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| --- | --- |
| **Updated by** | **Completed 2016** |
| **Louise Key** | **Yes** |
| **Robyn Rogers** | **Yes** |
| **Vanessa McErlain** | **Yes** |
| **Paula Hill** | **Yes** |

**Introduction**

Welcome to the \*COUNTY\* plan. This document sets out the plans, for the whole of the netball family in the \*COUNTY\*; members, general participants, young people, adults, coaches, official, supporters and volunteers. Building on the successes of the previous four year plan and considering extensive research into netball participants and potential participants, this plan aims to set out how we will deliver excellence and contribute towards netball’s strategic goals.

The plan begins by sharing the England Netball vision, mission and strategic goals, see page 2. Page 3, then details a summary of the priority targets within this plan, giving a quick overview of key focus areas. The plan is then split into a number of sections, each section showing a detailed SWOT analysis (strengths, weakness, opportunities and strengths) followed by the area action plan. The sections are as follows;

* Good Governance
* Playing the Game (Schools, Club Development, Further Education, Higher Education, Community, Facility Development)
* Performance
* Competitions and Events
* Volunteering
* Coaching
* Officiating
* Communication and Marketing

We hope this provides a useful outline of how as one team, aligned behind one dream, netball will achieve its overall mission of ‘your game your way’. Happy reading!



**England Netball Vision, Mission and Strategic Goals**

**Vision**

Your Game, Your Way

**mission**

To establish England Netball as a top performing, financially sustainable National Governing Body
that promotes ‘Netball for Life’ and develops more world class athletes

**strategic
goal 1**

Grow participation in the game by an average of **10**,000 participants per annum

**strategic
goal 2**

Deliver a **1**st Class Member and Participant experience

**strategic
goal 3**

Establish England as the number **1** team in the world by winning the World Netball Championships

**strategic
goal 4**

Lead an effective and progressive infrastructure enabling all involved in the netball experience to collaborate as one team aligned behind one dream

|  |  |  |  |
| --- | --- | --- | --- |
| Strategic Goal | Measures / Outcomes | National Target | County/ Regional Target  |
| **Goal 1**Grow participation in the game by an average of 10,000 participants per annum | ^O18 members |  |  |
| ^U18 members |  |  |
| ^U14 members |  |  |
| ^U11 members |  |  |
| ^Number of new participants through Back to Netball |  |  |
| ^Number of new participants through Pay and Play\* |  |  |
| ^Number of new participants through Indoor Netball Pay and Play\* |  |  |
| ^Number of new participants through Workplace Leagues\* |  |  |
| ^Number of New participants through Introduction to Netball\* |  |  |
| ^Number of new participants through High 5 clubs |  |  |
| ^Number of new participants through Junior (O11) clubs and sections formed |  |  |
| ^Number of new participants through Youth Pay and Play\* |  |  |
| **Goal 2**Deliver a 1st Class Member and Participant experience | ^Number of new High 5 clubs |  |  |
| ^Number of new Junior (O11) clubs |  |  |
| ^Number of new accredited clubs |  |  |
| ^Number of Beginner Award Umpires qualified |  |  |
| ^Number of C Award umpires qualified |  |  |
| ^Number of B Award umpires qualified |  |  |
| ^Number of Youth Umpires qualified |  |  |
| ^Number of Match Bench Officials course attendees |  |  |
| ^Number of Introduction to Coaching attendees |  |  |
| ^Number of UKCC Level 1 coaches qualified |  |  |
| ^Number of UKCC Level 2 coaches qualified |  |  |
| ^Number of UKCC Level 3 coaches qualified |  |  |
| ^Number of High 5 workshop attendees |  |  |
| ^Number of coaches accessing technical workshops |  |  |
| ^Number of new volunteers registered on Pass on Your Passion |  |  |
| ^Number of Young Netball Organiser attendees |  |  |
| **Goal 3**Establish England as the number 1 team in the world by winning the World Netball Championships | ^Number of quality Satellite Academies run |  |  |
| ^Number of quality County Academies run |  |  |
| Number of quality Regional Academies run |  |  |
| Number of athletes graduating from the England Performance Pathway to play in NSL |  |  |
| Number of athletes with benchmarked graduation to Regional Academy and Regional Performance Academy |  |  |
| Number of players achieving the higher minimum standard in all Academies |  |  |

 \*New initiatives - actual initiative names yet to be decided ^Likely to reflect the total of the County targets set in this area

**Core**

**Delivery**

**SECTION 1 – Good Governance, Safeguarding, Equity and Diversity**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths**New Governance/TSGs. Coaching, Umpiring, Development* New Volunteers coming through within the TSG
* Enthusiastic Knowledgable Management Board
 | **Weaknesses*** Heavily reliant on same volunteers
* Time commitment
 |
| **Opportunities*** Recruitment and Mentoring opportunities for new volunteers
* Increased membership with new products
* New Governance
 | **Threats*** Overload with new product delivery targets
* Retention of new volunteers
 |

