ENGLAND
NETBALL
ADVENTURE
STRATEGY 2021 - 2031

Introduction...

Every day, across the length and breadth of England, hundreds of thousands of women and girls step onto a netball court - and embark on an adventure. To play the game is to experience the thrill of competition and the joy of camaraderie, to put one's body, mind, and spirit to a challenge of skill and will. It is an adventure that reaches far beyond the court. The bonds of belonging that netball forms bridge boundaries and transcend generations, enriching the lives of players ages 5 and 95, and every age in between. The netball experience is, in the truest sense, an adventure that can last a lifetime.

Over the next 10 years, England Netball is undertaking its own adventure. At a time of unique possibility - in a sporting world transformed by technology and a rapidly changing landscape for women and girls – we will seize the moment, bringing netball to unprecedented heights of visibility, influence, and impact.

Our game has never been more popular; nor has there ever been more room for it to grow. In the decade to come, we will elevate netball to a new place of prominence in the pantheon of sport.

We will do so with an unshakeable sense of purpose and a firm grasp on the ideals we hold dear. On this adventure, our values are our map and our moral compass will hold us true to course. There is power in our platform, and we pledge to use it well. We will continue to be a strong voice for women and girls, supporting them at every life stage, while speaking clearly and responsibly on the topics that matter most to them.

The promise of netball - the way it impacts lives and realises dreams - can and must be extended far and wide. We have seen, time and again, how netball forges connections and kinship across social barriers. We pledge ourselves to the principles of inclusion and equity. We will work to ensure that our game is opened in every community, across all lines of gender, race, ability, or economic status. In all that we do, we will remain vigilant about our social role - mindful of our impacts, dedicated to bettering individual lives, to strengthening communities, to caring for our planet.

We will embed the values we uphold in netball at every level. From grassroots play to the heights of international competition, all netballers are participants in a sport that champions them. We have seen and admired the Roses represent all that is great about the English game on the world stage and beyond. We boldly move into the next era dedicated to vastly expanding the opportunities within netball, professionalising the elite game, and building a world leading, exceptional and eclectic workforce off the court.

Many more of us, athletes and others behind the scenes, will have the opportunity to make full-time careers in the sport we love.

There will be challenges along the way. But we will meet them - with ambition, with confidence, with creativity, and with an intrepid spirit. We are the guardians of the game; in all the choices we make, in all the actions we take, our goal is to protect and grow netball, as a sport, as a career, as a way of life.

Many milestones await us in the years to come. In 2022, the Roses will defend their Commonwealth Games title in Birmingham, a thrilling showcase for the sport and an opportunity to strengthen ties between the netball family, the broader public, and the national team. In 2026, we will celebrate England Netball's 100th anniversary and all that has been achieved to get us to this new adventure. Throughout this momentous decade, we will preserve the soul of the game while drawing in new audiences.

The path we will travel is the most exciting in the history of our sport. It is a journey into a future of extraordinary opportunity. It is a true adventure.

Our Story to Now

We are emerging from a history-making ten years – a period of monumental change, of landmark growth, of unparalleled challenges. It was a time when remarkable achievements on the elite stage powered success on thousands of smaller ones. The decade peaked with England's gold medal victory in the 2018 Commonwealth Games raising the profile of our sport to new levels, putting the Roses on television screens and magazine covers, and spreading "netball fever" across the land.

Thanks to a decade of proactive planning, embedding insight and driving innovation we were in a position to meet the demands, and reap the rewards, of this historic netball boom. The reverberations were felt in the packed stands at internationals and superleague events that followed, and in the explosive participation in our plethora of programmes: Bee Netball, Netball Now, Back to Netball, Blended Netball, Walking Netball, and on, doubling participation in our sport and raising the activity levels for female audiences nationwide.

There was a second defining event of this past decade, of course. The Covid-19 pandemic descended just as we were entering what would surely have been a transformative year. Facing this great trial, we rewrote our rule book, received extraordinary support from our Netball family and partners - and we persevered and prevailed. We brought back the Superleague for a season like no other, behind-closed-doors in a central venue. Our Rise Again appeal to save the sport was met by a truly stunning display of solidarity from our membership.

