



ENGLAND
HANDBALL

STRATEGIC PLAN

2017 - 2021

England Handball’s strategy for the next four years will build on the foundations that have been put in place since 2009.

OUR VISION:

Everyone to have the chance to ‘be part of the excitement’ of handball

KEY STRATEGIC OBJECTIVES

We have established three clear objectives to achieve our vision.

We want to enable as many people as possible to:

- 1. **Discover** handball in any format, ensuring they can access suitable, cost-effective opportunities to get involved in the sport wherever they live.
- 2. **Engage** actively and regularly in the sport. This could be:
 - playing
 - coaching / leading / officiating
 - volunteering
 - watching a match
- 3. **Achieve** their potential in whatever role they choose within handball by:
 - providing clear routes of progression.
 - recognising people have different aims and objectives.

The objectives are underpinned by six priority areas of activity:

- 1. **The education sector:**
 - Primary level: Introduce children to handball through ball-handling and movement skills.
 - Secondary level: More organised team activities.
 - Further/Higher education level: Social, competition and workforce development opportunities.
- 2. **Community handball:**
 - Provide opportunities for people to play the sport in informal environments and non-competitive formats.
- 3. **Club and competition structure:**
 - Develop and strengthen the structure of formal clubs so there are sustainable entry and exit routes for people to be involved in handball on a regular basis.
- 4. **Talent pathway:**
 - Continue to build a strong and viable pathway so talented players, coaches and officials can progress to the highest possible level.
- 5. **Handball workforce:**
 - Increase the quality and diversity of the handball workforce.
 - Improve the skills, confidence and technical capabilities of the handball workforce so they can deliver high-quality activities at all levels.
- 6. **Commercial opportunities:**
 - Reduce our reliance on public funding by maximising commercial opportunities.

OUR MISSION

We recognise we cannot achieve, and do not intend to try, to deliver these objectives on our own.

This is the premise behind our mission:

England Handball is the growth engine for the sport in England. Through our expertise, insight and knowledge, we will work with a range of partners to provide the opportunity for anyone to be part of the handball community.

Central to this mission statement is the focus on partnerships as the most effective route to achieve success. England Handball recognises in certain cases there are other organisations that are better placed to undertake some of the delivery work.

This approach requires the:

- maintenance and development of existing relationships.
- identification of new partners for engagement beyond 2017.



WHO DOES WHAT?

The table below provides an overview of the area / content of the partnership with key organisations. More detail is available in Appendix 1.

Organisation	AREA / CONTENT OF PARTNERSHIP			
	Participation	Workforce	Performance	Funding
Schools	●	●		
Colleges	●	●		
Universities	●	●	●	
Clubs	●	●	●	
Street Games	●	●		
PL4S	●			●
Sport England	●	●		
CSPs	●	●		
Leisure Operators		●	●	
Commercial Partners				●
EHF/IHF	●	●	●	●

THE FIGURES

Our thinking, and actions are led by clear data and insight.

We have:

- Evaluated our successes of the past four years.
- Gained a greater understanding about our customers and what they want from their involvement in handball.

We will:

Refine the collection of data to further develop our understanding of the needs of our customers and assess the impact of our programmes.

This will include:

- Regular surveys with key customers, including clubs and players.
- Collection of data from specific programmes to enable measurement against agreed targets.
- Consolidation of data storage into one location to support ongoing contact with customers and targeted marketing of future opportunities.
- Establishing a partnership with a respected university to carry out any additional specific research requirements.

KEY AUDIENCES

The new government strategy for sport, launched in December 2015, put a broader focus on physical activity. With this in mind, and taking into account the findings of our data gathering and research, England Handball will concentrate on four key audiences.



“The new government strategy for sport, launched in December 2015, put a broader focus on physical activity.”

- Number teams in National Schools competition ^ **450%**
- Growth of teams entering National University Championships ^ **24 to 65**
- **14,000** play handball in schools

- **Five Under-16 regional academies** in operation
- **200 players** through the AASE programme **80%+ graduation**
- Regular age-group international competition
- **75%+ of GB team squads** are comprised of **English players**

EDUCATION

PARTICIPATION

SUCSESSES 2013-17

In order to set some context to the starting point for this new plan, we've taken a look back at our successes over the past four years. As you can see, the sport and England Handball have come a long way and we want to continue to develop opportunities for people of all ages to get involved in their sport in whatever capacity, and at whatever level, they choose.

