complete a new declaration if their circumstances have changed from those originally declared on appointment.

Volunteer Resources

Region and County Governance Toolkit

Related Parties

Tick the relevant statement

I declare that I have **no related parties** with significant interests which the Membership and/or general public might reasonably conclude might influence the approach or actions of myself in carrying out my duties for [the organisation]. ☐

I declare that I have **related parties** with significant connections with organisations such that the Membership and/or general public might 'reasonably conclude that the interest involved might influence the approach or actions taken by a committee member of [the organisation] (please detail below). ☐

Name	Relationship to You (e.g. partner/spouse, child, working parent)	Interest to Report (e.g. other boards of sporting bodies the related party sits on, any businesses for which the related party is an officer or director, or a majority shareholder, and the name of your related party's employer and any businesses they own)

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by the organisations Conflict of Interest Policy.

Signed:	Name:
Position:	Date:

[Add Privacy Statement and link to Committee Privacy Policy]

Example Committee Conflicts of Interest Register

Name	Role	Organisation/ Individual	Nature of the Conflict	Risk: Low/Medium/High
Mr A	Treasurer	Anywhere Football Club	Also Treasurer at AFC.	Low unless in competition for local funding
Miss B	Governance Lead	Anywhere University	Facilities Manager	Low unless ANC choose to benefit Anywhere University through contract for court space
Mrs C	General Committee Member	Anywhere Netball Super League Team	Assistant Performance Coach	Medium – Chair to ensure decision making is fair
Mr D	General Committee Member	Anywhere Netball Club	Head Coach	Low unless the club applies for direct funding or athlete development
Ms E	General Committee Member	Anywhere Specialist Sports College	Head of Netball	Low unless the college offers services such as a venue

Volunteer Resources

Region and County Governance Toolkit

How to Access the Support of a Governance Professional



About this tool

In 2018 this was one of the top gaps in committee health checks, with more than half of Counties and Regions asking England Netball for support and guidance on how to recruit the support of a governance professional to their committee. Those committees who already had someone with governance expertise on their committee tended to have fewer governance gaps and be closer to compliance with Tier 1 of the Sport England [Code for Sports Governance](#).

Governance is simply the system of rules, practices and processes by which an organisation is led and risk managed. A governance professional is someone who has a strong understanding of the ideas and processes in this toolkit through their work or volunteering life. This could be a company secretary, CEO, trustee, director or governance advisor.

Why is it important?

The sports governance landscape is changing, and the public are more aware of the need for good governance in the organisations they use locally. Many of your members will be aware of the Sport England [Code for Sports Governance](#) and want to know if your organisation is compliant or not.

Recruiting someone with governance skills and knowledge to the committee increases your stakeholders' confidence in you, enables you to make the best governance decisions and will help you meet the code sooner. Inviting an expert to join the committee shows good leadership and is a chance for you to broaden the diversity of your group.

Top Tips

- We would recommend completing this step, along with your stakeholder engagement plan first, before you create your County or Regional plan. The governance professional can then lead on the development of governance from the beginning.
- If you're not sure how to recruit volunteers to your committee, please use the tool provided.
- Ask the England Netball Governance Manager for advice.
- Most local law and accountancy firms encourage their staff to volunteer on non-profit boards because it's good for their profile.
- Your local Active Partnerships will have a board and senior managers who could be approached.

Volunteer Resources

Region and County Governance Toolkit

- If you do want to use digital channels think about how you are best going to reach people with this specialist set of professional skills? If you use Facebook you will only be reaching your friends – choose LinkedIn, Reach Volunteering, Women on Boards, Getting on Board or Join In instead.
- If you have serious governance gaps and are currently advertising for this role you could take an interim measure of paying for the services of a governance consultant to improve your governance as a project.

How does this link to the Governance Code?

Having a governance professional on your committee is a key element of Mandatory Requirement 4 of Tier 1 of the [Code for Sports Governance](#).

