



**WORLD  
NETBALL**

**ANNUAL REPORT 2021**





# AFFILIATIONS, SPONSORS & PARTNERS



## INSTITUTIONAL PARTNER



# CONTENTS

BOARD OF DIRECTORS	4
PRESIDENT'S MESSAGE	6
CHIEF EXECUTIVE OFFICER'S REPORT	9
WORLD NETBALL AMBASSADORS	24
FINANCE DIRECTOR'S REPORT	26





# BOARD OF DIRECTORS

The Board met by video conference seven times during 2021



**LIZ NICHOLL CBE**  
PRESIDENT  
ELECTED 2019

## OFFICERS



**SUE TAYLOR AM**  
VICE-PRESIDENT  
ELECTED 2011  
RESIGNED JULY 2021



**ANN TOD**  
FINANCE DIRECTOR  
ELECTED 2011



**SHIRLEY HOOPER**  
FURTHER DIRECTOR  
ELECTED 2017

## REGIONAL DIRECTORS



**CECILIA MOLOKWANE**  
DIRECTOR (AFRICA)  
APPOINTED 2019



**MARVA BERNARD OD**  
DIRECTOR (AMERICAS)  
APPOINTED 2019



**GABY HOCHBAUM**  
DIRECTOR (ASIA)  
APPOINTED 2015



**LYN CARPENTER**  
DIRECTOR (EUROPE)  
APPOINTED 2019

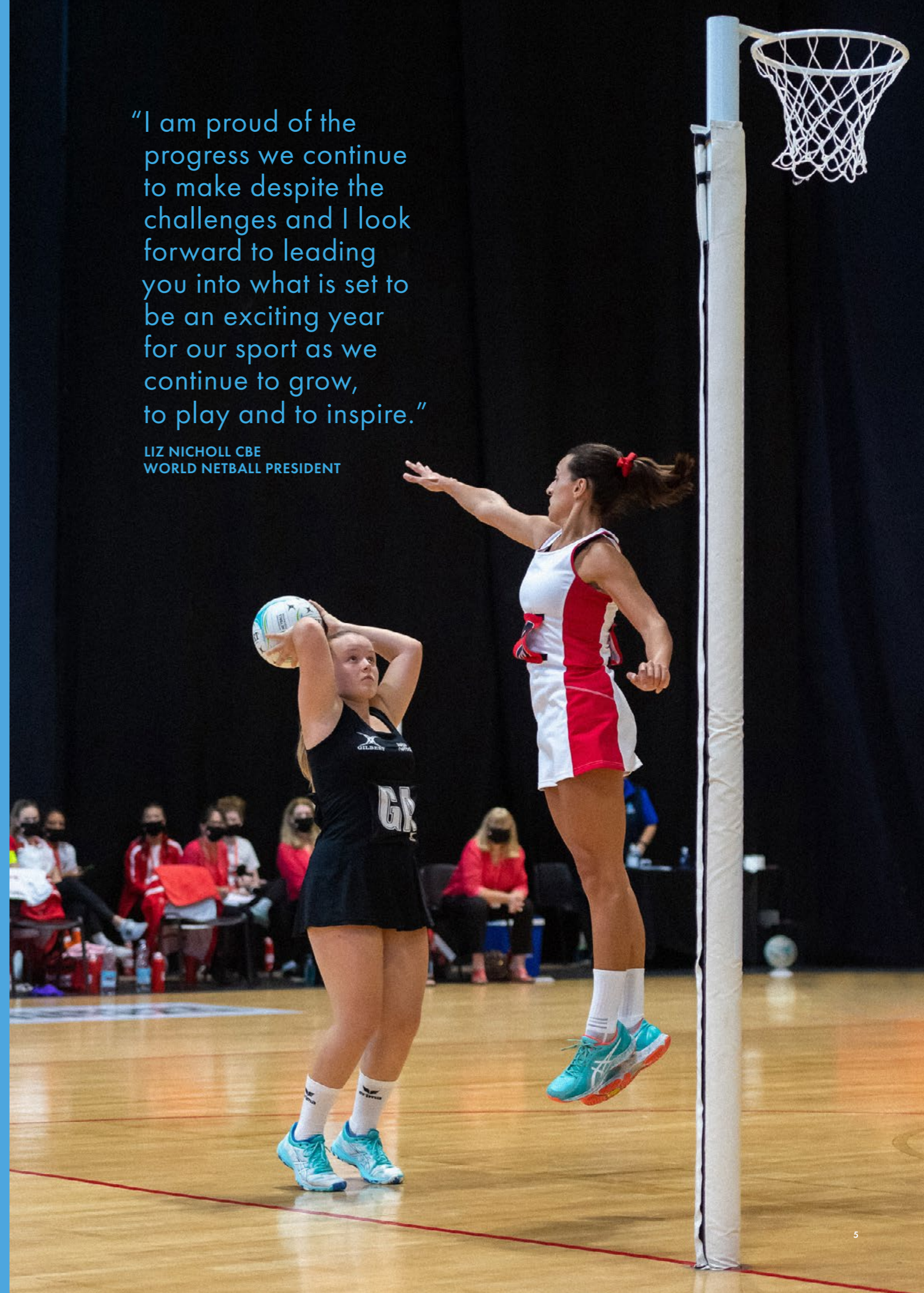


**WAINIKITI BOGIDRAU**  
DIRECTOR (EUROPE)  
APPOINTED 2019

Registered Office: Suite 6,02, Floor 6, Tomorrow, MediaCityUK, Salford, M50 2AB, United Kingdom