|  |  |
| --- | --- |
| **Good governance** |  |
| **National Objectives:** * Establish a structure that recognises EN as a membership organisation but will allow EN to utilise its commercial potential; generating an income and reducing the reliance on Sport England.
* Establish a committee and advisory structure that provides the Board and Central Management Team with the appropriate level of governance support and develops a clear demarcation between strategic board issues and management operational issues.
* Maintain a strong and effective Board.
* Have clarity on the stakeholder engagement within the governance structure including Regional, County, League and Clubs.
* Ensure that the Governance Structure adapts to the external and internal environment and continues to be a first rate NGB.
* Establish a safe, fair and inspiring sporting environment that contributes to a high quality participant experience at all times.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Appointing suitably experienced volunteers and ensuring personal development of said volunteers**
* **Y Setting SMART goals to ensure delivery of plan**
* **Z**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 1.1 | Ensure the membership and role of the committee and working groups are appropriate to deliver the 2013-17 plan. *Consider the EN recommended CNA structures and roles.* |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA |  |
| 1.2 | Annually review the committee’s governance practices to ensure these meet EN minimum operating standards.  |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA | On going |
| 1.3 | Review the committee and working group recruitment and induction process to ensure an open, high quality process. |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA | On-going |
| 1.4 | Adopt relevant EN policies and procedures and formally record within board minutes. |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA |  |
| 1.5 | Ensure all committee and working group members sign a code of conduct. |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA |  |
| 1.6 | Complete an annual/ biannual review of the effectiveness of the committee. |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM | SF | CNA |  |
| 1.7 | Identify the training needs of committee members and arrange relevant development opportunities.Review training needs of members after AGM |  | OngoingYearByyear |  |  |  |  |  | CNA | Review training needs of members after AGM – put in mentoring if required |
| 1.8 | Ensure adequate financial controls are in place with regular reporting through the committee.  |  | OngoingYearByyear |  |  |  |  |  | CNA | Budget trackers being used 2015/16 |
| 1.9 | Hold an Annual General Meeting in accordance with constitutional guidance. |  | OngoingYearByyear | July AGM | July AGM | July AGM | JulyAGM |  | CNA | Ongoing |
| 1.10 | Actively promote safeguarding good practice through the website and social media. |  | Ongoing |  |  |  |  |  | NDO | SG Updates forwarded to the website as they come in |
| 1.11 | Ensure all qualifying county appointed roles have an up to date CRB check. |  | Ongoing |  |  |  |  |  | CNA |  |
| 1.12 | Train 4 CRB verifiers.Boston / Lincoln |  | 4 | 1 | 1 | 1 | 1 |  | NDO |  |
| 1.13 | Coordinate a County Safeguarding Officer recruitment drive. |  | Ongoing |  |  |  |  |  | CNA/ NDO | Karen Barker from Brigg appointed CSGO |
| 1.14 | County specific objective re equality and inclusion.  |  | Yearly review |  |  |  |  |  |  |  |
| 1.15 | County specific objectives re any local priority areas. |  | Yearly DP | April | April | April | April |  | NDO/CNA |  |

 **Risks and Risk Management**

|  |  |
| --- | --- |
| **Risk** | **Risk Management** |
| **Not following Governance** | **County Chair to ensure governance adhered to**  |
| **Recruitment of volunteer** | **Ensure appropriate training, mentoring, support in place** |
| **Failure to meet targets** | **Regular review County Chair and NDO** |
|  |  |

**SECTION 2 – Playing the Game**

**2.1 Playing the Game - Schools**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/ TSG/ NDO)

|  |  |
| --- | --- |
| **Strengths*** Support of county finals
* School Games
 | **Weaknesses*** Loss of PDM networl and Schools Association
* Lack of netball knowledge within staff
* Lack of quality umpires for school fixture
* Lack of communication school/clubs/LCNA
 |
| **Opportunities*** LNCA to support via manpower and money
* Develop more robust School Club Liks
 | **Threats*** Lack of links from schools to clubs
* Lack of opportunities for teacher release/cost for CPD
* Limited level 1/2 competitions
 |

|  |  |
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| **School Delivery**  |  |
| **National Objectives:** * Improve quality of netball delivery within schools.
* Improve communication with schools.
* Improve the availability of extra-curricular activity to ensure that provision meets demand and movement of students to club and community sessions.
* Increase the number of affiliated schools.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Use county /club personnel to promote and engage schools at local level**
* **Y Encourage school affiliation**
* **Z Encourage enhanced SCL agreements to promote communication**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.1.1 | Run 6 High 5 workshops attracting 72 attendees.  | Louth, Grantham, Lincoln | 6 | Min of 3 | Min of 1 | Min of 1 | Min of 1 | SubbedbyCNA | NDO | *None requested this year* |
| 2.1.2 | Promote England Netball resources designed to support delivery in schools such as High 5 resource to;* Current school contacts
* School competitions
* County league
 | Across county | ongoing | X | X | X | X |  | NDO | Resourses available to download and added the the ‘School’tab of the website. |
| 2.1.3  | Affiliate new primary schools/ increase affiliation to 50%+ |  |  | 50 | 75 | 100 | 150 |  | CNA, Comms TSG & NDO |  |
| 2.1.4 | Affiliate new secondary schools/ increase affiliation  |  |  | 15% | 15% | 10% | 10% |  | CNA, Comms TSG & NDO |  |
| 2.1.5 | Support school games county final/s |  |  | 1 | 1 | 1 | 1 | Umpireexp | CNA, CSP & NDO | U14/16 ran Nov GranthamU19 Nov StamfordRegional finals abandoned at Priory Ruskin due to slippy courts Ran at OundleSchool Games cancelled 9th March due to weather16 schools enteredReplayed 23March 15 schoolsNeed to book small schools/u12s stand alone  |
| 2.1.6  | County specific objectives. |  |  |  |  |  |  |  |  |  |