These triumphs in the face of adversity have left us both grateful and energised. We are passionate as an organisation and a movement, committed to continuing the challenging task of post-pandemic recovery and rebuilding. And we are more eager than ever to move forward in this adventure - onto the next, and most exciting, chapter in our story.

Our Purpose

Ours is a purposeful adventure. The journey over the next 10 years will be defined by a sense of duty and aspiration.

To lead a movement, on and beyond the court.

To uphold an unapologetic focus on women and girls whilst opening the game for new audiences to belong, flourish and soar.

Our Moral Compass

Our framework of beliefs, values and ideals we hold fast, that help us stay true to our purpose.

Guardians of the Game

Guide, safeguard and influence netball across the country, moving our game into the future and preserving it for generations to come.

Proudly Female

Uphold our focus on women and girls, recognising that our female sensibility is a mark of distinction, a sign of strength, and a vital force in the effort to address the gender participation gap across sport.

Dedicated to Difference

Pledge to promote and celebrate difference, embracing the opportunity to make our sport a possibility within everyone's reach, ensuring netball is open to new audiences, beyond our current following, to discover the joy of belonging in netball.*

Driven by Insight

Fuel innovation with insight and intelligence, grounding all decisions, plans, and actions in a deep knowledge of our sport, our audiences, and the wider landscape.

People Centred

Unlock personalised experiences by placing the participant at the heart of the design and delivery of our sport.

Consciously Sustainable

Empower our people and partners to prioritise sustainability and nurture a healthy planet, maintaining mindfulness about the footprints we leave on every step of our adventure. **

