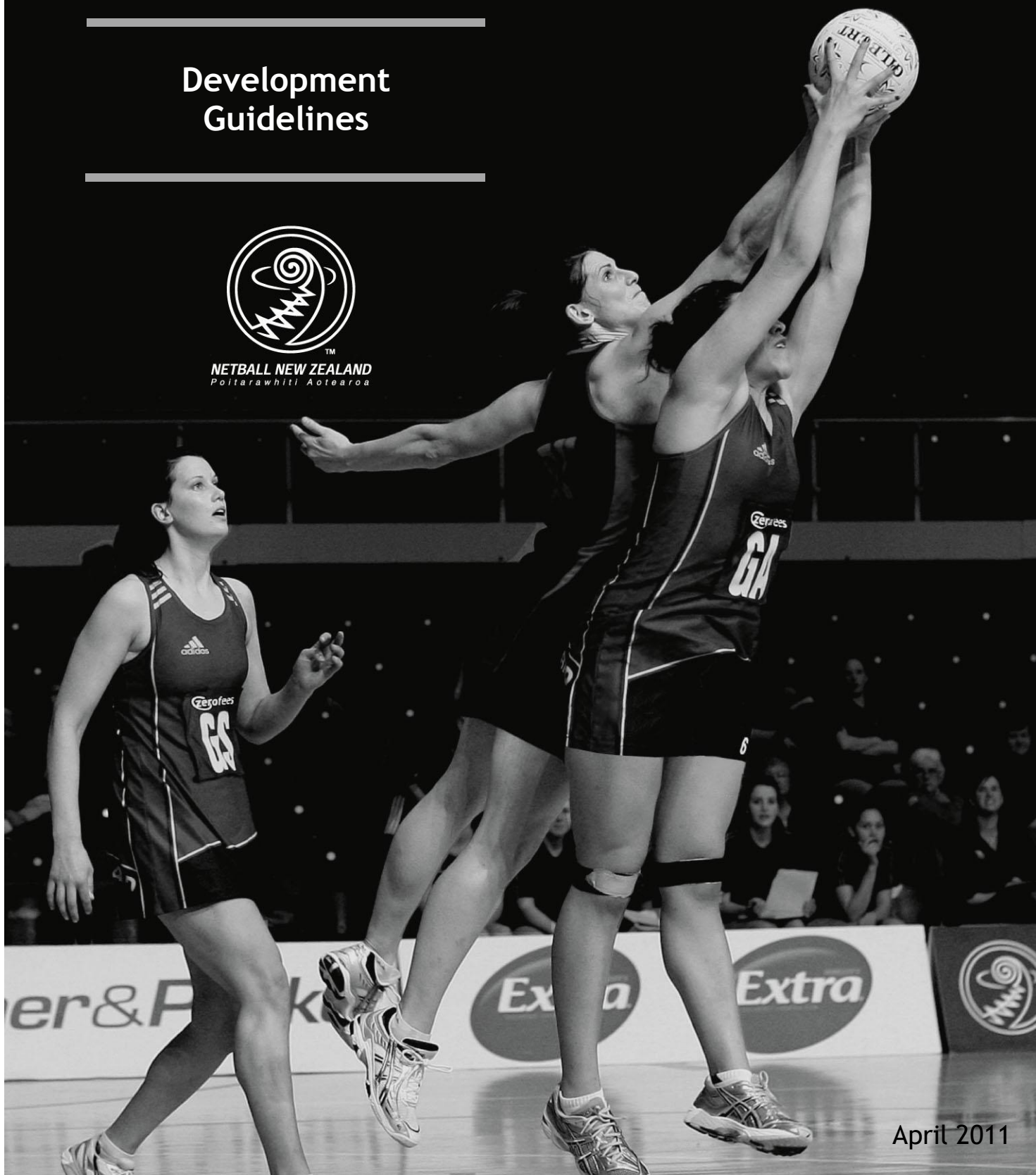

Regional Netball Facility Strategy

Development Guidelines



NETBALL NEW ZEALAND
Pōitārahiti Aotearoa



April 2011

Netball New Zealand Facility Strategy

Regional Blueprint Development Process

Following the completion of the National Facility Strategy the next important step is to develop a Regional Blueprint which identifies the current and future demand with each of the centres in the region, identifies the potential developments required and prioritises the future development of netball facilities across the region.

