



INTERNATIONAL
NETBALL
FEDERATION



2019 **ANNUAL REPORT**



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INF Affiliations, Sponsors and Partners



INTERNATIONAL
NETBALL
FEDERATION

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“I am today, and what I will be tomorrow, because of netball. Not only has netball empowered me to play a sport I love, it has given me the gift of seeing the world outside of Uganda and getting an education. It has given me choices I could only have dreamed of.

Through my journey, I hope I can inspire others to harness the power of netball in their lives to achieve their dreams too.”

**Peace Proscovia, Captain,
Uganda Netball ‘She-Cranes’**

INF BOARD OF DIRECTORS



Vice-President
Sue Taylor AM
Elected 2011



President
Liz Nicholl CBE
Elected July 2019



Finance Director
Ann Tod
Elected 2011



President
Hon. Molly Rhone OJ CD LLD
Stood down July 2019



Further Director
Shirley Hooper
Elected 2017



Director (Africa)
Cecilia Molokwane
Appointed October 2019



Director (Americas)
Marva Bernard OD
Appointed July 2019



Director (Africa)
Tebogo Lebotse Sebego
Stood down October 2019



Director (Americas)
Dr Pat Butcher
Stood down July 2019



Director (Asia)
Gaby Hochbaum
Appointed 2015



Director (Europe)
Lyn Carpenter
Appointed July 2019



Director (Oceania)
Wainikiti Bogidrau
Appointed July 2019



Director (Europe)
Janet Wrighton MBE
Stood down July 2019



Director (Oceania)
Tina Browne
Stood down July 2019

Registered Office
First Floor Millennium House
Victoria Road
Douglas
Isle of Man
IM2 4RW

MESSAGE FROM THE PRESIDENT

In July 2019, I was honoured to have been elected by my peers to lead the International Netball Federation as President. Since my election, I have once again become part of this special #NetballFamily and can see how the clear strategy, teamwork, courage and commitment of INF and its Members and Regions is driving our sport forward. While reflecting on a very successful 2019, it's exciting to see the further potential that our sport has to grow and inspire.

The Vitality Netball World Cup (VNWC2019) took place in July, in Liverpool, England; the highlight of the event calendar for 2019. 16 teams from the INF's five regions competed for the title over 10 thrilling days. The event surpassed our expectations as a huge celebration of all-things netball, with ticket sales of 112,000 filling the fabulous M&S Bank Arena, 60 exciting, hard-fought matches, and a fan-park based in Liverpool ONE where over 44,000 people joined in with netball-themed activities and watched matches live on the huge screen. The climax of the event was the final where New Zealand beat Australia to win the World Champion title for the first time since 2003.

During the closing ceremony, the INF flag was passed on to Netball South Africa, the hosts of the INF Netball World Cup 2023. Whilst the incredible legacy from the Vitality Netball World Cup 2019 will continue to live on for many years to come, the planning for 2023 is well underway with INF and Netball South Africa currently working towards the first Netball World Cup ever to be held on the African continent.

The eyes of the world were on women's sport during the summer of 2019 with the Netball World Cup broadcast rights purchased by 6 countries around the world. As we seek constantly to innovate and to engage with the wider netball family, INF launched its first OTT platform – the 'Netball World'



app for the Vitality Netball World Cup which was available on iOS and Google Play stores.

The app enabled netball fans around the world to live-stream games, track scores and statistics and follow the tournament from start to finish.

Our bi-annual Congress took place just before VNWC2019 where delegates from our Member netball associations came together with the Board of Directors, key volunteers and staff to celebrate successes, review progress and determine priorities. This was our biggest Congress yet with 43 countries represented in person and 75 delegates in total. Here the future of netball was shaped. INF's current strategic plan, Netball 2020 is coming to an end and at Congress we reflected on the achievements of the four-year plan. We listened to our Members and pledged to work with them to create an ambitious new strategic plan that would build on success to date and provide a mouth-watering vision of the future for netball.

