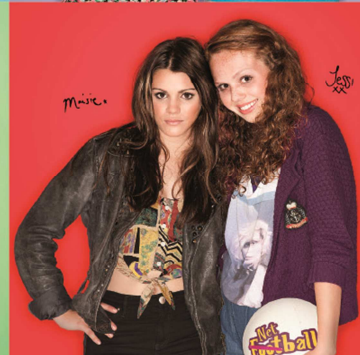




Your GAME Your way



Introduction

Welcome to the **South Essex Thurrock Netball Association** plan. This document sets out the plans, for the whole of the netball family in the **SETNA**; members, general participants, young people, adults, coaches, official, supporters and volunteers. Building on the successes of the previous four year plan and considering extensive research into netball participants and potential participants, this plan aims to set out how we will deliver excellence and contribute towards netball's strategic goals.

The plan begins by sharing the England Netball vision, mission and strategic goals, see page 2. Page 3, then details a summary of the priority targets within this plan, giving a quick overview of key focus areas. The plan is then split into a number of sections, each section showing a detailed SWOT analysis (strengths, weakness, opportunities and strengths) followed by the area action plan. The sections are as follows;

- Good Governance
- Playing the Game (Schools, Club Development, Further Education, Higher Education, Community, Facility Development)
- Performance
- Competitions and Events
- Volunteering
- Coaching
- Officiating
- Communication and Marketing

We hope this provides a useful outline of how as one team, aligned behind one dream, netball will achieve its overall mission of 'your game your way'. Happy reading!

England Netball Vision, Mission and Strategic Goals



Strategic Goal	Measures / Outcomes	National Target	County/ Regional Target
Goal 1 Grow participation in the game by an average of 10,000 participants per annum	^O18 members		
	^U18 members		
	^U14 members		
	^U11 members		
	^Number of new participants through Back to Netball		
	^Number of new participants through Pay and Play*		
	^Number of new participants through Indoor Netball Pay and Play*		
	^Number of new participants through Workplace Leagues*		
	^Number of New participants through Introduction to Netball*		
	^Number of new participants through High 5 clubs		
	^Number of new participants through Junior (O11) clubs and sections formed		
	^Number of new participants through Youth Pay and Play*		
Goal 2 Deliver a 1 st Class Member and Participant experience	^Number of new High 5 clubs		
	^Number of new Junior (O11) clubs		
	^Number of new accredited clubs		
	^Number of Beginner Award Umpires qualified		
	^Number of C Award umpires qualified		
	^Number of B Award umpires qualified		
	^Number of Youth Umpires qualified		
	^Number of Match Bench Officials course attendees		
	^Number of Introduction to Coaching attendees		
	^Number of UKCC Level 1 coaches qualified		
	^Number of UKCC Level 2 coaches qualified		
	^Number of UKCC Level 3 coaches qualified		
	^Number of High 5 workshop attendees		
	^Number of coaches accessing technical workshops		
	^Number of new volunteers registered on Pass on Your Passion		
	^Number of Young Netball Organiser attendees		
Goal 3 Establish England as the number 1 team in the world by winning the World Netball Championships	^Number of quality Satellite Academies run		
	^Number of quality County Academies run		
	Number of quality Regional Academies run		
	Number of athletes graduating from the England Performance Pathway to play in NSL		
	Number of athletes with benchmarked graduation to Regional Academy and Regional Performance Academy		
	Number of players achieving the higher minimum standard in all Academies		

*New initiatives - actual initiative names yet to be decided

^Likely to reflect the total of the County targets set in this area

SECTION 1 – Good Governance, Safeguarding, Equity and Diversity

SWOT Analysis

Strengths <ul style="list-style-type: none"> • Current good governance • Recruiting of new committee members • Working practices and constitution in line with EN guidelines 	Weaknesses <ul style="list-style-type: none"> • Formation of new EN disciplinary chair/sec/panels • No safeguarding officer • Committee training
Opportunities <ul style="list-style-type: none"> • Introduction code of conduct/declaration of interest 	Threats <ul style="list-style-type: none"> • Loss of long serving/experienced committee members

Good governance	
National Objectives: <ul style="list-style-type: none"> • Establish a structure that recognises EN as a membership organisation but will allow EN to utilise its commercial potential; generating an income and reducing the reliance on Sport England. • Establish a committee and advisory structure that provides the Board and Central Management Team with the appropriate level of governance support and develops a clear demarcation between strategic board issues and management operational issues. • Maintain a strong and effective Board. • Have clarity on the stakeholder engagement within the governance structure including Regional, County, League and Clubs. • Ensure that the Governance Structure adapts to the external and internal environment and continues to be a first rate NGB. • Establish a safe, fair and inspiring sporting environment that contributes to a high quality participant experience at all times. Regional Objectives: <ul style="list-style-type: none"> • Maintain a strong and effective Regional Management Board • Further the interests of Netball within the East Region • Protect the future of the Region and ensure the organisation operates in a compliant and ethical way • Act on behalf of the members as custodians of the values, history and heritage of the game • Create an environment conducive to high achievement with clarity of strategy and to engage members and partners and ensure that they have a voice in the leadership of Netball within the region • Make key decisions relating to strategy, policy and business management with the participant central to decisions • Establish a technical committee structure that provides the RMB with the appropriate level of governance support 	

