

***The Guernsey
Netball
Association LBG
(GNA)
Strategy
2021-2024***

The Guernsey Netball Association (GNA) Strategy

Following the recent changes to the GNA structure and ways of working, this document highlights the overall vision, aims, principles and priorities of the GNA and delves into the deliverables of key 'functional' areas over the next 3 years.

This document aims to be transparent in communicating to its Association Members the direction the GNA is moving in and the key areas of focus and development of netball on the island.

The document will be reviewed regularly and will likely evolve over time with an official review each year. Updated version and progress against the plan will be communicated to members via club rep emails, the Netball Post and/or within meetings/ AGMs etc as appropriate.

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Overarching GNA Vision

Purpose of the GNA: -

To have a positive effect on the lives of islanders

Philosophy

- We will seek to nurture lifelong PASSIONS for netball knowing that our sport has the POWER to put smiles on faces and enhance physical, social and emotional wellbeing
- We will strive to help our association, our teams and our players all realise their full POTENTIAL by increasing PARTICIPATION and improving PERFORMANCE

Principles

We must be PROUD of our heritage and POSTIVE for the future • We must be PROFESSIONAL in everything we do • We must be PROGRESSIVE and adopt accepted best PRACTICE • We must look at everything through the PRISM of the PLAYERS • We must accept that PROTECTION of everyone involved with netball on the island is our ultimate responsibility

Priorities

We need qualified PEOPLE to manage and deliver the programme • We need suitable PLACES to host the programme • We need strategic PARTNERSHIPS to support the programme • We need sufficient POUNDS to fund the programme

How will we deliver our Vision?

Underpinning the overall GNA purpose, philosophy, principles and priorities are the 'functional' plans which are broken down into the following key areas that are owned by various Directors:-

- **GOVERNANCE** - Led by Lynne Duquemin, Chair supported by Katherine Jane, Finance Director, Annaliese McGeoch, Company Secretary and Director
- **PARTICIPATION** - Led by Anna Trump, Participation Director (supported by League Commissioner and Assistant League Commissioner, Bridget Yabsley and Kirsty Bourgaize)
- **PERFORMANCE** – Led by Jeremy Frith, Performance Director
- **PROTECTION**- Led by Amber Stables, Protection Director
- **PARTNERSHIPS** – Led by Darren Duquemin – Partnerships Director
- **PATHWAYS AND DEVELOPMENT** – Led by Amy Fallaize, Development Officer

Please note that whilst the Pathways and Development workstream is led by Amy Fallaize in her role as Development officer, her role has a far wider remit than the activities highlighted here, and Amy will actively lead and support on other areas of the plan. A complementary development plan will also be produced by Amy in the coming months.

In the same regard – whilst the leads highlighted above will drive the overall aims and objectives each Director will actively support the others. The involvement of wider association members of the GNA and the community will also be needed to support the delivery of the plan.

Governance

Purpose: - To ensure that the GNA is suitably constituted and equipped to meet local legal, reporting, regulatory and corporate governance standards and best practices, as applicable. For the board to work together professionally to make and record sound decisions and direct the GNA strategy in the best interests of the organisation and its association members, for the long-term sustainable development of netball on the island. To develop and maintain a sound reputation of the GNA and netball on the island. A key aim is for the rigour and independence of the board to provide comfort to and encourage investment, from others, in the form of grants or sponsorship. Overarching all of this is the key GNA aim of seeking to have a positive effect on the lives of islanders when participating in netball, which a solid foundation and platform that maintains high corporate governance standards can develop from.

Governance covers: -

- a) Corporate Governance – ensuring (i) continued compliance by the corporate body of legislative requirements, (ii) good record keeping, (iii) filing obligations are met and (iv) board meetings are appropriately held and documented.
- b) Finance / accounts – Taking responsibility for financial budgeting and forecasting whilst meeting minimum levels of appropriate accounting standards.
- c) GNA Policies and Procedures – Ensuring these are reviewed, developed and abided by.
- d) Leading and developing the GNA Strategy.
- e) Supporting everybody in achieving the GNA goals and running Netball on the island in line with GNA Philosophy and Principles

