Strategy 2017 – 2021

 September 17

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Forward

Netball Northern Ireland is an organisation and growing business which is ready to deliver the support that will enable the sport of Netball to flourish in Northern Ireland. It is committed to delivering services that support its members and will drive an agenda to help develop all aspects of the sport and its members in Northern Ireland.

Our profile from finishing 7th at the 2014 Commonwealth Games has ensured we have an abundance of women and girls keen to play our sport, at all levels. In order to successfully capitalise on this we need to develop capacity within our clubs and workforce to allow a quality experience of netball in all environments.

Netball has the opportunity to make a difference to the mental and physical health and wellbeing of women throughout Northern Ireland while also being able to deliver high performing athletes on the competitive stage. Netball Northern Ireland cannot do this alone, we must work in partnership with new and existing stakeholders to make this happen and create a legacy.

Executive Summary

Netball is governed by the International Netball Federation which has been in existence since 1960 and is played in 79 countries throughout the world. It is the biggest ‘female only’ sport in the world with INF noting figures of over 20million participants and members.

Northern Ireland are part of the Netball Europe region and are currently ranked 12th in the World and are aiming to compete in their 2nd consecutive Commonwealth Games in 2018, having achieved a 7th place finish in their first appearance in 2014.

Progress in Northern Ireland 2011 – 2016

* Increased number of clubs and members
* Introduced social membership category
* External Governance Review completed
* Implementation of review recommendations underway with membership approval
* Audit rating satisfactory
* FSCA rating robust
* Equality Standard - Foundation level
* Achieved funding for Active Clubs Officer, Performance Pathways Officer & 2 Everybody Active 2020 positions
* Delivered inaugural Open Invitational Netball Europe Event
* Qualified for Commonwealth Games 2014, achieving a 7th place finish
* Qualified for 2011 World Cup, achieving an 8th place finish
* Maintained top 12 World Ranking

Organisational Overview (tbc)

Members (Clubs/Schools/Associates/Honorary)

Our Vision

As the Governing Body for the development of Netball within Northern Ireland; our strategic vision is:

‘Northern Ireland’s first choice sport for women and girls’

Our Mission

‘To be a professional, accountable organisation, leading the sustainable growth of netball and its members’

Our Values

Netball Northern Ireland’s core values reflect how we work, how we deliver our services and conduct our business.

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| Respectful | We will* Value and respect the contribution and needs of our volunteer workforce who are integral to our success
* Respect the organisation and ourselves by being open, honest and transparent in our business
* Respect our Vision and Mission by continuously striving for quality in all that we do
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| Leadership | We will* Inspire a love of our sport by enabling access to our programmes throughout Northern Ireland
* Be innovative in our thinking; working in partnerships and collaborations ensuring pathways are integrated and connecting short term programmes to long term goals
* Place the participant at the heart of what we do, providing the best quality service we can, balancing that with the need to grow and manage a sustainable business
* Be prepared to lead – to become the leading NGB in Northern Ireland
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| Excellence | We will* Strive for the highest quality in all our services
* Establish integrated planning to enable service excellence
* Be the best we can be
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| Integrity | We will* Work honestly and openly having clear communication with our stakeholders
* Be accountable and transparent in our actions
* Be open to constructive criticism and feedback and embrace challenges
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Strategic Areas