- Adopt and enforce the policies, rules, regulations, resolutions and rulings of England Netball
- Assist EN to deliver their objectives and to oversee the delivery of netball within the region in a safe and inclusive manner
- Achieve the minimum operating standards for the region as defined by EN

County Objectives:

- Introduction of disciplinary chair/sec/panels
- More committee training
- Appointment of safeguarding office

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
1.1	Ensure the membership and role of the committee and working groups are appropriate to deliver the 2013-17 plan. <i>Consider the EN recommended CNA structures and roles.</i>		N/A	√	√	√	√		CNA	
1.2	Annually review the committee's governance practices to ensure these meet EN minimum operating standards.		N/A	√	√	√	√		CNA	
1.3	Review the committee and working group recruitment and induction process to ensure an open, high quality process.		N/A	√	√	√	√		CNA	
1.4	Adopt relevant EN policies and procedures and formally record within board minutes.			√	√	√	√		CNA	
1.5	Ensure all committee and working group members sign a code of conduct.		N/A	√	√	√	√		CNA	
1.6	Complete an annual review of the effectiveness of the committee.		N/A	√	√	√	√		CNA	
1.7	Identify the training needs of committee members and arrange relevant development opportunities.		N/A	√	√	√	√		CNA	

1.8	Ensure adequate financial controls are in place with regular reporting through the committee.		N/A	√	√	√	√		CNA	
1.9	Hold an Annual General Meeting in accordance with constitutional guidance.		N/A	√	√	√	√		CNA	
1.10	Actively promote safeguarding good practice through the website and social media.		N/A	√	√	√	√		NDO	
1.11	Ensure all qualifying county appointed roles have an up to date CRB check.		N/A	√	√	√	√		CNA	
1.12	Train 4 CRB verifiers.		X	1	1	1	1		NDO	
1.13	Coordinate a County Safeguarding Officer recruitment drive.		X	√	√	√	√		CNA/ NDO	

SECTION 2 – Playing the Game

2.1 Playing the Game - Schools

Current Landscape

- Many schools in the county have mutually beneficial school club links in place with the CAPs accredited clubs in the area.
- Teachers in the county are stretched by limited curriculum time focused on sport and a lack of netball specific knowledge in order to run extra-curricular netball sessions.
- There is a latent need for qualified coaches to go into schools and provide high quality netball specific sessions, potentially in extra-curricular time. Which could be met by additional school club links or NDO led programmes, going into schools.

SWOT Analysis (populated by CNA/ TSG/ NDO)

Strengths <ul style="list-style-type: none">• Strong School Club links between schools and CAPS clubs in the county• Captive audience on site, often with their own facilities• School games competition• Affordable facilities• Pass on Your Passion• Free affiliation for primary schools• County Schools Competition• Proactive Academies enterprise trust•	Weaknesses <ul style="list-style-type: none">• Lack of quality netball – i.e. knowledge of rules• Not enough suitable venues within schools – Particularly at primary level• Cost of affiliation for secondary schools• Not all School Club links work effectively• Breakdown in communication between England Netball and schools, particularly since the breakdown of SSPs• Lack of qualified teachers or coaches available to coach in schools• Drop off in participation between primary and secondary schools• Lack of playing opportunities and competition for places on school teams
Opportunities <ul style="list-style-type: none">• High- 5 workshops• After school/ breakfast/ lunchtime clubs• Sportivate funding• Teachers to gain UKCC qualifications• Run satellite clubs from schools	Threats <ul style="list-style-type: none">• Teaching staff – availability of time• Reduction of netball in schools• Other sports taking priority – reduction in facilities available for netball• Lack of knowledge to access funding and CPD opportunities

<ul style="list-style-type: none"> Affiliation benefits for schools Assistant coach opportunities for U16's Young Netball Organisers / Young Leaders School club committee – opportunity for young volunteers to organise and participate 	<ul style="list-style-type: none"> Exam culture – schools forced to prioritise academic stats over sports participation
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School Delivery										
National Objectives: <ul style="list-style-type: none">• Improve quality of netball delivery within schools.• Improve communication with schools.• Improve the availability of extra-curricular activity to ensure that provision meets demand and movement of students to club and community sessions.• Increase the number of affiliated schools.										
Regional Objectives/ Regional Priorities: <ul style="list-style-type: none">• X• Y• Z										
County Objectives/ County Priorities: <ul style="list-style-type: none">• Gaining and maintaining effective school club links.• Running high quality extra-curricular clubs within schools.• Continuing high quality inter-school competitions and extending the High 5 inter-school offer.										
What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
2.1.1	Run 7 High 5 workshops attracting 91 attendees.		N/A	Min of 1	Min of 2	Min of 2	Min of 2		NDO	

2.1.2	Promote England Netball resources designed to support delivery in schools such as High 5 resource to; <ul style="list-style-type: none"> • Current school contacts • School competitions • Young Leaders • Parents and volunteers 	Across county	N/A	X	X	X	X		NDO	
2.1.3	Affiliate 16 new primary schools/ increase affiliation to 87.		71	4	4	4	4		CNA, Comms TSG & NDO	
2.1.4	Affiliate X new secondary schools/ increase affiliation to X.		X	X	X	X	X		CNA, Comms TSG & NDO	
2.1.5	Support 4 school games county final/s		1	1	1	1	1		CNA, CSP & NDO	
2.1.6	County specific objectives.									