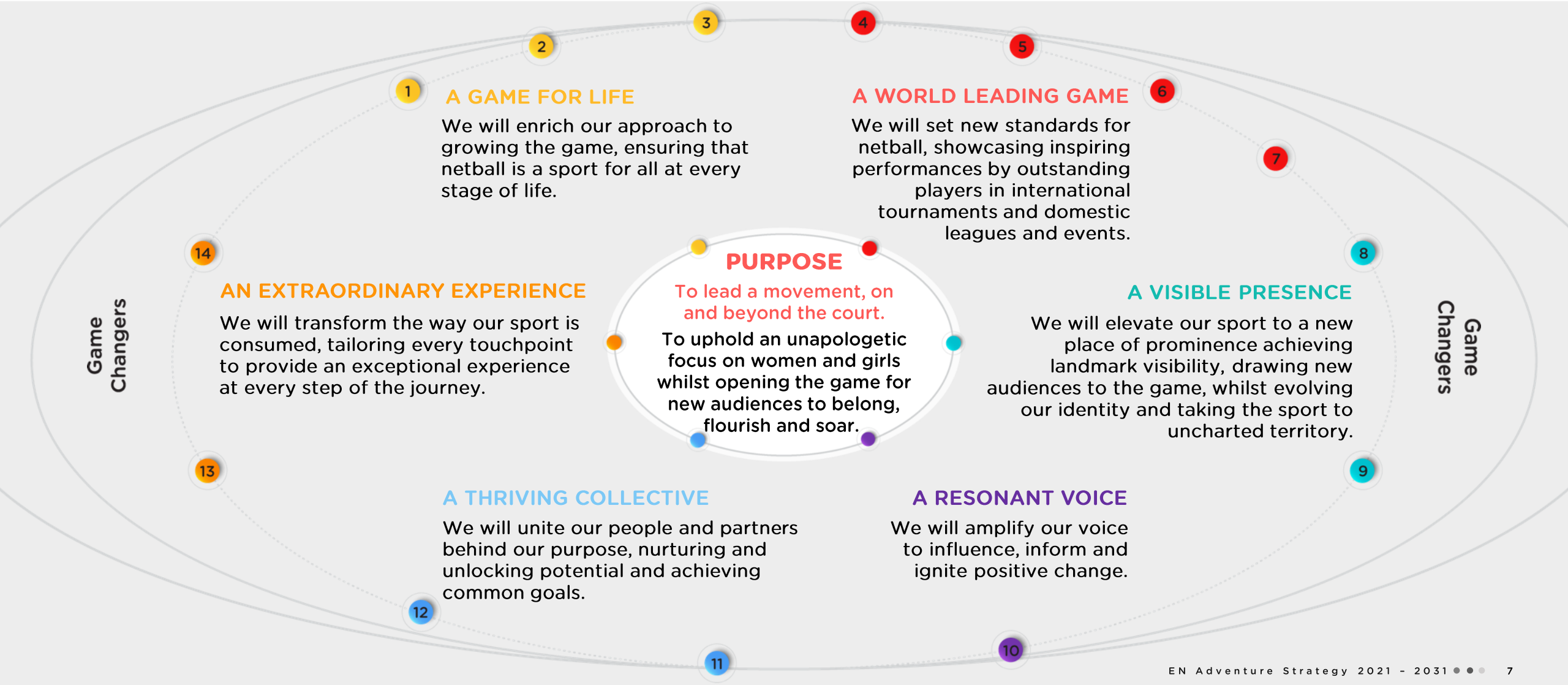
Endlessly Innovating

Enshrine a restless commitment to innovation and new ideas, inspiring each other to forever reimagine and lead the way.

* Supported by EN's Belonging Commitment Statement – see page 30
**Supported by EN's Sustainability Commitment Statement - to be launched 2022

Our Destinations

These are our 6 destinations: the stations we will reach, the goals we will meet, to realise our purpose in the decade to come.



Our Game Changers

To guarantee the success of our adventure, we must be considered and surefooted in our actions. These are steps we will take to change our game.

A GAME FOR LIFE

1. Unlock the game for more communities to enjoy, through personalised programmes and pioneering new partnerships that take the sport to audiences we can't reach alone.
2. Protect the future of the sport by transforming netball for children and young people and providing world class first impressions.
3. Reimagine and extend the club and league landscape to enable more people to enjoy netball in a way that is relevant to them.

A WORLD LEADING GAME

4. Support the Roses to achieve recognition and respect as the world's best female sports team.
5. Grow a professional performance system and a talent pathway that reinvigorates the game, developing and supporting an unending supply of outstanding players.
6. Build the most competitive, commercially vibrant, and captivating professional netball league in the world.
7. Create a portfolio of world-leading events that pushes the boundaries of sport, inspires players, and showcases netball to new audiences.

A VISIBLE PRESENCE

8. Expand our global footprint bringing more of our sport to more people's lives ensuring we are the sport of choice for women and girls.
9. Undertake our new adventure with a reimagined brand identity which will clothe us for the next decade of discovery beyond the sporting runway.

A RESONANT VOICE

10. Impact the lives of women and girls, using our voice to speak clearly on the issues that matter the most to them.

A THRIVING COLLECTIVE

11. Create a space where extraordinary people are empowered to thrive, innovate and lead the movement.
12. Establish a family of meaningful partnerships, powered by purpose.

AN EXTRAORDINARY EXPERIENCE

13. Create seamless customer journeys for all, promising a deeper understanding of the lives of those joining the adventure in order to tailor every touch point.
14. Embrace the latest digital and technological developments to reimagine the netball experience.

A Game For Life

WE WILL enrich our approach to growing the game, ensuring that netball is a sport for all at every stage of life.

Game Changer 1

Unlock the game for more communities to enjoy, through personalised programmes and pioneering new partnerships that take the sport to audiences we can't reach alone.

What we will do...

'Your Game Your Way' - Constantly refreshed, relevant and consciously inclusive menu of products and programmes that builds on the success of Back to Netball and Walking Netball and inspires participation at all stages of female lives.

Pioneering partnerships - Seek out new innovative partnerships designed specifically to diversify and extend our audience.

Supercharge support for people - Increase and tailor our support to people facilitating community netball programmes so they are inspired, empowered and equipped to create outstanding experiences.

Places to play - Take a fresh look at the spaces required to support the sport, creating accessible places in every community to allow netball to be incorporated into how and where people live their lives.

Game Changer 2

Protect the future of the sport by transforming netball for children and young people and providing world class first impressions.

What we will do...

Policy reform and transformation of school netball - Join with leading sports and sporting organisations to lobby for extended physical literacy provision within and after the school day whilst also focusing on transforming netball specific provision in all school environments to complement and pave the way for participation in the community.

Acceleration and expansion of Bee Netball - Focus on reaching children at a younger age. Drive awareness with parents to ensure netball is the team sport of choice for their child.

Spotlight on youth and young people - Put a focus on adolescent girls and young women to retain them within the sport and keep them physically active as they develop throughout their teenage years.

