

# One Team One Vision

East Midlands Regional NGB Forum

**One Team One Vision – Netball 10:1:1**

**Netball 10:1:1**

**Netball 10**  
Top 10 participation sport

**Targets:**  
260,000 participants [1 x 4]  
180,000 participants [1 x 1]

**Netball 1**  
No 1 Team Sport for  
Women & girls

**Targets**  
120,000 members  
85% member satisfaction

**Netball 1**  
No 1 International Team  
In the World

**Targets**  
No 1 World ranking  
WC Gold Medal

**Strategy Horizon**  
2019

# Before we get into the detail

- Key data:
  - Active People & data from Sport England
  - Sport Satisfaction Survey – recent, but valuable
  - Membership feedback – County, Regional

# County Consultation

## Key Messages

**Key message 1** – Many of the County Associations feel disengaged from EN

**Key message 2** – Many CA`s feel they have lost their role/purpose

**Key message 3** – EN does not understand or favour grassroots

**Key message 4** – EN does not value the volunteer/CA

**Key Message 5** – The affiliation process does not convey a perception of VFM

## Regional Road show messages -Most common challenges:

Volunteer support

Facilities/Places to Play

Lack of paid staff/NDO`s/Resources

Communication

WSP Delivery

Workforce – coaching & officials

## Active People and Member data

### Participation Trends

#### Increase

East  
East Midlands  
North West  
North East  
South East

#### Decrease

South West  
London  
West Midlands

#### No Score

Yorkshire & Humberside

### Other Trends

#### Increase

Non white participation  
30 yrs + participation

#### Decrease

16 -29 yrs participation  
Latent demand – 208,000 to 192,000

### Latent Demand

All regions have above market share latent demand – greatest potential highlighted as North East;  
No score for Yorks & Humberside

### Membership 2006/7 – 07/08

All counties show **growth** in 16 yrs & under membership

All counties show a **decline** in 18 & under membership

All counties show a **growth** in adult membership

Overall the following counties show a **decline** in membership – Lincs [39]; Essex Met [32];

Northumberland [17]; Tyne & Wear [64]; IOM [46]; Lancs [209]; Berks [8]; Dorset West [41]; Humber [50]

# Whole Sport Plan – debugging the myths

- A chance to flesh out our 10 year vision – 10:1:1
- A pivotal grant application – 60% reliant upon SE funds between 2005 – 2009
- Grow / Sustain / Excel – very close alignment between Netballs strategic priorities & Sport England
- But ..... It was a bid for resource! Out of date the moment you don't get 100%! A translation of netball speak into a language that achieves the purpose – ££ for output!!
- Actually very simple and straightforward – common sense sport development in the main, with a few innovative elements
- Already 12 months old .....

# England netball

## Strategy Map – One Team One Vision

Vision 2019	<b>Netball 10:1:1</b> .....Top 10 participation sport; 1 <sup>st</sup> choice sport for women & girls and; <b>No 1</b> in the world				
Outcomes 2013	<b>More people Playing Netball Jun Members</b> 210,000 participants [1x4]; 138,500 participants [1x1]; TBC% Member satisfaction			<b>More Medals</b> No 2 World Ranking;	
<b>Strategic Aim 1 GAME DEVELOPMENT</b> Sustain an enhanced high quality playing & competition structure that engages new retains existing & re-engages former participants; whilst developing our pool of talented athletes & winning medals	<b>Objective 1 NgNm</b> <ul style="list-style-type: none"> <li>•16,000 B2N participants</li> <li>•7,000 new 16-18 yrs participants</li> <li>•45 accredited social leagues</li> </ul>	<b>Objective 2 Children &amp; YP</b> <ul style="list-style-type: none"> <li>•21,600 in affiliated clubs</li> <li>•7,800 new young volunteers</li> <li>•149 new club links</li> <li>•175 new accredited clubs</li> <li>•Netball offered as an activity in 85% of schools</li> <li>•70% SSP's affiliated</li> </ul>	<b>Objective 3 Heartbeat</b> <ul style="list-style-type: none"> <li>•200 accredited adult clubs</li> <li>•5,826 UKCC coaches</li> <li>•4,140 accredited Umpires</li> <li>•9 x Regional &amp; 50 effective County Associations</li> <li>•High quality competition structure/pathway</li> </ul>	<b>Objective 5 Excel</b> <ul style="list-style-type: none"> <li>•TBC% athlete satisfaction</li> <li>4,000 athletes on talent pathway</li> <li>•54 quality County Academies</li> <li>•9 Quality Regional Academies</li> <li>•NE Champions u17 &amp; u19</li> </ul>	<b>Objective 6 Excel+</b> <ul style="list-style-type: none"> <li>•Medal in WYC 2009</li> <li>•Medal in WNS 2009</li> <li>•Medal in CG 2010</li> <li>•Final IFNA WC 2011</li> </ul>
<b>Strategic Aim 2 BUSINESS DEVELOPMENT</b> Build a 'trusted brand' that places our Members & Partners at the heart of our business.	<b>Objective 7</b> <b>To increase awareness &amp; participation in the principle programme areas</b> <ul style="list-style-type: none"> <li>•Media Value + 10%</li> <li>•TV viewing audiences + 55%</li> <li>•Event/NSL audiences + 15%</li> </ul>	<b>Objective 8</b> <b>To provide an excellent service that meets the realistic expectations of our members.</b> <ul style="list-style-type: none"> <li>• u16 Members</li> <li>• 16 -19 yrs Members</li> <li>• Adult Members</li> </ul>	<b>Objective 9</b> <b>To Increase &amp; sustain investment of non - grant partner investment</b> <ul style="list-style-type: none"> <li>•Xx% Commercial/Trading income</li> <li>•Xx% Affiliation income</li> <li>•Xx% Partner income</li> </ul>		
<b>Strategic Aim 3 ORGANISATION DEVELOPMENT</b> To achieve a sustainable business model & recognition as an excellent NGB by our members, partners & national sporting partners	<b>Objective 10 – Leadership &amp; Integrity</b> <b>Provide visionary, cohesive &amp; coherent leadership that inspires success in the short medium &amp; long term.</b> <ul style="list-style-type: none"> <li>•TBC% Volunteer satisfaction</li> <li>•85% Business targets achieved</li> </ul>	<b>Objective 11 - Teamwork</b> <b>Recruit, develop &amp; retain a high performing team aligned to the delivery of sporting &amp; business goals</b> <ul style="list-style-type: none"> <li>•TBC% Team Satisfaction</li> <li>•TBC% Staff Turnover</li> <li>•TBC % Volunteer satisfaction</li> </ul>	<b>Objective 12 – Excellence</b> <b>Establish high operational standards to drive continuous improvement &amp; ensure compliance with legislation &amp; best practice</b> <ul style="list-style-type: none"> <li>•Top tier Sport England Governance Audit</li> <li>•Financial Targets achieved</li> <li>•3 – 6 months Reserves</li> </ul>		