2.2 Playing the Game – Club Development

Current Landscape

- Most LA areas in the county have at least one high quality CAPs club with provision for junior players and the ability to accept new members.
- 4 LA areas in the county currently have no formal club structure with provision for junior players. These will be priority areas over the next 4 years.

SWOT Analysis (populated by CNA/ TSG/ Staff)

Strengths <ul style="list-style-type: none">• Many good CAPs clubs in the county• Clubs without CAPs are working towards gaining accreditation• Good relationships between NDO and club volunteer personnel• Clubs seeking to introduce junior sections• Plenty of competitive opportunities in the county• County, regional and national websites and newsletters to promote club development opportunities and good practice	Weaknesses <ul style="list-style-type: none">• Areas in the county with no formal clubs• Areas in the county with no junior clubs• Lack of volunteers• Lack of indoor/floodlit facilities• Less opportunities in rural parts of the county• Lack of qualified level 2 coaches• Not all School Club links work effectively• Many individual teams in the county with no club structure• Lack of knowledge about what is required to develop a club
Opportunities <ul style="list-style-type: none">• Building clubs around active Back to Netball groups• Template for developing a club available to these groups• Developing junior sections with new 'Netball Skills' resource• Work with clubs to develop formal junior sections• Work with school groups to set up new clubs/ link with existing clubs• Promote new High 5 opportunities to reduce the drop off between school and club netball• Provide High 5 training to coaches working with U11's• Provide resources to support clubs to transition players from High 5 to 7 a side	Threats <ul style="list-style-type: none">• Coaching and officiating infrastructure already stretched, may not have capacity to support new clubs• Many B2N groups want to be teams not clubs• How to promote the benefits of forming a club rather than a team• Competition against the range of other sports on offer – particularly to young people• Areas without clubs in place are the harder to reach areas• Cost of membership, facilities and equipment

Club Development										
National Objectives:										
<ul style="list-style-type: none">To grow the club provision for U11's.To increase junior club provision through new clubs/sections and additional provision.To sustain and increase the number of accredited clubs.To support existing clubs to develop their provision, enabling increased participation and quality.To grow the number of clubs created as a result of the Back to Netball initiative.To support clubs to improve their local promotion, marketing and communication.To support clubs to provide increased satisfaction.										
Regional Objectives/ Regional Priorities:										
<ul style="list-style-type: none">XYZ										
County Objectives/ County Priorities:										
<ul style="list-style-type: none">Develop formal clubs in 4 LA areas with no junior netball provision currently.Continue to develop 'pay and play' sessions into informal and eventually formal clubs, where appropriate.Support CAPs clubs to renew their accreditation and complete yearly club health checks.										
What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
2.2.1	Develop 2 new U11 clubs or sections to existing clubs.	Target Local Authorities with no existing U11's club provision – Epping, Malden, Tendring and Castlepoint and Rochford		0	1	0	1		NDO	

2.2.2	Sustain the 13 existing CAPS accredited clubs and support 2 new clubs to gain the CAPS accreditation.	Existing CAPS clubs	13	13	13	13	13		NDO & RCo	
		New clubs ideally in (previous) SSP areas that do not have a CAPS club.	0	0	1	0	1		NDO & RCo	
2.2.3	Develop 2 new junior clubs.	Target Local Authorities with no existing clubs		0	1	0	1		NDO	
2.2.4	Develop X additional club sessions (such outreach venues).	Existing clubs who could expand their provision		X	X	X	X		NDO	
2.2.5	Develop 4 new clubs as a result of the Back to Netball initiative.		0	1	1	1	1		NDO/NDCC	
2.2.6	Increase affiliated members by X%.			X	X	X	X		CNA, NDO	
2.2.7	Ensure 70% of clubs have up to date details on Pathfinder website tool.		X	X	X	X	X		RCO/ NDO	
2.2.8	Promote England Netball Fitnet package to all affiliated clubs.		N/A	X	X	X	X		NDO	
2.2.9	Regional /county specific objectives.									

2.3 Playing the Game – Further Education

Current Landscape

- Limited contact currently with further education in the county. This is an area being partially addressed by funding to run activities for the 14+ years age group.
- Successful U19 regional and county rounds, providing some age group specific competition for this group.

SWOT Analysis (populated by CNA/ TSG/ Staff)

Strengths <ul style="list-style-type: none">• Funding opportunities to access this harder to reach group• Target audience has lots of spare time for sports opportunities• U19 regional and county rounds• College campuses with own facilities• Student activities co-ordinators within colleges to support activities.	Weaknesses <ul style="list-style-type: none">• No contact with some colleges in the county• Difficult to find the right people to communicate with• Some colleges deliver poor quality or no netball• UKCC qualifications are too expensive for many students to access
Opportunities <ul style="list-style-type: none">• College Sportsmakers scheme• Funding opportunities through Sportivate for 14+ activities• Links with clubs to reduce drop off at 16+• Target audience for deliver• Increase volunteer base through young leader programmes• Virtually untapped source to increase participation	Threats <ul style="list-style-type: none">• No netball specific teachers/educators• Sports are often low priority due to academic pressures• Cost, no allowance for students to access coaching and officiating opportunities• Perceptions about the enjoyment of sport made at a much earlier age – can be too late to change if perception is negative• Transport issues, getting to venues off of college campuses

Further Education	
National Objectives: <ul style="list-style-type: none">• Promote existing U19 opportunities through college staff and new College Sports Makers.• Promote and support new competition opportunities for 16-19 year olds.	

