

Officiating Strategy 2018 -2021



A market leading officiating programme supporting the growth of the sport through engaging journeys, delivered by a diverse and inspirational workforce.

Growth, Support, Transparency.



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Introduction



Foreword

Netball is changing. The sport is growing thanks to our diverse menu of participation opportunities, more clubs are developing and players are getting faster and stronger. High quality officiating at all levels is essential in helping us to be the number one sport for women and girls in England.

As the game progresses, the role of the umpire in helping to ensure matches are played safely and to the rules are needed at all levels of the game. That's why at England Netball we recognise the need to provide all officials with a portfolio of courses and workshops that are packed with expert knowledge, covering all areas of an umpire and technical official's development.

Our Officiating Pathway allows officials to plot their own learner journey through a range of qualifications, helping them to fulfil their officiating potential. Netball is the number one team sport played by women and girls, 1.4 million people play the game on courts across the country, during a typical netball season. It is an exciting time, the game continues to grow in popularity and we have an amazing, and growing, workforce of Officials who support us to maintain this growth. This strategy focuses on revolutionising its approach to training the people who make the game happen and to whom we are incredibly grateful.

A stylized, handwritten signature of Joanna Adams in blue ink.

Joanna Adams, CEO



Developing the Strategy

It is very rare that you have the opportunity to turn your passion into your profession but that is exactly what happened to me when I joined England Netball as Head of Officiating in 2016. Since then I have been building relationships with our fantastic volunteers and paid members of staff which has allowed me to gain a deep understanding of the Officiating landscape. I continue to be heavily involved in Netball in a voluntary capacity and having previously held the roles of County Chair and County Umpiring Secretary and currently work as an Officiating Tutor and Assessor. I have a credible frontline understanding of the demands of our sport and a shared empathy with many of you.

In the development of this strategy I have consulted with well over 100 individuals ranging from Umpires, Technical Officials, Officiating Tutors and Assessors and County and Regional Umpiring Secretaries. I have also revisited previous Insight studies conducted by England Netball. In addition to these meetings and I have also drawn on the experiences and insight from other netballing nations and other sports NGB's in England. These meetings and the vast amount of Insight which has been conducted has enabled me to create a vision which I hope will appeal to every member of 'Team White' and I am delighted to share the strategy for Officiating in England which will be delivered over the next three years.

A stylized, handwritten signature of Gary Burgess in blue ink.

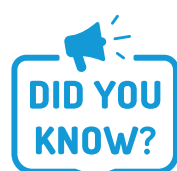
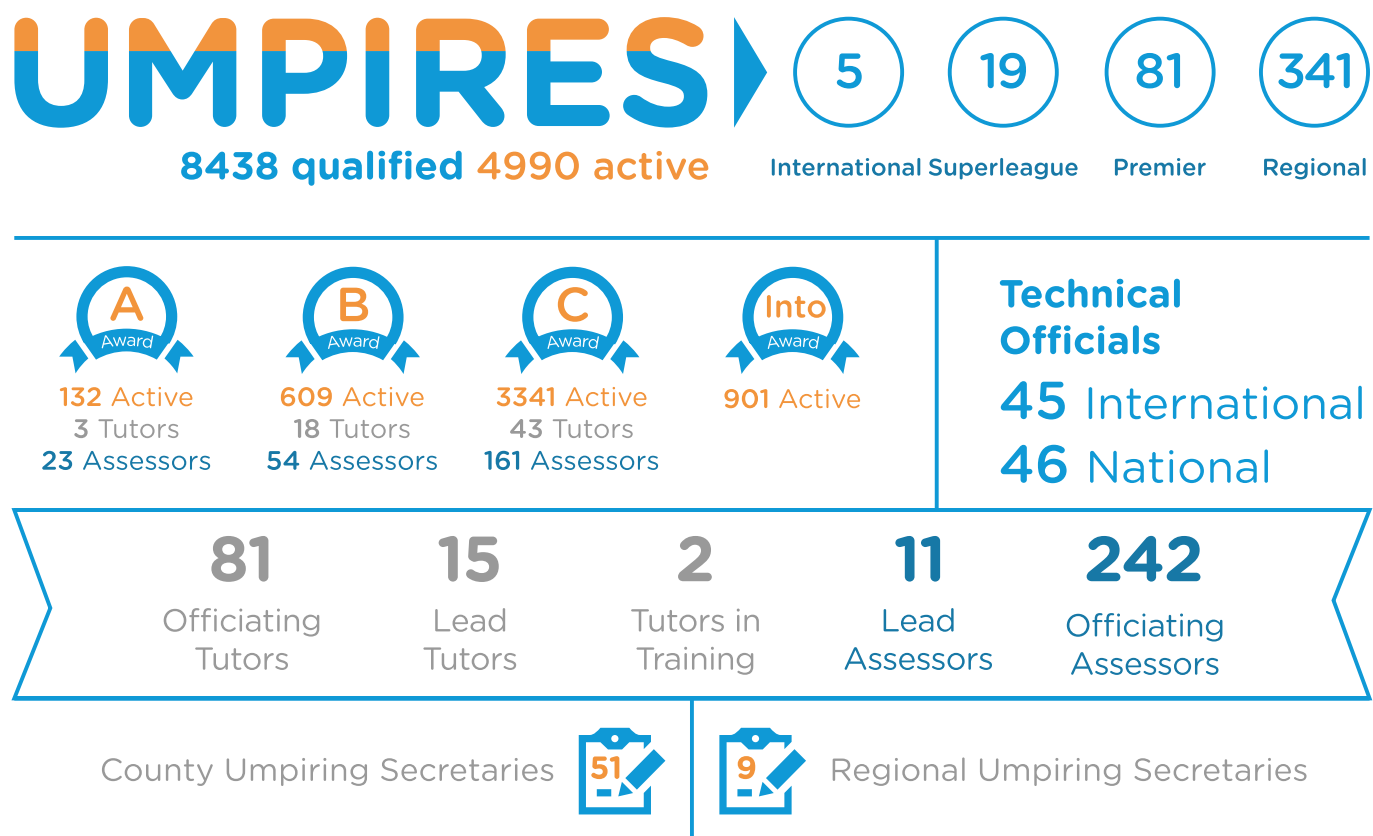
Gary Burgess, Head of Officiating and INF International Umpire



Landscape Overview

Officiating in England is serviced by a dedicated group of volunteers and paid Assessors and Tutors. 'Team White' as they are often referred to (due to the traditional colour of their kit) encompasses all Officiating roles from Umpires and Technical Officials (Scorers and Timers) and Officiating Assessors and Tutors. Historically, the path to Umpiring would have been taken by a player wishing to stay involved in the sport following a period of time as a player but the approach is changing. There are more and more individuals choosing Officiating not only Umpiring but also Technical Officiating, Umpire Assessment and Course Tutoring. The idea of becoming a 'career' official has led the demographic of umpiring to change drastically with the average age of umpires coming down from 40-45 years to 25-30. Additionally we are seeing a number of younger individuals choosing Technical Officiating as a way of being involved in high performance sport observing a drop in the average age from 55-60 to 45-50. 'Team White' often has a number of key people holding multiple roles which does raise some concern when thinking about succession planning. However with a fine balance between their invaluable experience and new and excited officials joining the team things are looking positive for the future.