- **3500+** regularly involved in handball
- Try Handball launched
- Club players ^ **20%**
- Female players ^ **33%**
- Players regularly training **1.25 times per week**

CLUBS

- **25%** ^ teams in England Handball competitions
- Growth in England Handball club membership **from 1600 to over 2300**
- **315%** ^ in the number of Under-18 competition teams
- Men's Championship introduced

WORKFORCE

- More than **8,000** people now hold an **England Handball qualification**
- 1st4Sport endorsed Level-1 Award
- UKCC accredited Level-2 Award
- Over **1,000** teachers with an education sector specific qualification

COMMERCIAL / PROFILE

- In-kind partnerships benefitting England Handball / members
- **£20,000** additional income from online shop
- **10,000 viewers** reached by Cup Final live streaming
- New improved website
- International, national and local media coverage

PRIORITY AREAS: 2017-2021 ACTIVITY

1. THE EDUCATION SECTOR

England Handball has enjoyed great success in the education sector. It provides the opportunity to introduce and retain a whole new generation of players, teachers, leaders and coaches to handball.

The focus of our work will be to support the delivery of non-curriculum activities, such as after-school clubs and competitions. It is also anticipated that the training of teachers and other staff will lead to a natural growth in the provision of curriculum based activities.

Primary level

At this level the core skills of handball can support the development of key physical literacy skills in children such as running, jumping, throwing and catching. Handball will also help develop hand/eye coordination and teamwork skills. Teachers at this level need to be trained to deliver activities based around fun, easy to understand games and drills.

Secondary level

At this level there is the opportunity to provide more structured handball-related activities. These include an expansion of the physical literacy approach, and organised competitions as players start to play in school teams. At this stage, there is a need to provide teaching staff with courses to help them to deliver higher-quality sessions that enable youngsters to improve their technical skills.

Tertiary level

At this level there is a more sophisticated structure to playing formats as participants develop, and the number of players from handball nations increases - especially within Universities. There is also the opportunity to introduce the sport to students on sports coaching, development or teaching degree courses. This will help increase the future size of the delivery workforce.

TARGETS 2021

Primary Schools

- Agree ways to measure primary school activity with AfPE and DfE.
- 30% of primary schools delivering handball related activities.
- Primary school handball festivals in 10 counties in England.

Secondary Schools

- Agree ways to measure secondary school activity with AfPE and DfE
- 40% of secondary schools delivering handball as an established sport in the curriculum or, as an extra-curricular activity.
- 1,550 secondary school teams and 20,000 students take part in the England Handball National Schools competition - 22% of total state schools.

Further Education

- Agree ways to measure further education activity with AOC Sport.
- 30% of colleges offering recreational handball activities, including Try Handball.
- 80 colleges taking part in an AoC Sport/England Handball sanctioned competition.

Higher Education

- Agree ways to measure higher education activity with BUCS.
- 30% of universities offering recreational handball activities, including Try Handball.
- 100 teams from 45 universities taking part in the national university competition which is recognised by BUCS.
- Identify target institutions in key regions with courses that are suitable for linking to handball qualifications.
- Five universities have handball embedded in teacher training/sports-related courses.

WHAT WILL WE DO?

Target Market

The whole education sector is a target market for us. This includes:

- young people
- students
- teachers
- lecturers
- college and university sports development staff within colleges and universities

The participation offer will flow through the student pathway to ensure sustained engagement.

There will be a range of products offered to the different levels of the education sector.

Primary school:

- Try Handball will support delivery within the primary sector.
- A local competition/festival offer will be developed.

Secondary School

- Continued growth in England Handball National Schools under-13 and under-15 competitions.
- A variant of Try handball will be offered as an entry version of the game, particularly for year-7 students, but also for new schools in other age groups.

A distinction will be made between Try Handball and formal handball. This will avoid issues that can stop people starting to play handball including:

- contact nature of the sport
- size of court
- ball size / type

Further Education

This is a new area of growth for England Handball. We worked in partnership with AoC Sport to build a pilot competition programme in 2015/16.

A regional college competition will be expanded from four to six regions. Try Handball will the product initially used throughout this competitive offer.

Higher education

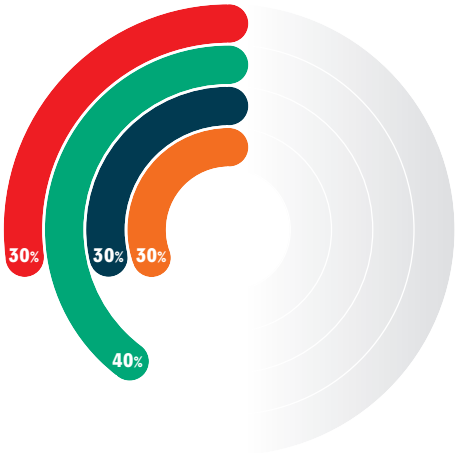
We developed our competitive offer for universities by taking the National University Championships in-house with support from the ABUHC. We plan to develop the championships so that it becomes recognised as a BUCS scoring competition by the 2017/18 academic year.