The Auckland Region has recently developed a Regional Blueprint for the provision of Netball Facilities in the Auckland region. This Blueprint is focused on the implementation of the Netball New Zealand National Netball Facilities Strategy in the Auckland region and building on the 2008 ARPASS commissioned Auckland Regional Netball Facilities Project. It provides a prioritised plan to guide and drive development and investment into netball facilities in the future.

These notes provide an overview of the process of developing a blueprint and identify some of the key learnings from the process to assist other regions in developing a detailed implementation plan.

In the Auckland region a project team was established to oversee the development of the blueprint with representatives of ARPASS, Auckland Council, Netball New Zealand, Netball North, Auckland Waitakere Netball and Counties Manukau Netball. Visitor Solutions was appointed to lead the development of the Blueprint.

The process of developing a regional blueprint can be considered in five key stages:



This process highlights the key stages for developing a regional blueprint. It is important to recognise that a considerable amount of time was required by the project team throughout the process attending regular project meetings, preparing and reviewing the documentation required at the various stages of the project.

Stage 1 Project formation and partner buy in

The first stage of the process is to develop a clear brief for the project to be undertaken that identifies:

- The reason for the project.
- The process to be undertaken.
- Opportunities to become involved.

In Auckland the brief was developed in partnership between Netball New Zealand, ARPASS and the Auckland Council with a project team established to include representatives of the three organisations and the three netball regional managers.

A detailed approach to achieve the identified objectives was developed and presented to the project team. This approach was revised in partnership between the project team and consultant to ensure that a robust approach was developed. It was important that all the key stakeholders had the ability to review and develop the process and ensure that the priorities of the individual organisations and the region were considered.

Once the detailed approach has been agreed and signed of it is important to ensure the buy in of all potential partners in the region. In Auckland a workshop was held with representatives of all the netball centres in the region, this was open to both administrators and Board members from both the centres and the Regions.

The workshop was facilitated and considered the following key areas:

- Awareness of the National Facility Strategy.
- The current and future sport and recreation priorities for Council.
- What Council required from netball, to understand and assist in meeting the needs (one voice for netball).
- An overview of the regional issues identified.
- The process of developing a regional blueprint.

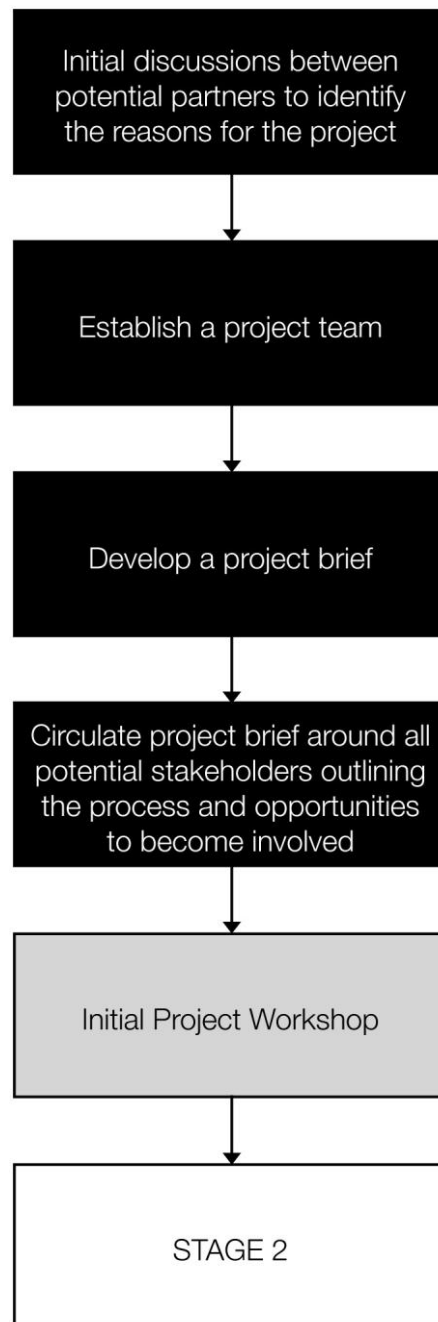
The workshop concluded with a discussion about two key areas including:

- What the national strategy could mean for the region.
- What criteria could be used to identify regional priorities.