A smooth transition to community for all - Deliver netball inclusively in every community for all children and young people so their involvement in netball can continue within the community in a way that is relevant to them.

A new, equipped and diverse workforce to power the transformation of netball for children and young people - Deliver a nationwide approach to recruitment and training that enables netball for children and young people to be delivered brilliantly at scale in schools and the community.

Game Changer 3

Reimagine and extend the club and league landscape to enable more people to access and enjoy netball in a way that is relevant to them.

What we will do...

Understanding female lives - Equip and empower netball delivery partners with the insight required to change delivery behaviours and provide first class experiences that recognise difference and ensure retention.

Revolutionised learning offer for coaches, officials and volunteers – Transform learning and development for leaders, coaches and officials, putting the experience at the heart of the learning. Proactively increase the diversity of our club and league workforce through innovative engagement and learning programmes.

Nationwide network of complimentary competitive opportunities - Empower and support registered leagues to deliver outstanding, relevant competitions. Establish a social league offer that bridges gaps in provision and grows revenue into the sport.

'Homes' for the sport - Protect, enhance and extend the network of 'homes' that house the sport at a local and regional level.

A World Leading Game

WE WILL set new standards for netball, showcasing inspiring performances by outstanding players in international tournaments and domestic leagues and events.

Game Changer 4

Support the Roses to achieve recognition and respect as the world's best female sports team.

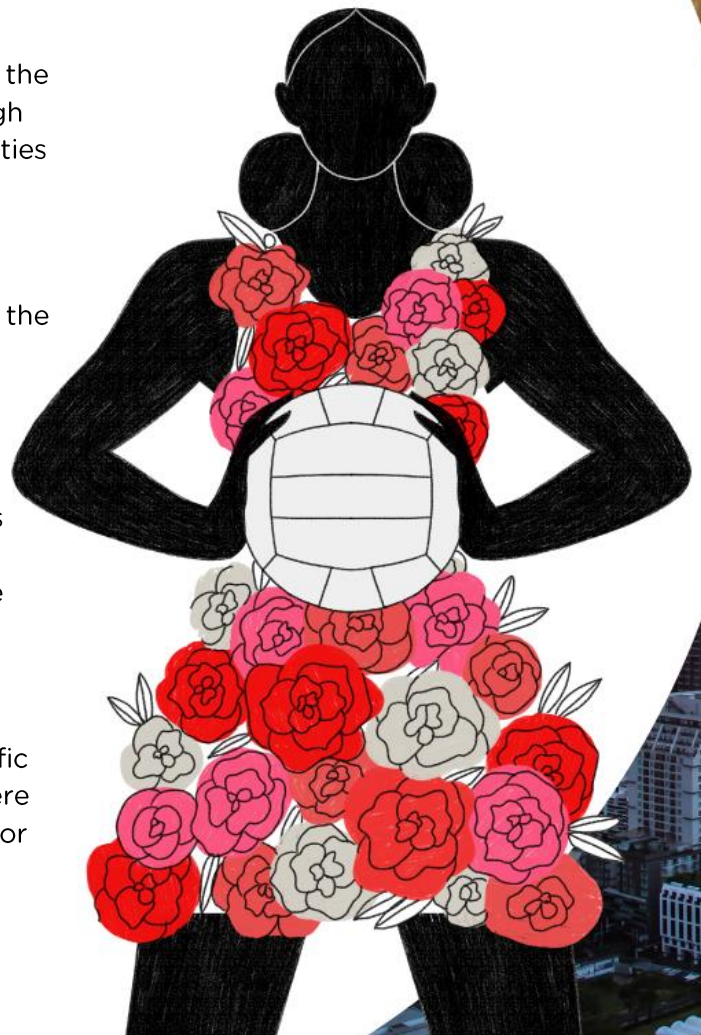
What we will do...

The Roses programme - Continue to protect and build upon the full-time programme of support for the best Roses players that enables them to access high quality, dedicated and bespoke learning opportunities and support, alongside their peers, designed to prepare them for the specific demands of international netball and life beyond the court.

Exposure to international competition - Expose the Roses and future players to the best teams in the world with an increasing expectation of winning.

Roses culture - Develop and embed a sustainable Roses culture and identity that defines the way we operate on a daily basis, that supports our athletes and staff as people-first, that recognises and celebrates individual differences and our collective responsibility to leave the game in a better place, enabling connections to be forged with new generations of women and girls.