- Try Handball has been developed as an informal entry level offer for students. It will be promoted to universities as a new, fast, fun and exciting team activity to introduce students to handball.
- We will continue to work with the higher education sector to develop our workforce by seeking to embed handball qualifications within relevant degree courses at selected universities.

Education Partners

We will work with the following partners in the education market

- PL4Sport
- Football League Trust
- Rugby League family
- Handball clubs
- County Sport Partnerships
- Local authorities
- Private coaching companies
- Education staff i.e. teachers, sport makers, sport development staff



2021 targets for education delivering handball activities

Primary Schools

Secondary Schools

Further Education

Higher Education



2.

COMMUNITY HANDBALL

Community Handball is a priority area for England Handball. England Handball has created **Try Handball**, a flexible, small-sided version of handball that can be played in different formats and venues. It is a different and informal activity offer without the need to commit to a formal club structure.

It can be played by single-gender or mixed gender teams. The rules have been simplified to allow anyone to organise a game.

Try Handball provides opportunities for people:

- new to the sport,
- looking for something fun, sociable and different that will help them to become more active,

It will also offer regular participants, who may have dropped out of the formal side of the sport, an opportunity to continue playing.

Try Handball is self organizing.This means there is the potential for a broad range of partners to assist in the delivery of sessions. These include facility operators who could offer Try Handball as part of pay-and-play programmes in a multi-sport context.

The format and structure of Try Handball also provides an option for delivery within workplace environments. This will allow businesses to offer their staff an inclusive, easy to organise activity to assist in raising activity levels.

TARGETS 2021

- Leisure operator pilot reviewed and other delivery agencies identified.
- Try Handball opportunities offered as part of recreational offer to FE / HE sector.
- Regular handball activities established in 15 companies in England.
- Handball part of local Corporate Games/Workplace Challenge events in three locations in England.

WHAT WILL WE DO?

Try Handball target audience

We conducted research to find out the demographics of ‘beginner’ (playing less than two years) handball players. The insight showed that key target groups are:

- professionals aged 26-40
- students aged 16-25

The insight also demonstrated that within both target groups there were equal numbers of participants who were already active when they started playing handball, and people who weren’t active.

Therefore our initial target audiences for Try Handball is:

- active & non active professional adults aged 26-40
- active & non active students aged 16-25



Partnerships

We will seek to establish mutually beneficial partnerships with a range of organisations including:

- leisure operators
- coaching agencies
- multisport clubs, who are interested in adding handball to their range of activity offers.

We will also identify major businesses in our hotspot areas who are interested in providing a new activity offer to their staff. We will provide them with:

- Self-organising options for delivery within their own environments.
- Help organise in-house competitions a
- Partner with the County Sport Partnership Network Workplace Challenge initiative to help provide competitive outlets.

Training and Products

We will provide access to:

- Specific training courses to increase staff confidence and knowledge
- Low-cost, accessible products

Try Handball Partners

Try Handball can be played delivered by anyone. Groups include:

- Charities such as StreetGames
- Leisure operators: A pilot projects is taking place with Fusion Leisure
- Handball clubs
- Professional sports clubs’ community trusts/foundations (non-handball)
- Voluntary groups (uniformed, sports and youth)
- County Sport Partnerships
- Local authorities
- Corporate organisations
- Self-organising

To connect with the target groups the promotion of Try Handball has emphasised it:

- should be friendly and sociable
- can help you get fit
- can teach you new skills (physical literacy skills mentioned previously) allows you to be part of a team

It should be easily, locally and financially accessible for participants. Sessions will be pitched at the right level as many of the potential participants may lack confidence and be uncertain of a new activity.

We will assure partner organisations that Try Handball can be delivered in any space and that it doesn’t require a full sized handball court or highly-trained delivery staff.



3.

CLUBS AND COMPETITIONS

CLUBS

The increased demand from people wanting to play handball is putting a strain on the evolving club structure. At a high level England Handball is taking a double-pronged approach to developing formal club handball:

- Satellite Clubs: The satellite club programme has helped provide new routes for participation. In some areas satellite clubs are linked to formal handball clubs. In other areas the satellite club approach is the starting point for establishing a main hub club.
- Partnership working: Handball was one of the original sports within the Premier League 4 Sport programme. Other multi-sport partnerships include the likes of StreetGames and Rugby League clubs.

Support for clubs

Many of our existing formal handball clubs are in need of additional support and guidance to help with all areas of their development and activities. This ranges from advice on strengthening their governance structure, to assistance in accessing local funding that can help with the costs of training and venue hire.

Delivery of handball

Clubs are an extremely important part of the handball delivery chain, providing an outlet for regular training and competition. We also feel that, with some focused support, club coaches could be deployed into local schools and colleges to assist in delivering participation and teacher training activities.