**2.2 Playing the Game – Club Development**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/ TSG/ Staff)

|  |  |
| --- | --- |
| **Strengths*** Knowledge and expertise of key partners and volunteers
* CAPs accredited Clubs in most LA
 | **Weaknesses*** Lack of qualified volunteers to move clubs to next level
* Communication from clubs to school
 |
| **Opportunities** * New resources
* Engage franchise at events
* Bursaries for CPD to support volunteers
 | **Threats*** Other sports
* Logistics Facilities, Cost, Travel
 |

|  |  |
| --- | --- |
| **Club Development** |  |
| **National Objectives:** * To grow the club provision for U11’s.
* To increase junior club provision through new clubs/sections and additional provision.
* To sustain and increase the number of accredited clubs.
* To support existing clubs to develop their provision, enabling increased participation and quality.
* To grow the number of clubs created as a result of the Back to Netball initiative.
* To support clubs to improve their local promotion, marketing and communication.
* To support clubs to provide increased satisfaction.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Develop the under 11s in all clubs**
* **Y Opportunities for recruitment of appropriate volunteers to qualify and excel**
* **Z Improve communication from school to club across all age bands**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.2.1 | Develop 6 new U11 clubs or sections to existing clubs. | Target Local Authorities with no existing U11’s club provision |  | X2 | 1 | 1 | 2 |  | NDO | *Stamford juniors up and running. Received £500 Club starter fund**Bourne registered for CAPa* |
| 2.2.2 | Sustain the 7 existing CAPS accredited clubs and support 4 new clubs to gain the CAPS accreditationValley NC to achieve CAPsBourne Juniors to register for CAPs | Existing CAPS clubs  | 7 | 7 | 7 | 7 | 7 |  | NDO & RCo |  |
| New clubs ideally in (previous) SSP areas that do not have a CAPS club.  |  | 1 | 1 | 1 | 1 |  | NDO & RCo | Fenland and Washingborough achieve SilverHealth checks still outstanding |
| 2.2.3 | Develop 2 new junior clubs. Stamford | Target Local Authorities with no existing clubs |  | X | 1 | X | 1 |  | NDO | Stamford are sustained. Affiliate Sept 15-16 |
| 2.2.4 | Develop additional club sessions (such outreach venues).Walton Girls – Fenland Priory Ruskin AcademySkegness AcademySportivate/ Satellites | Existing clubs who could expand their provision  | 4 | 1 | 1 | 1 | 1 |  | NDO | Sportivaate for Fenland ran at Priory Ruskin 24 girls 4 moved into club Skegness Academy 25 girls and has been extended.William Lovall to start in May. |
| 2.2.5 | Develop 6 new clubs as a result of the Back to Netball initiative. |  |  | 3 | 1 | 1 | 1 |  | NDO/ NDCC | Sleaford B2N in CLBourne in Stamford LeagueLadies in Tatters NN Boston LeagueStickney B2N Boston League |
| 2.2.6 | Increase affiliated members by 2%pa |  |  | 2% | 2% | 2% | 2% |  | CNA, NDO |  |
| 2.2.7 | Ensure all of clubs have up to date details on Pathfinder website tool. | ongoing |  |  |  |  |  |  | RCO/ NDO |  |
| 2.2.8 | Promote England Netball Fitnet package to all affiliated clubs.  |  | N/A | X | X | X | X |  | NDO | ***N/A*** |
| 2.2.9 | Regional /county specific objectives.Increase number of clubs filling all age bands of county leagueRegional Div 3 season 14/15  | Ongiong support and promotion |  |  |  |  |  |  |  | Lincs teams now entered into Regional division 3 |

**2.3 Playing the Game – Further Education**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/ TSG/ Staff)

|  |  |
| --- | --- |
| **Strengths*** Training opportunities, coaching, officiating, leadership
 | **Weaknesses*** Lack of knowledge of provision in HE/FE
* Availability of facilities
 |
| **Opportunities*** Improve links with HE/NGB/Clubs
* New opportunities and products from EN
 | **Threats*** Difficulty in engaging athletes
* Lack of clubs with provision for that age group
 |

|  |  |
| --- | --- |
| **Further Education** |  |
| **National Objectives:** * Promote existing U19 opportunities through college staff and new College Sports Makers.
* Promote and support new competition opportunities for 16-19 year olds.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Promote volunteering opportunities for 16 – 19 within clubs, CNA, CSP**

**Y Promote existing and new opportunities through new products for 16 – 19 year olds – Explore can college teams enter County League?*** **Z Improve links with local Clubs**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.3.1 | Promote existing netball opportunities for 16-19 year olds. Challenge Cup March 2015Use of Sportivate/Satellite projects. | Identified colleges through key college contact or CSM | ongoing | X | X | X | X |  | CNA & NDO | *Deepings Boston HS,Bourne Grammer, Carres Grammar,KGGS**Signed up. Challenge Cup cancelled.* |
| 2.3.2 | Obtain contacts for all College Sports Makers (CSMs), promote England Netball offer and provide agreed support to increase delivery | Colleges with CSMs (details to be provided late 2012)Grantham | ongoing | X | X | X | X |  | NDO & CSP | Only one CSM at Grantham College. No capacity for a college team at the moment |
| 2.3.2 | County specific objectives. |  |  |  |  |  |  |  |  |  |

**2.4 Playing the Game – Higher Education *(May only be relevant to some counties, this is a Nationally led project, further information in regards to the role out of UNOs will follow)***

