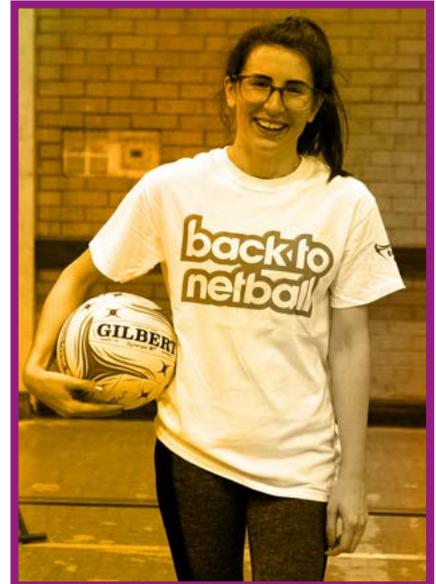


Coaching Strategy 2018-2021



First Class Netball Experiences Through Great Coaching

More Coaching, Better Coaching, Inspired
and Connected Coaches



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Join Us in Our Vision

Netball is the number one team sport played by females in England, with 3.4% of the female population playing in the last year. 1.4 million women and girls play Netball at some point during a typical season and eight in ten of all women and girls have experienced Netball at some point in their lives. We have a growing commercial and competitive Netball Superleague competition televised weekly on Sky Sports and, for the first time in our history, the senior national team is both number 2 in the world rankings and 2018 Commonwealth Games Gold medallists. England Netball is committed to building on this success and we have set ambitious targets for the game up to 2021.

With 3 out of every 4 netballers stating that they received coaching in the last 12 months, it is critical for the future success of Netball in England that we have the right coaches, providing great coaching experiences. We want and need coaches that inspire, grow, develop and retain netballers in all the places where Netball happens, supporting the growth of the game and the delivery of continued international success.

With challenges meeting the current demand for coaching as well as planned growth, this strategy will cover what we will do to ensure that there are enough of the right coaches to meet the needs of the sport. We also have the exciting opportunity of hosting the Netball World Cup in 2019 and this provides a unique opportunity within the period of this strategy to attract new people into coaching and inspire the existing Netball coaching family.

Coaches play a central role in the quality of the participant experience and it is vital that we support our coaches to meet the differing needs and motivations of current and future players. As we understand more about our participants across the game and Netball expands its reach, this strategy will cover what we will do to build on the current picture where 73% of netballers say coaching makes their experience “a lot better”, by developing high quality, participant centred coaches. As we progress on the journey of transforming Netball coaching, it is important that we broaden our definition of coaching and welcome into the coaching family the role of hosts, leaders and facilitators, who are all critical to helping make Netball happen.

Our volunteer coaches are worth just under £720,000 per year in terms of the coaching they provide. Together with the resource of a growing paid network of Netball coaches, the coaching family is a tremendous resource for the sport. With volunteering being a positive thing to do in terms of individual wellbeing, it is vital that we support and value our coaches. As we move forward, we will endeavour to raise the level of satisfaction of our coaches and help them feel more valued by England Netball.

This coaching strategy has been published following extensive consultation and development across our Netball communities and the sports sector. It signals our commitment to investing in coaches and the places where coaches can succeed, whilst celebrating the great work our coaching community does for the sport of Netball.

We are passionate about the sense of enjoyment, achievement and progression that can be achieved through coaching and receiving coaching. We know that having a great coach can change someone's life for the better and being a coach can provide individuals with a sense of purpose, fulfilment and even a career. We look forward to this strategy allowing us to better support and encourage all those involved in our sport to have a lifelong relationship with Netball and attract many new people along the journey.



Sean

Sian Foley-Corah, Head of Coaching

Sporting Landscape

In November 2016, Sport England launched *Coaching in an Active Nation: The Coaching Plan for England* with the aspiration of challenging how the public perceive coaching, as well as the approach that people take when coaching. This was in response to the launch of Sport England's new strategy launched in Summer 2016 *Towards an Active Nation* which focuses on getting more of the inactive populations engaged in sport and physical activity,

Whilst this was a significant shift for the whole sports sector, it was encouraging for England Netball, as taking a customer focussed approach to delivery is something we have been doing for many years. Through our significant bank of netballer insight, we are continuously putting the customer at the heart of everything we do and, in turn, demonstrating how our work impacts positively on the Netball family. This coaching strategy will build on and embrace a participant centred approach to the development of the coaching family to ensure that we are recruiting, developing and supporting coaches to meet the needs of the whole sport.

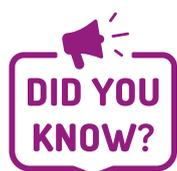
Whilst *Towards an Active Nation* predominantly focusses on grass roots participation, the strategy also has a focus on talent development. This has been expanded on in *The Talent Plan for England*, which was launched in August 2018. Both strategies acknowledge the need for all sports to develop a talent system in England that produces higher quality athletes, whilst delivering a positive experience that retains those athletes within sport. It is therefore important from a coaching perspective that whilst the onus is on identifying and nurturing the best, it is equally important to make sure that the experience is positive and rewarding for all. In essence, The Talent Plan for England sets out three key beliefs which are:

1. Continued success should not be taken for granted.
2. Training to win and enjoying the experience are not mutually exclusive.
3. How we win is as important as what we win.

These beliefs show real synergy with the approach taken through England Netball's Performance Pathway, where the release of the 'What it Takes to Win' (WITTW) model outlines a series of aims that underpin the Roses programme, Futures and Roses National Academy (U19 and U17) programmes:

1. Sustaining a high level of consistent performance, & not 'one off' success aligned to the 'What it Takes to Win' model.
2. Driving a culture of elite expectation and commitment.
3. Promoting a stated intention to win major championships and to build teams for this long term ambition.
4. Ensuring there is an increased number of better quality athletes progressing into the World Class Performance Programmes from the Pathway.