TARGET 2021

Club development

- Variety of sponsorship opportunities available to clubs.
- Solutions to lack of full size courts.
- Coaching development available for clubs and aspirational individuals.
- Clubs working towards an agreed quality standard to be developed by England Handball.
- Improved visibility of the sport through the media.

Training & deployment

- Club coaches to have access to a range of activity appropriate training courses.
- Regular programme of Continuing Professional Development courses available through a variety of channels.
- Increased opportunities for club coaches to work in local community settings including schools to deliver handball activities.
- Potential opportunities for higher qualified club coaches to become part of the tutor workforce.
- Teachers to have the opportunity to engage with local clubs to help increase their confidence and knowledge in the sport.

WHAT WILL WE DO?

Target Audience

Our main target audience for clubs and competitions is adults aged 16-30. In the future we are looking to expand the market to younger children.

Club Membership

The growth in interest in handball has been matched by an increase in membership at both club and governing body level. One of the challenges we face is the regular churn in members as people also drop out of the sport for a variety of reasons. These might include:

- Becoming too old to play
- Change in family/working circumstances
- Because of the make-up of our membership, people returning to their homelands after a period of time in England.

Some of these factors are out of the control of the clubs and England Handball. However, we will work with our club network to find ways to reduce the drop-out rates and keep more people involved in the sport in a variety of roles.

Partnership Working

We will work with local partners – specifically County Sports Partnerships – to establish development plans for identified clubs in each of our target regions. These will include utilising the Club Matters programme to provide clubs with access to support materials and resources.

Club Development

- We will support each identified club to work towards gaining an England Handball approved quality standard. This will help to ensure that they are viewed as “fit for purpose” organisations which will:
- Put them in a stronger position to access local support.
 - Provide local partners with confidence about the clubs’ ability to deliver quality activities.

As part of the club development plans, we will also provide advice and guidance on accessing local funding. This can help provide support to gain coaching, leadership and officiating qualifications for their workforce. It will also help subsidise costs of running sessions in the local community, making them more accessible to participants.

COMPETITIONS

What was the league set-up in 2016/17?

Super-8/Super-7

National league for men (Super-8) and women (Super-7).

Championship

Men’s Championship, with north and south sections.

Regional Development Leagues

Men’s and women’s Regional Development Leagues (RDLs). These are local leagues for new clubs to compete and grow. Higher-level clubs also enter second teams. Each region has the option whether to run a home and away league set up, or a central venue, tournament league.

In 2016/17 there were RDLs in the following regions:

- South East
- South West
- Midlands
- North

Domestic Cup Competitions

England Handball ran two cup competitions.

- England Handball National Cup
- England Handball League Cup

European Competition

Entry to European competition was through our cup competitions and national leagues. However, entry was under the Great Britain banner as only British Handball is recognized by the European Handball Federation.

University Competition

The university competition was brought in-house in order to provide additional support and help it grow with the aim of achieving BUCS status.

Junior Handball

There were a number of junior competitions:

Under-18 League:

- Boy’s and girl’s under-18 league.
- Organised by a volunteer local coordinator
- Supported by a sub group.
- Early stages of the league are split into North and South.

Under-18 Cup

- Boy’s and girl’s cup knockout competition

Under-16 County Competition:

- Brought together the best players in the age group to play at County level. Includes players that excelled at the previous year’s Under-15 Schools competition.

Under-15 Competition

- This competition was launched in the 2016/17 season

Schools Competition:

- Growing National Schools competition at under-13 and under-15 age groups.

Beach Handball

Two annual beach handball competitions in England, in London and in Bournemouth.

The British Beach Handball tournament in Bournemouth has grown in size to incorporate a men’s, women’s and youth competition. The competition has attracted sponsorship from the likes of Mizuno and participation by teams from the United Kingdom and Europe.

Beach competitions provide a different form of handball that can be played in the off-season enabling year-round participation by our core customers.



TARGET 2021

Membership

- Achieve a retention rate of 65% and a year-on-year increase in new registrations of 30%.

Competitions – Junior

- Introduction of Under-9 Festivals.
- Consolidation of Under-11 competition.
- Expansion of Under-14, Under-16, and Under-19 competitions.

Competitions – Adult

- National League (men and women).
- Women’s Championship established and more men’s and women’s Championship teams.
- Two-tier regional leagues (men & women).

WHAT WILL WE DO?

Super-8/Super-7

We will rebrand the national league to increase its, and handball’s, profile. This will include a name change and distinctive branding. We will also seek to increase the number of clubs competing at this level to provide more competitive opportunities, and offer greater commercial options for England Handball.

Championship

It is planned to rename and expand the Men’s North & South Championship leagues to eight teams each, and to mirror the Championship structure in women’s handball.

Regional Development League

The Regional Development Leagues will be renamed and brought under closer stewardship of England Handball to support their structure and growth. This growth will include a planned two-tier league structure for men’s and women’s RDLs.

