



APPENDIX B – REVIEW ANNOUNCEMENT

2018 COMMONWEALTH GAMES CAMPAIGN REVIEW

SCOPE OF THE REVIEW

The Review panel were asked to look at the performance of the Silver Ferns during the period from January 1, 2016 until May 2018. They were asked to identify and evaluate the strengths and weaknesses of the Commonwealth Games campaign and any other material factors contributing to the Silver Ferns' results.

The open terms of reference and the diversity of perspectives mean there are a range of findings across all aspects of the campaign.

PANEL

The independent review panel was chaired by Auckland lawyer and experienced sports director Don Mackinnon, Team NZ Chief Operations Officer Kevin Shoebridge, and former Silver Fern Linda Vagana.

PROCESS

The review had a broad-ranging mandate and engaged with coaches, the full playing squad, management, High Performance Sport and other key netball stakeholders to ensure there was a diversity of views considered. The review panel conducted extensive consultation with the key stakeholders over a two month period.

Contributors to the report were given an assurance of confidentiality to encourage open dialogue in the interests of getting the most open feedback. As such, the report itself will not be publicly released. The report also deals with issues effecting a range of employees at Netball New Zealand including the players and their employment and privacy rights have to be respected.

REVIEW FINDINGS

The review found that there was no one single factor for the series of poor performances. It found that the poor performances were a combination of factors, and identified a number of areas that Netball New Zealand needs to act on promptly:

1. While, in all likelihood, the Silver Ferns lacked the depth and experience, at this stage in the team's development, to win gold at the Commonwealth Games, the team still significantly underperformed, both at the Games themselves and in the six months leading up to the event. Whilst undoubtedly the standard in world netball has improved over recent years, had the team

played to its potential, it could well have medalled and potentially even made the final. However, it would needed to have been at its best and it was far from it.

2. Pinnacle events such as Netball World Cups and Gold Medals, are typically won by experienced, battle-hardened teams, led by experienced, battle-hardened players and coaches. This team lacked those qualities at this stage in its development.
3. The team itself was relatively green and inexperienced, at least by the usual standards of Silver Ferns squads. Only three of the twelve who went to the Gold Coast had been to the previous Commonwealth Games in 2014, and for eight of the twelve, this was their first ever pinnacle event.
4. During 2016 and 2017, the team lost a vast amount of experience, through the retirements of key players. From 2017, another key player, Laura Langman, became unavailable. Not only did the team lose a huge amount of on court talent through these withdrawals, it also lost its core leaders. Such was the loss of experience, the remaining senior players despite attempts were unable to fill the huge leadership void created
5. Both coaches were also relatively inexperienced at international level. Neither had been to a pinnacle event, either as a player or as a coach. Both coaches also had similar skills, attributes and philosophies. In the panel's view, the coaches were too similar and lacked the complementary skill sets, and hardened experienced, evident in most successful coaching combinations.
6. The Head Coach was strongly committed to developing a player led culture in which the playing group took ownership for their on and off court decision making. This philosophy was reflected in many of the coach's actions, including her coaching style. The Head Coach moved the team away from a very structured approach to one where players needed to develop game plans and problem solving. For many elite teams this philosophy can be extremely effective.
7. Unfortunately, that philosophy did not connect with the team. Given the team's lack of experience and depth of leadership in the panels view, this team needed clearer direction, structure and boundaries, on and off the court.
8. Several players began to lose confidence in both themselves and the coaches during the course of 2017. The team held together until after the Constellation Cup where the team were beaten 4 – 0 by Australia.
9. Netball New Zealand and the Coaching and player groups took a number of steps over the next two/three months to address perceived gaps in the campaign. While those initiatives were all valuable, they were far too late to make a material difference.

10. The Silver Ferns (including the coaching staff) arrived at the Commonwealth Games determined to give it their all. However rather than coming together after the loss to Malawi, the team and coaching group fractured and confidence that the campaign was on track, completely disappeared.
11. The final results were, in the circumstances, hardly surprising however not winning a medal, losing to Malawi and having to rely on others pool results has to be viewed as a significant under achievement.
12. In the Panels view, Netball New Zealand should have identified some of the gaps in the Silver Ferns campaign earlier than it did. In particular the team lacked a strong campaign plan which had buy in from team, coaches and support staff. In addition both the coaches and senior players would have benefited from significantly greater support in terms of their leadership and mentoring. The initiatives taken after the Constellation Cup in 2017 unfortunately occurred too late.

The Review Panel made a number of the broader observations many of these will be explored in more detail in Phase 2 of the Review however the Panel particularly noted;

- Netball in New Zealand continues to struggle to embrace a true High Performance culture - the no compromises, no shortcuts philosophy so much a part of many elite sports is not yet ingrained deeply enough within netball in New Zealand;
- to achieve sustained high-performance success, Netball New Zealand needs to invest more heavily in a number of aspects of the high-performance pathway, in particular in New Zealand A/development squad programme;
- Netball New Zealand needs to ensure it has enough Netball specific high-performance knowledge within senior management and the board. There are gaps in that knowledge at present which contributed to the lack of in-depth oversight of the Silver Ferns programme.

NETBALL NEW ZEALAND KEY ACTIONS

- Netball New Zealand has commenced an immediate process to fill the role of Silver Ferns coach following Janine Southby's resignation.
- NNZ will re-instate a NZA programme in 2018 that includes games against South Africa and England.
- Implement a world class campaign plan with the support of High Performance experts that can be embedded into the Silver Ferns environment.
- Work with High Performance Sport NZ through August/September to review the current service offering to ensure that it is fit for purpose for the

environment and changes that netball is committed to making.

- Ensure there are targeted resources in place to complement and support the coaching team.
- NNZ will appoint former Silver Fern Captain Bernice Mene onto our Board effective immediately to increase its Netball acumen and high performance voice in these areas.
- The NNZ board has formed a High Performance Advisory group that will assist the Board and provide advice and guidance to Management, as required, to enable NNZ to achieve its high performance goals and objectives outlined in its High Performance strategy and to identify and address issues relating to Netball High Performance.
- Through introducing specialist support, drive a culture where players will be supported to grow and develop as individuals and leaders on and off the court, with a focus on building the performance and leadership culture of the Silver Ferns.
- Review and enhance the NNZ High Programme to incorporate the learnings from the review with a focus on bringing more Netball expertise into the development of the programme.
- NNZ franchise teams play an integral part in terms of their alignment to the New Zealand high performance system. Their involvement in the ongoing development and preparation of current and emerging Silver Ferns will continue to be of critical importance. NNZ will work to strengthen this alignment going forward.
- We will be working with all our key stakeholders particularly players, management team and Players Association to ensure that the learnings from the review help inform Phase II and also our future activity.

TERMS OF REFERENCE FOR PHASE 2 OF THE REVIEW

The TOR for Phase II is underway and we are anticipating that this will be finalised by the end of July 2018. Areas identified by the Review Panel for consideration in Phase II:

- Review of Selection Policies & Eligibility Criteria
- High Performance Pathways
- Competitions Review
- High Performance Systems and Culture