Regional Objectives/ Regional Priorities:

- X
- Y
- Z

County Objectives/ County Priorities:

- Develop better contact links with college and academy staff, to disseminate information to students more effectively.
- Work with College Sports Makers on activities for the U19 age group.
- Continue working with South Essex College to form more sustainable netball opportunities.

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
2.3.1	Promote existing netball opportunities for 16-19 year olds.	Identified colleges through key college contact or CSM		X	X	X	X		CNA & NDO	
2.3.2	Obtain contacts for all College Sports Makers (CSMs), promote England Netball offer and provide agreed support to increase delivery.	Chelmsford College, Colchester Institution, Palmers College.		X	X	X	X		NDO & CSP	
2.3.2	Develop more effective contact links with colleges and academies.			X	X	X	X			

2.4 Playing the Game – Higher Education (May only be relevant to some counties, this is a Nationally led project, further information in regards to the role out of UNOs will follow)

Current Landscape

- University of Essex has expressed an interest in being involved with the UNO scheme.

SWOT Analysis (populated by CNA/ TSG/ NDO)

Strengths <ul style="list-style-type: none"> • University in the county has available sports facilities • University in the county has access to Active Universities funding • Students are a target audience already on site • Many students live locally – links with local clubs 	Weaknesses <ul style="list-style-type: none"> • England Netball targets don't fit the specification of Universities targets • No qualified coaches within the university structure to deliver quality netball currently • UKCC qualifications are too expensive for many students to access • Difficult to communicate the 'semi-sporty' students not already engaged activity
Opportunities <ul style="list-style-type: none"> • Facilities available for workshops, courses and netball sessions • University is keen to be involved in a UNO programme • Increase volunteer base through leadership programmes • Virtually untapped source to increase participation 	Threats <ul style="list-style-type: none"> • Very specific in their needs, not always in line with England Netball targets. Difficult to find a balance • Sports may be cut due to academic pressures • Competition from a vast range of activities offered at university • Transport issues, getting to venues off of university campuses or on other campuses

Higher Education	
National Objectives: <ol style="list-style-type: none"> 1. To recruit and deploy a network of student volunteers to act as netball officer and support the delivery of a varied netball programme within universities. 2. To enable students to access competitive netball opportunities. 3. To increase participation in netball within HE institutions. 	

4. To strengthen the relationship with BUCS, HE institutions and individual students.
5. To have a coordinated approach to delivery within the HE sector.

Regional Objectives/ Regional Priorities:

- X
- Y
- Z
-

County Objectives/ County Priorities:

- Support and deploy students to act as netball volunteers, if Essex Universities are not involved in the UNO scheme

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
2.4.1	Support the recruitment, training and deployment of X voluntary University Netball Officers (UNO's).	Numbers and areas to be agreed following national pilot		X	X	X	X		NDM & NDO	
2.4.2	Engage with X students through the UNO programme.	Where and when dependent on Uni's that apply		X	X	X	X		UNO	
2.4.3	Gain/ maintain contacts with a minimum of X Universities, working to increase engagement between HE institutions, local leagues and if appropriate county and regional leagues.			X	X	X	X			
2.4.4	Increase participation in netball within HE by encouraging X participants through pay and play programmes and X participants through Intramural sport (delivered by UNO or partner university/programmes).	Pay & play		X	X	X	X		UNO	
		Intramural		X	X	X	X		UNO	
2.4.5	County specific actions.									

2.5 Playing the Game – Community

Current Landscape

- Extremely successful Back to Netball programme in the county, particularly in Chelmsford.
- Programme has provided adult netball provision in areas that previously had no activity.
- Areas within the county are close to saturation with Back to Netball sessions and finding available level 2 coaches is becoming more challenging.

SWOT Analysis (populated by CNA/ TSG/ Staff)

Strengths <ul style="list-style-type: none">• Past success of the Back to Netball programme• Abundance of venues in Chelmsford• Back to Netball, straightforward to set up and relatively self sufficient• Successful club Back to Netball links in Harlow and Chelmsford• On-going need for community participation projects• Back to Netball programme has attracted positive attention from the media and raised awareness• NDO's to implement and support programmes• Social aspect makes netball preferable over other participation programmes – ensures sustainability• Coaches who excel at Back to Netball programmes in the county• Affordability of pay and play programmes	Weaknesses <ul style="list-style-type: none">• Lack of facilities outside of major towns• Starting new sessions to attract new participants can compete with sustained sessions• Lack of competition specific to Back to Netball teams – often entering leagues at division 13 etc. can be off putting• Lack of volunteers to develop clubs, leads to more teams without club structure – already prevalent within Essex• Lack of level 2 coaches – appropriate coaches who are not level 2 are unable to lead sessions for insurance reasons• Level 2 coaches available are not always best suited for Back to Netball• Lack of information and guidance to Back to netball teams to build clubs, enter competitions and ensure sustainability
Opportunities <ul style="list-style-type: none">• Develop clubs around Back to Netball teams• New template 'how to' for these clubs• Work with younger players to keep playing and get into clubs using new 'netball skills' resource• Work with existing clubs to boost their junior sections• Offer a junior development package to these clubs• Work with school groups to set up community clubs, utilising school facilities	Threats <ul style="list-style-type: none">• Many B2N groups want to be teams not clubs• Lots of competition with so many sporting opportunities on offer to children• Additional safeguarding pressures of running sessions with kids• Other sports offering 'Get back into' activities• Lack of indoor facilities• Victim of our own success, how can we keep attracting new participants and sustain current participants