Club Handball Partners

Club handball will be delivered by paid development officers and volunteers in clubs and the regions.

It is hoped to bring some of the club administration in-house.

Cup Competitions

We will continue to develop, and raise the profile of cup competitions.

European Competition

We plan to develop a British play off between the top men’s and women’s teams in England and Scotland in order to enter European competition under the Great Britain banner.

University Competition

After bringing this competition ‘in-house’ England Handball will continue its development to:

- provide more regular participation opportunities for university teams
- aspire to achieve BUCS recognition.

Junior Leagues

We will continue to develop the under-19 competition, and under-15 and under-13 National Schools competition.

We will develop our under-16 competition and extend the range of junior competitions to include under-14, under-11 and under-9 leagues.



4.

TALENT

A talent pathway to provide talented players a route to realise their ability. England Handball has tackled the loss of elite funding after 2012 through:

- **Regional Academies:**
England Handball has instigated a programme of part self-funded regional academies. These give young talented players access to higher-level coaching and participation opportunities.
- **Alternative Funding:**
England Handball has worked with its Scottish and British counterparts to seek talent-related funding from organisations outside of the UK.
- **Self Funding:**
A self-funded approach is being taken to re-establish the senior men’s and women’s GB squads that were lost post 2012.

TARGET 2021

Talent Pathway

- Establish three to five County Performance Centre’s which will produce higher-quality athletes entering the Regional Academy structure.
- At least 40% of Regional Academy athletes meet the entry requirements for the National Talent programme.
- Establish a University High Performance Centre that will
 - Prolong the England Talent Pathway
 - Provide a daily training environment
- Increase retention post 18.
- Increase access to better quality performance coaches by doubling the amount of contact time in Regional Academies.
- At least 35% of National Programme athletes to make a GB longlist and/or make their Super 8 debut.

“We will run England age-level national-team programmes for the most talented athletes aged 16-plus. These will underpin Great Britain* programmes”

WHAT WILL WE DO?

Target Market

The target market for talent will be:

- **Primary Schools:**
Focus on coaching to develop movement proficiency skills. This will help increase the potential talent pool at latter stages of the talent pathway.
- **Under-13 Schools:**
To identify talented under-14 age players for possible selection into Regional Academies at age 14/15.
- **Under-15 Schools:**
To identify athletes from the National under-15 schools competition. This is a secondary route for players to enter Regional Academies.
- **Partner sports:**
To identify sports who want to offer athletes set for release a way into another performance sport and to remain active, as opposed to drop-off/out. An example of this is the partnership with Warrington Wolves Rugby League club.
- **Coaches:**
Provide programmes and talent ID protocols for coaches involved at specific stages along the talent pathway (to support England and Great Britain player profiles).

Regional & National Academies

We will work with clubs to increase the talent pool for Regional Academy selection. Strengthening the Regional Academy programme will lead to a stronger and more competitive environment for National Academy coaches to select players from.

AASE

We will manage the transition of the successful AASE programme to the Award in Sporting Excellence programme.

County-level handball

We will manage the transition of the successful AASE programme to the Award in Sporting Excellence programme.

- Work with county co-ordinators to develop programmes linked to sub-regional performance hubs. The county teams will support the wider regional academies by developing young athletes.
- Work with local clubs within the counties to identify talent from Under-13 schools competitions.

This will standardise the approach to talent identification across all regions.

Regional and National Academies

Our Regional and National Academies will:

- Employ part-time talent coaches and managers to train under-16 athletes at monthly sub-regional performance hubs.
- Provide monthly talent training for under-16 athletes identified from sub-regional performance hubs and under-15 schools competitions.
- Provide monthly National Academy training sessions for athletes selected according to criteria from the Regional Academies.

Talent specific coach-education courses:

These are being developed and will be facilitated through the AASE programme. They will give learner-coaches an opportunity to access a performance environment and see top-level coaches deliver.

National Teams

We will run England age-level national-team programmes for the most talented athletes aged 16-plus. These will underpin Great Britain* programmes at Men’s under-18/19/20 and 21 levels, which enter official EHF/IHF competitions.

*The reason this is mentioned is that only Great Britain programmes are able to enter European Handball Federation (EHF)/International Handball Federations (IHF) sanctioned events.



5.

WORKFORCE DEVELOPMENT

Workforce development plays a central role in supporting the successful delivery of an ambitious strategy for handball. To grow handball successfully it is important that all individuals involved in the sport feel happy, supported and valued. Continual development of the workforce is of paramount importance to provide stability, adaptability and creativity.

