



“Establish a benchmark for “world-class officiating” and create a target for future years against which we will measure our performance”

Background:

The International Netball Federation (INF) has launched a new plan for the period to 2020. This plan – “Netball 2020” – has a vision of netball as a socially responsible sports movement, recognised universally for its positive impact on people and communities around the world.

“Netball 2020” seeks to build on a strong period of growth in the years prior to and including 2016, through the establishment of three strategic pillars – namely:

- Governing with integrity
- Thrilling world-class events
- Empowering through netball

The INF commissioned Wharton Consulting to develop the KPI attached to one of the nine strategic goals attached to these strategic pillars, and to establish a methodology for assessing progress against this KPI. The goal in question is:

- Goal 6: world-class standards in officiating for international events
 - KPI 1: establish a benchmark for “world-class officiating” and create a target for future years against which we will measure our performance

It was agreed that there is a need now to create a conceptual model of “what good looks like”, in order to support the further development of the international officiating system towards that benchmark. This model has been assembled by drawing on the experience and expertise of those currently involved in officiating at the highest levels within netball – as well as the systems and structures deployed within other high-performing team sports (football, field hockey, rugby, basketball) – with a view to creating a clear and aspirational statement of best practice.

The tables on the following pages are not an attempt to review and assess the progress made by the INF over the last three years against its 2014 umpiring strategy; all those consulted for the formulation of this model recognised the significant and positive progress which has been made since then (building from the base upwards). Rather, what follows is a bold and visionary approach by the INF to really define what world’s best practice looks like (cascading optimal and potentially idealistic aims from the top): it does not seek to assess the significant improvements made in recent times; instead, it sets the benchmark, and seeks to make a fresh statement of where netball stands against that benchmark within the here and now.

Explanation of the Tables:

The descriptors of “what good looks like” are divided under six headings:

1. **INF Leadership** – system elements which are set and led by the INF
2. **Member Association Programmes** – elements of the system which fall under the remit of the member associations
3. **Talent and Development** – the process by which international umpires are identified and developed
4. **Elite Umpire Development** – how International Umpire Award-holders are developed and supported
5. **Match Deployment** – the process by which umpires are appointed to matches and tournaments, and the environment within which they then operate
6. **Governance, Management and Administration** – how the international officiating system is governed and managed

Explanation of terms:

What good looks like – an optimal “shopping list” of what good looks like in terms of world-class officiating structures, systems and processes. This has been built initially from a series of comparator reviews conducted through consultation with the international federations of basketball, field hockey, football and rugby union. These were then cross-referenced with the feedback from an interview process targeting key individuals within netball, who were asked to give their own views on what is required to develop a world-class officiating system; and with the recommendations of the 2014 review.

Current status – a mix of objective and subjective description of where the INF and netball are currently positioned in respect of each descriptor

RAG – a RAG (Red, Amber, Green) rating of the current status, which reflects Wharton Consulting’s perception based on interviews and background reading. Herein:

- Red = no evidence of descriptor being met
- Amber = solid work in progress towards descriptor being met/descriptor is partly met
- Green = descriptor is met

Priority = each descriptor has been ranked on a scale of 1-3, with 1 being the highest priority. The letter ‘s’ next to the priority ranking means this was an issue raised regularly and consistently during the internal sport interview process as an area where improvement needs to be made. This is a recommended priority list for where the INF should focus its resources (human and financial) moving forward.

IUH = the INF International Umpiring Handbook

OAG = INF Officiating Advisory Group

1. INF Leadership

No.	<i>“What good looks like”</i>	<i>Current status</i>	<i>RAG</i>	<i>Priority</i>	<i>Recommended KPI / Measurement</i>
1.1	The INF has a clear vision and strategy for the development of officiating on a world-wide basis, which is regularly reviewed and updated	INF executive staff have a clear vision (Netball 2020) but for officiating the vision is not publically stated and shared – in particular the difference between “best umpires on best games” vs worldwide development		1s	INF vision for what good looks like in officiating is agreed, well documented and understood by all constituent parties
1.2	The INF has a clear and well communicated philosophy for the role of the umpire within the game at all levels	INF Rules of Netball state the responsibility of umpires in relation to applying the rules and the responsibilities of IUA and ITID are documented, but nothing further exists at an INF level, although a number of member associations have something		1s	INF philosophy for the role of the umpire is debated and agreed by key INF parties and then communicated to all constituent parties
1.3	There is clarity regarding the respective roles and responsibilities of the INF, the five INF regions, the INF full and associate member associations	Broadly stated on the INF webpage and understood by those spoken to on the whole		3	Constitutions/terms of reference for INF, regions, and full/associate members include roles and responsibilities in respect of match official development