Through these aims and the vision 'to be the world's most successful High Performance Netball Programme that inspires the nation', England Netball is passionate about developing athletes, coaches and support staff that embody this approach. This coaching strategy has been developed in consultation with the Performance Department, to support these aims and overall vision.



Over 50% of all Netball coaches are coaching netballers in a junior club or primary school.



The Coaching Plan for England champions the role of coaching for the benefits it brings to participants and the communities in which they live, as well as the contribution it makes to the wellbeing and development of the coaches themselves. Developed following consultation with coaches, coach educators and national governing bodies of sport, The Coaching Plan for England sets out the need to see:

- A growth in the number of coaches operating across a variety of sport and physical activity settings.
- A review of coaching qualifications to allow more skills into coaching, improve delivery and ensure safe practice.
- A more diverse network of coaches who can better engage under represented groups.
- An increase in the digital coach learning offer to attract a broader range of people into coaching.

So what does this mean for the future of coaching? Currently, coaching predominantly supports the people who are already hooked on sport and have developed a regular sporting habit. Whilst these people are still important, and continuing to improve their experience is a key aspiration, the Coaching Plan for England acknowledges the need to showcase the power of coaching to a wider audience, to truly help nudge and support those that are contemplating taking their first steps to becoming more physically active. To ensure that we continue to attract high performing coaches from grassroots to performance, the Coaching Plan for England highlights that the way coaches are recruited, developed and supported needs to be reconsidered, so that coaches can reach a more diverse range of people and, in turn, support a more diverse group of coaches to reach their goals.

Coaching is changing. New coaching roles are emerging in response to new participant needs. So when it comes to coaching, it is vital more than ever before that we have the ability to create great coaching experiences that attract new people into the Netball family, keep them coming back and help them achieve their goals!



“I would describe Great Coaching as ‘Develop, Support and Empower’.”
Rebecca, Bromyard (Level 2 Coach)

Netball Coaching in 2018

13,000 new qualifications

A healthy number of qualified coaches - Since 2008

A predominantly volunteer coaching family but with a growing number of paid coaching roles -

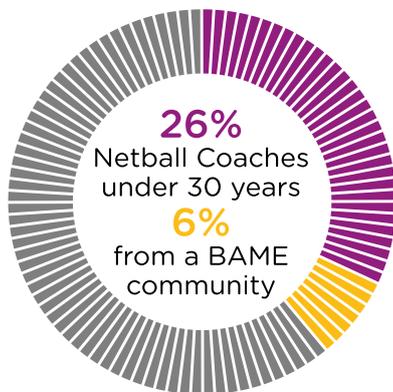
Volunteers 13,000

84 Employed
300 Casuals
England Netball Coaches



Committed coaching family. 77% of coaches coaching once a week or more.

A young coaching family, but lacking in diversity...



England Netball Coaching Stats



National Coaching Stats

To meet the demands of current and future participation needs...

4,750 coaches

in the next 3 years - coaching weekly

England Netball Coaching Channels

2,300 followers

1,935 followers

Qualified coaches **feel supported in role.**
Feel valued by England Netball.



A coaching family supporting netballers across a range of environments (proportion who coach in each environment):

- 59% Junior Clubs
- 52% Adult Clubs
- 32% Primary Schools
- 31% Secondary Schools
- 18% Back to Netball
- 13% Performance
- 6% Universities
- 9% Walking Netball
- 5% FE Colleges



Netball Coaching Landscape

Transforming Coaching - one size does not fit all

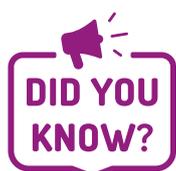
The last two funding cycles spanning a period of 8 years represented a successful and significant journey for the progress of Netball in achieving its vision. It signalled a move from being focussed purely on its core Netball membership, to offering a menu of opportunities that addressed the needs, motivations and aspirations of multiple customer groups, all underpinned by industry leading insight. This approach has been successful due to the commitment of the sport to understand its participants and to provide a participant focused Netball offer, rather than the 'one size fits all' approach that had been previously applied.

As the game has transformed to meet the needs of different netballers, so coaching must transform as well. Given the reach and importance of coaching, it is vital that the coaching offer reflects the needs, motivations and aspirations of the range of people now being supported through coaching across the game. Building on the exciting work over the last few years to develop a bespoke coaching offer for Back to Netball and Walking Netball, alongside additional developments in the schools and performance settings, this plan will set out to continue the transformation of the Netball coaching system. At the heart of this is the commitment to embed a participant centred coaching culture, where coaching is truly supporting the delivery of Your Game, Your Way.

To support this ambition to be more participant centric and embed this understanding and approach within coaching and coach development, England Netball is committed to understanding the different needs of coaches and coaching across the game and to transforming the coaching system to support the development of expert coaches. Research conducted by Anita Navin, a leading International coach educator within Netball and other sports, in collaboration with England Netball, has identified a number of key coaching domains that reflect the needs of delivering Your Game, Your Way:

- **Children:** Delivering to participants up to age 11 years old, typically in schools and clubs.
- **Sustaining Participation:** Delivering to participants between 11 and 19 years old, typically in schools and clubs.
- **Adult Participation:** Delivering to participants over 18 years old, typically in Back to Netball, Walking Netball informal club settings.
- **Performance Development:** Delivering to U18 Talent Pathway athletes in County and Regional academies as well as NPL competition, Roses Academy and performance club settings.
- **Adult Performance:** Delivering to participants over 18 years old who typically play in Regional & Premier Leagues.
- **High Performance (Elite):** Delivering to participants who are selected into the Roses Future and Senior programmes and playing in Superleague or other international equivalents.