Community

National Objectives:

1. To deliver accessible, affordable opportunities for participants to ‘pay and play’ netball with limited commitment.

2. To deliver accessible, affordable community sessions for children in areas with no club infrastructure.

3. To continue to grow the number of women who are reintroduced to netball through the Back to Netball initiative.

4. Commercial providers objective TBC by commercial working group.

Regional Objectives/ Regional Priorities:

X

Y

Z

County Objectives/ County Priorities:

Continue to deliver high quality Back to Netball sessions in areas of latent demand.

Support Back to Netball teams to enter local community leagues.

Deliver quality Intro to Netball programmes engaging the U11 age group.

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
2.5.1	Deliver 7 high quality adult pay and play programmes attracting 140 participants.			1	2	2	2		NDO	
2.5.2	Deliver 4 high quality young people pay and play programmes attracting 60 participants.					2	2		NDO	
2.5.3	Deliver 5 high quality ‘Intro 2 Netball’ programmes for U11s (High 5) attracting 50 participants.			0	1	2	2		NDO	
2.5.4	Deliver 16 high quality Back to Netball								NDO &	

	programmes attracting 300 participants.			4	4	4	4		NDCC	
2.5.5	Establish working relationship with Indoor netball Centre/s.	N/A		X	X	X	X		NDO	
2.5.6	County specific actions.									

2.6 Playing the Game – Facility Development

Current Landscape

- County picture/ approach populated by CNA/TSG/NDO

SWOT Analysis (populated by CNA/TSG)

Strengths •	Weaknesses •
Opportunities •	Threats •

Facility Development					
National Objectives: <ul style="list-style-type: none">• In partnership with Badminton England and England Basketball actively influence the development of, and access to community facilities in common priority areas.• Establish a new network of appropriate standard indoor netball facilities (caged netball) through a partnership with the English Cricket Board (ECB).• Increase and enhance the network of County and Regional Netball Centres providing central venue homes for netball.• Support the provision of Intensive Netball Training Centres (INTC's) offering high quality netball environments for performance athletes.					
Regional Objectives/ Regional Priorities: <ul style="list-style-type: none">• X• Y• Z					
County Objectives/ County Priorities: <ul style="list-style-type: none">• X• Y• Z					
What (Action)	Where (geographical	When (Development & Delivery Targets By Year)	Budget £	Who	Progress

		area where possible)	Baseline	13/14	14/15	15/16	16/17			
2.6.1	Support the completion of a regional/county facility audit (as part of the nationally led EN facility audit).		To be completed 12/13						RMB/ CNA	
2.6.2	Assess current county /regional facility provision against 2013-17 participation demands.		To be completed 12/13						RMB/ CNA	
2.6.3	Identify a target location for a regional netball centre (if one doesn't currently exist).			X	X				CNA	
2.6.4	Identify target locations for county netball centres (if they don't currently exist and are required).			X	X				CNA	
2.6.5	Identify community netball centre requirements and enhancements by local authority area.			X	X				CNA	
2.6.6	Work with EN to identify partner sports for community netball facility developments.			X	X	X	X		CNA & NDO	
2.6.7	Support identified priority sites to access funding to develop/upgrade through the preparation of funding bids.			X	X	X	X		RM/ NDO/ RMB rep	
2.6.8	Provide project support through the planning and build period for projects successful in accessing funding.			X	X	X	X		RM/ NDO/ RMB rep	
2.6.9	Embrace and support netball delivered via leisure trusts and commercial leagues.			X	X	X	X		CNA, RM & NDO	
2.6.10	County specific objectives.									

SECTION 3 – Performance

Current Landscape

- County picture/ approach populated by CNA/TSG/NDO

SWOT Analysis (populated by CNA/TSG)

Strengths •	Weaknesses •
Opportunities •	Threats •

Performance									
National Objectives: <ul style="list-style-type: none">To ensure there is an increased number of better quality athletes progressing into the senior elite programmes - a conveyor belt for high quality English athletes taking players from 11/12 years old all the way through to our elite teams.To ensure that as many people as possible make personal progress to a level which fulfils their potential, stimulating regular and sustained participation and improving the quality of competitive netball played in England.									
Regional Objectives/ Regional Priorities: <ul style="list-style-type: none">XYZ									
County Objectives/ County Priorities: <ul style="list-style-type: none">XYZ									
What (Action)	Where (geographical area where	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
		Baseline	13/14	14/15	15/16	16/17			

		possible)								
3.1	Deliver 8 County Academies (1-2 per County). <i>Please note these should deliver 30 sessions per year, between September and May.</i>	Basildon and Chelmsford		2	2	2	2		County Performance working group (PWG)	
3.2	Deliver 8 Satellite Academies (2 per County). <i>Please note these should deliver 15 sessions per year, between September and May.</i>	Basildon and Chelmsford		2	2	2	2		PWG	
3.3	Deliver 4 County + Academies									