2. Member association programmes

No.	<i>“What good looks like”</i>	<i>Current status</i>	<i>RAG</i>	<i>Priority</i>	<i>Recommended KPI / Measurement</i>
2.1	All INF full member nations have a match official recruitment, education and development programme in place	In place, but to what standard?		1	No./percentage of INF full members who have a recognised domestic match official recruitment, education and development programme in place, and which is published
2.2	INF full members’ match official recruitment, education, development and accreditation programmes operate to internationally agreed, consistent and equalised standards	INF do not currently have a standard model for umpires below the IUA and ITID Programmes		1s	INF standard model in place to determine minimum operating standards for match official programmes
2.3	INF full members have programmes in place for the recruitment, education and development of match official tutors, observers/assessors and mentors	In place, but to what standard?		1	No./percentage of INF full members who have programmes in place for the recruitment, education and development of tutors, observers/assessors and mentors
2.4	All INF full members have sufficient match officials of the requisite quality to ensure 100% coverage of domestic competitive matches	Anecdotal evidence suggests this is not always the case		1	Coverage rates from each INF member nation
2.5	The INF has processes in place to monitor and ensure that its members’ programmes for the recruitment, education, development and accreditation of match official tutors, observers/ assessors and mentors operate to internationally agreed, consistent and equalised standards	No evidence of processes in place		3	INF quality assurance and accreditation system for members’ match official programmes System of annual reporting from member nations to INF on their match official development

2. Member association programmes cont:

No.	“What good looks like”	Current status	RAG	Priority	Recommended KPI / Measurement
2.6	The INF supports its members in the recruitment, education and development of match officials, tutors, observers/ assessors and mentors through guidance and support, including the provision of finance where required and online resources	Limited evidence of processes and strategically aligned support in place		3s	INF have a strategic approach to ensure their financial and officer resource is aligned to the overall vision and strategy INF officers visit member nations to assist with match official development Roster of INF documentation available online to support match official development INF grant-aid scheme to support the development of match official programmes
2.7	The INF proactively encourages economies of scale wherever possible between its member nations’ programmes for the recruitment, education and development of match officials, tutors, observers/assessors and mentors	If done it is informal, on the basis of the evidence available		1s	No. of nations working under shared match official development programmes No. of umpires officiating in other nations’ competitions
2.8	INF full member nations ensure inclusivity and diversity within their programmes for the recruitment, education and development of match officials, tutors, observers/assessors and mentors	No evidence seen in research. INF does monitor gender of officials but does not have a gender target. Geographic split is similar.		2	No./percentage of male and female match officials, and BME match officials, per member nation and internationally/ cumulatively

3. Talent identification and development

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
3.1	The INF has a clear and well communicated vision and strategy in place around the identification of talented match officials from different member nations	While this may exist internally, it is not fully understood externally		1s	INF vision for what good looks like is agreed, well documented and understood by all stakeholders
3.2	There is clarity regarding the respective roles and responsibilities of the INF, the five INF regions, the INF full and associate member associations in the area of talent identification and development	No evidence that clarity does not exist		3	Constitutions/terms of reference for INF, regions, and full/associate members include roles and responsibilities in respect of match official development
3.3	There are clear and well documented criteria and processes in place for the identification of talented match officials from different member nations, which are regularly reviewed against the needs of the game	Mainly left to member nations to nominate talented individuals for consideration by ITP/ITP Cadets – documented in <i>INF Procedure for the ITP Programme</i>		2	Talent profile which determines the competences/level of achievement required of an ITID panel member and is aligned fully to the requirements of being an IUA Fast-track programme defined and operated for demonstrably talented match officials Clear and well documented processes regarding who does what are agreed by all and publicly available
3.4	The identification of talented match officials is conducted independently and on merit through internationally agreed and standardised processes	Mainly left to member nations to nominate talented individuals for consideration by ITP/ITP Cadets – documented in <i>INF Procedure for the ITP Programme</i>		2s	Published INF protocols for the identification/assessment of talented match officials Monitoring of the nationality of individuals involved in talent identification Talented individuals are not constrained by quota numbers Talent profile includes consideration of previous performances at domestic level, and a reference from the umpire's home nation