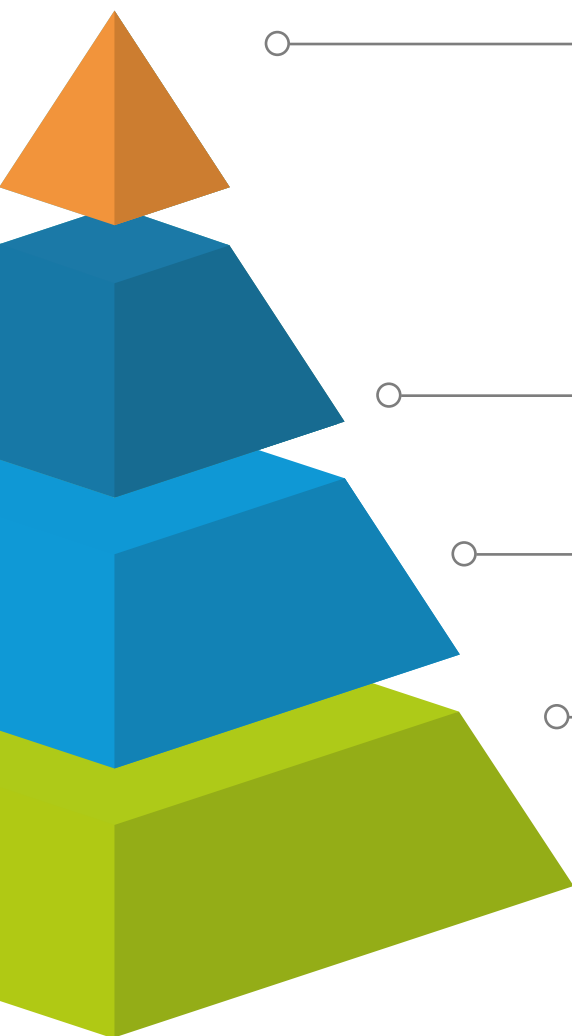
The following infographic shows the current spread of Team White across the country...



For a full Superleague or International Test Match there will be 14 Officials appointed, 10 of which will be Technical Officials.

Umpire

The role of umpire is integral to the successful delivery of a match. Matches at grassroots level and up to Premier level require two umpires, both of whom are active. For high profile matches at Superleague and International level three umpires are usually appointed, two active umpires and an additional reserve umpire who will replace an active umpire if they become ill or injured.



International Umpires Award (IUA)

Eligible to umpire at World Cup and Commonwealth Games level with involvement in the Superleague

International Talent Identified Umpires status (ITID)

Identified as having potential to become an International Umpire within 4 years.

Netball Europe A Award

Typically umpiring National level in the Premier League and Superleague

Netball Europe B Award

Typically umpiring at Regional league level

Netball Europe C Award

Typically umpiring at County League level

Into Officiating Award

Recommended as the first step of the Umpiring Pathway typically umpiring school and local league level matches

4990

Active Umpires

19

Superleague*

81

Premier League*

341

Regional Leagues*

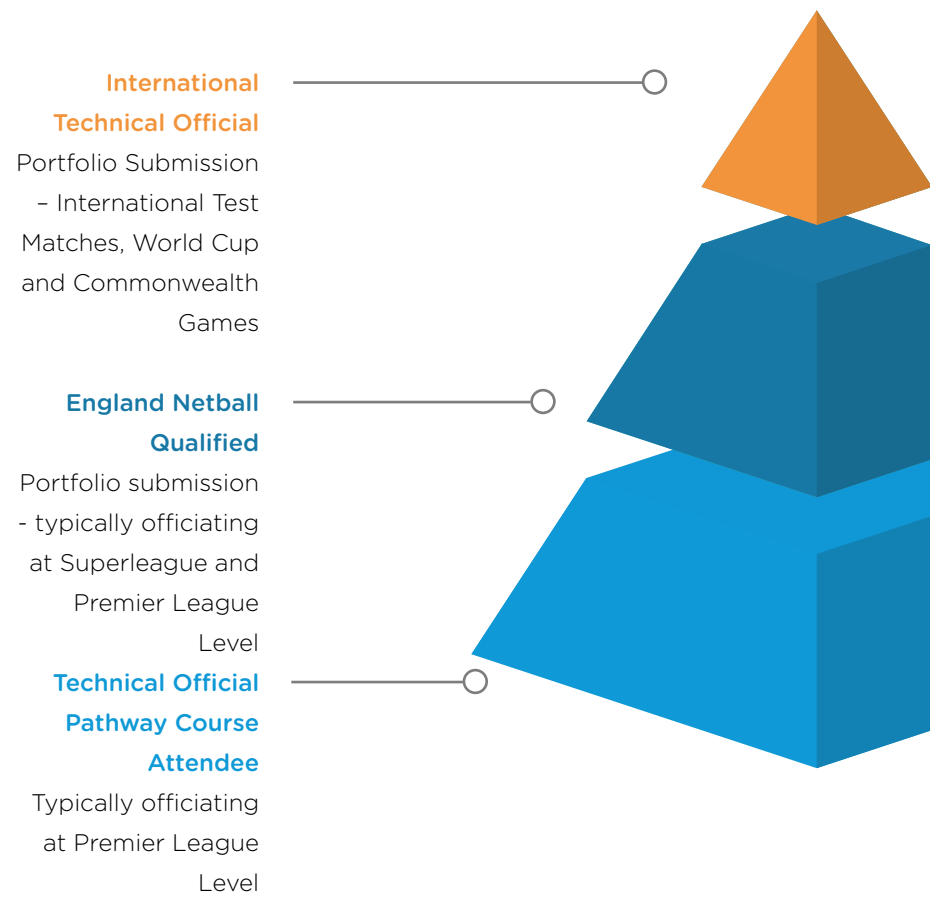
*Environment Specific





Technical Official

The role of Technical Official is required for matches at Premier League level and above. There will ordinarily be four Technical Officials, two scorers and two timekeepers. Their duties include accurately scoring and timing a match as well as being responsible for recording and timing injuries, the substitution of players and issues concerning player discipline.