SECTION 4 – Competition and Events

SWOT Analysis

Strengths <ul style="list-style-type: none">• Strong B2N courses• Involvement of all levels of players• County funded league rallies/tournaments	Weaknesses <ul style="list-style-type: none">• No High 5• No Fastnet
Opportunities <ul style="list-style-type: none">•	Threats <ul style="list-style-type: none">•

Competition & Events	
National Objectives: <ul style="list-style-type: none">• To provide increased playing opportunities for existing participants.• To provide more flexible opportunities to attract new participants.• To enhance the local and regional infrastructure to be able to deliver more competitive opportunities.• To enhance the local and regional infrastructure to further support the player pathway.• To engage with other providers to deliver an extended competition and events offer to participants.• To ensure the delivery of all competition and events is in line with the 6 principles of delivery. Regional Objectives: <ul style="list-style-type: none">• To provide increased playing opportunities for participants• Increase numbers of teams competing at junior regional level• Maintain good quality high level adult regional competition County Objectives: <ul style="list-style-type: none">• Introduction of High 5• Introduction of Fastnet tournament	

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
4.1	Deliver 4 Back to Netball local festivals engaging 60 participants.			1	1	1	1		NDCC/ NDO/ CNA/ Comp TSG	
4.2	Deliver 3 local club/ community High 5 festivals attracting Y U11 participants.				1	1	1		CNA	
4.5	Be an advocate for and promote the league organisers toolkit to enhance participant satisfaction and increase number of participants involved.			√	√	√	√		CNA & NDO	
4.6	To deliver the county round of U14, U16 National clubs competition with a minimum of 2 clubs involved and utilising national rule and regulation structures.			√	√	√	√		CNA & Comp TSG	
4.7	Introduce and deliver county round of the new U19 National clubs competition with a minimum of X clubs involved and utilising national rule and regulation structures. <i>Please note timescale and details TBC after regional consultation.</i>			TBC	TBC	TBC	TBC		CNA & Comp TSG	
4.8	Deliver county round of U14, U16 & U19 National Schools competition with a minimum of 4 schools involved.			√	√	√	√		CAN, Schools Rep & Comp TSG	
4.9	Deliver county round of the new U12 National School competition with a minimum of X schools involved.			TBC	TBC	TBC	TBC		CNA, Schools	

	<i>Please note timescale and details TBC after regional consultation.</i>								Rep & Comp TSG	
4.10	Introduce and deliver county round of a new Masters competition feeding into a regional/national festival. <i>Please note timescale and details TBC after regional consultation.</i>			TBC	TBC	TBC	TBC		CNA & Comp TSG	
4.11	Support a progressive league structure that enables regular competition and feeds into Regional Clubs League/National Premier League. <i>Please note you may wish to consider number of clubs involved and satisfaction levels.</i>			√	√	√	√		CNA & Comp TSG	
4.12	Support a progressive junior league structure that enables regular competition and supports the player pathway via U14 and U16 Regional League.			√	√	√	√		CNA & Comp TSG	
4.13	Support and promote competitive opportunities provided by member clubs and partners/ maintain a website page to promote affiliated club and partner competitions.			√	√	√	√		CNA	
4.14	To ensure where appropriate rules, regulations and structures of competitions and events are in line with the national structures and guidance.			√	√	√	√		CNA & Comp TSG	
4.15	Introduction of Fastnet tournament			1	1	1	1			

SECTION 5 – Volunteering

SWOT Analysis

Strengths <ul style="list-style-type: none"> • Passionate and committed long standing volunteers 	Weaknesses <ul style="list-style-type: none"> • Lack of information about number of youth volunteers • Lack of Goalden globe nominees • Motivation of youth/juniors
Opportunities <ul style="list-style-type: none"> • 	Threats <ul style="list-style-type: none"> •

Volunteering									
National Objectives: <ul style="list-style-type: none">• A tailored volunteer support programme for all volunteer segments with a clearly defined pathway for volunteers.• Increased levels of satisfaction amongst the volunteering community.• More people volunteering in netball that we know about and can support.• Clarity of committee roles and succession planning in place.									
Regional Objectives: <ul style="list-style-type: none">• Recruit and train volunteers for RMB, TSG and the Region• Increased work with East Region YAG members, ensure we are hearing the Youth voice• Motivate and recognise volunteers for their hard work									
County Objectives: <ul style="list-style-type: none">• Gain information about number of youth volunteers• Introduce more juniors/youth to netball volunteering• Advertise Goalden globes									
What (Action)	Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
		Baseline	13/14	14/15	15/16	16/17			

5.1	80 new volunteers registered on Pass on Your Passion.			20	20	20	20		NDO & CNA	
5.2	Promote volunteering courses and initiatives including; <ul style="list-style-type: none"> • Young Netball Organiser • Youth Advisors • 26yrs + volunteer programme • Goalden Globes 			√	√	√	√		NDO & CNA	
5.3	At County and Regional levels recognise Goalden Globe nominees and winners.			√	√	√	√		NDO, RU, CNA & RMB	
5.4	Initiate and maintain log of youth volunteers in the county through liaison with junior and schools league			√	√	√	√			