"I am proud of the progress we continue to make despite the challenges and I look forward to leading you into what is set to be an exciting year for our sport as we continue to grow, to play and to inspire."

LIZ NICHOLL CBE  
WORLD NETBALL PRESIDENT





# PRESIDENT'S MESSAGE

LIZ NICHOLL CBE



In 2021 our Netball community was, once again, presented with significant challenges due to the ongoing constraints of the global pandemic.

I would like to take this opportunity to acknowledge in particular the disappointment for event hosts, athletes and other participants who missed out on championships, domestic leagues and test series that were cancelled in 2021 including our own Netball World Youth Cup which was due to take place in Suva, Fiji.

Over the year, and against the odds, a number of our National Federations managed to forge a way through the immense challenges to host some national and international fixtures. Congratulations and thanks to those individuals and teams that managed the events so responsibly, showing resilience, commitment, and care for all involved. Those able to attend or watch remotely will have done so with a feeling of great joy.

Despite the extraordinary times there was still much to celebrate. The challenges for international play seen in 2021 inadvertently led to an opportunity and during the year WN was able to turn its focus to regular consultation with its Members on changes to our brand, our strategy, and our values to strengthen the international framework that helps drive the growth and development of our sport.

As a public-facing show of the positive and aspirational intentions for netball at a global level, in June, the International Netball Federation (INF) rebranded to World Netball (WN). A new forward-thinking strategic plan was developed with a clear Vision of a sport that is open to all; a Mission to expand our worldwide reach and impact, delivered through three core Strategies to GROW, PLAY and INSPIRE. All this underpinned by a commitment to remaining a leader in GOVERNANCE best practice, while ensuring the Voice of the Athlete is at the heart of our decision making.

In 2021 WN welcomed its first Ambassadors, representing our values, and our five regions as part of the #YourNetballWorld campaign. We were delighted that the innovative campaign was shortlisted for the UK's 2021 Sports Business Awards.

Acting on the new strategic plan and building on the many online experiences from 2020 that brought the netball family closer together, in June 2021 WN hosted its first virtual meeting of the Voice of the Athlete Working Group made up of ten athletes from all five of our regions. This development demonstrates WN's commitment to bringing athletes to the heart of its decision making. The Working Group is empowered to make recommendations, to the Board, on the design of the formal structure that will embed the Voice of the Athlete into the governance structure.

In July WN held its first virtual Congress which was attended by 52 Member countries. At Congress, Members elected Shirley Hooper as WN Vice President, stepping into the role vacated by Sue Taylor AM who had reached the maximum term allowed. I thank Sue sincerely for the huge contribution she has made to the development of our sport over many decades but particularly as a WN Board Member and Vice President.

Early in 2021 WN appointed a Nominations Committee and towards the end of the year the Committee led the search for an Independent Director with commercial expertise to join the Board. I was delighted with the quality of the applications received, and I'm thrilled that in January 2022, Rob Mills was elected as the new Independent Board Director. I know his strong strategic skills, commercial experience and global expertise will add significant momentum to our commitment to developing and growing our sport.



**ROB MILLS**  
INDEPENDENT DIRECTOR  
ELECTED JAN 2022



"Congratulations and thanks to those individuals and teams that managed the events so responsibly, showing resilience, commitment, and care for all involved."

LIZ NICHOLL CBE  
WORLD NETBALL PRESIDENT

Our 'Grow' strategy sets out the intention to increase global participation, reach revenue and capacity. In 2021 membership continued to increase. WN welcomed the Philippines Netball Federation as a Full Member and further growth is anticipated in 2022. During the year WN appointed a Global Development team to help create tools to support Member growth and to work with Regional Federations to create growth strategies that align with WN's ambitions for netball. If we can align our respective strategies and resources, it will add a powerful momentum to the strategic development of the whole sport.

Following the review of the World Class Officiating Programme and based on the recommendations therein WN appointed a number of new operational groups, to continue to drive the development of our officiating. Huge thanks to all the individuals that have been appointed to technical panels, committees and working groups as part of the growing global volunteer workforce.