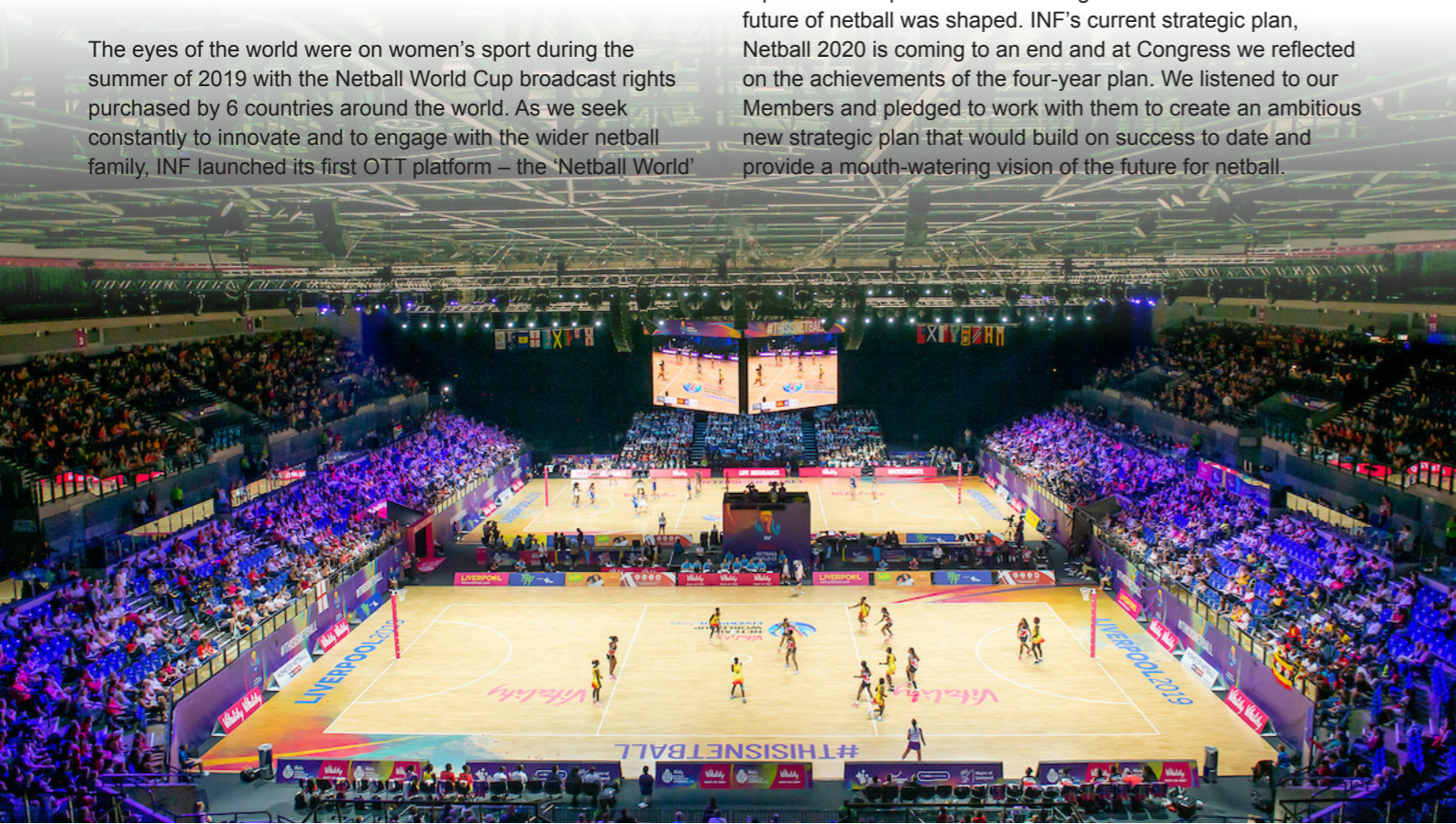


Board elections for INF President and Finance Director were conducted at Congress and Ann Tod was elected to serve her third term as Finance Director. At the end of the Vitality Netball World Cup, Hon. Molly Rhone stood down as President. Wainikiti Bogidrau (elected by Oceania Netball), Lyn Carpenter (elected by Netball Europe) and Marva Bernard, OD (elected by the Americas Region) joined the Board as Directors. We said goodbye to a further three Directors, Tina Browne, Janet Wrighton MBE, and Dr Patricia Butcher. Cecilia Molokwane was elected INF Director for Africa in October at the Africa Netball AGM and Tebogo Lebotse Sebego, Africa stood down. I thank those retiring board members sincerely for their exceptional service to the Federation over the years.

On the eve of the Vitality Netball World Cup 2019, INF's Members and Regions celebrated Hon. Molly Rhone's legacy at the Liver Building, one of the iconic 'three graces' on the banks of the Mersey in Liverpool, England. Commonwealth Games President Dame Louise Martin gave a heart-felt tribute to Hon. Molly Rhone. Through laughter and tears, we reminisced on how far the Federation has come over the years under Molly's leadership and all that has been achieved.

Earlier that evening Creating Choices, our campaign to support the establishment of a charitable foundation for INF was revealed to our Members. The campaign is designed to bring netballers together from all over the world to raise resources to provide choices, opportunities, connections and community through netball. Former Australian Diamond Player, Sharni Layton and sports broadcaster Caroline Barker hosted the launch. Through captivating imagery, the powerful and compelling story of Peace Proscovia and her netball journey was told. From her small village in Uganda where as a young girl she loved playing netball to her current home in Queensland Australia, as goal shooter for the Sunshine Coast Lightning, and Masters Honour student at University. Netball has made this possible for her just as it has created choices for so many, including myself.

Our commitment to empowering our participants was demonstrated through the extensive legacy programme organised to run alongside the Vitality Netball World Cup 2019. The 'Make the Game LIVErpool' education programme delivered in partnership with England Netball, UK Sport and the VNWC2019 Organising Committee included a series of INF Congress Workshops for INF Members in governance, event management and development aligned to the key strategies of the Netball 2020 plan. Further sessions run by England Netball and INF's Coaching Advisory Panel (CAP) included coach and umpire development at beginner, intermediate and advanced levels. A Transfer of Knowledge programme developed with UK Sport attracted delegates from the organising committees of future INF events as well as the Commonwealth Games and Rugby League World Cup 2021.