Alongside this better understanding of the type of coaches the game needs moving forward which will be used to inform how we support the development of coaches, we also now understand the characteristics of expert coaching in these domains for Netball. As part of the journey to transform coaching, and in recognition of the desire to build an inspirational and transformational Netball coaching family, we are using this strategy to launch a set of Netball coaching principles. These principles will form the heartbeat of coaching and are a set of coaching principles that we want all of our netball coaching family to adopt when delivering great coaching experiences across the game.



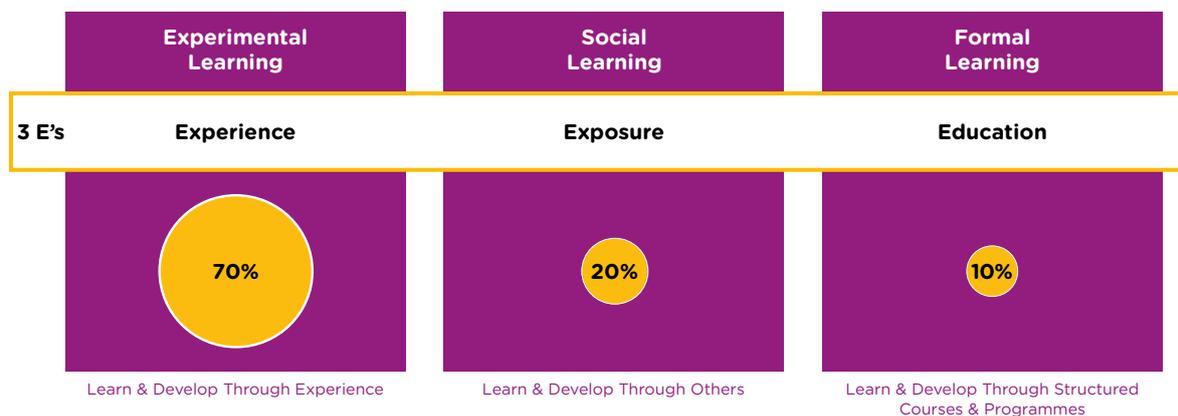
Since the Roses' Golden Commonwealth Games in April 2018, the England Netball Coaching Facebook page has reached 24,241 more coaches!

Netball Coaching Heartbeat



When forming these principles we took inspiration from the words that our coaches themselves have used to describe great coaching in social media posts, learning evaluation feedback and group discussions. They are also informed by Anita Navin's research, and UK Coaching's Principles of Great Coaching, which have been designed to help people who are coached, coaches, and the wider general public understand what great coaching is.

We also now have a greater understanding of the development requirements of coaches operating in each Netball domain, in terms of helping them to be the best that they can be. Formal learning is an important part of the coach development process but research shows that informal learning, working with others and 'learning on the job' is also critical. In this plan, we will build on the current learning offer for coaches, developing and supporting a broader range of formal and informal learning opportunities to support the development of environment specific coaches and coaching.



This overall approach encapsulates the 70:20:10 model for learning and development, where individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from interactions with others and 10 percent from formal educational events. By investing in and supporting our coaches as another key customer group within the Netball family, we do this recognising that it is important that they feel nurtured and supported.

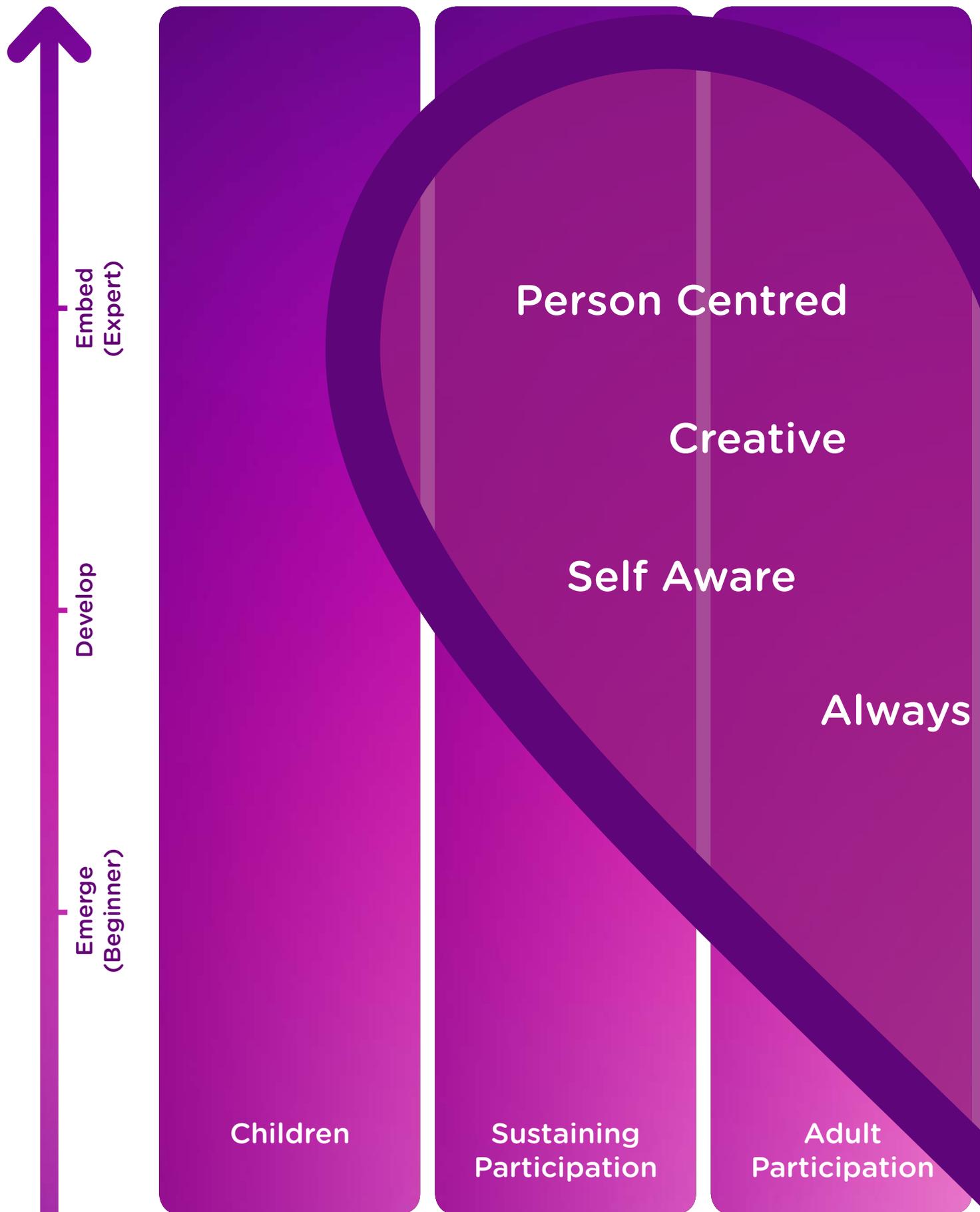
England Netball have a clear opportunity to give the Netball coaching landscape a new and exciting make over. The best coaches are those that understand the expertise needed for their role based on the environment they are delivering in, have the motivation to access and continue learning to help them reach their potential and the ability to influence, involve and inspire others to create positive change. By promoting the Netball Coaching Heartbeat and shifting our current learning offer to include more of a 70:20:10 approach, with a particular focus on the development of learning that is gained through experience and social interaction, we will truly transform and support an inspirational netball coaching family.