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/ TSG/ NDO)

|  |  |
| --- | --- |
| **Strengths*** Training opportunities, coaching, officiating, leadership
 | **Weaknesses*** Lack of knowledge of provision in HE/FE
* Availability of facilities
 |
| **Opportunities*** Improve links with HE/NGB/Clubs
* New opportunities and products from EN
 | **Threats*** Difficulty in engaging athletes
* Lack of clubs with provision for that age group
 |

|  |  |
| --- | --- |
| **Higher Education** |  |
| **National Objectives:** 1. To recruit and deploy a network of student volunteers to act as netball officer and support the delivery of a varied netball programme within universities.
2. To enable students to access competitive netball opportunities.
3. To increase participation in netball within HE institutions.
4. To strengthen the relationship with BUCS, HE institutions and individual students.
5. To have a coordinated approach to delivery within the HE sector.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Use Freshers week to promote products and volunteering opportunities**
* **Y Increase participation through Pay and Play initiatives – promote exit routes to Clubs**
* **Z Strengthen the relationship with BUCS, Lincoln Uni’ UNO (if applicable) and CNA**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.4.1 | Support the recruitment, training and deployment of X voluntary University Netball Officers (UNO’s). | Numbers and areas to be agreed following national pilot |  | X | X | X | X |  | NDM & NDO | *IKatie Simpkin 2015 UNO**n the process with Lincoln Uni for Sep 16* |
| 2.4.2 | Engage with X students through the UNO programme. | Where and when dependent on Uni’s that apply |  | X | X | X | X |  | UNO | 30 students engaged and entered into the SHOTs competition |
| 2.4.3 | Gain/ maintain contacts with a minimum of X Universities, working to increase engagement between HE institutions, local leagues and if appropriate county and regional leagues.  |  | Ongoing year by year |  |  |  |  |  |  |  |
| 2.4.4 | Increase participation in netball within HE by encouraging 20 participants through pay and play programmes and X participants through Intramural sport (delivered by UNO or partner university/programmes). | Pay & play |  | 1 | 1 | 1 | 1 |  | UNO/ NDO | BG still unning Social Netball on the back of last years funding |
| Intramural |  | X | X | X | X |  | UNO |  |
| 2.4.5 | County specific actions. |  |  |  |  |  |  |  |  |  |
|  | North LincsGrimsby Havlock AcademyNorth Lyndsey- Franklin College signed up to Active Colleges programme |  |  |  |  |  |  |  | YH NDO |  |

**2.5 Playing the Game – Community**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/ TSG/ Staff)

|  |  |
| --- | --- |
| * **Strengths**
* Development of TSGs to support different products
* Training courses coaching/umpiring
* Mentoring opportunites
 | **Weaknesses*** Information still not getting to everyone
 |
| **Opportunities*** New products
* More affiliation offers
* Volunteers mentoring opportunities
 | **Threats*** Access to activity due to rurality
* Cost
* Volunteers and qualified members to deliver activities
* Facilities
 |

|  |  |
| --- | --- |
| **Community**  |  |
| **National Objectives:** 1. To deliver accessible, affordable opportunities for participants to ‘pay and play’ netball with limited commitment.
2. To deliver accessible, affordable community sessions for children in areas with no club infrastructure.
3. To continue to grow the number of women who are reintroduced to netball through the Back to Netball initiative.
4. *Commercial providers objective TBC by commercial working group.*

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Increase participation through a range of products**
* **Y Increased opportunities for volunteer development**
* **Z Promote exit routes and links to Community Clubs**
* **Support the development of new Clubs from iniatives.**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.5.1 | Deliver 6 high quality adult pay and play programmes attracting 120 participants. | LincolnBoston |  | 1 | 1 | 2 | 2 |  | NDO | Bassingham June July 2014. Low numbers so cancelled on wk 7 |
|  | N/NE Lincs | Baysgarth |  |  | 1 |  |  |  | Ph ndo |  |
| 2.5.2 | Deliver 2 high quality young people pay and play programmes attracting 40 participants. | Bassingham |  |  |  | 1 | 1 |  | NDO | New programmes to start 11May in Gainsborough |
| 2.5.3 | Deliver 9 high quality ‘Intro 2 Netball’ programmes for U11s (High 5) attracting 90 participants. | Not available yet |  | 1 | 2 | 3 | 3 |  | NDO | Not ready yet |
| 2.5.4 | Deliver 6 high quality Back to Netball programmes attracting 120 participants. | LN6 LincolnSouth Lincs |  | 1 | 1 | 2 | 2 |  | NDO | Rustons Grantham Bourne Sleaford Stickney Bassingham |
| 2.5.5  | Establish working relationship with Indoor netball Centre/s.  | N/A |  | X | X | X | X |  | NDO | N/A |
| 2.5.6 | County specific actions. |  |  |  |  |  |  |  |  |  |

**2.6 Playing the Game – Facility Development**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Utilising existing facilities
* Accessing funding to develop outside courts
* Developing partnerships to access funding
 | **Weaknesses*** Not enough indoor facilities
* Cost
* Accessibility
 |
| **Opportunities*** Identify other sports to partner when accessing funding
* Link with schools and collages to access facilities