3 Year Aims

- a) To work together to ensure the highest standards of corporate governance and appropriate policies and procedures are developed, implemented and followed.
- b) To enhance the finance role, by introduction of suitably qualified personnel to undertake the role of Finance Director.
- c) To provide independent oversight for annual accounts, either through independent verification or audit.
- d) To fundraise the appropriate monies, based on relevant forecasting, to achieve the objectives of the GNA and ensure that those funds are spent in an appropriate and cost-effective manner.
- e) To have a user-friendly system to deal with player and club registration, including payments in a transparent and easy manner.
- f) To assist in ongoing review of GNA Policies and Procedures for operations and at Board level.
- g) To seek to bolster the skillset of the board through introduction of suitably qualified corporate secretarial personnel/legal resources. To keep abreast of legal and corporate developments, where possible, enhance corporate secretarial policies, record keeping and compliance with legal and corporate filing requirements.
- h) To assist compliance with legal and corporate responsibilities. To introduce a rolling board calendar to schedule regular reviews and board commitments, for example, annual validations/ insurance renewals, legislative obligations etc.
- i) To work with and in support of the Operational Committee, to achieve and regularly review the GNA Strategic 3 Year Plan. To consider global and England Netball best practice in operational matters. To support, as a team, the relevant GNA Board Directors in their endeavours to deliver their relevant operational aims and objectives.
- j) To continue to develop the board skillset, composition, and teamwork. To utilise resources to the full and support the operational team and Association Members as efficiently and professionally as possible. To provide robust and independent oversight.

Governance Objectives Y1-3

Category	Title	Year	Objective	Lead
Governance	Corp Gov	1	A legal review of the GNA Corporate Structure and documentation to ensure it meets current standards and is in accordance with prevailing local legal legislation	LD
	Corp Gov	1	To ensure that local Company Registry requirements are met and continue to be updated and maintained in line with legislative requirements. e.g., appointment of new board members to be notified to the Guernsey Registry	AM
	Finance	1	Set up online banking to support easier financial operations	KJ
	Policy	1	Review of all GNA operational policies, guides and procedures Y1 – Y2 update according to priority	AF/AS
	Finance	1	Create appropriate policies surrounding the authorisation of expenditure and controls around the release of payments from any GNA account.	KJ
	Finance	1	Review all insurances held by the GNA to ensure that we have all required protection for the activities being undertaken and the assets held.	KJ
	Finance	1 and 2	Create a basic level of forecasting for future activities and projects to inform funding and sponsorship requests.	KJ
	Corp Gov	1	To establish a corporate governance calendar to assist the board in meeting its legal and other reporting responsibilities incorporating a review cycle. E.g. annual reviews for: data protection, insurance renewal, annual company validations etc.	AM
	Corp Gov	1	To ensure a complete handover of corporate secretarial documentation and GNA records from the prior Company Secretary. To review and continuously improve record keeping and registers on an ongoing basis.	AM
	Finance	1 and 2	To review and investigate options of finance and membership systems relevant to the GNA providing a proposal to the Board including benefits and costs of each option.	KJ
	Finance	1	To seek to create an independent review of annual accounts records, whether via a full audit on a three-year basis or a less formal independent review annually.	KJ/LD
	Corp Gov	1	To review the GNA statutory responsibilities (eg data protection) and to ensure ongoing adherence to local legislation.	AM
	Strategy	1-3	To work with the Board to create a 3-year strategy for the GNA which is reviewed annually	ALL

Participation

Participation Purpose

To support and encourage the community to play, coach, umpire and support various forms of netball on the island in a safe, inclusive and enjoyable way.

Safe:-

- All GNA supported netball activities, leagues, programmes and events are undertaken in a safe way whether this be from a health and safety, safeguarding or insurance perspective.
- All players, coaches, umpires and safeguarders are association members of the GNA/ EN in order to provide the necessary insurance cover

Inclusive:-

- We welcome and encourage anyone to be part of the GNA and aspire to be an inclusive sport to be enjoyed by everyone from all walks of life across all ages in the various forms of the game

Enjoyable

- We will strive to always provide a positive and enjoyable experience for all participants through friendly, supportive and passionate interactions at every level of the game

Netball Participation Programmes

Participation covers several programmes – some of which are running today and others that are aspirational for the future. A summary of each is highlighted below

Future Panthers – Our Foundation programme for all ability primary school children. *Commenced September 2021, Saturday's 9-11am.*

Youth Academy – Our Development Programme for all ability children in Y7/8/9. Streamed not segregated and run by Guernsey Netball. 1 hour per week training. This will include soft selection for U12 and U14 inter-island squads. *Currently in development - Y7 will be included in Y1 Future Panthers set up ahead of a plan to launch programme from September 2022*