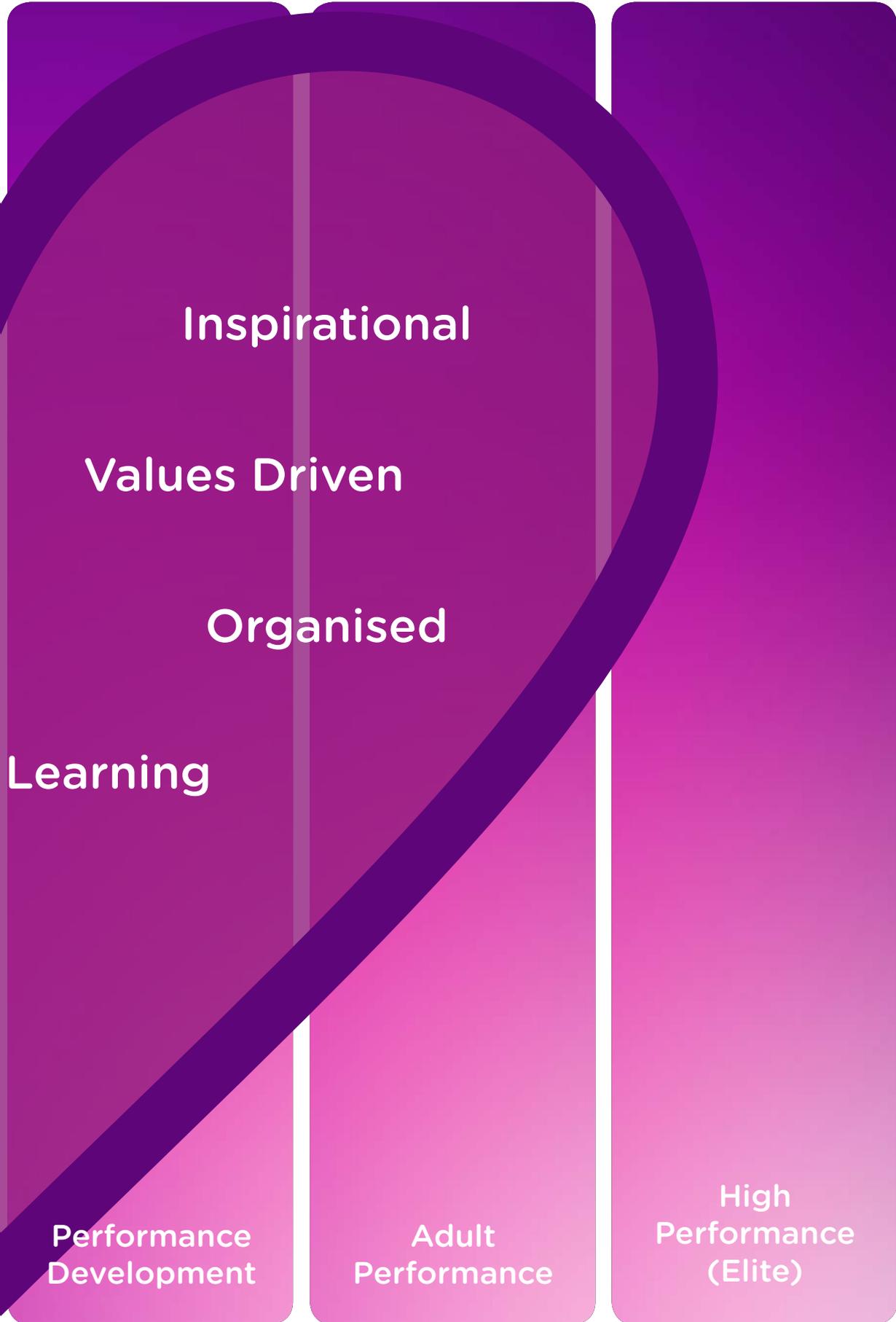
England Netball are committed to taking the sport to new audiences and creating a family of positive coaching role models to drive growth and performance. This will be supported by a framework which drives the strategic direction of Netball coaching in England, enabling us to:

- Champion and embed the importance of developing coaches to meet the differing needs of netballers.
- Provide support based on environment and learning needs.
- Acknowledge the coach's journey from beginner to expert.

All of which will be done alongside promoting a set of principles that will make up the 'coaching heartbeat' of our sport.