3. Talent identification and development cont:

No.	What good looks like”	Current status	RAG	Priority	Recommended KPI / Measurement
3.5	The identification of talented match officials by INF (internationally or regionally) is conducted in association with the member nations in which the officials have been developed to date	Mainly left to member nations to nominate talented individuals for consideration by ITP/ITP Cadets – documented in <i>INF Procedure for the ITP Programme</i>		1s	Clarity of approach by INF officials which is proactive, consistent and supported by relevant documentation Annual data around talent identification provided to the INF by ROCs
3.6	Full member nations’ development programmes are aligned to international standards, and sufficiently strong, to allow talented match officials to be identified in all INF regions	Members of all five Regions do contribute, however the strength and depth of the talent pools still vary massively		2	All five INF regions contribute match officials to the ITID panel
3.7	There is a structured programme of education and development, agreed and aligned internationally, in place for match officials who are identified as talented, which addresses: <ul style="list-style-type: none"> On-court development (e.g., knowledge and interpretation of the laws of the game, positioning, decision-making, communication, player/event management, etc.) Off-court development (e.g., behaviours and attitudes/ codes of conduct, match fixing, diversity awareness, social media usage, etc.) 	Currently stated as being left to the INF Member Countries or INF Regional Federations. INF appointed UAP provide support when ITIDs are appointed to international fixtures		1s	Annual schedule of ITID panel training / development opportunities ITID candidates progress to IUA status within the agreed time frame or are removed from the panel All international matches videoed, and recordings provided for the purposes of umpire development

3. Talent identification and development cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
3.8	The INF, regions and full member nations collaborate to ensure sufficient and appropriate competitive opportunities are provided to allow identified talent to gain experience at international and/or domestic level, and to be monitored and assessed for their progress	Happens in an ad hoc way on occasion		2s	No. of ITID panel members officiating in elite domestic leagues, including from different nationalities No. of countries/regions which have agreed collaborations to enable ITID members to umpire outside their own country
3.9	Each member of the ITID panel has in place a personal development plan which works towards IUA standards, and is regularly reviewed and updated	Plans will typically be in place, but how often will they be reviewed?		2s	Personal Development Plan in place for each ITID panel member, which is progressive and fully aligned to becoming an IUA. Full alignment between personal development plan and feedback from match performances
3.10	The physical conditioning and mental health and wellbeing of match officials on the ITID panel is supported through clear and effective processes	Left to the INF Member Countries and Regional Federations to provide ongoing support other than when INF appointed UAP provide support to ITIDs appointed to international fixtures		3	Fitness standards published for ITID panel, regularly reviewed Mental health/wellbeing monitor in place for ITID panel
3.11	Each INF region has personnel in place to develop and support match officials who are identified for inclusion on the ITID panel, including: <ul style="list-style-type: none"> Overall point of contact Personal coaches / mentors 	ROC, ITP and ITP Cadets in place, role descriptions are provided in the INF Procedure for the ITP Programme		3	No. of ITID panel members with a trained personal coach/mentor Role descriptions for ROC, ITP and ITP Cadet Conflict of interests policy regarding umpire development roles
3.12	There is a recruitment, training and development programme in place for the INF personnel who are charged with developing and supporting match officials who are identified for inclusion on the ITID panel	ITP and ITP Cadet recruitment process included within the IUH, but no training and development programmes run by INF		1s	INF umpire coach / mentor / assessor appointment and development programmes in place Roster of INF-accredited umpire coaches and mentors

3. Talent identification and development cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
3.13	There are regular and formal processes of performance review in place for identified talent, co-ordinators and personal coaches / mentors	Not evident, although an Officiating Advisory Group to address this is in the current program		2	All ROCs, ITPs and UAPs undergo regular (at least annual) performance reviews
3.14	There are sufficient match officials progressing and improving through the ITID panel to put upward pressure in the panel of IUA-holders who officiate in senior international matches, by way of succession planning	Work in progress		3	Graduation rates from ITID panel to IUA A sufficient number of IUA umpires to meet the demand Graduation occurs from all regions
3.15	There is an agreed timeframe within which ITID panel members will normally either progress to IUA standard, or be deselected from the panel	Included in IUA handbook, but concern that the balance between limits on number no. of ITID per region and the length of time an umpire can be an ITID is constricting talent development		1s	Terms of reference for ITID panel, include ideal timeframe for progression
3.16	The INF regularly reviews the structure and numbers on the ITID panel, and the timeframe within which panel members are expected to progress to IUA standard	See above		2	INF protocol for ITID review, and for exiting members who do not progress