Youth Winter League: -Our competitive league for primary school children run alongside the Winter League *Currently running weekly Tues/Wednesday evenings alongside Winter League*

Winter League – Our competitive winter league for participants from School Year 10 to Adults. A competitive yet fun and fair league currently open to female participants only* *Currently running weekly Tues/Wednesday evenings from September – April*

**Subject to ongoing conversations with EN we will continue to explore the feasibility for safe inclusion of male participants into a competitive league structure.*

Netball Now – Our low commitment, turn up and play programme with no kit, no fuss, no score – just a regular session to support those who love the game but cannot commit to weekly sessions. Format and details TBA. *Taster/ Trial events to be planned by end of Y2*

Back to Netball – a friendly reintroduction programme focused on fun and engagement back into the sport after time away which could provide a route back into other participation programmes. *Taster/ Trial events to be planned by end of Y2*

Walking Netball – Our friendly, gentle, fun way of participating in the game without the physicality required for some of the other programmes. *Commencing 21/22 Season*

Nets League – Our competitive league for participants from School Year 10 to adults representing the 'nets' form of the game *Currently running weekly Thursday evenings alongside*

Men's League – A friendly league which incorporates Year 10 – adult male teams *Currently in development*

Mixed League – A friendly league which incorporates Year 10 – adult male and female mixed teams (max 4 male per side). *Currently running weekly Tues or Wednesday evenings alongside Winter League*

Participation Objectives Y1-3

Category	Title	Year	Objective	Lead
Participation	Targets	1	Agree participation targets through the collection of participation data and the review of achievable targets	AT / KB
	Future Panthers	1	Appointment of a Future Panthers Head Coach and support development as required	JF/AF
	Future Panthers	1	Understand ratios of coaches and safeguarders required and support the launch of the Future Panthers activities with the Future Panthers Lead coach and Performance Director	JF/AF
	Future Panthers	1	Establish the weekly Future Panthers programme and support the development of volunteers to reach min levels of qualifications	JF/AF
	Junior Academy	1	Appointment of a Junior Academy Head Coach and support team and support development as required	JF/AF
	Junior Academy		Agree the format and approach for Junior Academy to commence September 2022	JF/AF /DD
	Winter League	1	Continue to run the Winter League and maintain participation during the 21/22 season, taking learnings for any wider changes as a result of Y1 of the new GNA programme by the end of the season	BY/KB
	Winter League	2	Review the purpose and structure of the winter league and make recommendations for the 2022 AGM for improvements and changes	JF/AT /BY/KB
	Walking Netball	1	Establish a walking netball programme whereby all participants are covered by insurance in case of injury and are adhering to safeguarding principles	AF/DD
	Walking Netball	1	Appoint a Walking Netball Lead Host and support the development of support 'staff' to cover absence	AF/DD
	Netball Now / Back to Netball	1	Understand insurance and safeguarding requirements for Netball Now / Back to Netball events	AS/ AF/DD
	Netball Now/ Back to Netball	1	Run a min of 1 event per activity (NN/B2N) in the 2021/22 season or a series of pilot events	AT/ AF
	Male Participation	1	As a minimum, support male participation whereby friendly match play can be undertaken in a safe and insured manner in Y1	BY
	Male Participation	1-2	Work with Men/ Coaches to understand needs of this group and agree plan to increase participation and create a schedule of events for 2022/23 season and	AT/ AF
	Nets	1	Work with Nets leads to understand requirements and look to secure a venue for start of 22/3 season	AT/ AF
	Mixed League	1-3	Understand current arrangements and work towards increasing participation through various activities	AT/ AF
	Other Netball activities	1-3	Offer support and guidance (where appropriate and requested) where netball is undertaken outside of the current GNA events/ programmes	AT/ AF/ AS
	Winter League	3	Introduce technology to support the facilitation of the league by way of fixtures, registrations and umpiring.	KB/DD
	Interinuslars	1	Agree soft selection principles with Jersey / coaches / clubs for inter-island matches	DD/AT

Performance

Purpose: - To develop talent within Guernsey and provide opportunities for further growth within Guernsey and broader. Performance also covers the training, coaching and island representative side selection and development.