Netball Coach Development Framework





Growing the coaching family to meet demand

Netball is fortunate to be supported by a committed coaching family, working across the game. However, the game faces some worrying trends in coaching. Since 2015 England Netball has seen a 9% fall in people coaching and a 5% decrease in coaches qualifying at Level 1. The number of people coaching, entering coaching and qualifying as a coach is decreasing at a time when we need to support the development of skilled, participant centred coaches to allow us to respond to the increased demand for coaching across a number of environments, such as Walking Netball. It is important that we increase our understanding of the barriers to people getting involved in coaching and ensure that coaching is attractive and accessible to a more diverse range of people moving forward.

England Netball's most recent statistics estimate that around 25,000 people volunteer in Netball, with 52% of this group indicating they are a coach. We know through research that Netball coaches deliver on average 5 hours per week, and Volunteering England values skilled volunteering as worth £11.08 per hour to the economy, so we can now see the value of Netball volunteering in coaching as being worth around £720,000 per year.

However a key challenge for coaching in Netball currently is that we just don't know enough about our coaches and what the demand for coaching is, to help us plan for and support growth. This means we are unable to have an accurate understanding of the frequency and type of activities our coaches deliver, the type of support needs they have or the type of learner journey they wish to embark upon. This is due to a number of factors:

- The lack of a quality Customer Relationship Management System to manage and engage with our coaches.
- Limited 'needs led' planning from county to national level to effectively plan to meet the demand for coaching.
- Limited coaching insight to help us really understand our coaches, who and what they are coaching and the impact of what they do.

By making the gathering and application of relevant insight on those that coach and wish to start coaching in Netball a priority within this strategy, we are outlining our intent to apply the same customer focussed approach to coaches, as we do for all netballers. By taking this approach, we are confident that this will lead to more great coaching experiences, delivered by a network of coaches that feel confident, skilled and connected to each other and England Netball, helping us to grow the sport and achieve even more success on the world stage.

During the 2009-2013 and 2013-2017 funding cycles, England Netball took the decision to employ a network of Netball Development Officers, Netball Development Community Coaches, Regional performance coaches and a portfolio of coaches across the Roses Pathway. By taking this approach it allowed England Netball to have a dedicated group of individuals who, armed with the latest participant insight and the organisation's vision and goals, could be supported to deliver a first class Netball experience across all environments. It also provided a greater range of career coaching opportunities in Netball.

However, England Netball are, at times, struggling to recruit for paid coaching positions both in participation and performance roles. This highlights a real need to promote coaching as a viable career opportunity within Netball. It also highlights the need for England Netball to effectively succession plan for key roles through more environment specific learning, so there is a clearer journey to, and preparation for, these roles. Most importantly, we need to tell the story of great coaching and really promote the value and fulfilment that can be achieved through being a coach.

This strategy will look at how we will support the growth of coaching provision through the volunteer Netball coaching family and the paid coaching workforce to meet growing demand. It will also address how we will continue to support coaching in Netball as a viable, attractive and supported career opportunity.

Growing the expertise of Netball coaches to service a range of diverse coaching experiences

Coaching plays a huge role in the participant experience, the fact that three quarters of netballers receive coaching proves this. As part of England Netball's continued strategy to 'activate' its participant insight in order to deliver the right offer to either attract or retain players within the sport, the importance of using the right people alongside the right facility, route and organisation is identified. What this highlights is the need for Netball to have a coaching infrastructure that promotes and supports a participant focussed approach to delivery, recognising that a 'one size fits all' tactic is not the answer.

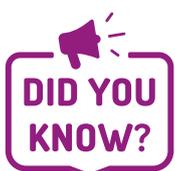
This strategy will focus on supporting key needs of the 2017-21 Your Game, Your Way 2 Strategy. The launch of a new U11s offer on the horizon which will extend our reach to 5 year olds and include a transition year into Year 7 of Secondary Schools, will require a new network of deliverers that can work with this age group. It also provides an opportunity to increase our influence on the delivery of Netball in schools and by teachers.

This year we hit 100,000 Back to Netball participants, 10 years on since the programme started and with the 2016/2017 season seeing approximately 15,500 new Back to Netballers joining, this is a vital participation offer for the sport. There are however, concerns that a growing number of Back to Netball sessions are being delivered in the style of informal club sessions, which is not in keeping with the desired ethos and experience of the programme. This can create a barrier to those taking their first step back into the sport and it is vital that we ensure that coaches understand the needs and motivations of Back to Netballers to deliver a high quality participant experience. We also have a growing demand from our passionate Back to Netball coaches for more resources to support and reinvigorate their practice in this area and this will be supported through this strategy.

The demand for Walking Netball is growing rapidly with 8,000 women taking part since 2017, and feedback from Walking Netball hosts is that they require more and better follow up from England Netball to support them to continue with delivery. This strategy will look to increase the resources for this growing host family to help grow confidence and knowledge in Netball and the audience for the programme.

When assessing the needs for coaching within the performance pathway, the launch of a new talent framework in 2019 will look to address a number of areas of development for coaches and other support staff in terms of knowledge and experience. Link this to a growing request from coaches to gain a greater understanding and knowledge of the 'What it Takes to Win' model and more frequent communication from England Netball and this highlights the importance of all coaches needing to feel better connected and supported to deliver the wider talent outcomes.

Across all Netball experiences it is clear that netballers will at times, make transitions into different environments based on changes in motivations, playing ability and balancing their own lifestyle choices. It is imperative therefore that with that diverse range of motivations and drivers, that we have the right coaches to provide a welcoming experience to support the players' transition into whatever environment suits them aligned to the Netball Coach Development Framework.



94% of Netball coaches feel a sense of achievement by being involved in coaching.