Technical Officials



International



National



Officiating Tutor

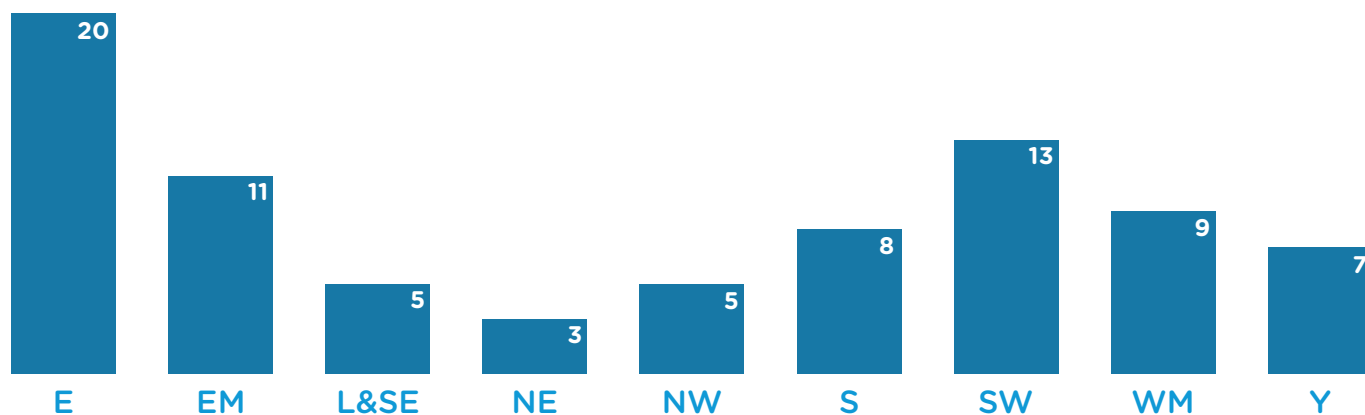
Officiating Tutors are responsible for delivering our suite of courses. Ordinarily learners will attend a 6 hour classroom and practical based training course which will provide them with the skills and confidence to take to the court as a trainee umpire or as a progression on the next step of the officiating pathway. All Officiating Tutors will hold a professional qualification in delivering learning with a majority holding either qualified Teaching Status (QTS, PGCE, BEd or industry equivalent) or the Award in Delivering Learning (ADL) which is England Netball's preferred alternative. Qualified Tutors will be eligible to apply for any Tutoring vacancies on a national basis.

Officiating Assessors Award Tutor and Technical Officials Award Tutor (Appointed by England Netball)
Delivering the training course for Umpire Assessors and Technical Officials deployed on a National basis

Netball Europe B Award Tutor
Delivering Regional level umpire education

Netball Europe C Award and Into Officiating Award Tutor
Delivering grassroots and County level umpire education programme

No. of Qualified Officiating Tutors in Regions



15

Lead Tutors

3

A Award Tutors

18

B Award Tutors

43

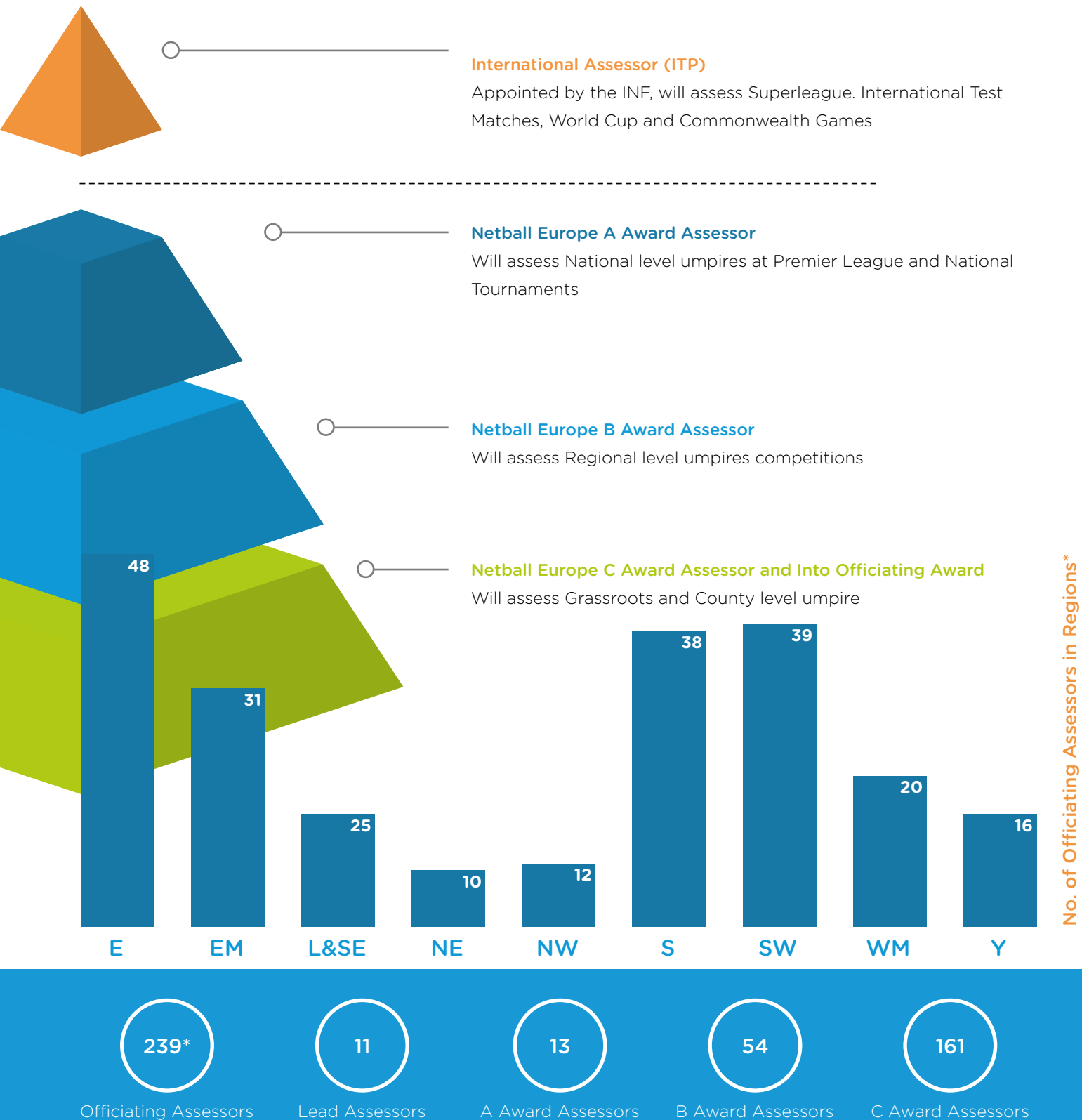
C Award Tutors

2

Tutors in Training

Officiating Assessor

Officiating Assessors are the key to ensuring umpires achieve their qualification and bridge the gap between attending a course to completing a final practical assessment. For assessments at grassroots level (Into Officiating, C and B Award) two assessors are appointed and they will use a pre-set criteria to determine whether an umpire has met the required standard for the award. At A Award level the same pre-set criteria is used but the assessment is conducted by 3 assessors one of whom will act as lead and coordinate the assessment.



*In 2017 at grassroots level there was a surplus of assessors compared to the number of assessments undertaken



Infrastructure Support

The work that the Officiating Department does could not occur without the support of our County and Regional Umpiring Secretaries. They are responsible for the planning and delivery of umpiring courses and the final practical assessment of umpires up to B Award level. England Netball works directly with Counties and Regions to identify the need and demand for Officiating Assessor and Tutor training courses and the development of Assessors and Tutors as they progress through their pathways.

County Umpiring Secretaries

Responsible for the delivery of Into Officiating and C Award Umpiring courses and the qualification of Officials at County level.