Key Learnings:

- It is important to ensure a project team is established that has an overview of the entire region that includes representatives of the region / centres and the Council(s).
- Identify an independent body / person to co-ordinate and lead the development of the blueprint - do not underestimate the level of work required to co-ordinate and collate the information on each centre.
- Developing an approach in partnership with the consultant team ensured that the proposed approach delivered best value. This helped gain a better understanding of the priorities of the different partner organisations within the project team.
- Ensure that all centres in the region are aware of the process and the opportunities to become involved
- Ensure that all centres are aware of how the blueprint will be used in the future and will be used as a point of reference to identify current and future priorities for funding.

Stage 1 Process



Stage 2 Current State of Play

The next key stage is to identify the current state of play at each of the netball centres within the region. This should consider:

- A review team numbers (all teams using the centre including competitive and social teams of all ages).
- A defined core catchment area where the majority of the players come from (making sure that these do not overlap with other centres otherwise the active population will be double counted).
- An outline of how the centre is currently being utilised throughout the week:
 - When it was used / for what activity.
 - Local participation in netball - How many terms per 1,000 active population in the centres catchment area.
- Facility utilisation - How many terms per court at the centre.
- An update of the future team projections as a result of population change.
- An overview of the current issues and development opportunities identified through the National Strategy.

When analysing the current situation the a number of factors should be considered including the number of teams, the active population, the number of teams per 1,000 active population, and the number of teams per court.

Factors Considered in Analysis of the Current Situation

	Description
Teams	The teams identified include all teams that play at the centre during the winter season with any summer based teams excluded. Fun Ferns have been calculated as 10 players per team. Some teams utilise the centre on several occasions during the week and some players play for several teams. This has been identified across the region and for consistency a team rather than individuals have been counted and each team has been counted once for the purpose of analysis.
Active Population	The active population has been identified as women and girls aged under 40. It is acknowledged that some players are active beyond the age of 40, however this age range includes the majority of participants to enable consistent analysis.
Teams per 1,000 Population	This identifies how many teams play at the centre for every 1,000 women and girls aged under 40 within the defined catchment area. This provides an indication of the local participation rate in netball, the higher the number of teams the higher the local participation.
Teams per Court	This provides a measure of how utilised the courts are at a centre by considering how many teams play at a centre for each netball court that is available. Again the higher the number of teams per court the higher the level and intensity of court utilisation. This should be based on peak winter teams (the highest level of use).

It is important to recognize that one solution does not fit all, analysis of the utilisation of a netball centre indicates that a centre operating with over 30 teams per court can be considered to be at or above capacity. While a netball centre with fewer than 30 teams per court has potential spare capacity and could be more efficiently used through a more flexible utilisation of the facility across the week.

Analysis of the National Facility Strategy and the Auckland region's netball centres indicates that:

- A centre can no longer accommodate all games on a Saturday and is required to play competitions across the week, when there is an average of approximately 20 winter based teams per court.
- A centre can be considered to be running at or near capacity when there is an average of over 30 winter based teams per court.

In the Auckland region a State of Play document was prepared on each centre based on the information provided for the National Strategy and Netball New Zealand annual returns. This was circulated to each centre and followed up by a meeting with key representatives of the centre to:

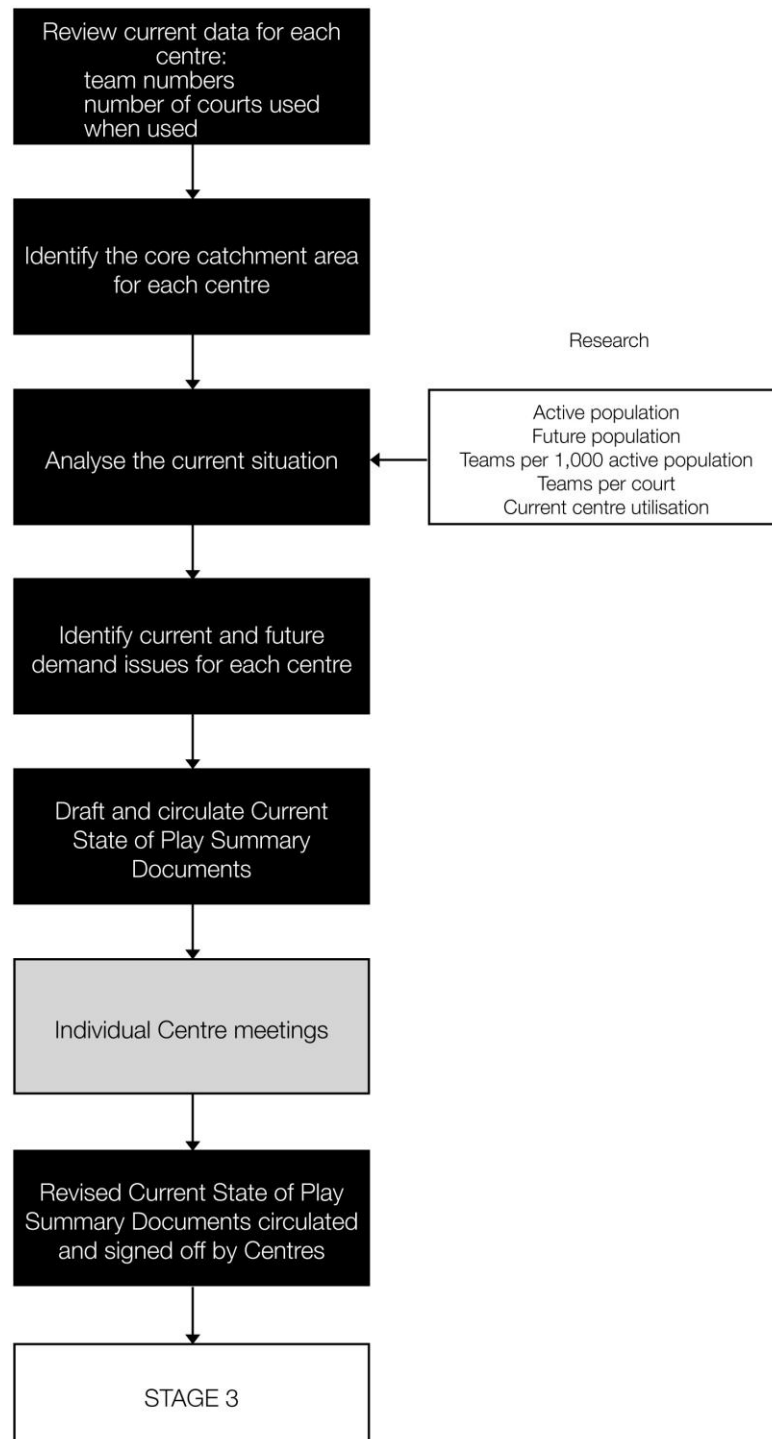
- Check the accuracy of the data.
- Identify any current issues (that impact on a minimum standard of play).
- Identify any current projects under development.
- Identify any future development opportunities / needs (identified by the centres).

Following the meetings these States of Play were amended and circulated to back to each centre for approval as an accurate record of the current position at each centre.

Key Learnings:

- It is important to ensure that all teams that use the courts are identified and accounted for as some social teams are not included in Netball New Zealand statistics.
- Considering the teams per court and teams per 1,000 active population highlighted a number of differences across the region and provided opportunities for centres to share their approach to structuring competitions and playing across the week to meet increasing demand.
- While it was considered desirable in some centres to maintain competitions on a Saturday only it was identified that:
 - Where demand was growing additional days were required.
 - Saturday only play resulted in valuable community assets being under-utilised.
 - There were not sufficient financial resources or land available to build more courts at some centres.
 - A large number of players supported playing at various times throughout the week.
 - When compared to other demands on funding (from other codes), providing additional courts when the current courts are not fully utilised is considered a lower priority by Council.
- One solution does not fit all.

Stage 2 Process



Stage 3 Considering Regional Priorities and Regional Solutions

Once the individual centres States of Play documents have been agreed the next stage is to consider the regional priorities and the regional solutions. In developing these it is important to consider:

- The current demand for information at each centre.
- The potential future demand for netball at each centre.
- A summary of the key high level issues identified by the centres (this may be individually or via a grouping of centres).
- The potential criteria for evaluating future projects.
- A breakdown of the future projects identified including:
 - The short term (1 to 5 years) required to provide a minimum standard of play.
 - Longer Term (5 years plus) required to meet the future strategic demand.

In the Auckland region a second workshop was held with representatives of all the centres to consider these issues. At this workshop the information identified above was presented back to the centres together with all of the projects identified by the centres. Participants then asked to consider:

- The key facility based issues facing netball in the future years.
- The suggested regional criteria to evaluate potential solutions.
- The longer term projects evaluated against the Regional Criteria and the National Strategy.