“In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members.”

This is because this is an essential set of skills for any committee. Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.

Volunteer Resources

Region and County Governance Toolkit

Case Study:



Nigel Harrison – Chief Executive Officer of Yorkshire Sport Foundation

Around six years ago, Pam Hoyle, the then Chair of Yorkshire Netball sent me a recruitment advert for Board Membership of the Yorkshire Netball Board to distribute. Pam said they were looking for someone from the sports development sector to join the Board so that its work can be connected into what is happening elsewhere.

As a County Sports Partnership it was easy for us to get the word out across development professionals in our area through our various communication channels such as newsletters and social media. I obviously did so but then thought a bit more about it and decided to apply myself. With another hat on I am Chair of a local leisure trust that operates sports facilities in my own town, however, I felt I had not had the experience of working on a Regional Sports Board. Netball was particularly appealing due to the obvious focus on women and girls where there are unacceptable gaps in participation rates. After discussion about my credentials at the board I was initially accepted as a co-opted member.

It wasn't long after joining that I was asked to lead the "Governance and Finance" group focussing on getting the strong foundations in place for the organisation – and there was me thinking my sports development may have been helpful! Nevertheless, I was able to bring some knowledge to the role through running a sports charity in its own right and before long we were knee deep in revising policies and procedures and getting financial procedures more in order.

We have recently revised the Board in line with the principles of the UK Code of Governance which are based on a common-sense approach to open and quality decision making. This has meant separating the "thinking" and the "doing" functions thought getting the right people with the right skills in the right place.

I am not a netballer, never have been and never will be although I am passionate about people playing sport. Neither do I spend huge amount of time on netball activity as I have other interests; I am often in awe at the amount of time my colleagues on the Board and others are giving to the sport to make sure people have the opportunity to play the sport. But that is not me. My role has been to bring any knowledge, skills and contacts to the table; to champion netball in the appropriate places; and to provide scrutiny and challenge to the way we do things. Whilst I attend all the meetings I tend to dip in and dip out when the need arises, and specific tasks arise.

Over the years I have got a huge amount of being on the board, not least of which has been the learning of how the sport operates at a Regional level through a voluntary structure. This has helped tremendously in the day job. There will be lots of sports development and other professionals who similarly will be keen to get involved in Boards to further their knowledge and experience. Don't expect them to give up their lives for the sport but they will be able to bring a lot to the table.

Volunteer Resources

Region and County Governance Toolkit

Effective Succession Planning Step 1 - Conducting a Skills Audit



About this tool

In 2018 around half of Netball County and Regional committees asked England Netball for support and guidance on how to complete a skills audit. A skills audit is a really simple tool committees can use to identify areas of knowledge or skill that need to be developed, either within the existing committee or through targeted recruitment of new members.

Why is it important?

Getting the right mix of skills, knowledge and experience is essential in ensuring your committee has the resources it needs to govern netball locally. Even if everyone on your committee has been involved in high levels of the game for a long time, it's important to regularly identify skills and knowledge you want to attract to help you achieve your strategy like marketing, events or volunteer recruitment skills.

Committees are collectively responsible for a wide range of activities and so it makes sense to have a diverse skill set amongst the group. A skills audit can help your committee:

- Understand each committee member's unique skills and who would be best placed to lead on particular tasks.
- Identify gaps in skills that will help you to target your volunteer recruitment or training needs to enhance the overall skill set of your committee.
- Make sure that there is a good balance of skills and experience e.g. a balance of umpiring, coaching and playing experience, enough people with chairing skills to cover an absence etc.
- Diversity of experience and knowledge can bring a diversity of approaches and opinions meaning you can have better discussions and make better decisions.