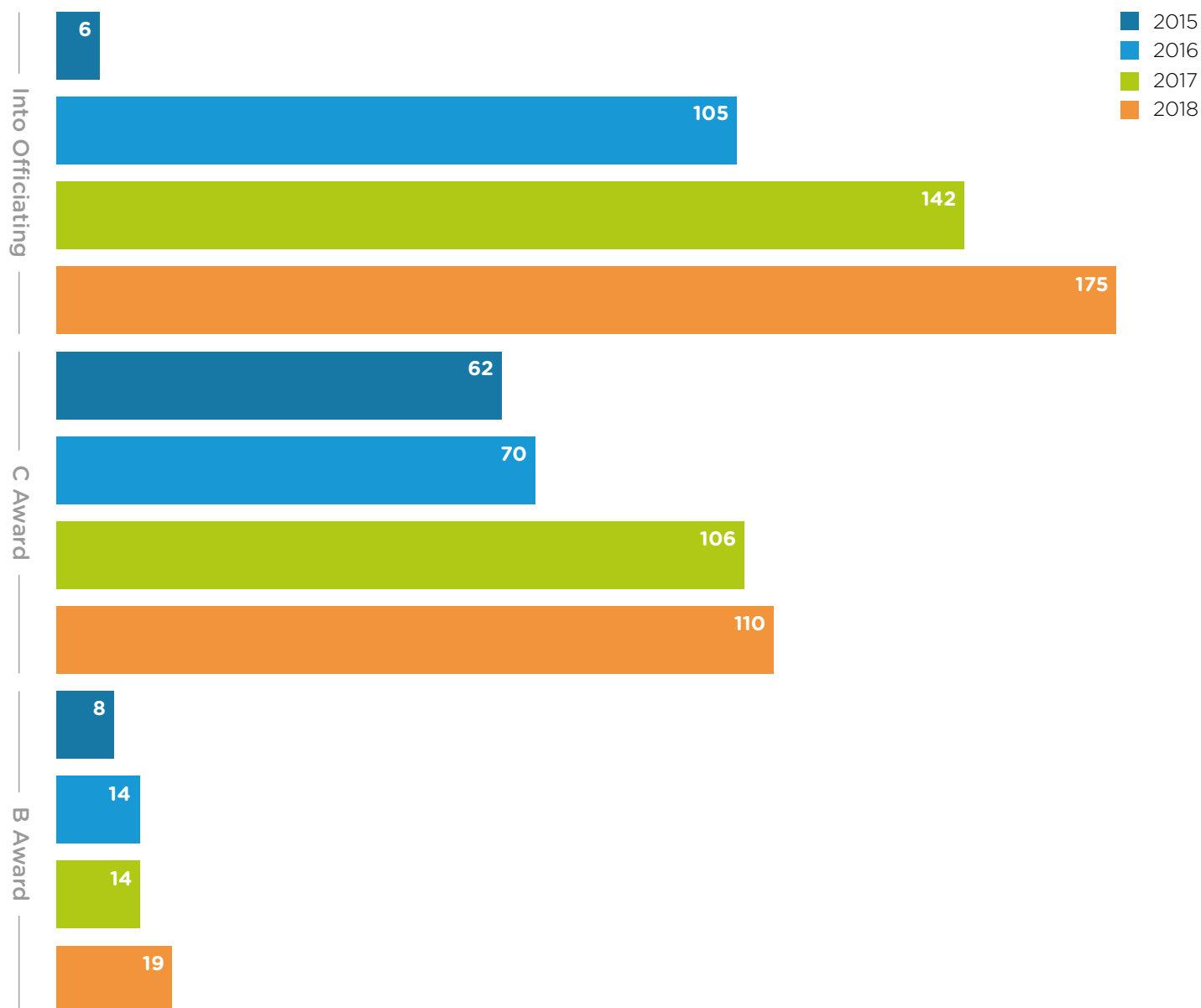
Regional Umpiring Secretaries

Responsible for the strategic delivery of B Award Umpiring courses and the qualification of Officials at Regional level and working with England Netball to plan and deliver Officiating Assessor and Technical Officials Courses.

Courses

The Officiating Department works closely with the Education and Training Department (E&T) in the creation and delivery of new courses and the updating of current materials. Put simply, we create the content and E&T deliver it to market. Our current course structure follows the recommended content provided by Netball Europe in line with their Officiating Pathway. In 2016 an opportunity was identified to create a course for complete beginners. We combined the Beginner Award and the Youth Umpire Award to create the England Netball Into Officiating Award. Learners on this course get a full introduction to the rules and their application along with practical sessions to help with understanding. The Into Officiating Award is proving to be one of our most popular courses. With continual developments in the sport and the way it is umpired means that we are always eager to be one step ahead of our competitors and provide our Officials with the very best training opportunities. In recent years we have introduced Officiating Masterclasses and Conferences and are continually adding to the content of courses to make them more interactive and bring them into the 21st century.







Current Supply - Courses Umpiring Courses 4 year Trend.



Course Conversion

A conversion rate reflects the successful qualification of a learner who attends an Officiating course and completes the final practical assessment. Worryingly although the numbers of courses being delivered have increased since 2015 the number of umpires progressing through awards and becoming qualified has dropped significantly at A, B and C Award level. These are well below those in other disciplines such as Coaching (UKCC Level 1 80%, UKCC Level 2 78%). This means as a country we are investing more in training umpires but the return is less, so the pathway, particularly at the lower levels, is not operating efficiently and is therefore stunting the growth of Team White. If this trend continues there is a concern that it could also affect the growth of the sport.

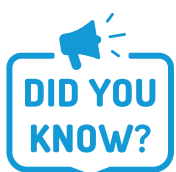
Current Supply - Course Conversation Rates

	2015			2016			2017		
			%			%			%
Into Officiating	66 (939 beginner)	1	2%	844	31 (2 NYMC)	4%	1201	137 (5 NYMC)	11%
Netball Europe C Award	1117	386 (16 NYMC)	33%	562	253 (6 NYMC)	45%	977	258 (19 NYMC)	26%
Netball Europe B Award	113	36 (11 NYMC)	32%	59	34 (5 NYMC)	58%	198	31 (7 NYMC)	16%
Netball Europe A Award*	N/A	6	100%	N/A	12	100%	N/A	6	86%

 Attended Course  Completed Final Assessment % Conversion Rate

*There is currently no A Award course available to learners in Europe.

NYMC = Not Yet Met Criteria



Increasing course conversions is key to addressing umpiring shortages across the country. Counties, Regions, Leagues and England Netball all have a very important part to play in achieving this.



Officiating Segmentation Model

What do we know about our current officials?

In 2016 England Netball commissioned consultants Opinion Leader to conduct an insight study to gain a greater understanding of the different types of Official that made up the Officiating Landscape.

The main areas of focus were;

- What types of people become officials and why?
- How can EN retain current officials and attract new ones?
- What is their current relationship with England Netball? How can this be improved?
- Understanding of aspirations and progression through the support pathways
- Views on their role (e.g. amount of work, key challenges, development/ support needs)
- Views on changes and new initiatives in netball (e.g. mentoring and commercialisation of netball)

Officials ranging from Umpires, Technical Officials, Assessors and Tutors were interviewed and almost 1000 Officials completed the online questionnaire which provided the most comprehensive view of the officiating landscape in England.