Minimum Standard of Play

Identification of a minimum standard of play on outdoor courts should be the first priority, to maintain and utilise existing facilities before developing new ones. It is considered that meeting the minimum standard of play should be used as a starting place to evaluate and prioritise all netball projects.

A minimum standard of play should include:

- A non slippery court surface free of cracks, weeds and other obstructions.
- Minimum court run off areas appropriate to the level of competition.
- Clear court markings and well maintained goal posts.
- Court floodlighting.
- Appropriate lighting around entrances and car parking areas.
- Access to toilets.
- Access to an administration hub / pavilion.

Future Regional Priorities

When it comes to considering the future regional priorities (longer term) the following key criteria by which all future facility developments should be considered are:

- **Sustainability.**
Future facility developments should be financially sustainable for individual centres and include consideration of the long term maintenance. Where possible the design must be flexible to meet changing needs of netball and enable the facility to be utilised by as wide

a range of other users as possible. Consideration needs to be given to the quality of facilities to ensure that future maintenance is undertaken to a high standard.

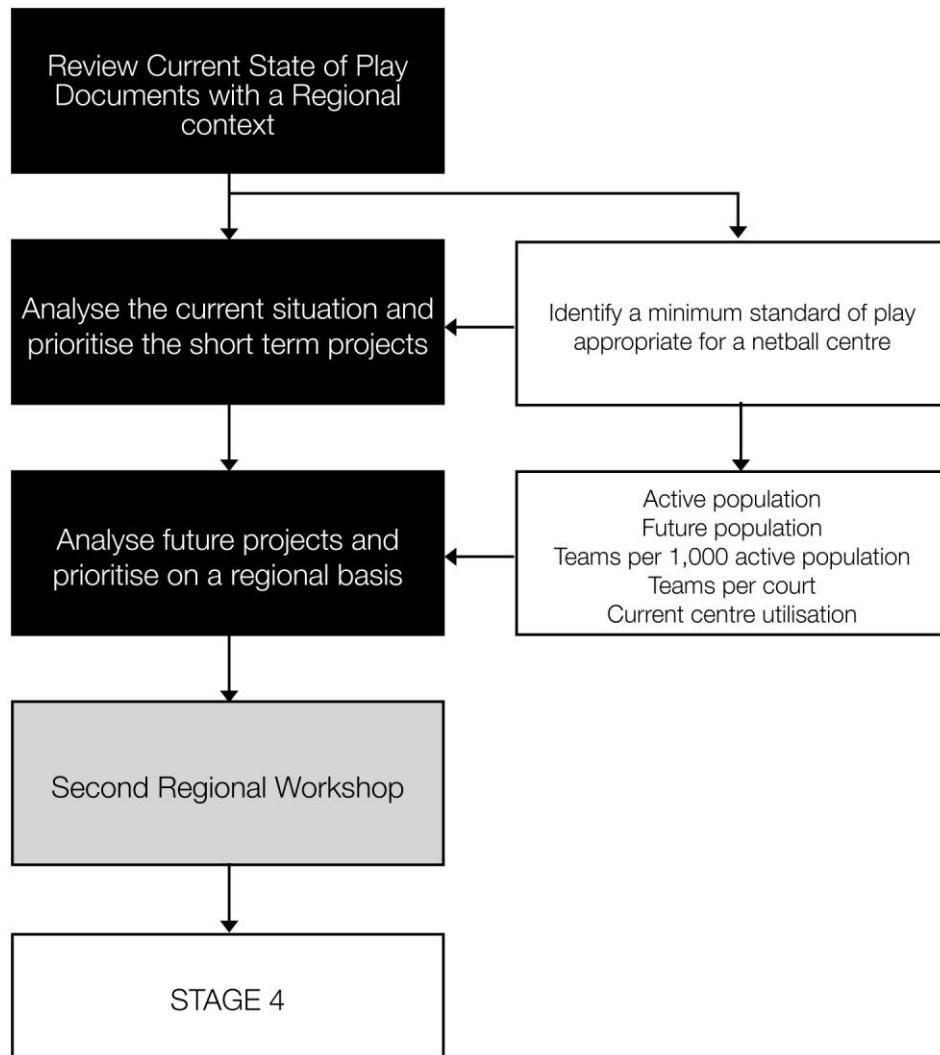
- **Accessibility.**
Future facility developments should increase the accessibility of netball within the community. This should consider providing opportunities within the local community to minimise travel times and increase the number of opportunities to play netball locally and linking to good public transport.
- **Future proofing of facilities.**
Facility developments should consider both the current and future needs of netball and other complementary sporting activities taking into account future population growth.
- **Increasing participation.**
While it is recognised that maintaining and improving existing facilities is important, future facility developments that maximise the opportunities to increase participation (including social and user pays netball) where there is an identified demand, should be considered a high priority.
- **Co-ordination between centres to avoid duplication.**
Opportunities to co-ordinate between facilities / venues, avoiding duplication of activity and/or maximising opportunities available to participants, while ensuring quality facilities, should be considered a priority.
- **Centre utilisation and population growth**
All facility developments should be based on meeting current and future demand. A higher priority should be given to projects that increase participation where there is a high level of utilisation and/or high projected population growth.
- **Proposed developments should be appropriate to the local community**
Facility development should take account of the social fabric / local community culture to ensure that they meet the needs of the local community.