  | **Threats*** Rurality
* Other sports using facilities
 |

|  |  |
| --- | --- |
| **Facility Development** |  |
| **National Objectives:** * In partnership with Badminton England and England Basketball actively influence the development of, and access to community facilities in common priority areas.
* Establish a new network of appropriate standard indoor netball facilities (caged netball) through a partnership with the English Cricket Board (ECB).
* Increase and enhance the network of County and Regional Netball Centres providing central venue homes for netball.
* Support the provision of Intensive Netball Training Centres (INTC’s) offering high quality netball environments for performance athletes.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Work with Lincoln College to continue CVL ( Can we enclose outside covered court?) and promote Lincolnshire Netball**
* **Y More indoor court time as County League grows.**
* **Z Utilise new outdoor courts for community projects**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 2.6.1 | Support the completion of a regional/county facility audit (as part of the nationally led EN facility audit). |  | To be completed 12/13 |  |  |  |  |  | RMB/ CNA |  |
| 2.6.2 | Assess current county /regional facility provision against 2013-17 participation demands. |  | To be completed 12/13 |  |  |  |  |  | RMB/ CNA |  |
| 2.6.4 | Identify target locations for county netball centres (if they don’t currently exist and are required). |  |  | X | X |  |  |  | CNA |  |
| 2.6.5 | Identify community netball centre requirements and enhancements by local authority area. |  |  | X | X |  |  |  | CNA |  |
| 2.6.6 | Work with EN to identify partner sports for community netball facility developments. | As and when required |  | X | X | X | X |  | CNA & NDO | N/A |
| 2.6.7 | Support identified priority sites to access funding to develop/upgrade through the preparation of funding bids. | As and when required |  | X | X | X | X |  | RM/ NDO/ RMB rep | N/A |
| 2.6.8 | Provide project support through the planning and build period for projects successful in accessing funding. | As and when required |  | X | X | X | X |  | RM/ NDO/ RMB rep | N/A |
| 2.6.9 | Embrace and support netball delivered via leisure trusts and commercial leagues. | ongoing |  | X | X | X | X |  | CNA, RM & NDO | N/A |
| 2.6.10 | County specific objectives. | As and when required |  |  |  |  |  |  |  |  |

**SECTION 3 – Performance**

**Current Landscape**

* County picture/ approach populated by CNA/TSG/NDO

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Current expertise of volunteers
* Mentoring programme for new coaches within the Academies
* Development of Coaching TSG
* Bursaries for coaching awards
* Use of specific tutors/coaches from the univercity
 | **Weaknesses*** Same volunteers in Lead roles
* Currently no follow up of new coaches/bursaries
* Lack of CPD/development within schools
* Calendar clashes
 |
| **Opportunities*** Opportunity to develop more coaches to support academies
* More coach – player time.
* Stronger representation at Regional events
 | **Threats*** Funding/ logistics
* Rurality can cause dilution of athletes
* Increased time and sessions within the programme
* Lack of competition opportunities
* Clash with club activities
 |

|  |  |
| --- | --- |
| **Performance**  |  |
| **National Objectives:*** To ensure there is an increased number of better quality athletes progressing into the senior elite programmes - a conveyor belt for high quality English athletes taking players from 11/12 years old all the way through to our elite teams.
* To ensure that as many people as possible make personal progress to a level which fulfils their potential, stimulating regular and sustained participation and improving the quality of competitive netball played in England.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Quality County and Satellite Academies delivered Awaiting Confirmation of Netball First programmes from EN**
* **Y Joint Academy days with specialised sessions**
* **Z Greater quality representation at Regional level**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 3.1 | Deliver 8 County Academies (1-2 per County). *Please note these should deliver 30 sessions per year, between September and May.* | North BriggSouth CranwellJoint days in Lincoln |  | 2 | 2 | 2 | 2 | Athletes & CNA | CoachingTSG/NDO | **2014/15 – 30 sessions at north & south****20 per area and 10 joint with specialist coaches/sessions****Players attending RA sessions by invite regular** |
| 3.2 | Deliver 8 Satellite Academies (2 per County).*Please note these should deliver 15 sessions per year, between September and May.* | North BriggSouth Cranwell |  | 2 | 2 | 2 | 2 | Athletes & CNA | CoachingTSG/NDO | **2014/15 – now 15 sessions at each****Players being invited to one off county taster sessions** |
| 3.3 | County specific objectives.Joint Academy Days8 x Satellite12 x County8 x Development | CentralLincoln | 8128 | 232 | 232 | 232 | 232 | Athletes & CNA | CoachingTSG/NDO | **8 x 3hr dev sessions running – players getting taster sessions at county****Looking at shooting skills session for all** |

**2**

**S2ECTION 4 – Competition and Events**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis** (populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Community Clubs H5 to Senior
* Representation at Regional and National Competition
* Central Venue Leagues for all age bands
 | **Weaknesses*** Facilities
* Rurality – travel to events and fixtures
 |
| **Opportunities*** Variety of products and opportunities to meet players’ needs.
* B2N Tournaments and Festivals.
* Taster days
 | **Threats*** Other Sports
* Central Venue league threatens other leagues
* Capacity of Clubs
* Clash with other calendar dates
 |

|  |  |
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| **Competition & Events**  |  |
| **National Objectives:** * To provide increased playing opportunities for existing participants.
* To provide more flexible opportunities to attract new participants.
* To enhance the local and regional infrastructure to be able to deliver more competitive opportunities.
* To enhance the local and regional infrastructure to further support the player pathway.
* To engage with other providers to deliver an extended competition and events offer to participants.
* To ensure the delivery of all competition and events is in line with the 6 principles of delivery.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X To increase grassroots netball H5 and under 12 in clubs**
* **Y Achieve 2 entries in all Regional competitions**
* **Z Engagement with other partners to deliver and support new programmes**