4. Elite umpire development

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
4.1	The INF has a clear and well communicated vision and strategy in place around the development of elite umpires from different member nations	While this may exist internally, it is not fully understood externally		1s	INF vision for what good looks like is agreed, well documented and understood by all stakeholders
4.2	There is clarity regarding the respective roles and responsibilities of the INF, the five INF regions, the INF full and associate member associations in the area of elite umpire development	Currently left to member associations or INF Regions		3	Constitutions/terms of reference for INF, regions, and full/associate members include roles and responsibilities in respect of match official development
4.3	There are clear, well documented and communicated criteria and processes in place for umpires to progress to IUA standard, which are regularly reviewed against the needs of the game	Process for becoming an IUA is in place and included in the IUH, but there is concern about the standardisation of its interpretation		2s	Well documented and communicated criteria and processes in place for umpires to progress to IUA standard, which are regularly reviewed against the needs of the game
4.4	Progression to IUA standard requires a predetermined and measurable set of competences which is across INF regions, and is associated with: <ul style="list-style-type: none"> • On-court match management • Tournament management • Off-court behaviours and attitudes 	Criteria for assessment exist in the form of the IUA Grade Descriptors, however they are limited in their details and therefore widely open to individual interpretation – competencies are being developed further via an OAG		1s	Published INF protocols for the identification and assessment of potential IUA-holders – includes use of neutral assessors and provides real clarity of interpretation around the areas for assessment Talent profile, which determines the competences/level of achievement required of an IUA-holder

4. Elite umpire development cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
4.5	Each IUA-holder has in place a personal development plan which advises and structures their development, and is regularly reviewed and updated	Development plans in place but not best aligned to UAP /ITP feedback		2s	Personal Development Plan in place for each IUA-holder which is regularly reviewed and aligned against feedback from UAPs by the IUA and their coach/mentor
4.6	There is a structured programme of education and development in place for IUA-holders, which addresses their continuing development: <ul style="list-style-type: none"> • On-court • Off-court • In tournaments, championships and major Games • In other relevant areas 	Currently left to Member Countries or INF Regions, other than when INF appointed UAP provide support when IUAs are appointed to international fixtures		1s	Annual schedule of elite umpire training / development opportunities offered by the INF and regional associations
4.7	The INF, regions and full member nations collaborate proactively to ensure sufficient and appropriate competitive opportunities are provided to allow IUA-holders to continue their development at international and/or domestic level, and to be monitored and assessed for their progress	May exist but not proactively		2	Each IUA-holder is able to umpire matches appropriate to their development stage Each IUA-holder's performances are assessed with the feedback being fed back into their ongoing personal development plan
4.8	There is a range of IUA-holders from different member nations and regions of an equitable standard, thus demonstrating the efficacy of domestic development programmes and the talent identification programme	IUA holders come from a range of regions		3s ongoing	No. of IUA-holders per member nation/ region

4. Elite umpire development cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
4.9	There are sufficient IUA-holders from sufficient nations to allow all major international matches to be officiated by neutral appointments of the requisite high quality	Neutral umpires used unless exceptional circumstances; concerns about the matching of experience and skill with the matches		2s	All matches are able to be officiated by neutral umpires who are selected to ensure their ranking matches that required by the level of competition
4.10	The physical conditioning and mental health and wellbeing of IUA-holders is supported through clear and effective processes	Fitness standards in place, standards are being developed further via an OAG		3	Fitness standards published for IUA-holders, regularly reviewed Mental health/wellbeing monitor in place for IUA-holders
4.11	The INF has personnel in place to develop and support IUA-holders, including: <ul style="list-style-type: none"> • Overall co-ordination / point of contact • Personal coaches / mentors 	In place via ROC, ITP and IUA programmes and documented in the IUH handbook		3	No. of IUA-holders with a trained personal coach/ mentor Role descriptions for ITP, ITP Cadet, UAP and ROC
4.12	There is a recruitment, training and development programme in place for the INF personnel who are charged with developing and supporting IUA-holders	Documented selection process in the IUH for ITP and ITP Cadets. Look to Member Countries and INF Regions to provide support		1s	INF umpire coach / mentor / assessor accreditation programme Roster of INF-accredited umpire coaches and mentors
4.13	There are regular and formal processes of performance review in place for IUA-holders, their co-ordinators and personal coaches / mentors	IUA-holders are reviewed after matches (see IUH), not evident how ITP, ITP Cadets and UAP are reviewed		2s	Documented evidence of annual review meetings as well as post event reviews
4.14	There are opportunities for the leading IUA-holders to consider a career as a full-time match official	Available in one/two countries		3s	No. of opportunities internationally for umpires to become full-time