Performance covers: -

- Development of players locally
- Player Pathways into regional teams for fast track and elite players
- Panthers - Senior Netball
- U18 Panthers
- U16 Panthers

Performance Objectives Y1

Category	Title	Year	Objective	Lead
Performance	Panthers	1	Undertake a review of Panthers set up, make decision on Panthers participation in the UK and recommend future Panthers set up	JF
		1	Appoint Head Coach	JF
		1	Appoint Captain of Panthers	JF
		1	Develop senior Panthers Leadership Group	JF
		1	Appoint age group Panthers Coaches	JF
	Development	1	Understand GNA financial requirements and abilities	JF
		1	Create a development plan for all Panthers Coaches and establish mentoring relationships across broader sporting community	JF
	Vision	1	Develop the outline of a vision with Senior Players	JF
		1	Review and tweak vision after discussions with Seniors/ U19s	JF
		1	Communication of Panthers vision to Members	JF
	Panthers fixtures	1	Develop a series of Panthers fixtures throughout the year 2022/3	JF
		1	Support squad selection approach for inter-insulars for all age groups	JF/DD

Please note that longer term objectives will be reviewed after year 1 pending outcome of review

Protection

Purpose: - Everyone involved in the GNA as a member from players, coaches, umpires, volunteers and supporters has a part to play in ensuring that all people, especially the young people in Netball are safe and getting the most they can from their involvement within Netball. We are all responsible for the protection, enjoyment, and positive environment of all members where the physical and mental wellbeing of all is a top priority.

Protection covers: -

Safeguarding – The Protection Director is there to support Club Safeguarding Officers in their role and understand how challenging it can be. The Protection Director has created policies and procedures alongside EN to help clubs effectively safeguard young people and adults at risk in Netball. It is a membership requirement for all clubs to have a Club Safeguarding Officer and provide details of this person on affiliation. The club safeguarding officer plays an important role in the welfare of the members of a club. They help to develop a safe and inclusive environment for all people at the club, give advice and listen to concerns about safeguarding and well-being issues and are a link in the reporting to process.

DBS checking – Fundamental to protecting young people in all sports is the need to carry out appropriate risk assessments when recruiting personnel, whether that be staff, coaches or volunteers. The law enables enhanced Barred List Checks on all those in regulated activity.

Wellbeing – At the GNA we recognise the importance of promoting healthy physical and mental wellbeing. Taking part in sport, belonging to a club and having a supportive community around you are all key elements to ensuring wellbeing. The Protection Director when making any decisions regarding all members will consider what is best for the individual's wellbeing.

Whistleblowing/Reporting – Anybody can report any concerns they have about another member whether it be a young person or an adult to their Club Safeguarding Officer or Protection Director – this is also an anonymous process.

3 Year Aims

- Delivering at least 1 workshop / qualification opportunity for each level of the roadmap each year
- Regular review of safeguarding processes and procedures and compliance
- Working with clubs/ members to embed safeguarding principles and compliance
- Regular spot checks carried out to ensure all clubs are adhering to safeguarding policies and procedures
- Ensure relevant resources from EN are sign posted clearly on GNA website
- Enable DBS checking within the GNA

Protection Objectives Y1 -3

Category	Title	Year	Objective	Lead
Protection	Training and Development	1-2	Developing a safeguarding qualification roadmap – i.e., DBS/ Intro to safeguarding course / DBS Verifier course	AS
	Safeguarding Toolkit	1	Delivery of clear safeguarding processes and procedures that are published on the website and signpost to EN and external agencies	AS
	Safeguarding Together	1-3	Working with clubs to embed safeguarding principles and develop strategies that provide protection and best fit for the sport	AS
	DBS Verifiers	2	DBS Verifiers qualification for min 2 individuals to be able to verify on behalf of safe guarders	AS

Partnerships

Purpose: - To have in place the relevant Partners and sponsors to deliver the programmes of activity and progress netball on the island in terms of participation, qualifications, professionalism, sustainability and infrastructure

Partnerships covers: -

- Guernsey Sports Commission relationship
- England Netball relationship
- Strategic partnerships and sponsors
- Local media relationships
- Communication and engagement of members and communication partners
- Jersey Netball relationship
- Fundraising

3 Year Aims

- **Guernsey Sports Commission** - *What does success look like? SportsMark recognition, seen as a stellar LGB*
- **England Netball**- *What does success look like? CAPS recognition, bona fide county status England*
- **Sponsors**- *What does success look like? Appropriate long-term agreements with staggered renewals*
- **Media**- *What does success look like? Regular, positive coverage of all aspects of Guernsey Netball in Guernsey Press*
- **Members**- *What does success look like? Proactive, not reactive approach, putting smiles on faces!*