 **Support County and Regional School/Club rounds of competition.** |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 4.1 | Deliver 5 Back to Netball local festivals engaging 120 participants.  | Central Venue County League.Support local festivals. |  | 5 | 5 | 5 | 5 | S/F CNA | NDCC/ NDO/ CNA/ Comp TSG | *5 have run* |
| 4.1 | Deliver 5 Back to Netball local festivals engaging 120 participants.  |  |  |  | 1 |  |  |  | PH ndo |  |
| 4.2 | Deliver 5 local club/ community High 5 festivals attracting Y U11 participants. | Central VenueLincoln  |  | 1 | 1 | 1 | 1 | S/F CNA | CNA | 2 summer  5 winter 6 dates for winter 2016-17 |
| 4.3 | Support a network of local leagues to cater for more members and increase the quality of their provision where appropriate.  | LincolnStamfordSkegnessBostonGrimsby |  | 7 | 7 | 7 | 7 | S/F CNA | CNA & NDO | B2N/NN teams moving into Leagues. New small league in Grantham |
|  | Support a network of local leagues to cater for more members and increase the quality of their provision where appropriate. | ScunthorpeBrigg |  |  | 1 |  |  |  | PH ndo |  |
| 4.4 | Support the introduction of new junior and senior leagues to cater for increased participants. | Ongoing support of county league |  |  |  |  |  | S/F CNA | CNA & NDO | New summer league for 2014/2015 tournament format continued into 15/16 |
| 4.5 | Be an advocate for and promote the league organisers toolkit to enhance participant satisfaction and increase number of participants involved. | ongoing |  |  |  |  |  | S/F CNA | CNA & NDO | Evaluation Form at end of 2016-17 season??? |
| 4.6 | To deliver the county league of U14, U16 rounds of National clubs competition with a minimum of 7 clubs involved and utilising national rule and regulation structures. |  |  | 2 | 2 | 2 | 2 | S/F CNA | CNA & Comp TSG | County U14 league – 15 teams September to April – increase to 19 U14 teams and 15 U16 teams for 2016-17 |
| 4.7 | Introduce and deliver county round of the new U19 National clubs competition with a minimum of 7 clubs involved and utilising national rule and regulation structures.*Please note timescale and details TBC after regional consultation.* |  | 4 | 1 | 1 | 1 | 1 | SF/CNA | CNA & Comp TSG | U19 league ran from September to March – 9 teams.For 2016-17 possible U19 Grand Prix style event (5 teams) - Lincoln |
| 4.8 | Deliver county round of U14, U16 & U19 National Schools competition with a minimum of 8 schools per age band involved. |  | 12 | 3 | 3 | 3 | 3 | Schools AssCNA | CAN, Schools Rep & Comp TSG | County round for U14, U16 and U19 delivered November 2014and 2015U 19 BostonU14-16 Grantham2016 - U19 Boston, U14-16 Skegness or Lincoln |
| 4.9 | Deliver county round of the new U12 National School competition with a minimum of 8 schools involved.*Please note timescale and details TBC after regional consultation.* | Deliver as part of summer school games | 4 | 1 | 1 | 1 | 1 | Schools AssCNA | CNA, Schools Rep & Comp TSG | Not running in the region therefore no exit route for a county compU12 competition held 2015 (12 teams) and planned for in 2016 - 2 Lincs teams to enter |
| 4.10 | Introduce and deliver county round of a new Masters competition feeding into a regional/national festival.*Please note timescale and details TBC after regional consultation.* | Veterans Comp | 4 | 1 | 1 | 1 | 1 | S/F CNA | CNA & Comp TSG | Veterans league advertised to clubs but little interest – discuss a veterans tournament for 2015-2016 season. For 2016-2017 advertise a one off Veterens Tournament April 2017?? (5 teams) maybe to run at same time as U19 |
| 4.11 | Support a progressive league structure that enables regular competition and feeds into Regional Clubs League/National Premier League. *Please note you may wish to consider number of clubs involved and satisfaction levels.* | Ongoing support of County League |  | X | X | X | X | S/F CNA | CNA & Comp TSG | Competition exists in leagues format for U11, 12, 14, 16, 19 and senior levels from September to April and for U11, 12, 13 and 15 from May to July.Two teams from each age group went to represent Lincolnshire at Regional competitions.2015-2016 as above but no U19 and additional U18 for summer |
| 4.12 | Support a progressive junior league structure that enables regular competition and supports the player pathway via U14 and U16 Regional League. | Ongoing support of County League |  |  |  |  |  |  | CNA & Comp TSG | Lincs League junior section – U12 league, U14 league, U16 league – teams compete weekly between September and April. Top two teams sent to represent Ljncs in regional competitions.2014-15 Summer League trialled for U12,13,15 and in 2015-16 ran with U12,13,15,18  |
| 4.13 | Support and promote competitive opportunities provided by member clubs and partners/ maintain a website page to promote affiliated club and partner competitions. | Ongoing support of County League |  |  |  |  |  |  | CNA  | [www.lincolnshirenetball](http://www.lincolnshirenetball).co.uk website holds information clubs require  |
| 4.14 | To ensure where appropriate rules, regulations and structures of competitions and events are in line with the national structures and guidance. | Ongoing support of County League |  | 1 | 1 | 1 | 1 |  | CNA & Comp TSG | National rules and regs template adopted with adaptations for Lincs League structures. Lincs League dates set around national competition deadlines. |
| 4.15 | County specific objectives.Development of Divison 1 & 2 of B2N grand Prix Division 3 /VETs County League |  |  | 1 | 11 | 11 | 11 |  | **CNA & Comp TSG** | Insufficient Lincs League team entries to form a 3rd division – mainly due to the formation of regional division 3 which took away 4 teams. |

**SECTION 5 – Volunteering**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Adopted new Governance and Created TSGs
* Knowledge of key personell
* Mentoring opportunities offered
* Lincolnshire Netball Awards for Recognition of Volunteers
* Updated website
 | **Weaknesses*** Number of meetings
* Accessibility, Transport
* Attracting new volunteers with the right experience and knowledge
 |
| **Opportunities*** Modern technology for meetings eg SKYPE and Social Media
* Training/CPD volunteers
* New supporting resourses from EN
 | **Threats*** Time
* Reliance on the same volunteers
* Retention of new volunteers.
 |