Future Roses - Prepare future Roses for the specific demands of international netball to ensure that there is an oversupply of Roses-ready players available for selection and prepared to soar.



Game Changer 5

Grow a professional performance system and a talent pathway that reinvigorates the game, developing and supporting an unending supply of outstanding players.

What we will do...

Player recruitment - Develop robust talent recruitment systems and processes that allow talented players from all backgrounds to be identified and to access the pathway.

Talent pathway - Develop a countrywide network of accessible pathway programmes that are aligned to future Roses success.

Roses Development Framework – Embed a clearly mapped and progressive framework that sets out the programmes, time frames and progression milestones for talented athletes at each stage of their development.

Competition - Deliver a range of competitive opportunities that are both age and stage appropriate.

Professional environments - Support the further development of professional, dedicated training environments that offer high quality, contemporary and tailored challenge and support for the most talented athletes.

Facilities - Establish a network of facilities that are both inspirational and functional and maximise the performance potential of the most talented players.

System leadership and alignment - Build a sense of community and alignment across the performance system, whilst providing leadership to the sport.

Knowledge and innovation - Generate and capture insight so that athlete selection, development, preparation and performance is based upon a deep understanding of the game and the athletes' individual needs.

Coach development - Recruit, develop and retain a diverse community of expert coaches and practitioners that are recognised as world leading in their field and able to offer outstanding support to athletes.

Game Changer 6

Build the most competitive, commercially vibrant, and captivating professional netball league in the world.

What we will do…

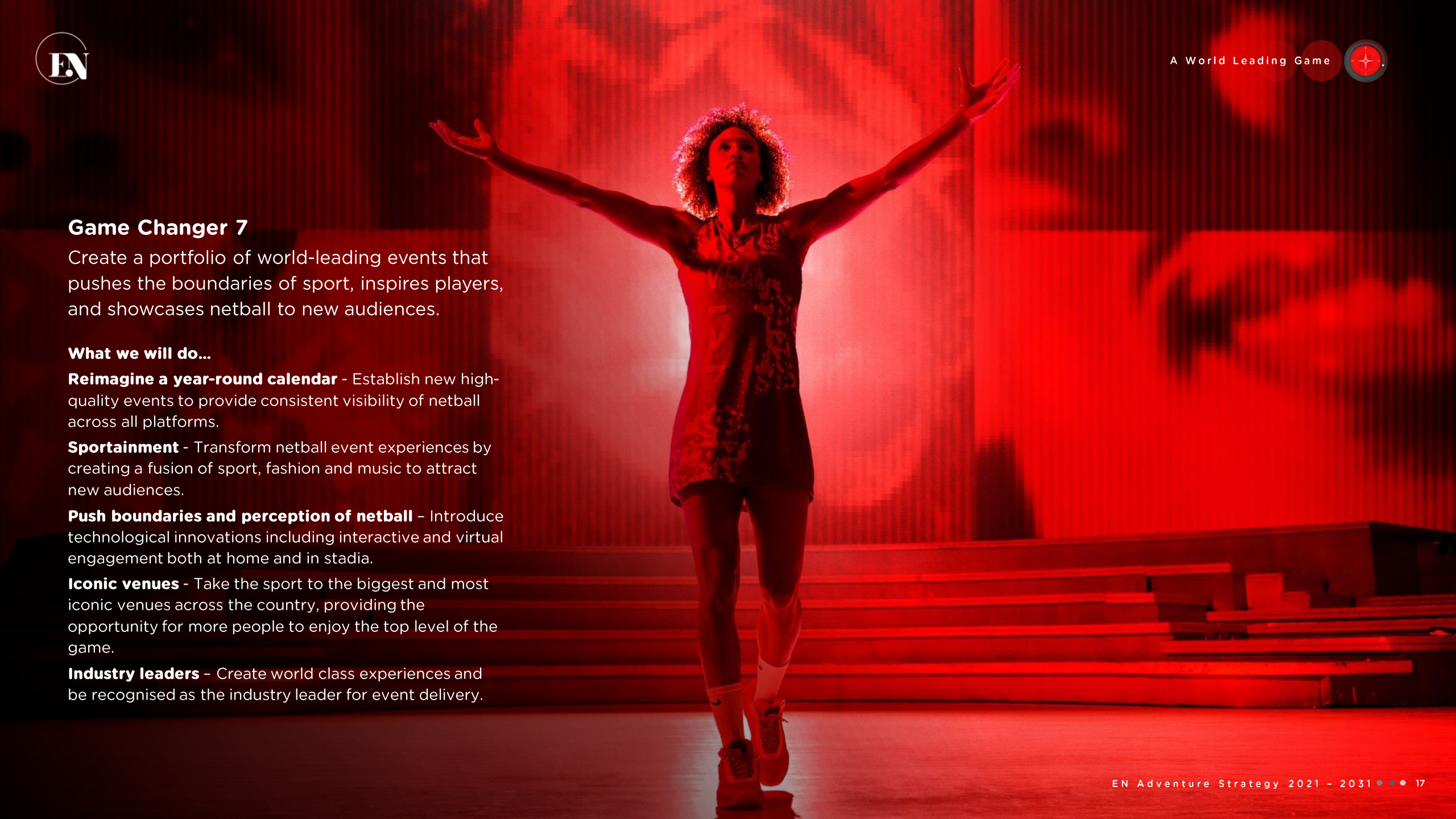
Professionalise the league – Develop a competition that supports full time athletes, underpinned by a world class infrastructure and environments that provide a significant growth of people enjoying careers in the game.