Top Tips

- If you need help or support, please contact the England Netball Governance Manager.
- It's a good idea to do a skills audit regularly, usually once a year.
- Lots of committees find it helpful to complete it together as a group as part of a meeting. Often other members of the committee may be better at seeing your strengths than you are.
- Think about the activities you have for the year ahead, do you need new skills for some of the new activities?
- Think about any skills existing committee members would like to develop and how these can be developed such as going on social media training or shadowing another volunteer in their work.

Volunteer Resources

Region and County Governance Toolkit

How does this link to the Governance Code?

Conducting a skills audit is a key element of Mandatory Requirement 4 of Tier 1 of the [Code for Sports Governance](#).

“In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members.”

Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.

Volunteer Resources

Region and County Governance Toolkit

Committee Skills Audit

Name:

Committee Role:

Responses should indicate your level of experience/knowledge with a series of skills appropriate to the committee and will be rated on a 1 - 3 scale (1 - Little or no experience/knowledge, 2 - Moderate level of experience/knowledge, 3 - Significant level of experience/knowledge). The skills audit will be used to identify any gaps in skills/expertise on the committee and will inform future committee recruitment and/or training.

Areas of skills/expertise*	Little or no experience / knowledge	Moderate level of experience / knowledge	Significant level of experience / knowledge
Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chairing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial/Sponsorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Care/Conflict Resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disciplinary Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition/Event Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management/Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising/Revenue Generation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government Policy and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources/Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing/Media/PR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Membership Regulations/Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networks and Sector Relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officiating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Speaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk Assessment and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Planning and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Pathway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* This list should be amended to reflect the requirements of your Committee

Volunteer Resources

Region and County Governance Toolkit

Committee Skills Audit Assessment and Action Plan

[illegible]

Volunteer Resources

Region and County Governance Toolkit

Effective Succession Planning Step 2 - Setting Term Limits



About this tool

In 2018 60% of County and Regional committees did not enforce term limits on their committees according to the health checks. A term limit is an agreed time limit that an elected committee member can serve on a committee. After that total time has passed the individual is not able to take a gap and return e.g. if the committee term limit is 5 years they could not step down after five years, take a year out and then come back to the committee.

Why is it important?

Your organisation should be regularly electing new committee members, or at least asking existing members to stand for re-election, as an opportunity to develop or bring in new skills, experiences and perspectives. Sport England advise that committee members serve no more than 9 years in total. If your committee members don't step down they could potentially be stopping new people from joining and bringing skills, new ideas and diversity with them.

Top Tips

- Often it can be hard for volunteers to step down from a role that they enjoy after a long time. As a committee think about ways that you can keep them involved in the organisation as a non-committee member. This could be as a mentor for new committee members (see the [Mentoring and Shadowing tool](#)), an honorary life member without voting rights, as a volunteer within a technical support group or events host.
- When setting new term limits consider the appropriate timescales for each term of office and the maximum number of terms that should be served. A one year term would not give a committee member time to make a difference and this would mean holding elections for each committee position every year.
- When introducing new term limits consideration should be given to staggered terms so that the committee is not refreshed all at once. Try to limit the turnover of committee members to a maximum of a third of the committee in any given year.
- Make sure that once you have agreed the term limit for your committee you update your constitution, role descriptions and other relevant documents and gain approval for this from your members in line with your governing documents.
- When recruiting new committee members use the conducting a [Conducting a Skills Audit tool](#) to determine the skills required for new committee members to enhance the overall skill set of your

Volunteer Resources

Region and County Governance Toolkit

committee. Use the [Increasing the Diversity of your Committee tool](#) to bring different perspectives to your committee and use the [Recruiting Volunteers tool](#) to help attract new volunteers to your committee.

How does this link to the Governance Code?

Setting committee term limits is a key element of Mandatory Requirement 5 of Tier 1 of the [Code for Sports Governance](#).

“Committee members are subject to regular election and ideally should serve no more than nine years”

Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.