Coaches are showing a thirst to learn and develop in diverse ways

Since 2008, approximately 13,000 people have achieved UKCC Levels 1, 2 and 3 in Netball coaching and nearly 7,000 coaches have attended our conference, workshop and masterclass offer. Couple this with a social media following across the England Netball coaching accounts on Facebook and Twitter totalling over 4,000 and there is clearly an audience of Netball coaches who are keen to engage in learning.

We know through UK Coaching research into coaches' learning needs and styles, that there has been almost a two fold increase in coaches using the internet and technology to access information, as well as a preference for learning from observing and networking with other coaches. For England Netball to attract a diverse range of people with a high skillset into the coaching family, we need to ensure our learning offer is up to date and high in quality, including the right information, delivered in the right way to support coaches in their chosen environment. We are committed to building our social and digital media offering and to looking at other ways in which we can expand and extend the reach of our learning offer. We need to ensure that we are delivering a 21st century learning offer encompassing the 70:20:10 principles.

The coaching family needs to feel valued and supported

Whilst England Netball's coaching offer still generates demand, we recognise that we need to be much better at valuing our coaches. With 37% of coaches saying that they don't feel valued by England Netball, it is critical that we invest more in supporting and valuing the coaching family. We are committed to reviewing and reinvigorating the support we give to Netball coaches and to looking at how we better recognise the great work our coaches do.

Currently coaches can only be recognised formally by England Netball through our Golden Globes awards. For coaches that show a growth mind set and continually access learning and development, it is important to develop a method of recognising and rewarding this behaviour. It is also important to put an infrastructure in place that encourages such behaviour and creates a culture of constant reflection and learning across all coaches.

Moving forward, we will continue to promote and embed a culture of learning in our coaches. We will also introduce the concept of coach registration and licensing within the period of this strategy. With this aspiration in mind, many NGBs have introduced a coach registration and licensing scheme which establishes a kite mark for the coaching of their sport and supports the professional development of active coaches. Operationally this involves a register of coaches who are deemed active and knowledgeable in coaching practice relevant to their role, through the regular accessing of CPD and training linked to First Aid and Safeguarding. This will help us engage with and support our coaches more effectively and help ensure a first class participant experience.



“Once I passed my Level 2 I led my own Back to Netball sessions. Thank goodness I lined up some volunteers to help as 52 ladies turned up, but all of them left with smiles on their faces!” **Janine, Hampshire (Level 2 Coach)**

Vision, Mission, Goals & Objectives

For the period of this strategy which will take us to the end of the 2017-2021 funding cycle, England Netball has set out a clear vision, mission and set of strategic goals based on intelligence gleaned across the whole of the Netball and wider sporting landscape. We believe that through the delivery of this vision and goals, underpinned by a series of key objectives and activities, we will not only make the critical shifts in coaching needed to drive growth, satisfaction and support, but also develop a coaching family that can help us to continue to support all netballers to achieve their goals and enjoy a great experience. We also recognise that to truly transform coaching, the work will need to continue beyond the period of this strategy and we are committed to that journey. The following will only be achieved through a whole sport effort across the Netball community (volunteers and staff) with support from external partners and we invite you to come on the journey with us.

Vision

First class Netball experiences through great coaching.

Mission

Transforming Netball Coaching to deliver Your Game, Your Way.

Strategic Goal 1

More coaching

We will grow coaching provision to meet the needs of the game.

Make it easier and more attractive to get involved.

Recruit coaches to meet participation growth demand.

Grow the amount of coaches capable of delivering What It Takes To Win.

Support Netball coaching to be a viable career option.

Strategic Goal 2

Better coaching

We will raise the bar on quality and develop more skilled coaches delivering great coaching experiences across the game.

Embed a player centred coaching culture.

Develop a 21st Century learning offer.

Foster an improvement culture.

Develop a skilled and active Coach Educator workforce.

Strategic Goal 3

Inspired and connected coaches

We will create a coaching community where coaches feel supported, valued and connected to England Netball and each other.

Grow our insight on coaches and the impact of coaching.

Reform the way in which we communicate with our coaches.

Shout about coaches and coaching.

Strategic Goals

Strategic Goal 1: MORE COACHING

We will grow coaching provision to meet the needs of the game.

By making it one of our strategic goals to focus on growing the amount of the right coaching being delivered across all environments, we are doing so in the knowledge that we need to make the route into or back into Netball coaching as attractive and as accessible as possible and that the more diverse our coaching family is, the more great role models we create. It is important that we utilise the power of social media and technology to not only promote coaching and how to get involved but also to make the first step along the journey as easy and attractive as possible. We recognise that as the profile of the sport and international performances of our national squad grows, we have a responsibility to support those that wish to deliver in the performance pathway, so that they can achieve their potential. As the number of paid coaching opportunities in Netball expands we recognise the importance of investing time to explore and support coaching in Netball as a viable career opportunity. Making coaching an attractive option for both volunteers and paid coaches, will support the need to grow coaching provision to meet the needs of the game.

Objective	Key Activities	By 2021
<p>Make it easier & more attractive to get involved</p>	<ul style="list-style-type: none"> • Conduct research to understand the barriers to people entering coaching and becoming qualified. • Review the Level 1 to ensure there is an attractive and accessible entry route into the coaching qualification pathway. • Develop an on-line booking system for England Netball coaching qualifications. • Review and refresh the England Netball coaching website and social media accounts to better promote how to become involved in coaching. • Utilise technology to provide on-the-go learning to reduce cost and time. 	<ol style="list-style-type: none"> 1. Entry routes into coaching will be more accessible to more people. 2. Online booking will be available for all England Netball coaching qualifications. 3. Our website content and social media will better promote and signpost how to get involved in coaching.
<p>Recruit coaches to meet participation growth demand</p>	<ul style="list-style-type: none"> • Develop an U11s (5-11 yrs.) learning offer for teachers and coaches. • Run a Back to Coaching campaign to re-engage already qualified but currently inactive coaches. • Create an online resource bank for Back to Netball coaches and Walking Netball hosts, providing fresh ideas and information to support, inspire and grow the confidence of our deliverers. • Reinvigorate the current Facebook pages for Back to Netball coaches and Walking Netball hosts, to stimulate, engage and connect new and current coaches. • Increase the number of coaching qualifications delivered per year through better needs led planning 	<ol style="list-style-type: none"> 1. There will be a new cohort of appropriately skilled coaches working with 5 - 9 year olds. 2. We will be more effectively supporting the delivery of Netball in schools by teachers. 3. There will be an extra 1000 hours of Walking Netball coaching provision taking place. 4. There will be an extra 1000 hours of Back to Netball coaching provision taking place. 5. The provision of qualification courses will be meeting demand. 6. There will be 2,019 new and existing coaches telling us how the Netball World Cup 2019 has empowered and inspired them and their players.