62% have achieved a higher level of education



74% are employed

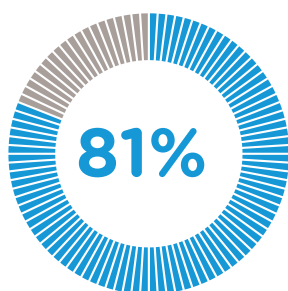


33% work in the education sector

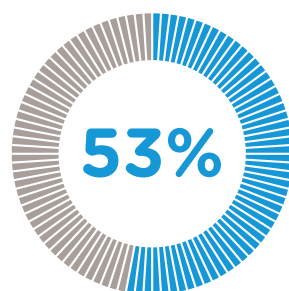
Motivations

1. To enable others to play
2. To maintain standards

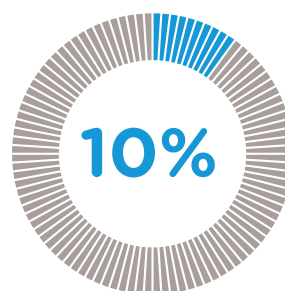
Most not motivated by money but 2/3 think they should be paid.



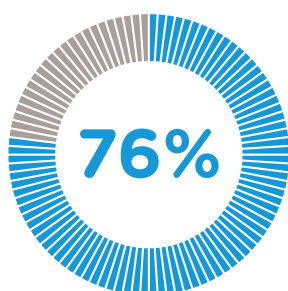
Like to set goals



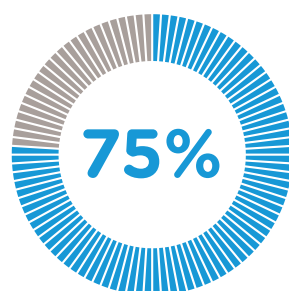
Prefer few friends than a lot of acquaintances



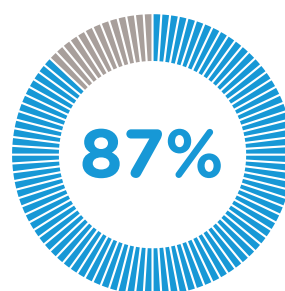
Enjoy being centre of attention



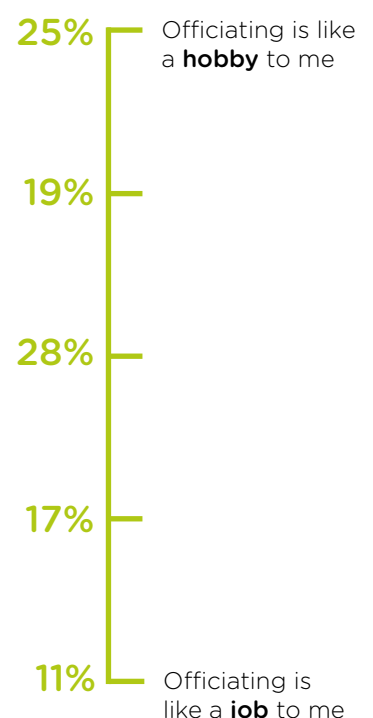
Enjoy competition



Help others in the community outside of work

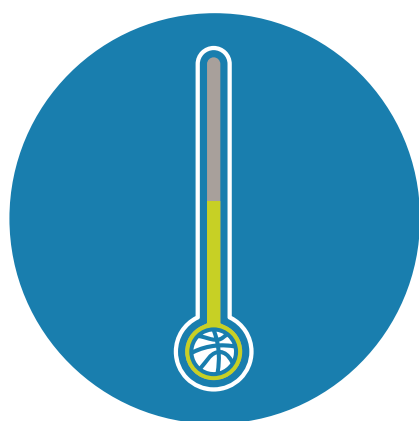


Personal development is important



This research continues to drive many of the projects and programmes we develop and will be an integral part of this strategy in the coming years.

As a result of this study the following segments were created which broadly represents the officiating community in England.



On and Off-icals



Penny Whistlers



Game Facilitators








Nothing but Netball



Career Volunteer

The infographic below explains the finer details of each of the segments.

	Incidence	Attitudes	Context	Award	Motivations
	17%	Care about quality of officials but passionate about playing netball rather than officiating.	74% county	C Award and Into Officiating Award	Partially standards
	19%	Least active in local community and believe officials should be paid. Nearly a quarter are below age of 25.	65% county	B and C Award	Monetary benefits
	7%	Most likely coaches/teachers who only umpire because there's no-one else.	68% county	B and C Award	Supporting the local community
	32%	Passionate about officiating and sees many benefits of it. Netball through and through.	Half county, Half above	A, B and C Award / IUA	Standards, socialising and fitness
	25%	Career officials who keep themselves busy with other sports/volunteering too.	2/3 Regional Or above	A, B and C Award	Standards, socialising and fitness

This research continues to drive many of the projects and programmes we develop and will be an integral part of this strategy in the coming years.



Current & Future Demand

With the recent Commonwealth Games Gold Medal win Netball has been catapulted to a whole new audience. With an unprecedented number of women and girls wanting to get involved Officiating needs to ensure it is well placed to deal with the current demand as well as plan strategically for what may come in the future. A number of areas have been highlighted through the Umpiring Census 2018, Workforce Audit, the Big Netball Conversations 1 & 2 and from face to face meetings with County and Regional Umpiring Secretaries.

In excess of 20,000 new participants get involved in Netball each year, with the numbers of participants coming through programmes such as Back to Netball and Walking Netball increasing. With the number of individuals looking to access some kind of local competition we need to continue to grow the numbers of umpires at grassroots level to service this demand. In all Officiating strands, shortages have been identified in specific areas of the country and these require immediate attention. These include Officiating Tutor shortages in London and the South East, Officiating Assessor shortages in the North East and a requirement for more qualified umpires in London, Birmingham and Manchester. There is a countrywide demand for more qualified Technical Officials. The growth of commercial leagues has placed a certain degree of strain on the availability of umpires to meet the demands of the game locally. Regions have also stated that the demands from the Elite game have pulled umpires from Regional leagues which in turn pulls umpires from lower down the performance chain.

With conversion rates so low for our grassroots courses some Officials are questioning our counties with regard to value for money and the support they receive. The Officiating community have a strong 'team' ethos and are proud of their 'Team White' identity, kit forms a key part of this identity and in recent years lack of availability of up to date uniform has weakened this identity and has been flagged as an issue. There is a desire to present united as a team in a uniform available to all to conduct their official duties.

Officials are eager to explore learning opportunities outside of the traditional modes of delivery. There is a desire for increased online learning opportunities and more regular engagement there is a need to review how we work. Access to education and training opportunities is limited to one mode of learning. There is a demand for England Netball to embrace new technologies so that learners can learn at their own pace and in the comfort of their own home. Conversely there is a section of our workforce who expressed in our recent workforce audit that they don't have an appetite to continue learning / CPD and therefore don't possess a 'growth mindset'.



"I think I would have progressed a lot quicker from my Into Officiating Award to my C Award but I wasn't sure what I needed to do next or who to ask for help".
C Award Umpire, Norfolk.

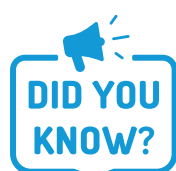
Market Context

Insight and knowing what the Netball family wants has been a continued strength of England Netball for over a decade and this is no different when it comes to understanding the needs of 'Team White'. As part of this strategy a number of external organisations including the big four netball nations and a number of leading sport's national governing bodies (NGB's) were asked the following questions in relation to their Officials, Tutors and Assessors.