Volunteer Resources

Region and County Governance Toolkit

Effective Succession Planning Step 3 - Recruiting Volunteers



About this tool

In 2018 Netball County and Regional committees asked England Netball for support and guidance on how to recruit new volunteers. Effectively recruiting new volunteers is a professional skillset in itself and there are many organisations who can support you in the process.

Why is it important?

Without using effective volunteer recruitment techniques, it can be tempting for committees to simply ask their friends or people they know to help out, which effects the diversity and dynamics of the group as they are likely to be similar to you and may not want to challenge you in debates.

Your skills audit and succession plan will tell you what skills you need and when you will need them so that you can begin recruitment in plenty of time ahead of an AGM.

Creating a great role description

A good role description is key to success. Follow these key steps when writing role descriptions.

- Be concise and use jargon free plain English the [RSPCA](#) local branch committees use a very concise format and it works well.
- It's a good idea to use headings and bullet points.
- Have a look at different examples online and think about which ones make you feel like you want to apply and why.
- Make sure it doesn't seem like an unpaid job, avoid person specs and employment language. Not only is it off putting it may leave you open to legal issues if your role could be interpreted as an unpaid job.
- Use sections e.g. "About Netball Anyshire", "About the Role", "The Skills and Experience We're Looking For" and "What You Can Get out of it".
- Use no more than 2 sides of A4.
- Good design really helps, using images, quotes, branding and anything to make the role description stand out against others online is incredibly helpful. [Carer's UK](#) have a great example of design.

Volunteer Resources

Region and County Governance Toolkit

Getting the marketing right

- Think about the person you are trying to recruit; how would you reach them? E.g. if you need a governance professional could you approach local law firms to ask about their employee volunteering scheme?
- Use the right social media platform to target the required audience. LinkedIn is a great place to attract professional skillsets.
- Recruiting volunteers from outside of netball can help bring new ideas, scrutiny and diversity to the board.
- Your local Volunteer Centre is a place where organisations can seek advice and advertise volunteer roles. There is at least one in every County and its worth going to meet them and setting up an account to advertise and get advice all year round.
- There are lots of other websites and organisations where you can advertise for committee volunteers online including [Do-It](#), [Reach Volunteering](#), [Women on Boards](#), [Getting on Board](#) etc.
- There are some great [sport platforms](#) too which in 2018 had no active netball organisations advertising. These could be really helpful as they might be the first place potential volunteers go for information.
- A great way to build a pool of potential new volunteers is to create roles for shadows and mentees try holding an open evening where people are invited to find out more.
- Most volunteer recruitment is word of mouth, with the volunteer being asked to get involved or made aware of a role. Using all the websites and resources described above actually broadens the power of word of mouth. The more people who see your roles the more likely they are to mention it to a friend. This doesn't mean you shouldn't as a committee directly ask people within your own networks. Just be mindful of the skills, diversity and potential conflicts of interest.
- Finally, the people most likely to volunteer are already volunteering elsewhere. Tap into experienced committee members in other sports clubs and organisations, charities and organisations local to you. People who volunteer at events or have children who play netball are both great options as both these groups are likely to get involved if asked.

Top Tips

- Like all important activities, it's a good idea to delegate responsibility for this to one member of the committee. You may even identify in your skills audit that you require a Volunteer Coordinator.
- Most role descriptions and volunteer adverts fail to work because they are written too much like a job as a list of tasks the committee need doing. Think about what you love about volunteering and the benefits it brings, describe the amazing experience you are offering and what's special about your team.
- Avoid jargon and use warm exciting language.
- Think about how to reach the target audience, don't simply ask your friends.
- Try a mixture of recruiting channels, such as Join In, Volunteer Centres and an open evening rather than just one.

For more ideas visit the [Club Matters](#) website.



Volunteer Resources

Region and County Governance Toolkit

How does this link to the Governance Code?

Recruiting Volunteers is a key element of Mandatory Requirement 4 of Tier 1 of the [Code for Sports Governance](#).

"In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members."

Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.

"There are so many great reasons to become a volunteer. Meeting fantastic people, making lifelong friends, helping to improve standards and playing opportunities, supporting the next generation to love the sport and helping people to develop their talents, Just get involved it's so rewarding"

Surrey Committee Member

Volunteer Resources

Region and County Governance Toolkit

Effective Succession Planning Step 4 - Increasing the Diversity of your Committee



About this tool

In 2018 one third of Netball County and Regional committees who completed the health check felt that the committee did not reflect the diversity of netball and could do more to attract more diverse volunteers. Whilst everyone knows that ensuring we don't appear to be discriminatory against people of different gender, race, religion and sexuality diversity is about more than that. By building a team of people from different backgrounds we can build a team of diverse skills, experience, opinions and personalities and have better discussions, which means better decision making.

Why is it important?

Netball committees have historically lacked diversity and currently there are very few men, people from Black, Asian and minority ethnic communities (BAME), Lesbian, Gay, Bisexual or Transgender (LGBT+) or young people volunteering in these roles. You've told us you find this really challenging and so England Netball have produced some guidance to help you. There's an overwhelming body of research showing that greater diversity improves decision making, creativity and success of organisations.

Top Tips

- When recruiting volunteers you can add an inclusive statement to the role description such as *"We are particularly keen to receive applications from people from Black, Asian and Minority Ethnic (BAME) communities, disabled and LGBT+ people and volunteers under 35."*
- Ask the experts. Reach out to people in your networks, both those volunteering and those who aren't, and ask them what barriers they face or what would make it easier to get involved. This can be something as straightforward as reaching out to local community groups.
- Make sure that when you conduct your [skills audit](#) you consider diversity too.
- Like all activities you could appoint a member of the committee responsible for ensuring that the committee does all it can to be inclusive.
- Make sure you advertise Board and volunteer roles outside of the usual channels. For example, organisations such as Inclusive Boards and Sporting Equals will be able to share your opportunities, even if it's sharing on social media.
- Consider conducting an audit of any websites, social media platforms and marketing materials that you produce; are these representative of the communities that play netball? Visually, is there representation of BAME or disabled people?

Volunteer Resources

Region and County Governance Toolkit

- Make sure that your committee creates a welcoming environment for new people of all backgrounds. It takes huge confidence to be the first person who is different to join a board that is not diverse. The committee should be friendly and supportive.
- Existing members acting as role models and mentors for new recruits from diverse backgrounds can be incredibly helpful too.
- Consider spending a few minutes taking some online tests as a Board. Harvard Business School have developed [a number of online tests](#) that help recognise biases we may have.
- You could reach out for training and consultancy support from another organisation e.g. Inclusion in Sport.
- Consider the wording on your website and when advertising volunteer roles. For example, could you adapt essential criteria such as 'previous board experience' to experience 'on a board, committee, as a governor or as a senior leader'? Also consider how young people's voices are heard in decision making; do older people make decisions on their behalf? The NSPCC's Child Protection in Sport Unit have a [range of resources on their website](#) to help include young people's voices in decision making.
- Think about when, where and how you conduct meetings. Is the venue accessible, is there accessible parking available, does the venue serve alcohol, can you conduct meetings via telephone or Skype, do times or dates clash with religious or cultural events are a number of questions you could consider when communicating commitments of volunteers. If any of these may impact upon volunteers, then be open about them in application information.

How does this link to the Governance Code?

Considering diversity is a key element of Mandatory Requirement 4 of Tier 1 of the [Code for Sports Governance](#).

"In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members."

Once this is in place you will be able to tick the corresponding boxes on your Annual Governance Health Check.