TARGET 2021

- Train a workforce to meet the needs of education, community, clubs, performance and events.
- Train a workforce to meet identified needs in strategically selected geographic areas.
- Embed system, structure, and stimulus across all England Handball functions.
- Develop a data hub that:
 - serves workforce development
 - supports commercial operations
 - extends reach and drives engagement for the growth of membership and clubs.

WHAT WILL WE DO?

Workforce development will provide support across all functional areas:

Coaching & Workforce Philosophy

- Develop a coaching & workforce philosophy that sits across all functional areas.

Training & Development

Company Workforce

- England Handball is a youthful company with a small workforce. This may be advantageous in responding to change and opportunities but also brings with it the challenge of inexperience. We will ensure that England Handball employees are safeguarded with regular HR training so they are safe at all times and are also supported by a rewarding Professional Development offer.

Course Delivery Workforce

- Create a cross-sport delivery workforce that can help grow and develop the sport across the country.
- Development of a training package that includes:
 - clear set of workforce criteria
 - DBS check
 - CPD
 - professional accountability measures
 - clear delivery target communication

Learning and development

We will create a non-linear workforce pathway reflective of the workforce’s journey.

This will include:

- A suite of qualifications and courses that meet the needs of the sport and the environment that people are working. Training for other areas of the company like Regional Manager will also be part of this approach.
- CPD modules will be created to support the workforce post the course/ qualification and mentoring will become a key role to the sport.

Coaching

We will:

- Ensure deployment opportunities are advertised and shared.
- Develop a robust player development model, allowing for the mapping of a coach-development model.
- Support coaches in the best possible way through increasing our understanding of their motivations and behaviours by gathering insight through communication, interactions and surveys.
- Have successfully qualified coaches regularly engaged in delivering, learning and sharing.
- Maintain a database of information to support the development of the workforce.

Officiating and Referees

The organisation and development of referees needs to be brought in-house under a paid member of staff looking at courses through to deployment. We will attract officials and referees to a fully supported and integrated Referees Association which works openly and honestly with the refereeing workforce around the country.

Volunteering

We will create a volunteering academy where volunteering opportunities are posted and volunteer programmes in education and communities can be accessed. The academy will host a database of volunteers to aid priority areas and also help development in target regions of development - supported by paid England Handball staff.

Competition Management

England Handball has an under-developed Competition management workforce. We will aim to have volunteer competition managers in target regions supported by paid staff.

Talent

England Handball has managers and coaches within five Regional Academies which underpin a male and female National Academy supported by the AASE programme. We will ensure talent coaches are appropriately qualified, supported and developed.

Education Workforce

England Handball has limited engagement with staff in educational organisations.

We will:

- Create CPD opportunities for teachers, lecturers and support staff
- Have qualified coaches and deliverers from education delivering learning and sharing best practice
- Maintain a database of information to support the development and deployment of the workforce
- Create a data hub to assist with future research and provision of relevant activities

Partners

Partners we will work with include:

- 1st4sport
- UK Coaching
- HE & FE institutions
- AfPE
- YST
- Coachwise
- Street Games
- CSP’s
- Azolve
- Other partners stated in other priority areas



6.

COMMERCIAL

We want to:

- Reduce our reliance on public funding (85%).
- Add to 'in kind' commercial agreements.
- Extend the reach of the England Handball brand
- Improve customer knowledge

TARGET 2021

Funding

- 50% dependent of public funding.

Brand

- Consistent brand messaging.
- Brand integrated across partner communication channels.
- Understanding of how the brand is perceived.

Customer Knowledge

- Club and schools competition feedback analysed.
- Understand customer preferences and lifestyles.

WHAT WILL WE DO?

Funding and income

We will

- Establish other sources of public money and sponsorship.
- Look at ways of sharing resources and costs with partners and other governing bodies.
- Set specific targets for funding.

Brand

We will work to:

- Ensure consistent brand messaging among England Handball employees and partners
- Understand the perception of the England Handball brand

Customer knowledge

We will:

- understand our customers lifestyles and preferences better
- analyse feedback from competitions

CORE VALUES

England Handball has identified core values. The core values guide England Handball's internal conduct and its relationship with the external world.