Commercial success – Develop an attractive and powerful league that maximises revenues and ensures financial sustainability.

Competitive - Deliver an elite competition with intense, to the wire matches, that develops Roses ready athletes and attracts the world's best players.

Visibility - Deliver an extended programme of competitions and events, develop innovative media and broadcast solutions and drive meaningful campaigns to grow and engage new audiences.

Strong brand and culture - Raise the profile of the competition, players and individuals, through a brand and culture that drives and inspires participation, spectators and fans.



Game Changer 7

Create a portfolio of world-leading events that pushes the boundaries of sport, inspires players, and showcases netball to new audiences.

What we will do...

Reimagine a year-round calendar - Establish new high-quality events to provide consistent visibility of netball across all platforms.

Sportainment - Transform netball event experiences by creating a fusion of sport, fashion and music to attract new audiences.

Push boundaries and perception of netball – Introduce technological innovations including interactive and virtual engagement both at home and in stadia.

Iconic venues - Take the sport to the biggest and most iconic venues across the country, providing the opportunity for more people to enjoy the top level of the game.

Industry leaders – Create world class experiences and be recognised as the industry leader for event delivery.

A Visible Presence

WE WILL elevate our sport to a new place of prominence achieving landmark visibility, drawing new audiences to the game, whilst evolving our identity and taking the sport to uncharted territory.

Game Changer 8

Expand our global footprint bringing more of our sport to more people's lives ensuring we are the sport of choice for women and girls.

What we will do...

Future gazing - Develop media partnerships with a shared passion to grow the sport, evolving and adapting different content formats and new digital platforms to ensure netball is always-on, entertaining Gen Alpha and beyond.

Athlete to icon - Convert success on court to legacy off it, making our athletes household names, with compelling storytelling that is authentic to them, to take them and our sport to new and exciting places.

Explorer partnerships - Buddy-up with aspirational brands, influential people and powerful platforms to help take us to a diverse world of people and places we can't reach alone.

Content with intent - Create unique and meaningful content for our entire Netball Family, elevating the Roses and bringing people closer to our programmes ensuring everything we do has a purpose.

Stay connected - Remain relevant in the digital space whilst staying focussed on ensuring we are reaching fans at all touchpoints of their day-to-day lives.

Game Changer 9

Undertake our new adventure with a reimagined brand identity which will clothe us for the next decade of discovery beyond the sporting runway.

What we will do...

Reimagined brand - Reveal a bold and fresh brand identity which will set us apart from other governing bodies and sports organisations taking us to new audiences and rooting us in the lives of the Netball Family.

Lifestyle - Reach beyond the sport to create a sense of belonging and a movement that people are proud to be part of, something bigger than themselves.

Nurture online communities - Provide a limitless world, bringing like-minded people together to connect, support and navigate life beyond the court.

Product for life - Ethically clothe our netball family and fans with desirable performance and lifestyle products, easily accessible at each stage of their netball journey.