In the final quarter of 2019, the newly elected INF Board met for the first time to discuss the INF's new strategic plan for the period beyond 2020. We had asked Populus (renamed Yonder in 2020) to conduct a research project with us to capture the views of the INF Members, their concerns, their aspirations and the priorities for netball from their perspective. Our Members have sent us a clear message and mandate to work with them to grow our sport, it's reach and impact.

I would like to thank everyone who worked to make 2019 a pivotal year for netball. Netball has grown from strength to strength at both grassroots and elite with the increase in profile of world-class tournaments, significant development of national leagues and the growth of the netball family into new countries and sectors. To our Members, our Secretariat, our Board, the many organisations who work alongside us, our commercial partners, and especially our volunteers – thank you.

As we look towards the next decade and the start of a new four-year event cycle, we must build on our success so far and I hope that we will work together to learn and share, to release more of our collective potential and to grow in the global sporting arena. We are a thriving and growing sport, with the courage to develop and grow and I am grateful for the opportunity as your President to lead the INF on this new journey. I am excited to see what the future holds for our great sport.

Liz Nicholl, CBE
INF President



CEO REPORT

We are approaching the end of the four year Netball 2020 strategic plan and it has been a real pleasure to reflect on the significant progress made by the INF Board, Secretariat, Committees, Working Groups and Panels. I am so grateful for the hard work and friendship of the dedicated and knowledgeable volunteers who make up the majority of the INF workforce – it has been an incredible four years and I am always in your debt, thank you. My report focusses on the achievements in 2019.



GOVERNING WITH INTEGRITY

Goal 1: Maintain an exemplary Governance Framework that is the benchmark for the sport of netball

In 2019 the General Association of International Sports Federations (GAISF) undertook a review of Governance in 54 non-Olympic international sports federations*. The INF's governance was ranked second overall out of 54 IFs included in the study, INF has achieved a high level of transparency and in comparison with Olympic Sports, the INF was one of 12 IFs in the study that scored higher than the mean among the Association of Summer Olympic International Federations (ASOIF).

In May, INF won Silver at the Sports Business Awards 2019 for Best Sports Governing Body Initiative, highlighting our work over the past four years in developing the sport and the Federation through the Netball 2020 strategic plan.

Prior to the start of the Vitality Netball World Cup 2019, INF held its bi-annual Congress where elections took place for the INF Board of Directors as reported earlier by the President. Changes to the Articles of Association were also approved at Congress to allow a further director to be independently appointed in 2021, with the establishment of a nominations committee.

As part of the programme of workshops delivered to Members during the Vitality Netball World Cup 2019, four 'Governing with Integrity' workshops were held: Good Governance for INF Regions and Members, Anti-Doping, Regional Federation Workshop and Safeguarding in Sport.

In June, INF announced the reappointment of its Medical Committee. Dr Shuaib Manjra and Dr Marion Bullock Ducasse stepped down and, Dr Grace Bryant OAM took over as Medical Committee chair.

In the final quarter of 2019, the newly elected INF Board met for the first time. The Board reflected on netball's stakeholders, their current and future needs and set an empty chair at the table to act as a prompt to remind the Board to ensure the voice of the athlete is at the heart of everything the INF does. In its new plan the Board is committing to develop a formal route for the athlete's voice.



Goal 2: Engaged and Proactive Members and Regional Federations

In 2019 the INF Board and staff welcomed delegates and observers from 43 netballing nations to review progress, celebrate achievements and learn at our bi-annual Congress.

INF offered a full programme of workshops for Members to attend throughout the duration of the Vitality Netball World Cup 2019 with topics as diverse as International Test Match Procedures to Live-Streaming & Broadcast. Member surveys completed after Congress and the Workshops will inform future events.

After conducting an audit of Member safeguarding policies INF found that a proportion of Members are engaged in safeguarding programmes and have policies in place, but there is so much more work to be done. A safeguarding module was included in the Congress 2019 Workshops which provided Members with further guidance on how to develop a safeguarding policy. INF remains committed to working with our Membership to promote safeguarding and the welfare of all our participants.

In September 2019, the INF Board commissioned Populus (renamed Yonder in 2020), specialising in research and strategy to:

- Help gauge how netball and the INF are currently perceived by Members, Regions and other Members of the netball family
- Evaluate how the INF has performed against Netball 2020
- Understand what our global stakeholders want to see from us in the future.

The insight gained from the research, along with key industry reports providing information on the global sporting landscape, enabled the Board to identify the key programmes to form the three pillars of the INF's new strategic plan: 'Grow', 'Play' and 'Inspire'.

Goal 3: Netball - A Drug Free Sport

INF is proud of netball's reputation as a clean sport and it remains committed to supporting the clean athlete.

During 2019 INF:

- Maintained compliance with the World Anti-Doping Code
- Increased the number of out of competition tests undertaken
- Engaged UKAD to provide a comprehensive education programme for athletes and support staff prior to VNWC2019
- Undertook in-competition testing and held Anti-doping awareness-raising sessions during VNWC2019

INF is delighted to report that there were no Anti-Doping Rules Violations resulting from its testing programme in 2019.