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| **Volunteering** |  |
| **National Objectives:** * A tailored volunteer support programme for all volunteer segments with a clearly defined pathway for volunteers.
* Increased levels of satisfaction amongst the volunteering community.
* More people volunteering in netball that we know about and can support.
* Clarity of committee roles and succession planning in place.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Support the development and recruitment of volunteers on to the TSGs**
* **Y More nominations for local Awards to underpin the Regional Goalden Globes**
* **Z Use of Technology to improve information highway to Members**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 5.1 | 60 new volunteers registered on Pass on Your Passion.  | Countywide |  | 15 | 15 | 15 | 15 |  | NDO & CNA |  |
| 5.2 | Promote volunteering courses and initiatives including;* Young Netball Organiser
* Youth Advisors
* 26yrs + volunteer programme
* Goalden Globes
 | CountywideOngoing promotion through website and email |  | 11 | 11 | 11 | 11 |  | NDO & CNA  | 2 x YNO  |
| 5.3 | At County and Regional levels recognise Goalden Globe nominees and winners. | Countywide Ongoing promotion through website and email | 24 | 6 | 6 | 6 | 6 |  | NDO, RU, CNA & RMB |  |
| 5.4 | County specific objectives.* Promotion of County Awards to the wider community
* Raise the awareness amongst the teams in leagues
* Increase database of teams promotion through website and email
 | Countywide July AGM | 60 | 15 | 15 | 15 | 15 |  | NDO & CNALeagues |  |

**SECTION 6 – Coaching**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** More level 1 coaches within clubs
* Bursaries
* Mentoring opportunities
 | **Weaknesses*** Same Lead Coaches
* Follow through of bursaries and tracking of L1
* Lack of development to Level 2
* CPD courses cancelled
 |
| **Opportunities*** Accessibility to courses within the Region
* Mentoring
* New TSG to support and follow through
* Development of new tutors
 | **Threats*** Cost of courses
* Rurality
* Lack of tutors
* Time
 |

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| **Coaching** |  |
| **National Objectives:** * Increase the number of skilled, qualified and active coaches.
* Improve on-going support for and recognition of coaches.
* Increase deployment opportunities for coaches.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X TSG to follow through on bursaries and tracking of new/existing coaches**
* **Y Increase number of quality coaches at all levels**
* **Z Increase numbers accessing CPD/Skills Workshops.**
* **Implement new mentoring programme when available**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 6.1 | 80 coaches attending UKCC Level 1 course. | Lincoln pilot of new UKCC L1 |  | 20 | 20 | 20 | 20 |  | CNA & NDO  |  |
| 6.2 | Qualify 80 new UKCC Level 1 coaches. |  |  | 20 | 20 | 20 | 20 |  | CNA & NDO |  |
| 6.3 | 8 coaches attending UKCC Level 2 course. |  |  | 2 | 2 | 2 | 2 |  | CNA & NDO  |  |
| 6.4 | Qualify 8 new UKCC Level 2 coaches. |  |  | 2 | 2 | 2 | 2 |  | CNA & NDO  |  |
| 6.5 | Migrate 2 EN Level 2 qualified coaches to UKCC endorsed qualifications (by April 2015). |  |  | 1 | 1 | X | X |  | CNA & NDO |  |
| 6.6 | 1 coaches attending UKCC Level 3 course. |  |  | X | 1 | X | X |  | CNA & NDO |  |
| 6.7 | Qualify 4 new UKCC Level 3 coaches. |  |  | 1 | 1 | 1 | 1 |  | CNA & NDO |  |
| 6.8 | 10 attendees on Introduction to Coaching workshop. | May 21st 2014 | ? | ? | ? | ? | ? |  | CNA & NDO |  |
| 6.9 | 80 attendees on technical skills workshops. | On the moveNov 14 |  | 20 | 20 | 20 | 20 |  | CNA & NDO |  |
| 6.10 | X attendees on participation workshop. |  | ? | X | X | X | X |  | CNA & NDO |  |
| 6.14 | Consider/ maintain/ establish a grants scheme to support members attending UKCC courses, conferences and workshops. | ongoing |  | X | X | X | X |  | CNA |  |
| 6.15 | County specific performance coaching objectives. |  |  |  |  |  |  |  |  |  |
| 6.16 | County specific objectives.* Coaches to sign up to CSP coaches network
* Tracking of minimum standards awards/reaccreditation
 | ongoing |  |  |  |  |  |  | **TSG****CSP** |  |

**SECTION 7 – Officiating**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Officiating TSG
* Developing a mentoring programme at County level
* Supporting the development of new tutors
* Neutral umpires for the County D1 League
 | **Weaknesses*** Insufficient tutors
* Communication to fill courses resulting in cancelations
* Lack of umpires progressing to qualifications Beg, C, B, & A
* Standardisation across the leagues
 |
| **Opportunities*** B2N/County League for mentoring and testing
* Identify potential candidates for tutors/testers
* Plan more courses for leagues and schools (YUA)
* Recruitment to TSG
 | **Threats*** Cost of tutor courses
* New requirements for tests
* Opportunities for match practise needed to progress to next level
* Logistics
 |

