

Netball*ni* 



Strategic Plan

2021-2025



Strongest Together



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Vision

Top 8 National Team supported by a strong school, club and league foundation.



Mission

Develop and grow Netball in Northern Ireland.



Values

Our work will be based on:

- Respect
- Equality
- Accountability
- Integrity
- Professionalism
- Remain passionate with a team first approach

Foreword from NNI Chair

Considerable detail, planning and consultation has gone into the production of our long-term strategic plan for Netball Northern Ireland. During the past year, your Board have consulted with and thank our member clubs, partners, players, staff and media colleagues for their support in the development of the plan.

By listening to our members and partners I am delighted we now have a clear vision - To be a top 8 National Team supported by a strong school, club and league foundation. This vision will be supported by 4 Goals in which we will Excel in Sport Business, Grow Participation, Transform Competitions and Enhance the Performance Pathway.

Our plan, developed during uncertain times will challenge and excite us in equal measure as we navigate through the return of our sport. We recognise the health and financial environment may fluctuate but ultimately we must take this opportunity to drive our sport forward, develop our people and provide an engaging, sustainable sport accessible to everyone.

Come with us, whether you are a club, player, coach, umpire or administrator, we all have our part to play to ensure we achieve our vision.

Geoff Wilson

Chairman, Netball NI

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Message from the Executive Manager

Time to focus.

We, as a business, as a sport and as a National Governing Body are moving forward with increased strength. We have experienced growth in all aspects of our business and showcased our ability to compete on the World stage, making our dreams and ambitions become reality and dare we say – let's dream bigger.

Our expectations have changed considerably over a short number of years; we expect a quality workforce to deliver our sport in a professional way to the ever increasing number of participants in appropriate venues, we expect Netball NI to host engaging and competitive events, we expect our Warriors to win against our fiercest rivals and most of all, we expect Netball to thrive in Northern Ireland.

These expectations are because we have worked hard and have seen what we can achieve but in order to fully realise our potential as a top 8 netballing nation, we must ensure that we maintain momentum and create a sustainable strategy that supports our sport and delivers against our collective mission to develop and grow Netball in Northern Ireland.

Netball NI has spent several years focused on growing our game, establishing our expertise in hosting international events, putting our financial house in order, revamping our governance structure, and building the Netball NI and Warrior brand. With that foundation in place, it's now time to focus on delivering excellence across the business; driven by talented, passionate and innovative people in sport,

and underpinned by a sustainable business model that enables us to develop and grow our #StrongestTogether strategy, evolve our sport in line with our incredible potential and support our National Team achieving a consistent top 8 world ranking.

Our focus must remain fixed on the key priorities that emerged from our consultations with Netball NI members and that are outlined in this plan: Excel in Sport Business, Grow Participation, Transform Competition and an Enhanced Performance Pathway.

By focusing on these aims we will enable, support and drive the successes of our future, we are creating a sustainable strategy for our sport and for netballers for years to come.

Karen Rollo
Executive Manager
Netball NI



Introduction

Netball Northern Ireland is an organisation and growing sports business which is ready to deliver a strategy that will enable the sport of Netball to flourish in Northern Ireland. We are committed to delivering services that support our members and will drive an agenda to help develop all aspects of the sport with the vision of becoming a top 8 ranked team in the International Netball Federation rankings with a strong, cohesive school and club network.

World Netball is governed by the International Netball Federation which has been in existence since 1960 and is played in 79 countries throughout the world. INF note figures of over 20million participants and members, relishing an ever increasing profile on the back of their portfolio of thrilling World Class Events resulting in an evolving player demographic. Northern Ireland are part of the Netball Europe region and are currently ranked 11th in the World having reached a high of 8th in 2018. Our aim is to achieve a solid place among the top 8 ranked countries in the World.

Our profile from finishing 8th at the 2018 Commonwealth Games and 10th at the 2019 Netball World Cup has inspired an abundance of women and girls to play our sport, at all levels. In order to further capitalise on this we must develop capacity within our clubs, support our netball workforce and enhance our performance pathway to ensure a quality experience of netball at all levels.

Through the sport we love we have a great opportunity to make a difference to the mental and physical health and wellbeing of women throughout Northern Ireland while also producing high performing athletes ready for the international 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.