As you can see below whilst the sporting landscape may be completely different the same trends both positive and negative are similar when it comes to Officiating.

KEY MOTIVATIONS	
EN/NGB	Enables others to participate
EN/NGB	Maintaining fitness, health and wellbeing
EN/NGB	To be involved in sport at a High Performance level
NGB	Keeping the sport pure by fair and consistent application of the rules, laws or regulations
KEY NEEDS	
EN/NGB	Mentoring structures
EN/NGB	Transparent Pathways
EN/NGB	Raise the profile of Officiating
EN	Development of online learning
PREFERRED LEARNING STYLES	
EN/NGB	Tutor led seminars and courses
EN/NGB	Online Learning
EN	Observation of matches and senior Officials
EN/NGB	Mentored observations on matches
MAIN BARRIERS	
EN/NGB	Time limitations, including the time away from family and work/education
EN/NGB	Financial limitations, including annual leave from work and the personal cost of officiating
NGB	Lack of support structures and pathways
EN/NGB	Lack of mentoring opportunities
EN/NGB	Time taken to qualify

*Responses have been prioritised. EN/NGB denotes where the England Netball view is the same as that of the external sample interviewed. EN or NGB denotes the view of those specific sample groups.



There has been at least one English Official involved in umpiring the Netball World Cup Final in 9 of 14 stagings since 1963.



Vision, Goals and Objectives

For the period of this strategy which will take us to the end of the 2017-2021 funding cycle, the Officiating department has set out a clear vision and a set of strategic goals based on insight collected from over 100 individuals ranging from Umpires, Technical Officials, Officiating Tutors and Assessors and County and Regional Umpiring Secretaries. We have revisited previous insight studies conducted by England Netball and conducted additional meetings with key leads from other netballing nations and other sport's national governing bodies. We believe that through the delivery of our vision and goals, we will be able to create strong foundations for future growth, address long standing issues and drive forward Officiating to 2021 and beyond.

Vision

A market leading officiating programme supporting the growth of the sport through engaging journeys, delivered by a diverse and inspirational workforce.

Grow

We will grow the number of officials to meet the needs of our expanding sport

Support

We will support officials at all levels through an attractive and accessible learning offer that promotes a growth mindset and creates a life long learning culture

Transparency

We will embed a culture of transparency across all levels of officiating

Revolutionise the way we work

Modernise current and introduce new systems to support the Officiating Pathway
Prioritise an Insight driven approach to Officiating
Embed a strategic approach to planning across all Officiating activities



“We are all in this together and want the best for our Officials. It has been a pleasure to be involved in the development of this strategy right from the beginning which means it has that all important ‘buy in’ from the people who will make it work. This is extremely important if it is to achieve its objectives”.

Regional Umpiring Secretary.

Strategic Goals

Strategic Goal 1: GROW

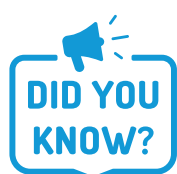
We will grow the number of officials to meet the needs of our expanding sport.

The recent growth and interest in Netball following the success of the Roses at the Commonwealth Games has meant that more and more people are looking to Netball than ever before. A primary focus of this goal is to ensure that we work closely with Counties and Regions to ensure that there are enough Officiating courses available to meet this increased participant demand. Historically, booking onto and paying for courses has a drawn out and complex process. By 2021 we will have implemented a CRM system that will track Officials more effectively and which will also enable them to pay for courses, masterclasses and conferences with ease.

With an increase in participants there will be an inevitable increase in courses and therefore an additional need to recruit and develop new Officiating Assessors and Tutors. Having a network of Tutors and Assessors capable of servicing the growing participant demand and delivering a first class participant service is key for the future of our sport. This hinges on a very fine balance between quantity and quality. We need the right number of Officiating Assessors and Tutors to service demand but this must be balanced with a workforce that works frequently, engages regularly and strives to continually learn and update their skills and knowledge. Using the data from the recent workforce audit we will look to appoint Assessors and Tutors strategically so that areas of need are addressed.

There is now an urgent need to address the conversion rates of those officials attending courses who then fail to move on to complete the final practical assessment. As Counties and Regions are solely responsible for the local development of new umpires we will work with them to identify where conversion rates are low and increase them or celebrate and share good practice where conversion rates are high. If we manage to increase conversion rates over the course of this strategy to 60% we will have over 1250 more umpires qualifying each year.

Many Officials have told us that they appreciate recognition and reward for the work they do but that they also like to celebrate in the successes of others. This is something that is as important to us as it is to you. We will ensure that we work with Officials to develop a set of trademark behaviours and a reward system to recognise their contribution. This will not only be limited to traditional awards nominations and ceremonies but we will look to develop an approach where intrinsic rewards and self-achievements are seen as holding the same level of prestige.



To meet the forecasted yearly increase of 20,000 new participants we would need to qualify an additional 400+ umpires each year.

Objective	Key Activities	By 2021
Make it easier to become an Official	<p>Develop a CRM system that allows us to accept online bookings for all England Netball courses – 19/20</p> <p>Work with Counties and Regions to strategically plan their Officiating Courses – Annually</p>	<p>It will be easier to book on to and pay for Officiating Courses</p> <p>We will deliver enough Officiating courses to meet the demand</p>
Increase Course Conversion Rates	<p>Work with Counties and Regions to identify their conversion rates – Autumn 18</p> <p>Work with Counties and Regions to create action plans to increase conversion rates or maintain current levels in areas of high conversion – Spring 19</p> <p>Develop a post course communication process to support conversion rates – Spring 19</p>	<p>Conversion rates will have increased year on year to 60% and above</p> <p>A high percentage of Officials will complete their chosen pathway and this will ensure no one is lost</p> <div> <div>1920 Into</div> <div>1508 C Award</div> <div>306 B Award</div> <div>24 A Award</div> </div>
Recruit Tutors and Assessors in line with the participant demand	<p>Target and recruit inspiring Tutors and Assessors based on the evidence of the Workforce Audit – Autumn 18</p> <p>Develop a set of trade mark behaviours that are shared amongst Officials, Tutors and Assessors – Winter 18</p>	<p>The number of Tutors and Assessors will be relevant to demand</p> <p>By using trademark behaviours we will recruit and develop individuals with great technical understanding and a passion for Officiating</p>
Targeted Recruitment of Technical Officials	<p>Conduct a Technical Officials Audit – Winter 18</p> <p>Strategically plan Technical Officials Courses on a Regional basis – Spring 2019</p>	<p>There will be sufficient Technical Officials to service the game at Regional and Premier League Level</p>
Raise the profile of becoming an Official	<p>Promote Officiating Tutors and Assessors through social media campaigns, video projects and positive role modelling – Autumn 18</p>	<p>There will be an increased desirability factor for becoming an Official including Officiating Tutors and Assessors</p>
Recognise and Reward the work of our Officials	<p>Develop a reward system for Officials, Tutors and Assessors that recognises their ‘trademark’ behaviours – Winter 18</p>	<p>Officials are recognised for their work both internally at England Netball and externally at the Goiden Globes and SOUK awards</p>



“We lose so many trainee umpires from the course to final assessment phase. I know it’s a problem and I think we all need to work together to solve it once and for all and this includes the leagues too”. **County Umpiring Secretary, North West.**

Strategic Goal 2: SUPPORT

We will support officials at all levels through an attractive and accessible learning offer that promotes a growth mind-set and creates a lifelong learning culture.