"Democracy and diversity are essential to get the right people and ensure good governance"

Essex Thurrock Secretary

Volunteer Resources

Region and County Governance Toolkit

Effective Succession Planning Step 5 - Mentoring and Shadowing



About this tool

Mentoring is essentially about helping people to develop more effectively. It is a relationship designed to build confidence and support the mentee, so they can develop their skills and experience in a supportive way. A mentor doesn't need to be a qualified trainer or an expert in the role the mentee carries out. They need to be able to listen and ask questions that will challenge the mentee to identify the course of action they need to take in regard to their own development.

Shadowing is simply where an individual follows another and observes their actions, learning from their behaviours. Such as a new Chair from one committee shadowing an experienced Chair of the neighbouring committee to pick up tips and techniques.

Why is it important?

Mentoring and shadowing are extremely helpful to build into the succession planning process in your committee. They are particularly useful for broadening the diversity of your committee, as people with less experience or new to the sport can be supported to develop expertise over time. They also help to build relationships between the committee and effective team working.

Top Tips

- Mentoring in volunteer committees does not need to be very formal. If your committee feel it could be useful it does not need to be a lot of work to set up.
- Like all activities, it's useful to appoint a lead who has experience or an interest in learning and development to delegate to.
- The lead should regularly assess the appetite for mentoring or being mentored and match people together.
- In netball, mentoring is already very much embedded in officiating and coaching, so you're likely to find that people are familiar and confident with the format.
- Offering mentoring to all new committee members would be a very helpful way of inducting new volunteers.
- If your committee would like to develop more formal mentoring programmes [CIPD](#) has some great resources.

Volunteer Resources

Region and County Governance Toolkit

How does this link to the Governance Code?

Building in mentoring and shadowing can play a huge part in helping your committee achieve mandatory requirement 4 of Tier 1 of the [Code for Sports Governance](#).

"In deciding who sits on its governing committee the organisation considers the skills and diversity required of its committee members."

Mentoring and shadowing are not mentioned in the Annual Governance Health Check but can support the succession planning process including increasing diversity, balancing composition of the board and ensuring the board has the right skills.

"The chance to give something back and pass on knowledge is really worthwhile and helps new members' confidence grow"

"Greater Manchester Committee Member"



Volunteer Resources

Region and County Governance Toolkit

Template Mentoring Agreement

Mentor	Mentee
Name	Name
Email	Email
Phone	Phone
Committee Role	Committee Role
Date Mentoring Agreed	
End of Mentoring Period Agreed	
What skills are the mentee looking to develop?	
What experience is the mentee looking to develop?	
Frequency of meetings	
Time and location of meetings	
Any other aims of the mentoring?	

[Add Privacy Statement and link to Committee Privacy Policy]

Volunteer Resources

Region and County Governance Toolkit

How to Protect Against Fraud, Loss and Improper Use of Funds



About this tool

In 2018 the vast majority of netball committees have proper mechanisms in place to guard against fraud and loss of funds. However, a small number of committees were worried they did not have the right protection in place. Tier 1 of the [Code for Sports Governance](#) Mandatory Requirement 6 asks organisations to ensure they have a formal bank account into which funds can be paid.

Why is it important?

Having a formal bank account ensures that there is a distinct separation between the finances of your association and the finances of committee members. This will reduce confusion and the risk of fraud.

Having two independent signatories on the account also helps to mitigate the risk of fraud and/or maladministration. It is already common practice for banks to ask for two signatories in order to process payments. Dual authorisation may be included with your internet banking dependent on your bank and type of account.

Top Tips

- Ensure that the bank account you use is an official, designated account with a trusted bank in the name of the organisation not an individual.
- Ensure you have two signatories for payments from the account.
- Your treasurer will be one of the signatories but do ensure there is at least one other committee member who has access.
- If one of your signatories is due to step down or is absent a third signatory is useful as a back-up and to ensure smooth operations during a handover.
- Do not grant access to your bank account to a third party or new volunteer who has not been vetted.
- If dual authorisation for internet banking is not available consider changing your bank or account type. If not available ensure that relevant financial controls and authorisation procedures are in place for online payments and that regular financial reports are reviewed by the committee.
- Refer to the [Using the Charity Commission Guidance on Financial Management to Help Your Committee Tool](#) for further guidance.