In addition to these criteria there may be additional criteria that should be developed to reflect the regional needs.

Key Learnings:

- Consideration of all the issues across the region can help to raise awareness of some basic needs at other centres in the region. For example one centres priority to rubberise courts was not considered a regional priority when compared to another centre with courts that were unplayable due to poor drainage and an uneven surface.
- Identifying the potential opportunities / needs at each centre does not necessarily result in them being included in the final blueprint as once the regional issues were considered some projects were identified as 'ideal' and 'nice to have' and not essential to meeting the future demand for netball.
- In considering the potential long term facility development it became increasingly important to recognise that the centres were viewed as a network of community facilities and that the development at one centre had an impact on another.
- A number of potential solutions were identified at the workshop highlighting that there may be several different approaches to meet the future demand.

Stage 3 Process



Stage 4 Consultation on a draft regional blueprint

The next key stage is to draft a discussion document outlining the potential options for all of the developments identified across the region to form the basis of a regional blueprint. This should clearly identify:

- An overview of the National Strategy.
- A review of the current demand.
- A review of the projected future demand for netball.
- Identification of the main regional challenges and opportunities.
- Identification of the current priorities required to meet a minimum standard of play set out in terms of:
 - Priority 1 (1 to 2 years)
 - Priority 2 (2 to 3 years)
 - Priority 3 (3 to 5 years)
- Identification of options for the future priorities evaluated against the agreed regional prioritisation criteria.
- A recommended approach.

This discussion document should provide an overview of the key work to date and focus on the important regional issues.

Stage 5 Regional Sign Off

The final stage is to develop the final regional blueprint for sign off once all feedback has been received from the centres. At this stage the options outlined within the draft regional blueprint are refined into a preferred option and set out as the way forward for the region.