## Joint Planning – rolling the strategy out

- National Strategy Map – the “national picture” and summary
- 9 Regional Strategy Maps needed
  - RMB / RM / NDOs / Counties / franchise / RTC / input from National leads / partners regionally
- Strategy Maps for every County
  - CA / NDO / RM / RTC / RMB / CSPs / Regional Plan / partners

# Delivering the Strategy

- Principles:
  - Clear Targets – National / Regional / County
  - Focus – for staff; for members
  - Accountability – no choice but to make it happen
  - Capacity to innovate
  - Flexibility and recognition of individuality

# Aligning staff structures and roles

- Staff structure reviewed and refined
- New posts:
  - NDOs – at the front line
  - Specialists – C&YP team / Coaching team
  - National Development Managers
- Sustainability of Regional Talent Coach roles
- Re-defining some roles – remits / responsibilities / titles

## Grow

### Overall Strategic Outcome: more people participating in Netball

Measure	Source of Data	Strategic Outcome for each year			
		Year 1 (09/10)	Year 2 (10/11)	Year 3 (11/12)	Year 4 (12/13)
The number of people each year participating in Netball for at least 1 x 30 mins per week	Active People Survey	121,000	125,500	132,000	138,500

### PESSYP Outcome: more young people participating in Netball in clubs

Measure	Source of Data	Strategic Outcome for each year			
		Year 1 (09/10)	Year 2 (10/11)	Year 3 (11/12)	Year 4 (12/13)
The number of new 5 – 19 year olds participating in club sport at your affiliated clubs	Your database	18,076	19,418	20,760	21,655
The number of new 5 – 19 year olds participating in club sport at your accredited clubs	Your database	9,163	10,923	12,683	13,845

### PESSYP Outcome: more young people participating in leadership and volunteering

Measure	Source of Data	Strategic Outcome for each year			
		Year 1 (09/10)	Year 2 (10/11)	Year 3 (11/12)	Year 4 (12/13)
The number of new 5 – 19 year olds volunteering in Netball	Your database	1,955	3,910	5,865	7,820

# Satisfaction (sustain)

- Satisfaction measure (annual sport satisfaction survey)
- Baseline – 78.9% satisfied (across members and non members)
- Target (over 4 years) – a 5% increase in that satisfaction rating
- Masses of data and detail to get into, no time today, but if you are a stato .....