Be true to ourselves – Do things differently to continue to demonstrate true value in our unique proposition and our unapologetic female focus.

ENGLAND NETBALL

A Resonant Voice

WE WILL amplify our voice to influence, inform and ignite positive change.

Game Changer 10

Use our voice to speak with purpose on the things that matter the most to women and girls to positively impact lives.

What we will do...

A deliberate and strategic voice - Lead our movement with a powerful and deliberate narrative, informed by the causes that matter most to our communities.

Champion and support – Lend our voice to champion the causes of others, responding to events or moments that impact our communities.

Be distinctive – Seek innovative and disruptive partnerships with brands, communities, platforms and people to connect in a compelling way with audiences to inspire people to think, feel and live differently through their relationship with our game.

Amplify the athlete voice – Support players to unlock their voices on the things that matter the most to them, co-creating content and sharing our platforms and networks to help them lead their own personal movement to increase their influence and impact on and beyond the court.

Connect and influence with intent – Identify an ambitious, broad-reaching list of new and existing relationships and networks to help realise our purpose, ensuring that we are connected at a hyper-local, national and international level to lend our voice to key topics and lead the conversation to lobby for positive change.

Celebrate impact – Spotlight and share successes in communities and networks to inspire ever-greater action, galvanising the movement, with a louder voice on the things that matter the most to the lives of women and girls.

A Thriving Collective

WE WILL unite our people and partners behind our purpose, nurturing and unlocking potential and achieving common goals.

Game Changer 11

Create a space where extraordinary people are empowered to thrive, innovate and lead the movement.

What we will do…

People strategy – Establish and embed a plan that promotes diversity and inclusion as a foundation for innovation. Creating a culture where all can belong, collaborate, and fulfil their potential whichever path they choose.

Revolutionise learning offers - Provide accessible opportunities to inspire a growth mindset and nurture exceptional talent.

Inspirational leadership – Drive engagement, growth and retention through inspirational leadership. Establish pioneering new development programmes to support leaders of the future, with a focus on youth progression.

Transform career opportunities - Enable more people to convert passion to profession at different touch points of the game.

Celebrate successes – Create opportunities to recognise individual contributions and collectively celebrate the people that activate the movement.

Game Changer 12

Establish a family of meaningful partnerships, powered by purpose.

What we will do...

Adventurous partnerships - Seek out and collaborate with ambitious partners that possess the passion and expertise to support netball to transcend sport, reach new audiences and create special moments.

Enhanced value - Inspire and support all partners to play a leading role and add value, using their expertise, brand, funding, products and voice, to create magic and movement.

Stronger together - Establish a network of expert partners with comfort and clarity around their part to play and a real sense of togetherness, community and alignment behind the national ambition to ensure the sport's future success.

An Extraordinary Experience

WE WILL transform the way our sport is consumed, tailoring every touchpoint to provide an exceptional experience at every step of the journey.

Game Changer 13

Create seamless customer journeys for all, promising a deeper understanding of the lives of those joining the adventure in order to tailor every touch point.

What we will do...

Deep understanding – Develop a rich knowledge and understanding of our current and potential audiences, their relationship with us and the journeys they take through our sport.

Tailored touchpoints – Map and create seamless touchpoints at all levels of the game that makes it easy, fun and enjoyable for netball to be part of life.

Exceptional first impressions - Ensure that the first interaction with the game is a positive one and establishes connection and belonging from the outset.

Reinvented membership offer – Transition people from a transactional relationship with the sport to an emotional connection.

WOW moments - Create memorable experiences for netballers by exceeding their expectations and delighting them in a way that meets their needs.

Demolition innovation - Remove barriers faced by those in the game. From warm hands in winter to a uniform that builds confidence. Never settling because 'it is how it has always been'.

Game Changer 14

Embrace the latest digital and technological developments to reimagine the netball experience.

What we will do...

Connected digital infrastructure - Provide a seamless journey of engagement which expands our data and insight into consumer relationships with the sport.

Virtual connections - Adopt the latest technology and social platforms to continually create new connections and develop stronger bonds with all parts of the netball community.

Always a game - Excite on and off the court by embracing gamification and providing new opportunities to 'play' and engage through a virtual world.

Digital disruption - Embrace technological developments to revolutionise the game and be at the forefront of sport technology.