	<ul style="list-style-type: none"> • Run a targeted communications campaign to promote the role of a Back to Netball coach and Walking Netball Host to aid recruitment of casual coaches and NDCCs. • Review Back to Netball coach recruitment and induction practices to reinforce messages around the ethos and desired experience of the programme. • Deliver a 'Road to Liverpool' journey to attract and inspire all coaches through NWC2019 themed podcasts, blogs and masterclasses 	
<p>Grow the amount of coaches capable of delivering What It Takes To Win</p>	<ul style="list-style-type: none"> • Develop a coach developer workforce to support the next generation of performance coaches. • Deliver an annual series of learning opportunities based on the talent framework for current and aspiring performance coaches, specifically those working in the county and regional academies as well as U17-U21 NPL programmes. • Deliver a targeted development programme for those coaches who have aspirations to deliver within the Roses age group and senior set up. • Continue to communicate the principles and key messages of WITTW to Superleague coaches and work with them to ensure these messages are communicated to local coaches working within the franchise and pathway. • Conduct research into the support needs, motivations and potential barriers to future involvement, of performance coaches. • Promote the coaching roles that exist at all levels of the performance pathway to aid recruitment and grow understanding of what it takes to coach in the pathway. • Develop a quarterly newsletter for coaches delivering across the performance pathway to inform, develop and connect coaches. 	<ol style="list-style-type: none"> 1. There will be an enhanced support programme for our performance pathway and Roses coaches, informed by a 'What it takes to Coach' model. 2. A stronger pipeline of appropriately skilled coaches will be applying to coach in the performance pathway. 3. Succession planning for key performance and Roses coaching roles will be more effective. 4. Pathway coaches will feel better informed and connected to the performance pathway and Roses programme.
<p>Support Netball coaching to be a viable career option</p>	<ul style="list-style-type: none"> • Explore the development of an England Netball franchised coaching model to provide additional resources for coaches to grow their businesses. • Undertake research to better understand the enablers and barriers to coaching as a career in Netball. • Develop case studies to showcase the ways in which coaches are making a career in coaching Netball. • Develop a range of best practice on-line tools to support employers to employ Netball coaches. • Improve the promotion of paid Netball coaching opportunities through our website and social media channels 	<ol style="list-style-type: none"> 1. Paid Netball coaching opportunities will be better signposted. 2. There will be more resources to support coaches who wish to or are pursuing a career in Netball and for the employers who are employing them. 3. England Netball will model good practice in recruitment practices for paid coaching opportunities.

Strategic Goal 2: BETTER COACHING

We will raise the bar on quality and develop more skilled coaches delivering great coaching experiences across the game.

Over the past 10 years we have worked hard in promoting the value of our qualifications in establishing a quality coaching experience for all netballers. Whilst this has created a strong coaching foundation for the sport and helped us to accelerate the amount of individuals progressing through our pathway, we also need to promote alongside the technical and tactical knowledge required to be a coach, the values and behaviours that create a high performing coach. Alongside this, we have a strong belief that all coaches should be able to access environment specific learning and resources, to support a participant centred coaching experience. We aim to do this by ensuring that all coaches adopt and understand the philosophy and approach associated with ‘coaching the person in front of you’, instilling in them the importance of being self-reflective, accessing the latest learning for their role and, for those that do, be recognised through the introduction of a Registration and Licensing scheme. Whilst face to face and online formal learning will still remain a relevant offer for us, we know that coaches also value the opportunity to learn from their peers or access the expertise of a more experienced individual. That’s why we will also ensure that our coach educator workforce, alongside newly recruited coach developers, will be supported to be the best that they can be and to be role models for our coaches.

Objective	Key Activities	By 2021
<p>Embed a player centred coaching culture</p>	<p>Activate the Netball Coach Development Framework by:</p> <ul style="list-style-type: none"> • Promoting the concept of a player centred coaching system and the characteristics of expert Netball coaches across the game. • Evolving and embedding a set of coaching principles that embrace a player centred coaching philosophy, termed the Netball coaching heartbeat. • Developing a clear and user friendly ‘model’ that identifies the different coaching environments in Netball and identifies how coaches can develop their coaching expertise. • Creating better signposting of resources to support coaches on their journey. • Developing clearer pathways for Children’s’, Back to Netball and performance coaches as strategic priorities for this plan. • Ensuring the learning content across all formats reflects the latest participant insight. 	<ol style="list-style-type: none"> 1. The Netball Coach Development Framework will be informing and supporting the development of our coaches. 2. Our learning offer will be underpinned by the latest netballing participant insight. 3. Coaches will have a greater understanding of what it takes to coach across the game and how they can develop to be the best that they can be.
<p>Develop a 21st Century learning offer</p>	<ul style="list-style-type: none"> • Expand the use of online learning, trialling with our qualifications content, to increase access and improve the learning experience. • Trial in situ assessment to make qualifications more accessible. • Develop new video content on the website, specifically for club coaches and those working in Back to Netball and Walking Netball settings. 	<ol style="list-style-type: none"> 1. Online learning and in situ assessment will be making coach learning more accessible and attractive. 2. Coaches will be incorporating technology more confidently into their sessions where appropriate. 3. Netball Superleague franchises will complement the England Netball offer and philosophy, supporting more coaches to access more relevant learning and development opportunities.