* (<https://gaisf.sport/wp-content/uploads/gaisf-review-of-governance-of-international-federation-members-of-arisf-and-aims-may-2019.pdf>)



THRILLING WORLD CLASS EVENTS

Goal 4: Ensure a profitable and engaging event portfolio delivered through capable event management

The Netball World Cup is the pinnacle event in netball's four year calendar and the 2019 edition, held in Liverpool, England delivered on all of its objectives including a surplus of £1,164k (vs £821k budget) shared between the host, participating countries and the INF. These funds help to offset the cost of teams and are used to fund the services INF provides to its Members. Our sincere thanks and congratulations to England Netball, the exceptional Organising Committee and their delivery partners and Sponsors; Liverpool City Council, ACC Liverpool, UK Sport, the National Lottery and Vitality.

The Vitality Netball World Cup which took place at the M&S Bank Arena Liverpool, delivered an £8.18m economic boost to the city's economy (according to research conducted by the Sport Industry Research Centre at Sheffield Hallam University for UK Sport). Overall 6.07 million people in Britain attended, watched or followed the tournament. In addition to the economic gains, the research also outlined the benefits of hosting the World Cup across the other four Sporting Future UK government outcomes – physical wellbeing, mental wellbeing, individual development and social & community development. The £8.18m boost was generated by the influx of fans (£6.04m), other attendee groups such as the media and event personnel (£1.32m) and the organisers (£0.82m). The tournament was worth significantly more to Liverpool than either the UCI Track Cycling World Championships of 2016 (£3.41m) or the European Aquatics Championships of 2016 (£4.74m) were to London.

Sky Sports UK were appointed host broadcaster for the Vitality Netball World Cup 2019 and in a landmark deal, signed the BBC as free-to-air broadcast partners for the Finals and Semi Finals and all England Netball matches. All 60 matches were shown live on the Sky Sports YouTube channel in the UK. INF signed Lagardère Sports and Entertainment (now known as SPORTFIVE) to distribute the international media rights for the NWC2019 (and other INF events). Six international broadcasters purchased the rights to show the tournament in Asia, the Americas, Africa and Oceania resulting in sales of over USD\$600k. Partnering with StreamAMG, a global online video solutions group, INF's 'Netball World' app featured exclusive real-time content including live fixtures and scores provided through a link to Champion Data, the event data partners, in addition to live video. Available on iOS and Google Play stores, the app was welcomed by the global netball family and enabled thousands of fans around the world to watch the Vitality Netball World Cup 2019 games in territories where broadcast rights were not sold.

Following the success of the Vitality Netball World Cup 2019 and the Commonwealth Games Gold Coast 2018, we were thrilled to learn that the organising committee of the Commonwealth Games, Birmingham 2022 had decided to move the sport from the Coventry Indoor Arena to a bigger venue - the National Exhibition Centre (NEC). This increase in capacity will meet the growing demands of the netball family and the change demonstrates the tremendous growth of the sport over the past years.

In September 2019, INF's Commercial Committee led a search to appoint an agency to support INF in developing its commercial strategy. CSM Sport and Entertainment were appointed and a project launched to review the event calendar and portfolio, as well as the sponsorship strategy for INF, to include the Netball World Cup 2023.

Fast5 netball was confirmed as one of the eight sports for the sports programme at the Commonwealth Youth Games. The introduction of Fast5 netball in Trinidad & Tobago is a significant step for netball and after positive feedback from Members we are confident that this dynamic and innovative adaption of the sport will continue to raise the sport's profile, and attract new spectators and sponsorship, all of which are key priorities for the INF.

Towards the end of 2019 it was confirmed that netball would be included in the Asia Indoor Games Bangkok 2021 and that the executive body of the Central American and Caribbean Organization (CACSO) would be recommending netball to their Members for inclusion in their multisport games. The INF is continuing to support Member countries as they work towards the inclusion of netball in other multisport games.

Goal 5: Fair and transparent bid process

In January 2019, INF announced that following a successful bid by Netball South Africa, Cape Town had been chosen as the host city of the NWC2023. Heads of Terms were signed and the hosting fee paid. Hon. Nkosinathi Emmanuel 'Nathi' Mthethwa, Minister and Alec Moemi, Director General of the Republic of South Africa Department of Sports, Arts and Culture shared the contents of the bid with INF Members at the INF Congress and invited INF Members to attend what will be the first Netball World Cup in Africa. We can't wait! A team from the NWC2023 attended the observer programme for the VNWC2019, presented in partnership with the organising committee and UK Sport, to see first-hand the operational aspects of delivering the world's pinnacle netball event. The initial planning phases for NWC2023 are now well underway. At Congress, INF opened the bid processes for NWC2025 and NWC2027. Detailed bidding documents were issued in November and in December two countries submitted expressions of interest for each event. The bidding process continues in 2020, with bids due at the end of June 2020.

Goal 6: World class standards in officiating for International Events

Following the increase in the profile of the sport and the INF's commitment to developing and improving its world-class standards in officiating for international events, we have developed a new 'World Class Officiating' identity which was showcased at the INF Congress. We are trialling new match and training kit for our officials.