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| **Officiating** |  |
| **National Objectives:** * Increased levels of participant satisfaction with the quality of officiating.
* A centrally managed officiating programme with clearly defined policies and procedures that assist in providing transparency and consistency across officiating.
* A skilled network of officials accessing the right CPD more often, supported through the introduction of a continuous professional development (CPD) programme and additional development opportunities.
* A world class officiating certification and support programme that ensures officials are proficient and competent for the levels at which they officiate.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Standardise umpiring within the leagues**
* **Y More qualified Cs moving onto Bs**
* **Z Neutral Umpires across all County League matches**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 7.1 | 150 Beginner Award course attendees. |  |  | 60 | 60 | 15 | 15 | SF | CNA |  |
| 7.2 | Qualify 32 new Beginner Award umpires. |  |  | 8 | 8 | 8 | 8 | SF | CNA |  |
| 7.3 | 120 C Award course attendees. |  |  | 30 | 30 | 30 | 30 | SF | CNA |  |
| 7.4 | Qualify new C Award umpires. |  |   | 5 | 5 | 5 | 5 | SF | CNA |  |
| 7.5 | 6 B Award course attendees. |  |  | 3 | 1 | 1 | 1 | SF | Officiating TSG & RU |  |
| 7.6 | Qualify 6 new B Award umpires. |  |  | 3 | 1 | 1 | 1 | SF | Officiating TSG & RU |  |
| 7.8 | 20 Youth Umpire Award orientation workshop attendees. |  |  | 10 | X | 10 | X |  | NDO & CNA  |  |
| 7.9 | 200 Youth Umpire Award course attendees. |  |  | 50 | 50 | 50 | 50 |  | NDO & CNA  |  |
| 7.10 | Qualify new Youth Umpires. |  |  | X | X | X | X |  | NDO & CNA  |  |
| 7.11 | X Match Bench Officials course attendee.  |  |  | X | 1 | X | X |  | Officiating TSG & CNA |  |
| 7.12 | Identify new tutors in conjunction with EN head office, based on demand. | KirstynLowryLizzie SaywellJenny GoodwinRobyn Rogers |  |  | 3 | 1 | 1 |  | Officiating TSG  |  |
| 7.13 | Identify new assessors in conjunction with EN head office, based on demand. |  |  | X | X | X | X |  | Officiating TSG |  |
| 7.14 | Identify X new umpire performance coaches in conjunction with EN head office, based on demand. |  |  | X | X | X | X |  | Officiating TSG |  |
| 7.15 | Support officials to access extended menu of CPD opportunities where appropriate and available- details of courses currently unknown. |  |  | X | X | X | X |  | CNA & Officiating TSG |  |
| 7.16 | Consider/ maintain/ establish a grants scheme to support members attending umpire courses, conferences and workshops. |  |  | X | X | X | X |  | CNA |  |
| 7.17 | County specific objectives. |  |  |  |  |  |  |  |  |  |

**SECTION 8 – Communication and Marketing**

**Current Landscape**

* County picture/ approach populated by CNA/TSG

**SWOT Analysis (**populated by CNA/TSG)

|  |  |
| --- | --- |
| **Strengths*** Website
* NDO/TSG regular emails
 | **Weaknesses*** Email data base regular updates
* Understanding of netball specific language
* Information cascading through the teams/clubs
* Lack of knowledge/guidence re Social networking
 |
| **Opportunities*** Promote franchise/CountyLeague/ new programmes
* Volunteer pathway
* Develop Social media tools
* Web based meetings
 | **Threats*** Information overload through emails
* Website becoming dated
* Volunteer time
* Needs to be two way communication
 |

|  |  |
| --- | --- |
| **Good governance** |  |
| **National Objectives:** * Communicate relevant messages in an appropriate way dependent on the recipient.
* Refine communication methods to reflect new technology.
* Change the perception of netball.
* Build a communication and marketing strategy based on a financially sustainable model.

**Regional Objectives/ Regional Priorities:*** **X**
* **Y**
* **Z**

**County Objectives/ County Priorities:*** **X Communicate relevant information to the right groups – whole county calender**
* **Y Change the perception of netball and raise the profile**
* **Z Develop a Recognition and Profile TSG**
 |
| **What (Action)**  | **Where (geographical area where possible)** | **When****(Development & Delivery Targets By Year)** | **Budget £** | **Who** | **Progress** |
| Baseline | 13/14 | 14/15 | 15/16 | 16/17 |
| 8.1 | Launch new ‘mynet’ website/ maintain vibrant, informative regularly updated website. | countywide |  |  |  |  |  |  | RMB & CNA |  |
| 8.2 | Create communications plan/ calendar of articles to run on website, areas of site to update and press releases to circulate.  | ongoing |  |  |  |  |  |  | Comms Officer/ TSG |  |
| 8.3 | Maintain list of local press and media contacts to target with press releases and promotions. | Utilise CSP Comms |  |  |  |  |  |  | Comms Officer/ TSG & CSP’s |  |
| 8.4 | Consider use of/ maintain social media presence (Twitter/ facebook). | ongoing |  |  |  |  |  |  | Comms Officer/ NDO |  |
| 8.6 | Identify and attend local events to promote netball such as county shows and CRUK Race 4 Life events. | ongoing |  |  |  |  |  |  | CNA & NDO |  |
| 8.7 | Ensure effective two way communication pathways are in place between the county, the clubs and the members of the clubs through open forums, AGM’s and feedback opportunities. | Countywide representation on TSG |  |  |  |  |  |  | CNA |  |
| 8.8 | Identify joint working opportunities/ plan with Superleague franchise.  | ongoing |  | CNA |  |
| 8.9 | County specific objectives Social MediaDigi mag (quarterly) |  |  |  |  | 4 |  |  |  |  |