SECTION 6 – Coaching

SWOT Analysis

Strengths <ul style="list-style-type: none"> • 	Weaknesses <ul style="list-style-type: none"> • Not enough coaches •
Opportunities <ul style="list-style-type: none"> • 	Threats <ul style="list-style-type: none"> • Funding of courses • Cost of courses • Conversion of existing coaches

Coaching									
National Objectives:									
<ul style="list-style-type: none">• Increase the number of skilled, qualified and active coaches.• Improve on-going support for and recognition of coaches.• Increase deployment opportunities for coaches.									
Regional Objectives:									
<ul style="list-style-type: none">• Increase the number of Level 2 coaches and ensure conversion of old Level 2's by April 2015• Tidy up Regional coach data on the EN Coach database• Maintain Regional Grant programme• Develop and mentor Coaches									
County Objectives:									
<ul style="list-style-type: none">• Advertise and promote more new coaches• Conversion of current coaches.									
What (Action)	Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
		Baseline	13/14	14/15	15/16	16/17			

6.1	12 coaches attending UKCC Level 1 course.			3	3	3	3		CNA & NDO	
6.2	Qualify 12 new UKCC Level 1 coaches.			3	3	3	3		CNA & NDO	
6.3	4 coaches attending UKCC Level 2 course.			1	1	1	1		CNA & NDO	
6.4	Qualify 4 new UKCC Level 2 coaches.			1	1	1	1		CNA & NDO	
6.5	Migrate 4 EN Level 2 qualified coaches to UKCC endorsed qualifications (by April 2015).			1	1	1	1		CNA & NDO	
6.8	60 attendees on Introduction to Coaching workshop.			15	15	15	15		CNA & NDO	
6.9	40 attendees on technical skills workshops.			10	10	10	10		CNA & NDO	
6.10	Promote participation workshop.			2	2	2			CNA & NDO	
6.14	Consider a grants scheme to support members attending UKCC courses, conferences and workshops.			√	√	√	√		CNA	
6.15	Actively recruit for existing coaches			√	√	√	√			
6.16	Advertise details of existing/new coaches to clubs/teams			√	√	√	√			
6.17				√	√	√	√			

SECTION 7 – Officiating

SWOT Analysis

Strengths <ul style="list-style-type: none">• Current courses well advertised and attended• Increased numbers of mentors•	Weaknesses <ul style="list-style-type: none">• Lack of tutors• Lack of assessors
Opportunities <ul style="list-style-type: none">• Grants from county for new umpires	Threats <ul style="list-style-type: none">• No umpiring secretary• Lack of EN courses• loss and replacement of experienced umpires

Officiating	
National Objectives: <ul style="list-style-type: none">• Increased levels of participant satisfaction with the quality of officiating.• A centrally managed officiating programme with clearly defined policies and procedures that assist in providing transparency and consistency across officiating.• A skilled network of officials accessing the right CPD more often, supported through the introduction of a continuous professional development (CPD) programme and additional development opportunities.• A world class officiating certification and support programme that ensures officials are proficient and competent for the levels at which they officiate. Regional Objectives: <ul style="list-style-type: none">• Support counties in developing their C to B Umpires• Support all counties in developing and growing their Mentoring Programmes• Development of new assessors and tutors across the region – bearing in mind that some may well be retiring in the not too distant future• Support counties in delivering of beginner/YUA Umpires County Objectives: <ul style="list-style-type: none">• Training of more Tutors• Training of more assessors	

- Recruitment of umpiring secretary

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
7.1	160 Beginner Award course attendees.			40	40	40	40		CNA	
7.2	Qualify 80 new Beginner Award umpires.			20	20	20	20		CNA	The qualified umpire figures are more than how many attendees on the course. For 7.1 7.3 7.6 numbers of attendees needs o be amended.
7.3	80 C Award course attendees.			20	20	20	20		CNA	
7.4	Qualify 40 new C Award umpires.			10	10	10	10		CNA	
7.5	40 B Award course attendees.			10	10	10	10		Officiati ng TSG & RU	
7.6	Qualify 20 new B Award umpires.			5	5	5	5		Officiati ng TSG & RU	
7.12	Identify 20 new tutors in conjunction with EN head office, based on demand.			5	5	5	5		Officiati ng TSG	
7.13	Identify 8 new assessors in conjunction with EN head office, based on demand.			2	2	2	2		Officiati ng TSG	
7.15	Support officials to access extended menu of CPD opportunities where appropriate and available- details of courses currently unknown.			TBC	TBC	TBC	TBC		CNA & Officiati ng TSG	
7.16	Maintain a grants scheme to support members attending umpire courses, conferences and workshops.			√	√	√	√		CNA	