In the modern world of sport there is a greater emphasis on professionalising the many roles and responsibilities our Officials perform. This does not simply mean through financial reward or reimbursement but more so the service they provide and the service they expect from England Netball. We aim to develop a culture where Officials, Tutors and Assessors embrace a growth mind-set and embark on a lifelong learning journey. This will not only ensure that they are able to thrive in their chosen Officiating role but that the Officials they work with will reap the benefits from their knowledgeable, dedicated, enthusiastic and energetic approach.

To support our Tutors and Assessors in their delivery and ignite the flame of ambition in our new and existing Officials we must have a suite of industry leading courses, resources, masterclasses and conferences. We aim to review these on a regular basis using information taken from those who matter the most – the Officials. This will ensure our CPD opportunities are always fresh, inspiring and well attended.

To further aid conversion rates and also the migration rates of Officials onto higher award levels we will develop a number of support mechanisms to ensure that no Official is lost and their pathway is maximised. For grassroots Umpires we will develop a mentoring framework to help bridge the gap between the course and final practical assessment and this will be supported with tailored post course communications to ensure Officials are reminded how to progress, deadlines associated with course attendance and written assessments and the next steps of their current award.

England Netball has a strong pedigree in producing world class officials and servicing the game at the highest level. In 9 of the last 14 staging's of the INF Netball World Cup spanning 55 years there has been at least 1 English umpire appointed to the Grand Final. We are committed to ensure this pedigree continues and will offer a world leading elite umpiring programme. This programme will embrace technology through performance analysis and will be supported by a robust system of assessment. It will extend to include the most talented officials in the Premier and Super leagues and this performance approach and culture will incorporate our current and future International Technical Officials and Umpire Assessors.

The feedback from Officials at all levels is that they are passionate about being a member of the 'Officiating Family' but that the identity of this group is not as visible as it could be. England Netball has the opportunity to combine the need to become less reliant on external funding and the need of Officials to create a commercial offer which is underpinned by business models that support the sustainability of the Officiating programme. We will create and market a stylish yet functional range of kit for Officials which will include Tutors, Assessors, and Technical Officials. We will also develop a range of 'tools of the trade' which Officials can use to improve delivery on courses or CPD sessions or that may improve their application of specific rules whilst umpiring.



“I get a real sense of achievement from what I do [assessing] and one of the only reasons I have progressed my own umpiring level is so I have a greater understanding to help others” **A Award Umpire and Assessor, Cornwall.**

Objective

Key Activities

By 2021

<p>Develop the skills and attributes of our Officials</p>	<p>Support Tutors and Assessors with a full induction and access to CPD opportunities (including biennial standardisation) – Autumn 19</p> <p>Promote ‘lifelong learning’ and ‘growth mind-set’ in all courses and interaction with Officials – Summer 2019 onwards</p> <p>Work with learners to ensure they unlock their potential by maximising the 70 of the 70:20:10 approach to learning – Summer 19</p>	<p>Our Tutors and Assessors will be embracing ‘lifelong learning’ and supported by a functional registration system</p> <p>The 70:20:10 approach to learning which produces the best quality officials will be fully implemented. Learners will be able to take responsibility for 70% of their learning journey by engaging in a number of online opportunities, supplemented by mentoring and coaching 20% and formal courses and CPD 10%</p> <p>Learners understand the importance and development of ‘lifelong learning’ and a ‘growth mind-set’ and this is embedded in their deliver and outlook for the Netball they take part in</p>
<p>Review current courses/content and develop new and exciting offers that inspire Officials</p>	<p>Updating and developing existing Officiating courses and resources - bi-annually</p> <p>Develop an A Award Umpiring course to support the development of elite officials – Spring 19</p> <p>Initiate a programme of regular Conferences and Masterclasses – In line with International Test and high profile domestic matches and annual conferences</p>	<p>An on-going process of development and evaluation will ensure our Officiating courses (including conferences and masterclasses) and associated resources will inspire learners and fuel their passion</p> <p>Conferences and Masterclasses are planned strategically in line with learner demand and are well attended</p>
<p>Support and Mentor Officials so they can reach their potential</p>	<p>Formalise post course communication to keep learners engaged and on their pathway – 19/20</p> <p>Formalise a post course support package for Netball Europe C award course learners – Winter 18</p> <p>Develop a Mentoring framework for grassroots Umpiring – Autumn 19</p>	<p>There will be a formalised package of support for C Award learners which will ensure their progression</p> <p>There will be 200 new mentors supporting learners across the country.</p> <p>Learners pursuing a qualification will have access to a mentor during their learning experience that encourages them to develop themselves further and complete their qualifications</p>
<p>Deliver a World Class High Performance Officiating Programme</p>	<p>Provide an annual High Performance Umpires Camp to standardise and improve officiating at the highest level</p> <p>Provide Officials with an Assessment programme during National Leagues and Events</p> <p>Develop an International Technical Officials mentoring programme – Autumn 19</p> <p>Develop a performance management system for Technical Officials – Summer 18</p> <p>Develop the use of Video Sharing and Performance Analysis to supplement in situ assessments – Autumn 18</p>	<p>We will have a world leading Officiating programme that produces high quality Officials at all levels</p> <p>Sufficient Officials to service the sport at High Performance Level - 90 Premier League Umpires</p> <p>Increased number of International Umpires – 6 IUAs and 2 - ITIDS</p> <p>Increase in the number of International Technical Officials – 75 International TO's</p>
<p>Creating a ‘Team White’ identity to be proud of</p>	<p>Develop a ‘Team White’ kit brand – Winter 18</p> <p>Develop a range of tools of the trade – Winter 18</p>	<p>Increased commercial revenue from learning and development opportunities can be reinvested in new officiating projects and we have a more financially sustainable Officiating department</p> <p>Sales of Officiating kit and ‘Tools of the Trade’ are frequent and all officials feel and look more professional in what they do</p>

Strategic Goal 3: TRANSPARENCY

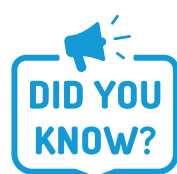
We will embed a culture of transparency across all levels of officiating.

Officials in any sport are often seen as the custodians of the rules and the governors of fairness. To support our Officials and leave them in no doubt on how to progress it is imperative that all of our Pathways are free from politics and function with the highest levels of transparency. We will ensure that we provide clear and transparent pathways for all Officials who want to progress but that also has succession planning in mind. Officials in all roles will be left with no doubt on how they can progress and these will be displayed in a logical format.

The promotion and relegation of Officials will be data driven but will have development and support at the heart of the system. Officials will know and believe that one bad performance does not make a bad official and will ensure that they are not afraid of making mistakes.

The appointment and development of Tutors and Assessors will be governed by the same levels of transparency in a structured Pathway approach. This will be focussed on providing opportunities for all but that these are not limited by geography and are open to all on a national basis.