4. Elite umpire development cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
4.15	There is an exit strategy in place which seeks to retain the experience, expertise and knowledge of IUA-holders within netball's structures and processes for the education and development of match officials	No formal strategy		3	INF protocol for exit process for IUA-holders

5. Match official deployment

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
5.1	The management of the IUA allows for differentiation between award-holders with different performance levels, and especially the identification of elite match officials	Ranking system being considered/developed via an OAG. Current procedures listed in the <i>INF Procedure for the Deployment of Umpires and UAP</i>		1s	INF grading / ranking system for talented and elite umpires which clearly differentiates performance ability and provides an objective development pathway for umpires
5.2	There are sufficient match officials at the appropriate levels to provide for all the expressed needs of international competition within the INF regions	Ensuring there are enough top level umpires for matches between the top 3 nations is a struggle		2	No. of international fixtures which are officiated by umpires not of the required level or neutrality
5.3	The processes operated by the INF for the appointment of match officials to international matches and tournaments are clear, transparent and appropriately consultative	Documented process - <i>INF procedure for the deployment of Umpires and UAP</i> in the IUH – not always clear it is followed or consultation is listened to		3s	Published INF selection policy for match officials for international matches, series and tournaments
5.4	As far as is practicable, the appointment of match officials to international matches and tournaments is not constrained by the availability of finance	For smaller nations financial restriction on umpire budgets is a key issue		2s	Annual INF / regional / member association budgets for the appointment of match officials to international matches and tournaments are adequate (Consideration is given to a pooling process where by all member associations pool their financial resources under the lead of the INF for the purposes of umpire deployment)
5.5	The INF ensures that match officials are equitably remunerated for officiating in international matches and tournaments, in line with agreed parameters	Current policy does not require remuneration or a per diem, only that they are hosted		1	INF guidelines on the remuneration of officials during international matches, series and tournaments are developed in conjunction with umpire representatives and are then adhered to by all tournaments/member associations

5. Match official deployment cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
5.6	The INF ensures that match officials are appropriately hosted and supported while officiating in international matches and tournaments, in line with agreed parameters	Policy exists - <i>INF procedure for the deployment of Umpires and UAP</i> but its application varies based on local conditions	Yellow	1s	INF guidelines on the hosting and support of officials during international matches, series and tournaments are developed in conjunction with umpire representatives and are then adhered to by all tournaments/member associations INF information bank on different countries – visa requirements, hotels, etc.
5.7	The INF has clear and well documented procedures for, separately, the management and coaching of match officials in tournaments and series, e.g., in respect of: <ul style="list-style-type: none"> • Appointments to matches • Rule interpretations • Performance reviews and feedback • Reporting procedures 	Guidelines exist – <i>INF Procedure for the Coaching of Umpires on Ranking Games</i> – but require strengthening in some places	Yellow	3s	INF guidelines on the management of officials during international tournaments and series INF guidelines on the coaching of officials during international tournaments and series INF provides clarity of the role of the UAP with regards assessment vs on court coaching both during the event and afterwards Major tournaments aim for UAP consistency
5.8	The INF has processes in place to ensure that the procedures for the management and coaching of match officials in tournaments and series are fully observed	Require development and implementation to provide clarity around the different functions of assessment and coaching	Red	2s	INF reporting framework around the management and coaching of match officials in tournaments and series to be further developed
5.9	The INF has processes in place to ensure that feedback on the performance of match officials in tournaments and series is linked into their respective personal development plans	Very dependent on individuals at present, and on how good the member association's umpire development programme is. Match assessment is covered within the IUH	Yellow	1s	IT platform allows for reports/feedback and video analysis linked to personal development plans Requirement that all UAP feedback reports are linked into the respective IUA and their ITP