Building on Success

In delivering our previous strategy, Netball NI has achieved significant successes but recognise the areas we need to do better.

Successes 2016 – 2020 against targeted areas:

- Membership increased by 79%
- Increased staff team
- Reduced reliance on public funds by 30%
- Delivered inaugural Open Invitational Netball Europe Event
- Qualified for Commonwealth Games 2018, achieving an 8th place finish
- Qualified for 2019 World Cup, achieving a 10th place finish
- Maintained top 12 World Ranking
- Silver medalists at 2017 Senior European Championships

Areas to progress

- Building appropriate reserves to accommodate the growth in the business
- Stronger volunteer structure
- Bigger commercial investments
- Increased public profile
- Sustained higher ranking in the top 10 in the World Ranking



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Values

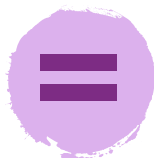
Netball Northern Ireland's core values reflect how we work, how we deliver our services and conduct our business.



RESPECT

We will:

Value all our members and volunteer workforce who are integral to our success. Listening to and being considerate of their needs and being open, honest and transparent in our business as we strive for excellence in all that we do.



EQUALITY

We will:

Welcome and provide opportunities for everyone in our sport and celebrate their involvement and achievements.



ACCOUNTABILITY

We will:

- Value the ability of our staff and organisation to honour our commitments, to members, stakeholders and each other.
- Take ownership of our work, acknowledging responsibility of and rectifying errors when they occur.



EXCELLENCE

We will:

Strive for the highest quality in all that we deliver, prioritising the growth and development of our people to allow us to be the best we can be.



PASSION

We will:

- Inspire a love of our sport by being innovative in our thinking; working in partnerships and collaborations.
- Place the participant at the heart of what we do and being prepared to lead from the front.



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.



TEAM FIRST APPROACH

We will:

Build a positive accountability culture, where people (our staff team, volunteers and members) feel purposeful, can have ownership and drive toward a common goal.

Goals

Excel in Sport Business

- High Performance Culture
- Effective Governance
- Financial management
- Commercial Portfolio
- Increased Media Exposure

Grow Participation

- Schools Programme
- Club Development
- Social Netball
- Masters League
- Coaching
- Qualified workforce

Transform Competition

- Senior League Structure
- Development League Structure
- Schools & Youth League Structures
- Facility development

Enhanced Performance Pathway

- Performance Pathway
- NNI Academies
- High Performance Systems
- Feasibility studies on appropriate competitions





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Objectives

Excel in Sport Business

Objective	Responsibility	Overseeing Committee	Measure	Completion Date
High Performance Culture	Chair	Board	1. Annual reviews of Board and Staff	30th Jun annually
			2. Independent review of organisation	30th Mar 2022
Effective Governance	Chair	Board	1. Skills based competency Board in place	30th Sep 2021
			2. Committee structure approved and signed off by Board	28th Feb 2021
			3. Policies and procedures reviewed every 3 years	30th Sep 2020
Financial Management	Finance Director	Board	1. Annual Budget approved by Board	30th Jan annually
			2. 6 months reserves accumulated	30th Mar 2023
Commercial Revenue	Executive Manager	Board	1. Sustained income from commercialised assets £20k per annum	30th Sep 2022
			2. Successful application to awarding bodies £50k per annum	30th Sep 2023
			3. Increase percentage of commercial income by 10% annually	30th Mar 2025
Increased Media Presence	Executive Manager	Board	1. Consistent, effective communication with NNI members with monthly ezine	20th Sep 2020
			2. Consistent external coverage of NNI activities with 2 items per month in local/national publications	30th Nov 2021
			3. Agreed plan for regular streaming of appropriate NI domestic matches	30th Sep 2021