Performance optimisation - Capitalise on technological innovation to achieve marginal gains.

Measures of Success

A detailed impact measurement framework is in place to ensure we remain on track to reach our destinations, a selection of measures are highlighted below.

A GAME FOR LIFE

- 50% increase in females playing netball across all life stages.
- Year-on-year increase in the diversity of the netball playing population with an ambition to reflect the diversity of the nation.*
- A countrywide accessible offer for men and boys (supported through our partnership with EMMNA).
- 90% of all schools delivering a quality netball experience.
- A clear and connected offer of choice for all in every community, with world class experiences in clubs and leagues at the heart of community netball.
- A place to play within easy travel distance from every household.

*This measure considers the female game only.

A WORLD LEADING GAME

- Back-to-back Commonwealth Games and Netball World Cup titles, with a Roses team celebrated for its diversity and identity.
- World-class depth of Roses-ready players in all positions, competing for places in the team.
- A nationwide network of centres that provide high quality player support and rich opportunities for learning and progression for the most talented athletes.
- A fully professional domestic netball league attracting top players from across the world.
- A community of coaches and practitioners that are recognised and respected as being world-leading in their fields.
- 100% growth in attendances for all Roses home international events.
- World class Net Promoter Scores for all EN delivered events.

A VISIBLE PRESENCE A RESONANT VOICE

- 1st choice team sport for females.
- Growth of 'hours and inches' of netball content across all sport and non-sport media.
- Growth of 'non netballers' engagement across social and digital channels and attending events.
- Year-on-year increase in the conversion rate from our 'Watch-Click-Play' legacy audiences.
- Expansion in global coverage of EN netball content.
- Year-on-year increase in brand awareness of England Netball
- Year-on-year increase in athlete brand awareness.
- A leading voice that represents women and girls on the things that matter the most to them, on and beyond the court.
- Year-on-year increase in members of the netball family who feel netball champions causes important to them.

A THRIVING COLLECTIVE

- 100% growth in people with careers in the game.
- A year-on-year increase in the diversity of our Thriving Collective.
- A year-on-year increase in our Thriving Collective feeling they belong in netball.
- Significant growth in the number of people actively taking part in regular learning opportunities.
- World class accreditation for staff engagement and volunteer Net Promoter Scores.
- People and partners within our Thriving Collective, aligned to our Moral Compass and signed up to our Belonging Commitment Statement.

AN EXTRAORDINARY EXPERIENCE

- World class Net Promoter Scores for all netball services.
- Year-on-year increase in the percentage of the netball audience engaging at least monthly with EN's digital platforms.
- A loyal and growing membership.
- 'Netball supports me to belong, flourish and soar'- year-on-year increase in the percentage of people from across the game agreeing with this statement.

Belonging Commitment Statement

In netball we want everyone to find a place to belong, flourish and soar. A place where you can retain your own personality, style and flair. A place you are cherished and appreciated for simply being you.

The on-court structure of our sport inherently recognises that the strength and success of a team comes from difference. We actively strive to create a culture that values, recognises and supports individuality throughout all aspects of netball, to allow our people and our sport to continue to thrive and reach new heights.

Dedicated to Difference

We pledge to promote and celebrate difference, embracing the opportunity to make our sport a possibility within everyone's reach, ensuring netball is open to new audiences, beyond our current following, to discover the joy of belonging in netball.

What we will do...

Drive an inclusive culture – by informing and challenging ourselves, our partners and leaders at all levels of our sport and organisation to cultivate a sense of belonging for all who join us on our adventure.

Remove barriers - by developing and evolving our sport to meet the needs of both current and future audiences.

Unlock opportunities – by partnering with organisations who share our values, ambition and intent, to help us achieve what we can't alone.

Provide exceptional experiences – by putting individuals at the heart of all we do; recognising and being empathetic to differences.

Take action - by continuing to take seriously our responsibility to govern and safeguard the sport ensuring it remains a safe, welcoming and fair place for all.

Be an active ally - by being relentlessly committed to representing, celebrating and proudly standing with all communities.

Never stand still - by always staying curious and evolving to remain relevant to our growing Netball Family.

We want the Netball Family to unite and join us. We invite you to pledge your commitment to this journey, to ensure everyone feels they have a place to belong in netball.

ENGLAND
NETBALL
Vitality