Achieving our aims

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| **Sustainability**Netball Northern Ireland is not in control of all its revenue streams; eg up to 90% of our income is from public funds. As netball continues to grow and develop at all levels Netball Northern Ireland need to investigate and source other means of income, ensuring the effective allocation of funds for the greatest return. |
| Goal | Success Factors | Initiatives |
| To grow revenues and with responsible financial management, provide an enduring and sustainable future for Netball and our organisation | * Reduce at risk revenue to less than 70% by 2021
* Grow the value of commercial revenue /sponsorship to 30% by 2021
* Increase revenue from membership funds by 25%
* £12k in reserves by 2021
 | * Build a recognised brand that is synonymous with professionalism and success
* Develop new revenue ideas that allow all elements of Netball NI to be leveraged
* Implement long term financial planning model with detailed forecasts and cash flows
* Develop a clear communication strategy to create awareness and focus on our business
* Continue to implement best practice governance standards and review policies and procedures when required
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| **Participation** Netball is in a challenging environment where it is not only competing with other sports but also with other forms of entertainment vying for people’s time, money and commitment. The grass roots netball needs to be flexible enough to meet the changing needs of its participants. |
| Goal | Success Factors | Initiatives |
| To provide quality, relevant, netball experiences in accessible forums. | * Increased membership at club and social level
* Increased membership renewals
* Increased number of competitive and social clubs who attain ClubMark accreditation
* Clear opportunities in local areas to experience quality netball sessions at all levels
* Continuing to provide structured league and tournament events for all age groups
* Strong feeder schools to clubs in all areas with signposting and pathway visible
 | * To work with schools and community groups (EBA 2020, Active Clubs) to create strong alignments
* Ensure value for money by benchmarking against other entertainment and providing a quality service at participation level to warrant cost
* Build capacity in social clubs, new clubs and existing clubs to attract and retain new members
* Recognise and value the effect grass roots netball has for our members
* Work with local authorities to ensure barriers to participation are removed
* Ensure effective use of communication to showcase netball opportunities
* Clear alignment with Schools committee supporting age group competitions
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| **Performance**For Northern Ireland to continue to achieve success and move up the INF World Rankings, NNI need to implement effective performance programmes and athlete management systems with clear pathways that increase player depth at all levels of the game. |
| Goal | Success Factors | Initiatives |
| To have an effective and efficient player pathway (in line with our workforce) with a management system that ensures a committed streamlined approach to athlete centred delivery of services, ultimately resulting in greater depth of athletes for each squad and stronger results on court | * Silver medals at Netball Europe competitions for all squads by 2021
* Qualification for 2018 CWG
* Qualification for 2019 World Cup
* Top 10 place at WYNC 2017
* Athlete management system in place by end 2017
* Support services for all squads
* Regional academies running at 2 age groups (development academy & future internationals) who feed into national programme
* Culture of commitment and hard work
 | * Age appropriate sessions at academy and national level
* Clear communication and partnerships between club, academy and national squad coaches
* Seek appropriate competitive opportunities for whole pathway at appropriate times
* Calendar of performance activities to ensure support and consultation for all squads
* Succession & selection plans in place to ensure athletes representing at adequate level
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| **Workforce**Netball Northern Ireland relies on staff, volunteers, coaches and officials to carry out a significant body of work. Netball NI must remain appealing, relevant, forward thinking & create opportunities for development and learning in order to attract and retain our workforce. |
| Goal | Success Factors | Initiatives |
| To attract, develop and retain a robust base of talented and committed staff and volunteers | * Low levels of staff turnover
* Volunteer numbers meet the needs of NNI events and initiatives
* Depth of choice for all representative coaching and officiating roles
* Increased numbers of coaches and officials moving through the relevant pathway
* Capacity for new clubs to be established due to available volunteer workforce
* Clubs being sustainable with enough workforce to meet their needs and succession planning utilising NNI workforce education calendar
* Increase in demand for CPD, mentoring, formal and informal learning
* Developing role models in all areas of netball; athletes, coaches, officials, volunteers
 | * Workforce development plan to be implemented
* Deliver effective educational programmes in a variety of learning styles that meet the needs of potential workforce
* Reward and recognition for workforce to ensure valued
* Understand the issues affecting workforce and assist with breaking down any barriers that are noted
* Clear start and end points for volunteers with defined roles and timeframes
* Promotion of local authority and SNI education & training opportunities eg Club Leaders
* Review existing HR policies to ensure they can be used to identify career opportunities and support the personal development of staff and workforce
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| **Accessibility**Ensuring Netball Northern Ireland can provide Netball opportunities in all areas in an affordable, well maintained, safe manner. |
| Goal | Success Factors | Initiatives |
| To have an effective and efficient model that supports and strengthens the delivery and growth of netball throughout NI | * Every women and girl in NI to have access to a netball opportunity within a reasonable distance from their home/work
* All netball clubs to have representation on their local sports forums
* Netball NI has consultation and engagement with local authorities on development of new sports facilities
 | * Staff links with local authority delivery partners eg Club development network events
* Partnerships in place with BCC, ANBC (EBA 2020), ANDBC, ABC to be a voice on netball facility requirements & introduce local clubs to council staff
* Corporate Netball sessions
* Walking netball sessions
* Links with education bodies
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Our 4 year headline KPI’s

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| Sustainability | Participation | Performance | Workforce | Accessibility |
| £12k in financial reserves | Increase membership by 100% | Athlete Management system implemented | Every club in NI to have 2 qualified coaches and 1 official | Quality Netball opportunities available to all women & girls in NI |
| Reduce at risk revenue to less than 70% | Number of clubs attaining ClubMark accreditation to be 50% | Regain top 10 place in World Rankings | Education available in multiple formats to allow opportunity for all | All netball clubs to be represented on their local sports forums |
| Maintain audit rating of robust | Structured Netball opportunities in all counties of Northern Ireland | Successful succession of athletes from Academy to Senior international representation | Developed staff to excel in their roles | Netball NI consultation and engagement with local authorities on development of sports facilities |

Delivering our plan

Partnerships, collaboration and teamwork are essential for Netball NI to deliver our plan; this will not be successful without cooperation and hard work from all our stakeholders. Driven by the Board with direction from Staff; our members, volunteers and workforce will endeavour to grow our sport both in quality and opportunity.

Financing our Plan

Key funders Sport NI have indicated support for a four year cycle; April 2017 – March 2021 under Sporting Clubs and Sporting Winners programmes inclusive of Effective Organisations.

Netball NI will supplement this support through increased revenue from member and club affiliations, workforce education, performance programmes, commercial planning, sponsorship and fundraising.

Northern Ireland’s first choice sport for women and girls