Excel					
Overall Strategic Outcome: Improved Talent Development System					
Measure	Source of Data	Strategic Outcome for each year			
		Year 1 (09/10)	Year 2 (10/11)	Year 3 (11/12)	Year 4 (12/13)
Whether each of the Under 17, Under 19 and/or the Under 21 team (where applicable) has won the Netball European Championships each year	Federation of European Netball Associations (Netball Europe) Results	1st	1st	1st	1st
The number of girls taking part in your Excel programme at your satellite, county and regional academies and at national Under 17 and Under 19 levels	Your database	3,000	3,500	4,000	4,000
Excel+ : the world ranking of the women's senior team each year	International Federation of Netball Associations (IFNA) rankings	Must maintain a minimum of 3rd	Must maintain a minimum of 3rd	Must maintain a minimum of 2nd	Must maintain a minimum of 2nd

# Pounds, shillings and pence!

## The WSP Award

£17.3M over 4 years

- £800,000 is capital for Facility Development
- £800,000 is for Children & Young People Strategy

£358,000 extra for buying support services from the English Institute of Sport

£1m residue of Club & Coach Funding

£50k residue of Building Capacity Money

**Total £18.7m**

## EN Strategy & Delivery – The Strategy

Game  
Development

Business  
Development

Organisation  
Development



# EN Strategy & Delivery – The Strategy

## Strategic Aims

### Game Development

High quality playing & competition  
Structure – attracts, retains,  
re-engages, develops talent & wins medals

### Business Development

Trusted brand – members & partners at  
heart of what we do – drives  
loyalty/participation & Income

### Organisation Development

Excellent NGB with a sustainable  
business model

# EN Strategy & Delivery – The Strategy

## Strategic Aims

## Objectives/Programmes

### Game Development

High quality playing & competition  
Structure – attracts, retains,  
re-engages, develops talent & wins medals

New games New markets;  
Children & Young people; Heartbeat;  
Excel & Excel +

### Business Development

Trusted brand – members & partners at  
heart of what we do – drives  
loyalty/participation & Income

Profile, Image & community  
awareness; Excellent services to  
Members; driving non grant income

### Organisation Development

Excellent NGB with a sustainable  
business model

Leadership & Integrity; Teamwork;  
Excellence  
[Communication/Engagement]

# So what does all that mean for a County

- A County, Regional, and National plan for netball – (note language!) – directly linking national targets to local priorities and opportunities
- Collective ownership of the challenges – increased participation involves us all, and should benefit us all
- A vital role for the County Association to (continue to) play a very positive role in development and development support
- Frontline staff to work with, and alongside the volunteer structures (NDO)
- A recognition that partnerships are vital – and netball can probably give more and benefit more – County Sport Partnerships critical
- A commitment for the 4 years to this investment, support, and approach
- Clarity and consistency of approach – eg National Competition Framework – work with Competition Managers
- A raft of new opportunities for players, coaches, umpires, clubs ... members and non members!

<p><b>CSP Core Services required</b></p>	<p>Intention by England Netball to access a majority of the Core Offer:</p> <ul style="list-style-type: none"><li><b>1.1 Connecting NGBS to the CSP area</b> - as outlined in the Core Specification</li><li><b>1.2 Club, Coach and Volunteer Development</b> - as outlined, but there is a particular requirement to access generic courses. NGB via County Netball Development Officer (NDOs) will ascertain demand for generic courses and will also promote availability to netball networks. NGB will commit to supplying details of netball courses to the CSP. England Netball Officers will require access to local funding opportunities to underpin development work. NDOs will highlight clubs in particular with capacity for new members to enable CSP to undertake appropriate signposting to clubs. Access to the non sport volunteer networks and third sector organisations will be required.</li><li><b>1.3 Children and Young People</b> - as outlined.</li><li><b>1.4 Facilities</b> - as outlined. <b>England Netball</b> wish to be considered at the earliest opportunity regarding BSF. Request for Sport England BSF Team to work with NGB to draw up a BSF specification to support CSPs. Note: The NGB Framework for Facilities is currently being revised and will be addressed through regional planning and shared with CSPs in due course.</li><li><b>1.5 Investment</b> -as outlined.</li><li><b>2.1 Strategic Influence and Networking</b> - as outlined. In particular will require links to LAAs (participation and volunteering targets) given 'Grow' is a significant element of the NGB outcomes.</li><li><b>2.2 Knowledge Management</b> - as outlined.</li></ul>
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# NDO role

- **Back to Netball (B2N) (20%)** Establishment, co-ordination, and monitoring of 3 B2N programmes within the NDO area every year.
- **Coaching development (20%)**: Course organisation, recruitment, administration. Links to mentor schemes, accessing of local funding support, and placements for coaches during and post training. CPD programmes (as per National menu)
- **Officiating development (10%)**: Course organisation, recruitment, administration. Links to mentor schemes, accessing of local funding support, and placements for officials during and post training. CPD programmes (as per National menu)
- **School / clubs – 5 hour offer and linkages (40%)**: Targeted, focussed delivery, of national interventions (Netball PESSYP) - 5 hour offer and drop-off reduction programmes. H5, adapted games etc – national led, standardised, and meeting schools / clubs strategy requirements. CAPs and accreditation support locally. Young Volunteer placement.
- **Other (10%)**:CPD / County Association links / admin support / innovation programmes / Academy administration
- **Tutoring of appropriate courses / workshops**

# One Team One Vision

- Means two way communication and listening
- Means two way challenges, and acceptance of change
- Means delivery – no excuses for anyone
- Means that we talk and deliver “what we do for Netball” not what we do for “England / My County / My Region Netball”