Our core values are

- Openness
- Objectivity
- Leadership
- Integrity

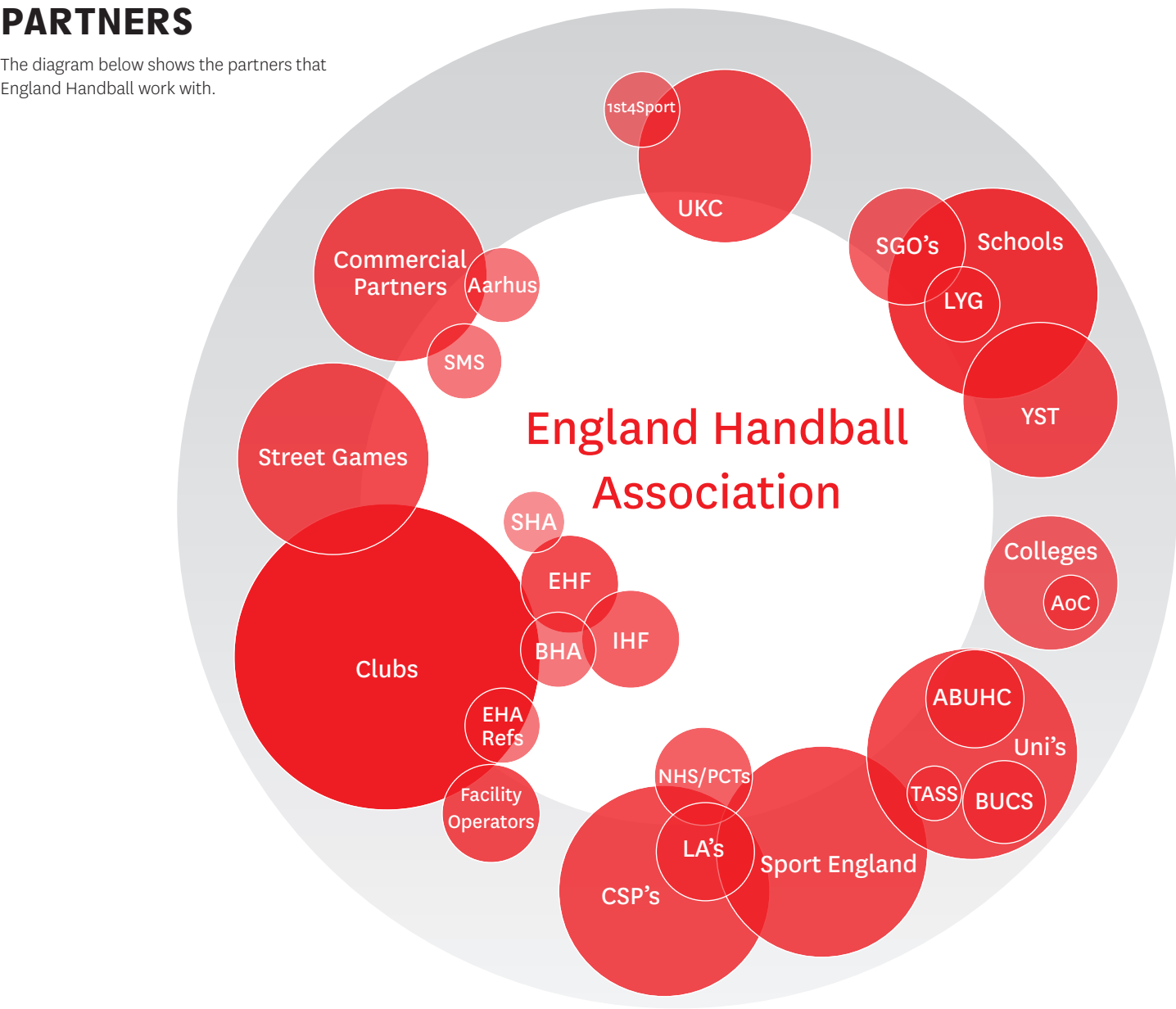
CORPORATE GOVERNANCE

We believe in strong corporate governance. We are committed to meeting all the requirements set out in A Code for Sports Governance, released in Oct 2016 by Sport England and UK Sport.



PARTNERS

The diagram below shows the partners that England Handball work with.



Key

1st4Sport	Awarding body for the England Handball L2 Coaching Award	LA's	Local Authorities
ABUHC	Association of British University Handball Clubs	LYG	London Youth Games
Aarhus	Aarhus Handball Academy in Denmark	SGO's	School Games Organisers
BHA	British Handball Association	SHA	Scottish Handball Association
BUCS	British University and College Sport	SMS	Stoke Mandeville Stadium (England Handball National Performance Centre)
CSP's	County Sports Partnerships	Schools	Primary and Secondary schools in England
Clubs	Member clubs of England Handball	Sport England	England Handball's main funding partner
Colleges	Further Education colleges in England	Street Games	Charitable organisation delivering sport in deprived areas of England
Commercial Partners	External commercial organisations who support England Handball	TASS	Talented Athlete Scholarship Scheme
EHF	European Handball Federation	UKC	UK Coaching
EHA Refs	Officials who support the delivery of our formal competitions	Uni's	Higher Education institutions in England
Facility Operators	Operators of local authority or commercial leisure centres	YST	Youth Sport Trust
IHF	International Handball Federation		

Size of the total handball market
England Handball's reach across this market
Circle size indicates relative importance
Overlap of England Handball's key partners and stakeholders

APPENDIX 1

England Handball

England Handball has responsibility for the governance, competition structure, performance programme and marketing/promotion of handball.

