



REGION AND COUNTY STRATEGIC PLANNING GUIDANCE 2022

“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 in 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

Amy Stewart – Head of Coaching – amy.stewart@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

Imo Greatbatch – Head of Volunteering – Imogen.greatbatch@englandnetball.co.uk
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

Ezekiel Teya – Governance & Compliance Manager – Ezekiel.Teya@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/

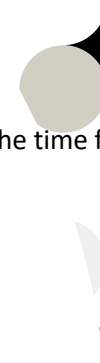
REGION & COUNTY STRATEGIC PLANNING GUIDANCE 2 – The Planning Process

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

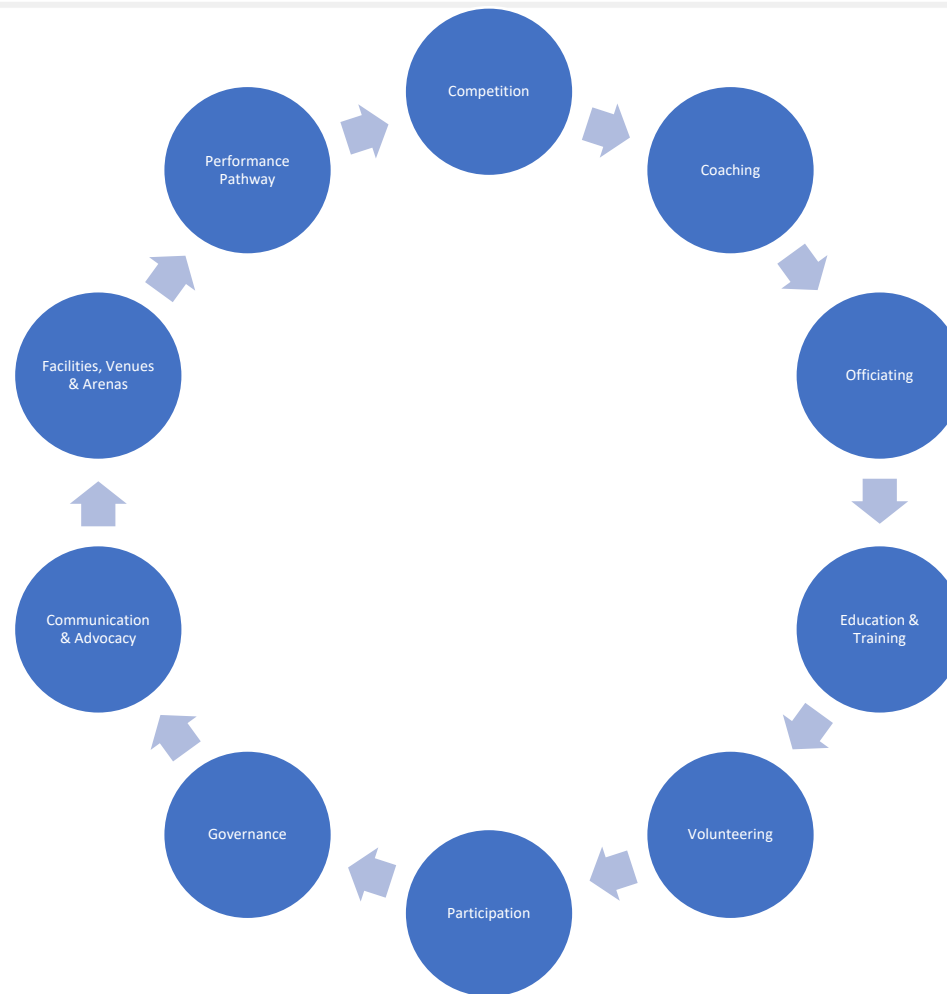
All aspects of the Plan, including the budget, should be reviewed and revised (if necessary) at each RMB/CNA meeting to ensure actions and measures of success remain on track or adjusted if the Committee deem necessary. It is therefore very important that actions, timescales and measures of success detailed 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. | <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. |