SECTION 8 – Communication and Marketing

SWOT Analysis

Strengths <ul style="list-style-type: none"> • Quality CNA website • Good links to Regional Website • Strong distribution list between CNA and NDO • Marketing support from the CSP • New generic England Netball marketing available. 	Weaknesses <ul style="list-style-type: none"> • Getting information to coaches and players not just secretaries • Marketing to new markets not already involved in netball • Not enough information on website/facebook page • Not enough coverage in local press
Opportunities <ul style="list-style-type: none"> • New products for delivery, to keep information fresh. • Interest from national media, filtering down to grassroots level • Partnership working to communicate across many forums 	Threats <ul style="list-style-type: none"> • Over familiarity with Back to Netball marketing could lose its effect • Blanket communication not as effective as target marketing • No communications secretary

Good governance	
National Objectives: <ul style="list-style-type: none"> • Communicate relevant messages in an appropriate way dependent on the recipient. • Refine communication methods to reflect new technology. • Change the perception of netball. • Build a communication and marketing strategy based on a financially sustainable model. Regional Objectives: <ul style="list-style-type: none"> • To recruit members to the C & M TSG • To work closely with England Netball re joint marketing strategies • To engage with County Communication Officers County Objectives: <ul style="list-style-type: none"> • Update and maintain website and facebook • Increase local press coverage 	

What (Action)		Where (geographical area where possible)	When (Development & Delivery Targets By Year)					Budget £	Who	Progress
			Baseline	13/14	14/15	15/16	16/17			
8.1	Launch new 'mynet' website/ maintain vibrant, informative regularly updated website.			TBC	TBC	TBC	TBC		RMB & CNA	
8.2	Create communications plan/ calendar of articles to run on website, areas of site to update and press releases to circulate.			√	√	√	√		Comms Officer/ TSG	
8.3	Create a list of local press and media contacts to target with press releases and promotions.			√	√	√	√		Comms Officer/ TSG & CSP's	
8.4	Maintain social media presence (facebook).			√	√	√	√		Comms Officer/ NDO	
8.6	Identify and attend local events to promote netball such as county shows, fetes, sports events, school/college open days and CRUK Race 4 Life events.			3	3	3	3		CNA & NDO	
8.7	Ensure effective two way communication pathways are in place between the county, the clubs and the members of the clubs through open forums, AGM's and feedback opportunities.			√	√	√	√		CNA	
8.8	Identify joint working opportunities/ plan with Superleague franchise.			√	√	√	√		CNA	

England Netball County Netball Association

Terms of Reference

Purpose

To facilitate, lead and manage netball development and delivery within the County, in line with England Netball's Strategic Plan, policies and practices as approved by the Board of Directors, the Regional plan and local priorities.

Objectives

1. Coordinate within the national strategic framework the implementation and monitoring of a County Delivery Plan.
2. Provide leadership, support and guidance for Netball within the County.
3. Promote the game of netball and encourage and enable the development and growth of the game within the County, acting as an advocate for the sport and the National Governing Body.
4. Manage local resources in an effective and efficient manner ensuring targeted investment and the sourcing of partnership funding and new income streams as appropriate and if necessary.

5. Ensure robust governance procedures and high operational standards are in place, in line with England Netball's minimum operating standards and model constitution, to position the County Association as "fit for purpose" in meeting the needs of its membership.
6. Coordinate and deliver County programmes, competitions and events, complying with England Netball competition regulations.
7. Work with the Regional Manager to prioritise the work programme of the Netball Development Officer to support the delivery of agreed targets.

Accountability

1. To the membership of England Netball affiliated to the County.
2. To the Regional Management Board.
3. To the England Netball Board of Directors and Chief Executive Officer.

Delegated Authority

1. To manage local resources in an effective and efficient manner, within accepted financial management policy guidelines and good practice.
2. To manage local disciplinary matters in line with England Netball's Code of Practice and Disciplinary procedures.

Monitoring & Evaluation

1. The County will support the NDO in completing the quarterly reporting template, which will then be submitted to England Netball via the Regional Manager.

England Netball County Netball Association

Minimum Operating Standards

Governance

- Appropriately constituted organisation
- A membership organisation maintaining regular communication with its members including an AGM
- Disciplinary regulations agreed by the voting members
- Regular well managed meetings
- Applicable EN policies and regulations adopted, e.g. Safeguarding, Equity, Disciplinary and Code of Conduct
- Compliance with appropriate legislation
- Affiliated to England Netball
- Rotation of board members and roles
- An open, fair and transparent recruitment process for board members enabling 'fit and proper' individuals to make up the board
- Identified individuals carrying out specific roles (including the functions identified by EN's recommended structure)
- No EN member of staff serving on the RMB / CNA (need to define to exclude casual tutors and assessors)
- The only purpose of the organisation will be the furtherance of netball within the geographical area listed in the constitution
- Production of an annual report and independently verified accounts available to the members and the EN CEO on request via the RM

Finance

- All membership fees collected through EN
- Reserves policy in place (recommendations available from the charity commission and England Netball)

- Appropriate financial controls

Delivery

- Commitment to the delivery of agreed targets within the National, Regional / County Plan and agreed reporting deadlines met
- Agreed performance academies (County and Satellite) and competitions organised in line with EN guidelines
- Delivery of activities take place in a risk assessed environment
- Complaints and disciplinary procedures in place
- Participation in EN initiatives and consultation opportunities
- An advocate of EN's strategy and initiatives

*Please note a list of policies and practices will follow, Copies of these will be available on request should these not currently be held by the County.