5. Match official deployment cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
5.10	IUA-holders officiating in major international matches are respected and support the delivery of high-quality and entertaining netball, thus contributing to a first-class sporting product and spectacle	No evidence to suggest this is not the case		3	INF impact assessment includes consideration of umpiring standards
5.11	The INF takes a proactive approach in creating regular opportunities for elite match officials and coaches to come together to consider rule interpretation and consistency	Recent example of good practice re rule application before a major tournament, but does not happen on a regular basis		1s	INF have a proactive programme in place to enable officials (UAP and ITP) and coaches to discuss and agree rule interpretations and application, both on an annual basis and for all major events

6. Governance, management and administration

No.	“What good looks like”	Current status	RAG	Priority	Recommended KPI / Measurement
6.1	The INF has clear, consistent and transparent structures and processes in place for the development and management of international match officials	Procedures are in place, not always consistent and sometimes not clear		1	Published INF protocols for match official development in all dimensions
6.2	The INF’s structures and processes differentiate between strategic leadership of the development of international match officials, and operational management and administration	Each INF region has a Regional Officiating Coordinator (ROC), who supports the INF’s International Umpiring Manager (IUM) to lead International Officiating. The ROCs work closely with the INF Members and Regions to facilitate the pathway to International Umpiring		2	Published INF terms of reference for all groups and individuals involved in match official development and the application of such with regular benchmarking
6.3	The INF’s structures for the development and management of international match officials have an appropriate balance between representation and expertise	Neutral umpires used for ranking matches and INF Competitions. Appointments made using expertise as per the INF Procedure for Appointment of Umpires to Rankings Matches, except in exceptional circumstances			Terms of reference allow for representation and expertise in appropriate measure
6.4	The INF’s structures and processes for the development and management of international match officials are free from influence by any one member nation, leagues, clubs, and any other external party	Lack of formal processes and documentation means it is possible for individuals to raise concerns whether they are founded or not		3	INF risk register for officiating, includes conflict of interests
6.5	The personnel involved with the INF’s structures and processes are respected for their experience, expertise and knowledge of officiating	No evidence to suggest this is not the case		3	INF risk register for officiating, includes reputational issues INF impact assessment includes consideration of officiating

6. Governance, management and administration cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
6.6	There is sufficient budget allocated within the INF, its regions and members to support the delivery of best-practice structures and systems of officiating	Current INF budget supports the International Umpiring Manager salary and travel expenses, netWorld and Officiating Advisory Groups. INF Member Countries and INF Regional Federations manage their own budgets for the officiating area	Red		Budget maintenance and monitoring for match official development at INF, regional and member nation levels
6.7	The INF actively explores the commercial opportunities associated with officiating at the elite level, with a view to maximising the resource available to support this area	Very limited activity with sponsors. This area is to be included in the activities of the INF Commercial Committee	Red		INF commercial strategy includes properties associated with match officials
6.8	There is a communications strategy in place internationally to raise the profile of elite umpiring and to promote the benefits to be garnered from umpiring at the highest levels	INF produce <i>Netball World Officiating News</i> – a quarterly newsletter dedicated to the world of netball officiating. Wider strategy still required, potentially linked to this document	Green	3	INF communications strategy includes match officials
6.9	INF netWorld is in use for on-line accessibility of data related to the International Umpiring Community and INF Umpire Appointments to International Netball events in 2018 and beyond. Officiating information for Regional Federations and Member Countries beyond those involved at an International level is not included	INF netWorld currently being developed and due for implementation	Yellow	1	IT platform linking global, regional and national levels – allows for basic admin, communications, report submission, management information, e-learning, coaching through video analysis, longitudinal performance analysis, etc.

6. Governance, management and administration cont:

No.	"What good looks like"	Current status	RAG	Priority	Recommended KPI / Measurement
6.10	INF member nations and regions understand the match official development pathway in its entirety, and the role played by each organisation within it (i.e., member nations, regions, and the INF)	IUH in place and Umpiring Process Workshop held at INF Congress 2017, although more communications needed on pathways			Annual / periodic conference / webinar for member nations' lead officers for match official development
6.11	The INF maintains a culture of research and innovations within its processes for the development and management of international match officials, including but not limited to the use of new technology	Within its available resources INF are being proactive towards the development of a world class officiating programme		2	Development of a technology strategy/working group to come up with proposals which are aligned to key recommendations from this document especially around the development of officials and consistency of rule interpretation
6.12	The INF regularly revisits and reviews this document against the developing needs of netball, and best practice in sports officiating	Once this research is complete and priorities agreed with the INF Board the intention is to use this as a target for future years against which we will measure our performance			The INF regularly (annually) revisits this document and updates process, RAG rating and priorities