In collaboration with the University of Portsmouth we began the world's first study of international netball umpires at the Netball World Cup 2019, through which we look to improve the development of umpires around the world. By understanding elite umpires better, we plan to apply these findings to create a framework for umpires at all levels; identifying the appropriate support and structures they need to improve in the future. I look forward to seeing this programme develop over the next few years.

In 2019, we announced 1 new International Umpires' Award (IUA) and appointed 2 new International Talent Identified Umpires (ITID). 9 IUA's were successfully re-endorsed. As a key part of the global game, we continue our commitment to developing our umpires and thank our officiating family for the support and dedication to the INF and the sport.

The World Class Officiating programme began in 2016 and at the end of 2019 the INF Board decided to undertake a review of progress. Terms of Reference for the review were devised early in 2020 and a project team established.



 **FFICIALS**
ENABLING THE GLOBAL GAME

EMPOWERING THROUGH NETBALL

Goal 7: To achieve recognition from our stakeholders, through our communications and actions that netball, the INF and our Members are seen as a force for good.

During the four years of Netball 2020 we have undertaken research with internal and external stakeholders to understand how the INF and netball is perceived. In 2019 our survey was focussed on internal stakeholders (Members and Regions, and committee members) where:

- 92% agree that INF governs with integrity
- 90% agree that the INF creates thrilling world class events
- 85% agree that the INF empowers through netball

Goal 8: Effective, frequent and meaningful dialogue with all our stakeholders, including INF Members, Regional Federations, sponsors, funders, media, key global organisations and opinion formers to ensure our activities remain attractive and relevant to their developing needs.

INF continued to invest in its digital media and marketing and in 2019, appointed Grace Watson as Digital Marketing Officer. The marketing and communications of the Vitality Netball World Cup 2019 were a resounding success. The VNWC2019 social media channels recorded 23.9 million impressions and 1.4 million engagements. The organising committee worked with Twitter to create three bespoke emojis. Online readership for the event was measured as a staggering 803 million, with a further 37.2 million offline readership.

A database of over 43,000 fans was achieved which has enabled INF to build its subscriber base and connect with more netball fans than ever on a regular basis. Our Netball World digital newsletter delivers up-to-date news stories from our Member nations and Regions to these subscribers around the world each week.

Throughout 2019 we have continued to develop our communications programme and delivered highly engaging joint campaigns and competitions with sponsors Gilbert and partners, including the Commonwealth Games Federation and the Commonwealth Games Birmingham 2022.

INF has commenced the development of a new digital strategy. This will see advances made to the INF's digital



channels including social media, website, social aggregator platform and apps. INF is also developing digital resources for its Members and Regions.

Goal 9: A Netball World Development Programme in place to grow membership and build capacity through the regions, particularly in countries with little or no opportunity for women and girls to develop outside the family home.

As the sport continues to grow around the world, so does the membership of the INF. In 2019, Norfolk Islands and Tokelau became Associate Members and St Kitts & Nevis, Cote d'Ivoire and Tanzania became full Members taking the INF membership to a total of 74.

A working group with representation from each INF Region has been established to create a 'National Federation Development Programme' to support the development of Member nations. This group will advance further a framework and self-assessment tool trialled at the regional workshop held during Congress.

The INF Coaching Advisory Panel (CAP) delivered a highly popular coaching seminar for elite level coaches at the NWC2019 which built on the intermediate programme they ran during the Netball World Youth Cup in 2017.

UK Sport and England Netball worked in partnership with INF through the 3-year net2019 NWC Legacy Programme to provide coach education, grass roots development and high-performance training in both Argentina and Zambia. After the success of net2019, funds have been committed by Netball South Africa for a significant NWC2023 legacy.

In 2019, we launched our charitable campaign, Creating Choices, with the aim of starting a social movement bringing together netballers from all over the world to help raise vital funds and deliver essential resources for grass roots netball. Netball 2020 was just the beginning – there is so much more that the netball family can achieve over the next four years.

Social Media Followers INF Channels



Followers
7,383
46% Increase*



Followers
19,565
34% Increase



Followers
3,610
97% Increase

Social Media Followers Netball World Cup Channels



Followers
78,074



Followers
100,305



Followers
54,308

YouTube Followers



INF
Followers
8,630
93% Increase



Netball World Cup
Followers
16,300
143% Increase



Netball World Youth Cup
Followers
5,250
12% Increase

* Annual Increase 2018-2019



INF Board

The INF Board met three times in 2019:

- Los Angeles, USA March 2019
- Liverpool, England July 2019
- Singapore October 2019

The decisions made by the INF Board during 2019 are listed on the INF website in the regular 'Member update' here; <https://netball.sport/inside-inf> they include:

- Approval of operational plans and budgets for 2019
- Approval of the INF Accounts and appointment of the auditor.
- Membership fee rates for 2020
- Changes to the committee structure of INF
- Approval of the host of the Netball World Cup 2023

INF Committees and Working Groups

The Audit & Risk Committee, met by teleconference on three occasions and in person once in 2019 and completed the following activities:

- Overview and scrutiny of the accounts for 2018 and planning for the 2019 audit
- Recommendations to INF Board on financial policies and the application of accounting standards
- Consideration of principal risks and uncertainties for the Federation
- Advising the Board on the re-appointment of the auditor and the audit fee
- Membership and compliance
- Oversight of activities relating to GDPR compliance

The Governance Committee, met twice and continued its work informed by the independent governance review carried out in 2017. It provided recommendations to the INF Board on changes to the Articles of Association that were approved at Congress to further improve the governance of the Federation.