Grow Participation

Objective	Responsibility	Overseeing Committee	Measure	Completion Date
Schools Programme Competition Teacher Education/training Club links	Youth Officer	Participation	1. Schools strategy ratified by Board	31st Mar 2021
			2. Schools affiliation increased by 20 schools	31st Mar 2025
Club Development Build resilience Youth structures Adult Geographical Health & Wellbeing	Clubs Officer	Participation	1. Club development strategy ratified by Board	31st Jan 2021
			2. 50 affiliated clubs	31st Mar 2025
			3. 70% of clubs to have a youth structure	31st Mar 2025
			4. NNI Club Licensing Programme launched	31st Mar 2022
Social Netball Support growth Development League Health & Wellbeing	Clubs Officer	Participation	1. Social strategy developed and ratified	30th Dec 2020
			2. Online registration in place	30th Sep 2021
			3. Increase number of social clubs by 15	31st Mar 2025
Masters League Feasibility study	Clubs Officer	Participation	1. Strategy ratified by Board	30th Nov 2021
			2. Pilot league launched	31st July 2022
Coaching Course courses CPD – existing coaches	Workforce Officer	Workforce	1. Coaching framework completed & ratified by Board	31st Mar 2021
			2. 50 coaches accredited through the NNI Pathway	31st Mar 2025
			3. Coach licensing feasibility study completed	30th Jun 2023
Qualified Workforce (Volunteers) Admin & Governance Business & income Coaches Officials	Workforce Officer	Workforce	1. Strategy ratified by Board	30th Jan 2021
			2. Increase qualified workforce by 120	31st Mar 2025
			3. Partnership established with education provider	30th Apr 2022

Transform Competition

Objective	Responsibility	Overseeing Committee	Measure	Completion Date
Senior League Structure - Appropriate competition calendar and format that accommodates all levels of senior competition and complements international preparations	Club Officer	Participation Committee	1. Senior league strategy drafted and ratified by Board	30th Jun 2021
Development Competition Structure - U19 - Development - Social Schools & Youth League	Youth Officer	Participation Committee	1. Mini league established for U12 age group 10 clubs. 3 events annually	30th Sep 2023
Schools & Youth League Structures - Appropriate competition calendar and format that accommodates all levels of youth competition and complements performance pathway preparations	Youth Officer	Participation Committee	1. Youth Strategy ratified by Board	30th Jun 2022
Facility Development - Conduct audit - Work with councils	Executive Manager	Board	1. Audit of current facilities	28th Feb 2021
			2. MOU signed with facility partners	30th Jun 2023

Enhanced Performance Pathway

Objective	Responsibility	Overseeing Committee	Measure	Completion Date
Performance Pathway - Defined pathway - Develop Curriculum - Talent Id programme - Exposure to appropriate competition - Embed NNI culture and wellbeing	Performance Officer	Performance Committee	1. Top 8 in INF Rankings	31st Mar 2025
			2. Performance Strategy ratified by Board	31st Mar 2021
			3. Athlete development pathway and curriculum written and ratified	31st Mar 2021
			4. Talent ID training and opportunities published	31st Mar 2021
			5. Qualify for Birmingham 2022	1st Dec 2021
			6. Qualify for South Africa 2023	31st Jan 2022
NNI Academies - Focus on quality - Financial support - Benchmark	Performance Officer	Performance Committee	1. 50% of athletes progressing through the pathway	31st Mar 2025
			2. 1 athlete per year selected to senior squad	31st Mar 2025
High Performance System - Athletes - Culture and wellbeing - Support services	Senior Head Coach	Performance Committee	1. 50% Retention of athletes	31st Mar 2025
			2. 8 players in VNSL	31st Mar 2025
High Performance System - Workforce - Clear curriculum - Shared learning - Support services - Mentoring	Workforce Officer	Workforce Committee	1. Coaching curriculum approved	30th Jan 2021
			2. 3 x identified coaches in a mentor programme every 2 years	30th Sep 2021
			3. Officiating Strategy ratified by Board	31st Mar 2021
			4. HP Mentor programme established with 4 umpires supported in cohorts	30th Sep 2020
			5. 2 x ITID umpires	30th Sep 2022
			6. 1 x IUA	30th Jun 2024
Feasibility Study - Home Nations Competition - Super league	Executive Manager	Board	1. Business case presented to NNI Board	30th Jan 2022

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Netball Northern Ireland

Unit F, Curlew Pavilion
Portside Business Park
189 Airport Road West
BT3 9ED Belfast

T: +44 28 9073 6320

E: bookingsandadmin@netballni.org