	<ul style="list-style-type: none"> • Develop a podcast series that focusses on key discussion points and tips for those working with children, Back to Netballers and performance athletes. • Provide information and support for coaches to make better use of technology in their coaching sessions. • Work with Netball Superleague franchises to deliver workshops, and observation opportunities alongside England Netball's learning offer. 	
Foster an improvement culture	<ul style="list-style-type: none"> • Introduce a coach registration scheme, as the first step towards coach licensing. • Promote the concept of growth mind set and the 70:20:10 principle. • Develop more varied formal and informal methods of recognition for coaches' behaviours and commitment to learning, to include things such as thank you cards and CPD offers. • Encourage and support coaches to pursue self-directed learning; provide them with self-reflection tools and directing them to useful blogs/videos/articles. • Continue to work with Netball Superleague franchises to create an extended support network for coaches. 	<ol style="list-style-type: none"> 1. We will have a coach registration scheme for active and qualified coaches. 2. We will have a greater range of methods in which we recognise coaches who are committed to learning. 3. Coaches will be better supported to be self-reflective; in terms of the learning they need and the success of their delivery.
Develop a skilled and active Coach Educator workforce	<ul style="list-style-type: none"> • Introduce a registration scheme for coach educators. • Develop a coach developer framework for grassroots coaching. • Deliver a programme of CPD for Tutors, Assessors and Verifiers including annual standardisation to UKCC workforce. • Use the 2018 workforce audit to underpin the future recruitment and development needs of our coach education workforce. 	<ol style="list-style-type: none"> 1. The tutor and assessor workforce is servicing the demand for delivery of our suite of coaching qualifications and wider learning offer. 2. We have a registration scheme for coach educators, recognising our active and current coach educator workforce of England Netball.



“I love seeing the girls become passionate about the sport I love and inspired to play more and play better. It’s a fantastic privilege”

Helen, Southampton (U11s Coach)

Strategic Goal 3: INSPIRED AND CONNECTED COACHES

We will create a coaching community where coaches feel supported, valued and connected to England Netball and each other.

We want our coaches to feel inspired every day by the sense of achievement that they and their participants achieve. To effectively develop coaches and coaching, it is important that we grow our bank of insight on the coaching family and the impact of coaching. By having this insight to hand, we can understand our workforce better, helping us make more evidenced based decisions to support the recruitment, development and retention of coaches and to improve the coaching experience. We want to support our coaches and encourage them to connect with each other and with us at England Netball. To address this we need to improve our communication, looking at how we can make it more regular, tailored and engaging. Coaches are a vital ingredient in the growth and success of our sport. To keep our coaches coaching and ensure they feel valued by England Netball, we will step up our promotion of the great work our coaching family do and extend the reach of this message so more people feel inspired and want to get involved. We will also promote the value and impact of coaching so that it is more widely recognised.

Objective	Key Activities	By 2021
<p>Grow our insight on coaches and the impact of coaching</p>	<ul style="list-style-type: none"> • Expand the quality and depth of coaching questions asked through the Big Netball Conversation to provide an annual coaching insight overview. • Establish research partnerships with key higher education institutions and other partners to grow our insight on specific growth, performance or general coaching needs. • Develop an evaluation framework across our learning offer that focusses on measuring the quality and relevancy. • Establish focus groups for coaches working with U11s and performance athletes as strategic priorities, to better understand their needs. • Create an expert coaching group to learn and discuss the latest insight which can be used to refresh our learning offer and share with coaches 	<ol style="list-style-type: none"> 1. We will have a stronger understanding of the coaching family and be using this to inform what we do. 2. We will be making a stronger, evidenced based case for coaching internally and externally.
<p>Reform the way in which we communicate with our coaches</p>	<ul style="list-style-type: none"> • Implement a CRM system that captures robust data on our coaches, allowing us to provide more needs led and targeted communication. • Develop and implement a coaching communication plan. • Expand our social media, website and podcast platforms in-line with the communications plan, with a priority focus initially on coaching U11s, Back to Netball and performance. • Establish a Netball Coaches Club for all active coaches to support them receiving better communication, engagement and support. • Establish a network of County and Regional coaching representatives. 	<ol style="list-style-type: none"> 1. We will know our coaches better and be communicating with them in a way which is: <ul style="list-style-type: none"> - More targeted - More frequent - More engaging 2. Coaches will feel more connected to England Netball. 3. Our coaching social media reach will have grown by 50%.

	<ul style="list-style-type: none"> • For every England Netball learning opportunity accessed, all coaches will be contacted and have access to relevant support before, during and afterwards to help apply their learning and continue their learning journey. 	
<p>Shout about coaches and coaching</p>	<ul style="list-style-type: none"> • Publish the insight gleaned from Big Netball Conversation to celebrate the impact great coaching has on participants and the coaching family. • Continue to work with external stakeholders such as Sport England and UK Coaching to raise the profile of coaching, sharing great stories and impact from the world of Netball. • Continue to utilise internal and external communication channels to publicise and share great Netball coaching stories and impact. • Submit nominations for the Golden Globes winners and the UK Coaching Awards, as appropriate. 	<ol style="list-style-type: none"> 1. Coaches will feel more valued by England Netball. 2. There will be a greater profile for coaching across the game. 3. The impact of coaching in Netball will be more widely understood internally and externally.

We hope you enjoyed reading this strategy and our exciting plans for Netball coaching over the next few years as much as we loved writing it!

Here at England Netball we are always keen to hear your views, read about your great coaching experiences and respond to any questions.

To keep up with all things Coaching...

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