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| <ul style="list-style-type: none"> • 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. | |
| <p align="center">VNSL Franchises (full Franchise MOS available on request)</p> | |
| <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 | RMB/CNA | EN | |

| | | | | | |
|----|---|---|---------|----|--|
| | | be maximised to provide added value to the competitive offer. | | | |
| 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> | RMB/CNA | EN | EN Coaching Strategy www.englandnetball.co.uk/coaching |

| | | | | | |
|-----|---|---|---------------|--|--|
| | | <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. | | | |
| 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 | Grow | RMB/CNA | EN | EN Officiating Strategy |

| | | | | | |
|----|--|--|---------------|--|---|
| | Officiating Plan that delivers a "First Class netball experience through great officiating." | <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. | | | 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:

Programme Vision:

Possible Local Measures of Success:

THE PLAN

Education & Training

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

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

| 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. | EN RMB/CNA | | EN Volunteering Strategy www.englandnetball.co.uk/make-the-game/ |

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| | | <ul style="list-style-type: none"> ✓ 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. ✓ 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:

Programme Vision:

Participation

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 | <ul style="list-style-type: none"> ✓ 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 | <ul style="list-style-type: none"> ✓ 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 | |

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| | | 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:

Programme Vision:

Possible Local Measures of Success:

Governance

A First-class netball experience through great governance.

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. | RMB/CNA | EN | www.englandnetball.co.uk/governance/ <ul style="list-style-type: none"> ✓ Sport England A Code for Sports Governance ✓ Model Constitution |

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| | | <ul style="list-style-type: none"> ✓ 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 | | | <ul style="list-style-type: none"> ✓ 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 legislation & EN Rules & Regulations. | <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. ✓ Review all policies & procedures annually. | RMB/CNA | EN | <ul style="list-style-type: none"> ✓ How to Effectively Manage Conflict of Interests tool & template policy ✓ GDPR guidance & resources ✓ 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 | <ul style="list-style-type: none"> ✓ 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). | RMB/CNA | EN | <ul style="list-style-type: none"> ✓ Being Transparent About Your Finances tool ✓ Using the Charity Commission Guidance on Financial Management to Help Your Committee tool |

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| | compliance with financial law & regulations. | ✓ Appoint an independent financial scrutineer to review the end-of year accounts. | | | |
| 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:

Programme Vision:

Possible Local Measures of Success:

THE PLAN

Communication & Advocacy

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

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

| 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 |

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| | | <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. | | | |
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PROGRAMME AREA:

Programme Vision:

Measures of Success:

Performance Pathway

To have the world's most successful Performance Pathway'

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 | CNA/TMG | EN | <p>Pathway Framework</p> <p>EN resources</p> <p>https://www.englandnetball.co.uk/performance-pathway/coach-resources/</p> <p>https://www.englandnetball.co.uk/performance-pathway/athlete-resources/</p> <p>https://www.englandnetball.co.uk/performance-pathway/parent-information/</p> <p>https://www.englandnetball.co.uk/app/uploads/2016/03/Parent-Teacher-Resource-New-2016.pdf</p> |

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| | | <p>they are accessing their County Performance Programme in, within a month of accepting a place 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 | | | https://scouting.englandnetball.co.uk/ |
| 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) & | <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</p> <p>EN resources</p> <p>Training & Competition mapping</p> <p>https://www.englandnetball.co.uk/the-england-pathway/</p> |

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| | programmes (training & competitive environments) | | | | |
| PP4 | Ensure all County & Satellite programmes are open & accessible to all socioeconomic populations (include evidence) | <ul style="list-style-type: none"> - Operate a 'Hardship Fund' to help to support any athletes otherwise prohibited from accessing the County Performance Pathway Programme and develop Payment Plans to help athletes with their contributions towards access costs. - If appropriate collaborate with Inner City program | CNA | EN | |
| 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