The INF Sustainability & Development Working Group did not meet in person in 2019. However the chair of this group, Sue Taylor AM and the CEO directed the activities of the fundraising consultant Trish van Leeuwen during the year.

The Commercial Committee met on four occasions in 2019 and their programme of work has been focussed on the appointment of an agency to work with INF on the commercial strategy encompassing sponsorship and events.

INF Medical Committee (appointed in April 2019) oversaw the medical programme at the VNWC2019, collection of injury and illness statistics, and reviewed the policies that it has responsibility for (needle policy, pregnancy guidelines, transgender, anti-doping rules).

INF Technical Panels

The Coaching Advisory and Rules Advisory Panels (CAP and RAP) were reappointed in April 2018. CAP met in July 2019 at the VNWC2019 and ran a highly successful coaching workshop. The workshop was highly attended and attendees benefited from the latest insights in the application of coaching from the international panel.

RAP met in October 2019 and delivered an update to the Rules of Netball for international matches played from January 2020.

Medical Committee	Governance Committee
Dr Grace Bryant OAM (Chair from June 2019)	Tina Browne (Chair to July 2019)
Prof. Christa Janse Van Rensburg (from June 2019)	Ann Tod (Chair from Oct 2019)
Dr Marion Bullock Ducass (to June 2019)	Clare Briegal
Dr Praimanand Singh (from June 2019)	Gaby Hochbaum
Sharon Kearney MNZM (from June 2019)	Leanne O'Leary
Dr Shuaib Manjra (Chair to June 2019)	Octavia Gibson
Commercial Committee	Audit & Risk Committee
Dr Pat Butcher (Chair to July 2019)	Ann Tod (Chair from Oct 2019)
Shirley Hooper (Chair from Oct 2019)	Janet Wrighton MBE (Chair to July 2019)
Clare Briegal	Gordon Padley MBE
Liz Nicholl (from Oct 2019)	Marva Bernard OD (from April 2020)
Lyn Carpenter (from Oct 2019)	
Tebogo Lebotse Sebago (to July 2019)	
Sustainability & Development Working Group (to October 2019)	
Sue Taylor (Chair)	Trish van Leeuwen
Nikki Richardson	Pam Smith
Raelene Castle ONZM	
Tracey Neville MBE	

Rules Advisory Panel	Coaching Advisory Panel
Cheryl Danson OBE (Chair)	Jill McIntosh (Chair)
Jonathon Bredin	Bridget Adams
Michelle Phippard	Sue Hawkins
Yvette Smith	Burka de Kock
Waimarama Taumaunu ONZM	Julia Lawrence
	Dr Anita Navin
	Norma Plummer AM
	Yvonne Willering ONZM

2020 and Beyond

At the end of 2019 reports began to emerge of a new coronavirus disease that had been detected in China. The World Health Organization declared the outbreak of COVID-19 a pandemic on the 11 March 2020, meaning the disease had spread worldwide. By the 23rd of March the majority of our Member countries were experiencing a country-wide lockdown seeing a stoppage to domestic and international netball.

Fortunately the timing of the Netball World Cup within the four year event calendar meant that a significant proportion of INF's financial resources for the next four year period was assured. The prompt payment of the INF and Member's share of surplus by the VNWC2019 organising committee has enabled not only the Federation to continue ongoing operations but also the participating Members to recover some of the expenses of their 2019 World Cup campaigns. INF has adapted quickly to the 'new normal' with the closure of the Manchester offices and all staff currently working from home. Whilst there will be an impact on the 2020 income, savings have been identified on operational expenses to ensure the financial position of the Federation does not deteriorate significantly and minimum reserve levels will not be breached. This position is being monitored carefully by the INF Board.

The Board has remained agile and responsive during the period, meeting monthly by video conference. We have listened carefully to Members on how the COVID-19 pandemic is affecting them, using intelligence from our Regional Federations, via regular on-line surveys and regional 'Zoom' roadshows. Learning to use this method to meet regularly with our Members has been an unexpected efficiency gain for the INF and wider netball family.

A 'Back to Netball Taskforce' was established which connected with existing INF committees and panels to gather information to create a COVID-19 hub on the INF website. This provides up-to-date resources for Members, 'netball-at-home' activities for netballers by netballers, a return to netball framework and shares the learning from those countries who have emerged earlier from a total lockdown.

The Board has had to make a number of difficult decisions as a result of the pandemic, for example to cancel the outstanding qualifiers for the Netball World Youth Cup 2021 and use the senior international rankings to determine the 12 remaining teams that will qualify from Africa, the Americas, Europe and Oceania.