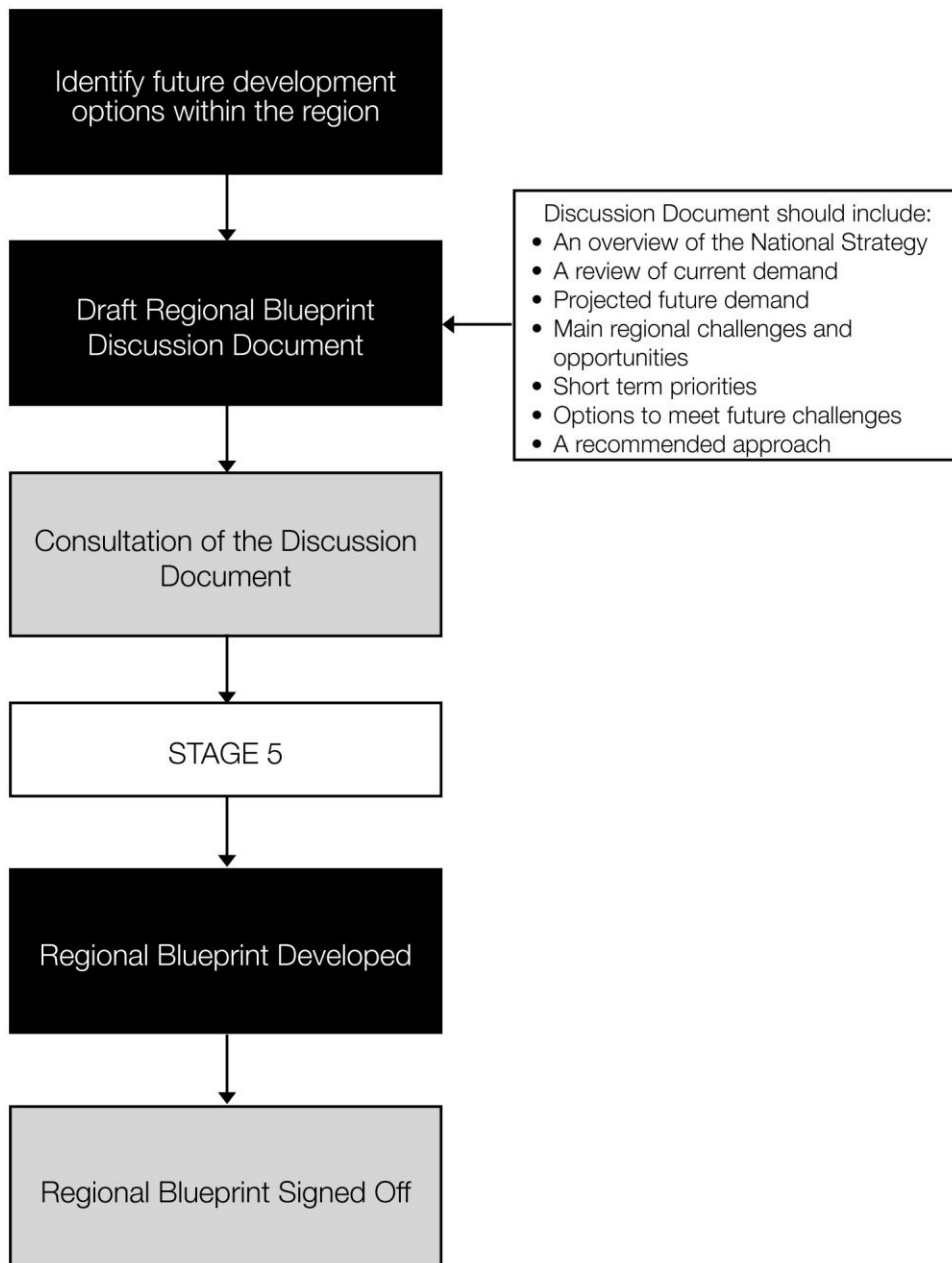
It is important to recognise that it may not be possible to incorporate all the feedback received from all the centres. At this point the project team should meet and consider all the feedback and identify what changes need to be made to the draft blueprint and also the response to those comments that have not been incorporated outlining the reasons why this has been the case.

A final document can be circulated to the region for sign off by the Regional Board and then circulated to all the centres within the region.

Key Learnings:

- Be realistic about timeframes and allow sufficient time for centres to review the discussion document and revised blueprint especially where organisations are voluntary.
- Consider the overall timing of the project to ensure that the times when you are wanting to consult with the centres does not fall outside the netball season.

Stage 4 and 5 Process



How Long Does it Take

The timescale for developing the Auckland Region Blueprint was as follows:

Stage 1	Project Formation and Buy In Project brief developed Initial regional workshop	August 2010 8 th Sept 2010
Stage 2	Current State of Play Draft State of Play circulate to each centre Meetings with each centre State of Play documents signed off	16 th Sept 2010 27 th Sept to 11 th Oct 2010 21 st Oct 2010
Stage 3	Considering Regional Priorities and Regional Solutions Second regional workshop	18 th Nov 2010
Stage 4	Consultation on a draft regional blueprint Draft Regional Blueprint circulated Consultation period on the draft	7 th Dec 2010 7 th Dec to 18 th Feb 2011
Stage 5	Regional Sign off Final Regional Blueprint circulated Final Region sign off received	11 th March 2011 13 th April 2011

Key Learnings:

- Do not under estimate the length of time required to develop a regional blueprint.
- The majority of centres rely on volunteers and need to engage with their Boards for consultation and sign off at the various stages of the project.

Background Information

Copies of the following documents from the Auckland region are available on the Netball New Zealand website: www.mynetball.co.nz

- Project brief and agreed methodology.
- Initial workshop presentation.
- Copy of Current State of Play document for a Netball Centre.
- Feedback and regional prioritisation workshop presentation.
- Regional Blueprint options report.
- Regional blueprint.