Its direct delivery is focused on national, regional and junior leagues; major events and the England Handball talent pathway at regional and national levels up to under-18.

Partnerships established with local agencies help provide a delivery workforce to support the provision of a range of participation opportunities.

England Handball:

- Provides strategic direction to partners
- Helps coordinate activities.

Schools

Primary level:

- Handball is promoted as an activity that will help teach and develop core physical competencies. England Handball and other local partners will upskill teachers or other relevant staff to deliver handball activities via the Primary Premium funding for PE.

Secondary level:

- Handball forms part of the PE curriculum in an increasing number of schools. It is recognized as an assessment option for GCSE and A Level PE. England Handball and other local partners will upskill teachers or other relevant staff to deliver appropriate sessions. This level is also supported by England Handball's National Schools Competition at Year 8 and Year 10. The competition forms part of the Winter School Games and requires and require close working with School Games Organisers.

Colleges

A new competition structure is being put in place in partnership with Association of College (AoC). The aim is to establish nationwide format across the life of the plan. AoC Sport liaise with colleges and support the delivery of events. Other local partners also deliver activities in colleges. These include training courses for students to lead informal participation sessions using Try Handball.

Universities

England Handball took over responsibility for the delivery of the annual University Handball Championships in 2016. The competition was previously led by the Association of British University Handball Clubs (ABUHC).

England Handball is working with British University and College Sport (BUCS) to establish handball as a recognised sport within the BUCS framework. This will help support the growth of the sport within the HE sector and assist teams to progress to elite international university events.

England Handball is working with a number of universities to embed handball qualifications in their coaching or other sports/teaching related courses. This will provide a growing future workforce to help meet the demand for handball activities across the country.

The Talented Athlete Scholarship Scheme (TASS) is set to become a key element of England Handball's Talent Pathway from 2017. This helps support elite players attend specific universities and receive focused handball training alongside their studies.

Clubs

Handball clubs provide formal opportunities for adult and junior players to participate in regular organised sessions, including training and competitive matches.

Over the last few years more clubs have also established links with local schools, colleges and universities to help support:

- provision of handball sessions
- exit routes for players either into satellite or the formal hub club environment.

StreetGames

England Handball has had a long standing partnership with StreetGames. This has helped support the delivery of handball as part of the multi-sport, door step club programme StreetGames delivers in deprived inner-city locations.

StreetGames delivers and establishes clubs/sessions. England Handball supports the training and education of the staff within the programme.

This partnership has resulted in the establishment of a focused Handball Activator Award. StreetGames helped write the award and now delivers it through its training arm.

Premier League 4 Sport (PL4S)

Handball has been part of the PL4S programme since its inception in 2009. The programme engages young people in Olympic sports using the power of the Premier League brand. A number of clubs across the country deliver handball activities as part of a wider multi-sport programme. England Handball works with these clubs to help upskill their workforce and deliver competition opportunities.

Sport England

Sport England has been the major funding partner of England Handball since 2009. The investment, which increased significantly in 2013, has enabled England Handball to become a more professionally run organisation, and helped to improve its governance structure and delivery capacity.

County Sports Partnerships (CSPs)

England handball has had a long standing engagement with the CSP Network in a number of areas across the country. This has helped to facilitate local partnerships to support:

- increases in workforce capacity
- satellite club development
- hub-club improvements
- match-funded development officer positions.

CSPs have also provided a route to local School Games events which has helped the significant growth in England Handball's National Schools competition. The CSPs established local networks also provide an efficient and effective delivery chain to support participation and workforce development activities.

Leisure Operators

These are new partners with whom England Handball can engage following the development of a smaller sided version of the sport. The adapted version of the game allows leisure operators to deliver sessions in traditional sports halls. The sessions can be stand-alone handball activities on a pay-and-play basis, or part of multi-sport sessions

Working with leisure operators provides a broader range of locations where people can access informal participation opportunities. It also extends the reach of the sport to new markets.

Commercial Partners

England Handball has existing partnerships with a range commercial organisations, mainly linked to the provision of goods and services. These do not bring vast sums of additional revenue, but can provide added value benefits to members, and more effective use of England Handball's own funding. We will explore further opportunities to grow the number of commercial partnerships that will help reduce England Handball's reliance on public funding.

European Handball Federation (EHF)/International Handball Federation (IHF)

The partnerships with the EHF and IHF provide England Handball with a number of different opportunities. These include:

- funding to support delivery and development positions
- access to technical experts who can assist with:
 - Participation
 - workforce and performance activities
 - competitions and events. (This, especially with the IHF, flows through the British Handball Association as the recognised body at World level.)



For more information on the activities of the England Handball Association or to discuss a potential partnership, please contact us:

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