Short Term Year 1 Objectives

Category	Title	Year	Objective	Lead
Partnerships	Sports Commission	1	Assist new 'Netball Development Officer' with equipment and support	DD
		1-3	To keep position, create strategy/funding to cover greater share of salary	DD
	Schools	1	Create rapport with PE/netball leads, provide appropriate support if possible	DD/AF
		1-3	Work towards goal of best practice for all school netball activity	DD
	Venue(s)	1	Ensure sufficient access to venues and rationalise programme where possible	DD
		1-3	Work towards goal of having one venue that is 'Home for Guernsey Netball'	DD
	England Netball	1	Regular contact so we are on EN's radar, use EN as source of best practice	DD
		1-3	Embed all of EN's programmes, eg Netball Now, Back to Netball, best use of ENgage	DD/AF /AT
	England South	1-3	Regular contact so we stay on NS's radar, working towards a return to NS League set-up	DD
	Super League Pathway	1-3	Regular contact with Storm (or Pulse/others) so opportunities continue working towards making coming from Guernsey an advantage, not disadvantage	DD/JF
	Jersey Netball	1	Regular contact with JN to share/gleam best practice, evaluate format of 'inters'	DD
		1-3	Working towards better co-ordination, e.g. coaching courses, visiting teams	DD/JF AF
	Sponsors	1-3	Maintain necessary income from commercial sponsors whilst calculating real income required and	DD

			establishing a professional sponsorship offering, working towards a new family of sponsors for Guernsey Netball from start of 2022/23 season delivering sufficient revenue to fund expanded participation and performance programmes	
	Suppliers	1-3	Maintain necessary sponsorship/in-kind whilst calculating real value required and establishing a professional sponsorship offering, new family of sponsors for Guernsey Netball from start of 2022/23 season delivering sufficient value covering expanded participation and performance programme	DD
	Charity	1-3	Maintain necessary income from charitable sponsors whilst calculating real income required and establishing a professional sponsorship offering, working towards... 3 YEAR ...new family of sponsors for Guernsey Netball from start of 2022/23 season delivering sufficient revenue to fund expanded participation and performance programme	DD
	Media – GP	1	Regular communication with key media partner, can't cover what they don't know	DD
		1-3	From start of 2022/23 season this may include an online video partnership?	DD
	Media	1	Regular news releases sent to all media, can't cover what they don't know	DD
		1-3	Create diary of events that might include giving mini 'exclusives', interviews	DD
	Media – social	1	Rationalise social media, including taking ownership of crucial Facebook account, creating regular content to make sure Guernsey Netball is visible/relevant	DD
		1-3	Social feeds may include online video from GP from start of 2022/23 season	DD
	Members – comms	1	Launch monthly e-newsletter, 'Guernsey Netball Post', via clubs as minimum	DD
		1-3	Regular contact to all members via email, pop-up notifications, SMS and more	DD
	Website/ App	1	Launch Pitchero website, gradually develop more content	DD
		1-3	Website becoming central to everything 'Guernsey Netball' from start of 2022/23 season, may include better use of England Netball's ENGage system and getting value from it	DD
	Men's/ Mixed/ Nets	1	Appoint 'Men's, Mixed and Nets Czar' so Guernsey Netball can work towards further inclusion	DD
		1-3	Work towards becoming a real trailblazer for men's, mixed and nets, including proper nets venue	DD

Pathways and Development

Purpose:

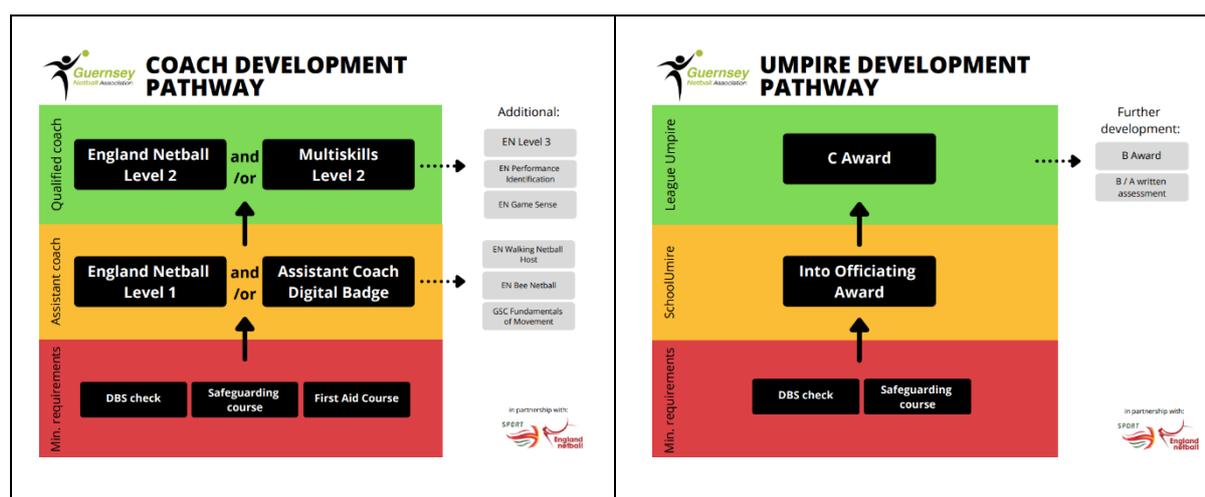
To create, develop and widely promote opportunities for individuals and groups to engage with netball at any level and to provide the support required for people to get the most out of these opportunities, encouraging progression to more formalised participation and qualifications where appropriate.

Pathways and Development covers: -

- Being active in the local community – promoting netball to all.
- Developing programmes to include and represent all of the community – providing access to the game to a wider audience and helping people to get (back) into netball.
- Supporting schools in the development of netball.
- Supporting local clubs in their long-term sustainable development.
- Supporting the running of local tournaments.
- Pathways for coaching and umpiring development.

3 Year Aims

- Increased awareness in local community of opportunities to engage with netball at all levels (player, coach, manager, official, volunteer, spectator, sponsor etc).
- Established social netball scene and clear Pathway (back) into netball e.g., regular social sessions and / or leagues; in-season social netball offering for corporate teams.
- Close working relationships with schools, whereby teachers are supported with training and resources to develop the in-school netball offering and coaching / umpiring coordination is provided for school competitions where appropriate. Plus, clear Pathway for children to continue enjoying netball outside of school e.g., clubs, academies, workshops, tournaments, coaching/umpiring courses as part of DoFE / other leadership programmes.
- Close working relationships with clubs, whereby players and coaches are supported in their personal development, which will ultimately strengthen the winter league.
- Regular calendar of netball events. e.g., taster sessions, secondary school mixed tournament.
- Annual cycle of coaching and umpiring events and training linked to a clear progression pathway (see diagrams below) and dedicated funding. Target of at least: 1 x level 2 coach; 1x level 1 coach; and 1 x C Award umpire per Club.



Short Term Year 1 Objectives

Category	Title	Year	Objective	Lead
Pathways and Development	Raising awareness	1	Raise profile of netball by attending community events, working with schools, and growing social media following.	AF/ DD/ JF
	Social Netball	1	Understand what current programmes are running outside of GNA and where the gaps are.	AF
	Returning to Netball	1	Establish min of 1 'return to netball' programme that encourages individuals back to the sport and to join wider participation programmes	AF/ AT
	Developing clubs	1	Work with club reps to understand how their club operates (who's leading, coaching, safeguarding etc) to establish any support that can be given.	AF
	Developing volunteers	1	Identify opportunities to support netball as a volunteer, establish roles, develop pool of volunteers, and offer necessary training.	AF/ DD
	Schools	1	Understand and review current netball practices/facilities/equipment within primary and secondary schools.	AF
	Schools	1	Have a presence at primary and secondary school netball fixtures and competitions.	AF/ DD
	Schools	1	Build relationships with primary and secondary school teachers.	AF
	Schools	1	Provide opportunities to continue netball outside of school via clubs, workshops, tournaments.	AF/ DD/ AT
	Coaching pathway	1	Establish a clear coaching pathway programme for all levels.	JF/ AF/ AS
	Coaching funding	1	Prepare costs to support coaching qualifications targets.	JF/ AF/ DD /KJ
	Umpiring pathway	1	Establish a clear umpiring pathway programme for all levels.	JF/ AF/ AS
	Umpiring funding	1	Prepare costs to support umpiring qualifications targets.	JF/ AF/DD /KJ