Objective	Key Activities	By 2021
Clear and transparent Officiating Pathways where decisions are driven by data	Create clear Officiating Pathways for all Officiating Roles – Autumn 18 Develop a Promotion and Relegation Pathway for Premier and Superleague Umpires which is linked to assessment data – Winter 19 Formalise the Technical Officials Pathway – Winter 18	Officials will be left in no doubt that great officiating leads to opportunities and progression and that the sport is free from politics Assessments will determine progression over time and the idea that one poor performance does not make a poor official will be fully embedded
Transparent recruitment and development of Tutors and Assessors	Create a development Pathway for Tutors and Assessors to support their progression and development – Spring 18	Tutors and Assessors will be able to progress through the pathway without being limited by lack of opportunity



Transparency in both the appointment and progression of officials has been raised consistently in all Insight interactions we have had with Team White over the past two years. Officials have reported most recently that systems implemented meet their expectations.



Revolutionising the way we work

To better support the Officiating community now is the time to look at the way we work. Through our on-going relationship with the Education and Training Department we will look at the modernisation of systems, data and processes to enable us to understand, communicate and foster better relationships with our current and potential Officials. In discussions with County and Regional Umpiring Secretaries and also individual Officials we have identified a need to explore the way in which learning is delivered. There is a growing need to offer more variation on the traditional Tutor led pathway and to provide a learning offer that recognises learner preferences, needs and motivations, and emphasises the need to be participant centred. Counties, Regions and individual learners have questioned the accessibility of courses and CPD and that the current offer is very one dimensional. With examples from other sports both in the UK and Internationally we must make our education and training delivery more accessible and offer a 21st century learning option.

As a governing body England Netball is often looked upon as a leader in the insight driven approach to participant demand. The Officiating Department now needs to build on the work it has undertaken in addressing the immediate need of Officials and look toward gaining further insight to take this to the next stage. This will include changing the way we use our current insight collection methods such as the big Netball Conversation and also the introduction of an active umpire's census. We will ensure that the Officiating segmentation model is considered and activated nationally and that it drives forward much of our strategic planning as well as our development of new Officiating products and programmes.

County and Regional Umpiring Secretaries have long expressed that the administration tasks associated with course organisation and delivery often mean there is little time left to focus on the development and mentoring of Officials. This has been seen as one of the key factors in the low conversion of Officials. We will conduct an insight project into the centralisation of course organisation to see if there is any business support that England Netball can offer to alleviate this workload so that County Umpiring Secretaries have more time to commit to where their passion lays. By planning courses in conjunction with County and Regional Umpiring Secretaries we will be able to address needs locally but also having a national strategic view which will mean we can overlap in certain areas to ensure demand is met and the number of cancelled courses is greatly reduced. We will also reintroduce post course evaluations and use these to gauge learner satisfaction and also as a means to enhance our courses and their delivery.

Historically communication has been one of the main critical points in the feedback we received from Officials. Despite recent feedback indicating that this has greatly improved there is still further work to be done. We have taken steps to implement new social media platforms which we are forecasting increased page views and interactions and there has been increased the content, including video on the England Netball Website and features in Netball Magazine. We intend to explore other media platforms and new ways of communicating with Officials and will engage experts to use cutting edge techniques to ensure that Officials receive content that is specific to them whilst developing new and exciting ways to keep the Officiating family connected.



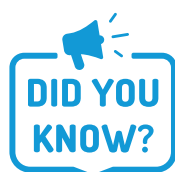
“I currently don’t Tutor as much as I want to due to there being limited opportunities in the area where I live”. **Officiating Tutor, Shropshire.**

Objective

Key Activities

By 2021

<p>Modernise current and introduce new systems to support the Officiating Pathway</p>	<p>Develop a CRM system that captures robust data on our Officials, allowing us to provide more needs led communication and support – 19/20</p> <p>Develop a Learning Management system (LMS) to provide online learning opportunities – 19/20</p> <p>Creating a vibrant online offer of personal development opportunities – 19/20</p>	<p>We will have an enhanced learner experience due to an efficient system for taking bookings and payments</p> <p>We will better understand the demographic of our Officials and their needs and motivations</p> <p>Officials will be able to easily access an industry leading online education offer which provides an ‘at their own pace’ learning offer and in an environment convenient to them</p>
<p>Prioritise an Insight driven approach to Officiating</p>	<p>Conduct an Insight project on centralised course organisation & delivery – Summer 19</p> <p>Embed post course evaluations and ensure they are used more effectively – Autumn 18</p> <p>Expand the quality and depth of Officiating questions asked through the annual Big Netball Conversation to ensure we:</p> <ul style="list-style-type: none"> - Capture how Officiating increases a participant’s netball experience. - Measure the demographic, needs and motivations of our Officials. <p>Activate the Officiating Segmentation Model to support our planning and delivery – Winter/Spring 19</p>	<p>An Insight driven approach will ensure that the Official is always at the heart of our planning</p> <p>We will have a greater understanding of how the role of an Officiating Assessor or Tutor increases an Officials satisfaction</p> <p>We will have Officials that have increased satisfaction in their interactions with England Netball</p> <p>There will be a greater understanding of the impact of learning opportunities based on evaluations from Officials</p> <p>We will make more evidence based decisions on what Officials we need and the support they require</p>
<p>Embed a strategic approach to planning across all Officiating activities</p>	<p>Work with Counties and Regions to plan courses annually to ensure we meet the demands of the sport - Summer 2019</p> <p>Deploy Assessing and Tutoring teams on a national basis – Autumn 2018</p> <p>Conduct an annual ‘active umpires’ census</p>	<p>Officiating courses will be planned strategically to support conversion rates and maximise a learners progression</p> <p>All officials will have access to skilled workforce who work regularly and are passionate about their work and CPD</p>
<p>Maintain an exciting Social Media presence and explore new communication capabilities</p>	<p>Maximise the usage of social media</p> <p>Create tailored communications for each role within Officiating – Spring 2019</p> <p>Conduct an insight study into the use of digital technology and social media platforms as a way of interacting with Officials – Spring 2020</p>	<p>We will have an Officiating community that feels valued and informed due to improved lines of communication</p> <p>Increased page views and interactions on social media channels increasing the visibility and strength of the Officiating department ethos and values</p>



We have bold aspirations to offer a wide range of online learning opportunities for officials, to enable them to upskill at a time convenient to them whilst being supported locally by experts in residence.

The Continuing Journey

The main objective of this strategy is to take all officials in England on a journey that provides a new set of solid foundations as we build toward the future. Netball in England is enjoying the limelight of being on its highest stage in the history of the sport and it is imperative that Officiating keeps up with this surge in popularity but paves a pathway in its own right. Insight and understanding the needs of our officials will always remain the best source of inspiration and it is these interactions that enable us to do what we do and provide you with what you need. It is impossible to see into the future of Netball but by using this approach the Officiating Department will be able to develop this strategy and future plans so we can answer Netball's next big questions and face new challenges head on.

Many of our current structures and processes were developed by volunteer experts locally before the sport became the professional organisation it is today. The Officiating Department recognises the solid foundations these individuals created which support us every day. With this always at the forefront of our minds we welcome your feedback in this strategy and ask that you keep talking to us as we will to you.

'Team White' is exactly that, a team of hardworking individuals, now with a shared strategic focus and a desire to drive forward Officiating in our fantastic sport.



To keep up with all things Officiating...

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