Volunteer Resources

Region and County Governance Toolkit

How does this link to the Governance Code?

Having a designated bank account with two independent signatories is a key element of Mandatory Requirement 6 of the [Code for Sports Governance](#).

"The organisation has a bank account and two independent signatories are required for payments."

This is because having this in place acts to protect the organisation's funds and ensure members trust the committee with their money. Once this is in place you will be able to tick the corresponding boxes on your Annual Governance Health Check.

You can also find useful information and resources on the [Club Matters](#) website.

"Keeping on top of good financial procedures protects our members' funds and gives a great sense of satisfaction and a job well done"

Yorkshire Regional Treasurer

Volunteer Resources

Region and County Governance Toolkit

Being Transparent About Your Finances



About this tool

England Netball members in your County and Region are your members too. They pay a supplementary fee to be a member of your organisation and have the right to know how you decide to spend their money. Currently around 1 in 5 netball committees do not publish their audited accounts for members to see, so they have no way of knowing how those committees have used the funds.

Why is it important?

Being transparent about your finances will build trust with your membership and demonstrate effective financial management by your committee.

Top Tips

- Ensure that your financial position is regularly reviewed and communicated.
- Make sure that the annual accounts of your organisation are independently scrutinised outside of your committee, e.g. by an accountant.
- Once the accounts are audited ensure that they are made available for your members locally. This could be on your website, via a newsletter, email etc.

How does this link to the Governance Code?

Publishing your independently reviewed accounts is a key element of Mandatory Requirement 7 of the [Code for Sports Governance](#).

"Annual accounts are prepared, scrutinised independently of the person responsible for finance (e.g. treasurer) and are made available to members to describe how money has been spent."

Once this is in place your committee can tick the corresponding boxes in the Annual Governance Health Check.

Volunteer Resources

Region and County Governance Toolkit

Using the Charity Commission Guidance on Financial Management to Help Your Committee



About this tool

In 2018 **80%** of Counties and some Regions answered no to the governance health check question:

“Everyone on the governing committee read and understood the Charity Commission’s CC8 ‘Internal Financial Controls for Charities Checklist’, even if though our organisation is not a charity”

The Charity Commission guidance sheet number 8 is simply a handy checklist and recommendations intended for use by volunteer committees leading organisations to help them review their organisation’s internal financial controls. You only need to have read it, but you may find it useful to go through the checklist if you would like to review your finances.

Why is it important?

As your netball organisation is not a registered charity, it’s not compulsory to implement CC8 but Sport England do recommend all committee volunteers read and understand CC8 guidance, not just Treasurers. This is so that local sports governance volunteers can be sure that your County and Region are protected against financial loss including fraud. The checklist is optional, but several committees have told us they found it useful.

Internal financial controls are essential checks and procedures that help committees:

- Protect their funds.
- Manage the organisation’s money in a way that minimises risk.
- Ensure good financial reporting, by keeping good accounting records and preparing timely and relevant financial information.

Unless you also volunteer on the committee of a registered charity or work for one you may not have heard of this really useful [guidance](#) and [checklist](#) to help you [manage finances](#). When the documents refer to “Trustees” and “Charity” simply read this as committee volunteers and County or Region.

How does this link to the Governance Code?

You only need to ensure that your committee have all read and understood CC8 to help you meet Mandatory Requirement 7 of the [Code for Sports Governance](#):

“Annual accounts are prepared, scrutinised independently of the person responsible for finance (e.g. treasurer) and are made available to members to describe how money has been spent.”

Volunteer Resources

Region and County Governance Toolkit

This is because this guidance and checklist are really useful to make sure all your financial processes are in order. Once this is in place you will be able to tick the corresponding box on your Annual Governance Health Check.