Recognising the severe financial impact on Members caused by Covid-19, INF has created a 'COVID-19 Response Fund' for each Region to provide immediate support to those Members with the greatest need. INF will also reduce its membership fees

for 2021 by 50%, compared to 2020, for those Members who have paid in full for 2020.

The INF is committed to ensuring the safety of our Members and volunteers and will continue to support countries as they emerge and recover from COVID-19. Procedures for the safe return to play have been developed and communicated, whilst instructing Members to behave responsibly and adhere strictly to the relevant government guidelines.

Despite this distressing backdrop the development of the new strategic plan has continued apace. This plan sets the programme for the period to 2024. The ideas and concepts are exciting and reflect the ambitions of our Members to see netball grow in popularity. Our sport is open to all and will continue to build on and respect its female focused foundations.

The strategy has been built using the following principles:

- Build on 'Netball 2020'
- Reflect feedback from consultations
- Be ambitious, progressive and agile leaving room for innovation
- Add value to excite and engage netballers at every level
- Encourage collaboration and sharing across Members and Regions
- Acknowledge the significant dependency on volunteers
- Reflect INF values-conveying HOW the plan is delivered really does matter

The INF Board has developed a new vision, mission and articulation of the values to which we aspire and has shared this with Members. Their feedback has been consolidated and incorporated to provide a broader and more inclusive vision for netball that welcomes all to the sport. The detailed tactics for each of the core strategies of Grow, Play and Inspire, as well as operational goals and Key Performance Indicators (KPIs), are being developed by the Secretariat team. We look forward to sharing this with the wider sporting world later in 2020.

As a final note I would like to thank, once again, the Board, staff, consultants and dedicated volunteers who have worked with passion and vigour on our committees, working groups and panels to support our efforts to deliver the Netball 2020 plan. It's been satisfying to reflect on everything that we have achieved together already and I am excited to think about what is possible in 2020 and beyond.

Clare Briegal Chief Executive Officer





FINANCIAL REPORT

The Directors are pleased to report on the financial performance of the International Netball Federation Limited (INF) for the year ending 31st December 2019.

Financial Performance Review

INF recorded a surplus before tax of £653,645 in 2019 (2018: deficit of £342,441). This was as expected and reflects the four-year income generation cycle in which INF operates.

Income

Income (including interest) was £1,613,081 in 2019 (2018: £353,966). The main difference in the income received in the two years was in respect of the surplus and broadcast rights income from Vitality Netball World Cup 2019 (VNWC2019).

Member Numbers

Membership increased to 74 Members (54 full and 20 associate Members) in 2019 (2018: 72, 53 full and 19 associate Members). In 2019 1 associate Member became a full Member and INF welcomed 2 new full Members and 2 new associate Members.

Membership Subscriptions

Annual subscriptions from our Members increased to £111,091 in 2019 (2018: £106,864).

Competitions

In 2019 £1,310,890 (2018: £84,964) was received in respect of competitions. The significant increase from 2018 was due to the surplus and broadcast rights income from VNWC2019.

Sponsorship

Sponsorship income was £88,536 in 2019 (2018: £70,779). This increase reflects the additional value in kind (VIK) received linked to VNWC2019.

Grants

The International Olympic Committee (IOC) provided a grant to INF totalling £25,150 in 2019 (2018: £23,827) to support the Federation's sports development and anti-doping programmes.

Expenditure

Governing with Integrity (Goal 1-3)

Expenditure in respect of Governing with Integrity was £447,511 in 2019 (2018: £327,744). The increase here was due to the additional costs associated with INF Congress 2019.



Thrilling World Class Events (Goal 4-6)

Expenditure in respect of Thrilling World Class Events was £158,362 in 2019 (2018: £149,851). The increase in expenditure here was due in the main to the INF costs associated with running VNWC2019.

Empowering Through Netball (Goal 7-9)

Expenditure in respect of Empowering Through Netball was £353,563 in 2019 (2018: £218,812). In 2019 the INF began the process of establishing a charity and the increase in costs here reflects the establishment costs.

Net Effect grants to support Members' development initiatives amounting to £25,000 were made to Regional Federations once again in 2019.

Group Cash and Reserves

The balance sheet reports cash balances of £1,085,848 at the end of 2019 (2018: £1,147,772) and Members' funds of £1,657,757 at the end of 2019 (2018: £1,006,044). This position reflects the issues discussed above.

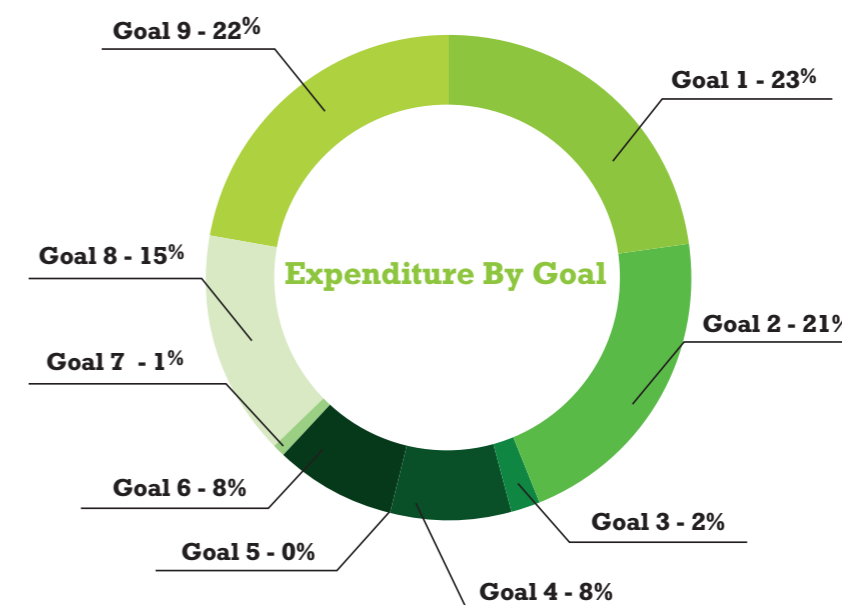
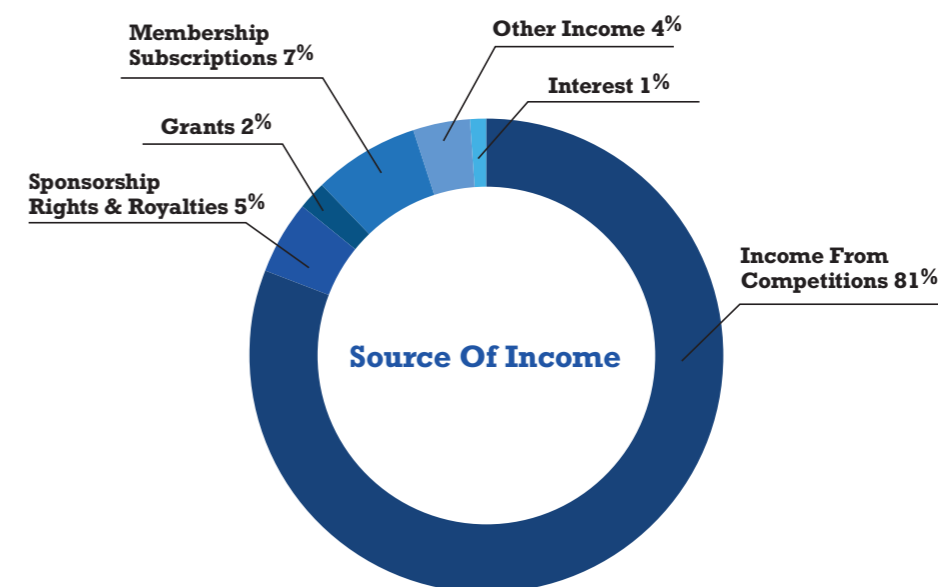
Conclusion

The financial performance in 2019 was positive in the main. However, INF continues to work hard to identify new sources of income and ensure that all expenditure incurred represents best value for money and is spent in pursuit of the goals of the Federation and its Members.

Ann Tod
Finance Director

INCOME AND EXPENDITURE SUMMARY FOR 2019

	2019 £	2018 £
Income		
Income from Competitions	1,310,890	84,964
Sponsorship Rights & Royalties	88,536	70,779
Grants	25,150	23,827
Membership Subscriptions	111,091	106,864
Other Income	62,270	56,309
Interest	15,144	11,223
Total Income	1,613,081	353,966
Expenditure		
Governing with Integrity		
Goal 1 Maintain an exemplary Governance Framework that is the benchmark for the sport of netball	218,174	201,971
Goal 2 Engaged and Proactive Members and Regional Federations	202,268	118,314
Goal 3 Netball - a drug-free sport	14,069	7,459
Thrilling World Class Events		
Goal 4 Ensure a profitable and engaging event portfolio delivered through capable event management	80,996	67,603
Goal 5 Fair and transparent bid process	-	13,632
Goal 6 World class standards in officiating for International Events	77,366	68,616
Empowering Through Netball		
Goal 7 To achieve recognition from our stakeholders, through our communications and actions that netball, the INF and our Members are seen as a force for good	13,000	-
Goal 8 Effective, frequent and meaningful dialogue with all of our stakeholders, including INF Members, Regional Federations, sponsors, funders, media, key global organisations and opinion formers to ensure our activities remain attractive and relevant to their developing needs.	140,829	98,224
Goal 9 A Netball World Development Programme in place to grow membership and build capacity through the regions, particularly in countries with little or no opportunity for women and girls to develop outside the family home.	212,734	120,588
Total Expenditure	959,436	696,407
Surplus/(Deficit) before Tax	653,645	(342,441)



Summary Statement of Financial Position as at 31st December 2019

	2019 £	2019 £	2018 £	2018 £
FIXED ASSETS		3,638		1,054
CURRENT ASSETS		1,984,537		1,262,171
CREDITORS		330,418		257,181
NET CURRENT ASSETS		1,654,119		1,004,990
NET ASSETS		1,657,757		1,006,044
RESERVES				
Reserves brought Forward	1,006,044		1,351,350	
Deficit for the year	651,713		(345,306)	
TOTAL MEMBERS' FUNDS		1,657,757		1,006,044





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