WN's 'Play' strategy sets out the aim to develop and deliver an International Events Strategy that showcases the best of netball to more people more often. In August WN announced its intention to pursue inclusion in the Olympic Games in Brisbane 2032 and remains committed to working with Netball Australia on this to ensure netball has a clear and credible proposition within the context of a more general position on multi-sports games. There is no doubt that securing Olympic inclusion is a massive challenge. With the IOC's cap on athlete numbers and their commitment to gender equality WN needs to be creative and very clear about netball's added value.

Past inclusion in Commonwealth Games has been a vital component in introducing netball to a wider audience. In 2021 the Commonwealth Games Federation announced that from 2026 onward Commonwealth Games' host cities will have considerable discretion on the sports to be included in the event with only athletics and swimming having guaranteed inclusion. It is imperative therefore that Netball continues to provide evidence of its added value to future Commonwealth Games host cities and to the Commonwealth family to ensure its inclusion.

WN's World Class Events continue to be a top priority, with the next focus being the Netball World Cup to be held in Cape Town in 2023. In April WN announced Netball Australia and the city of Sydney as hosts of the Netball World Cup 2027 and in August it was confirmed that Gibraltar will be hosting the next long-awaited Netball World Youth Cup in 2025, giving the netball family an exciting roadmap of events for the next quadrennial.

As mentioned earlier, in 2021 it was great to see international netball pick up again throughout the year, with test series taking place around the globe, including the Constellation Cup in New Zealand, the Diamond Challenge in South Africa, the Europe Netball Open Challenge in Gibraltar, Battle of the Saints in St Maarten, test series' in England, Scotland, Northern Ireland, Isle of Man, Jamaica and The Africa Netball Cup and the Pent Series in Namibia.

Whilst WN recognises that the global pandemic still presents challenges, it looks forward with hope that 2022 will be a better year for the netball family as it prepares

for the Commonwealth Games Birmingham 2022, the five Netball World Cup Regional Qualifiers, FAST5 Netball World Series and the Netball World Cup to be held in Cape Town in 2023.

In 2021 the 'Inspire' strategy moved into its implementation phase and having successfully appointed a Project Manager in Autumn 2021 the search has since been underway to recruit trustees to lead the establishment of the World Netball Foundation.

Finally, I am proud of the progress WN continues to make despite the enormous challenges and the limited resources that it has available. I look forward to leading you into what is set to be an exciting year for netball as we continue to GROW, to PLAY and to INSPIRE.

Thank you to my fellow WN Board Members and Secretariat for your support and thank you to all WN Members and your teams for the commitment of time and energy that you continue to give so selflessly to provide amazing opportunities for communities around the world to engage in and develop through our great sport.

Let's look forward to 2022 and beyond with optimism. Let's GROW, let's PLAY and let's INSPIRE.



LIZ NICHOLL CBE  
WORLD NETBALL PRESIDENT



# CHIEF EXECUTIVE'S REPORT

CLARE BRIEGAL

The activity report for the year is framed according to our new strategic plan: World Netball; to grow, to play, to inspire.



I am delighted to report on the progress WN has made in 2021 in relation to the delivery of the strategic plan. Every year WN sets out an operational plan and budget built in consultation with our workforce, including staff

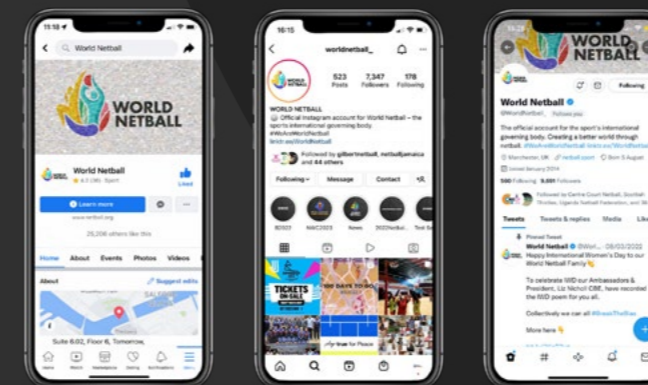
and volunteers, who work tirelessly on our committees, technical panels and working groups. Each year WN's workforce has grown, and I thank all those involved for their commitment and dedication.

## GROW

Increase global participation, reach, revenue and capacity

The strategic plan articulates WN's purpose to create a better world through netball. Growth in participation, reach, revenue, and capacity are key to helping ensure that WN achieves its purpose.

Leading in this area, WN's Commercial Committee has been pursuing the creation of a bold commercial strategy. The Committee led the rebrand to WN, including the launch of our new strategic plan which will shape the future of the sport and drive netball's positive impact around the world.



As part of the rebrand, WN launched its #YourNetballWorld campaign to celebrate and shine a light on the incredible netballers who make our sport unique. A virtual mosaic of photographs was developed, which was revealed in July to mark 2 years to go until the Netball World Cup 2023. The campaign reached over 4 million people, with over 1,400 netball stories shared and 42 countries engaged from every continent. WN also revealed the logo for the Netball World Cup 2023 in June, which aligns closely with the overarching WN brand.

Through ongoing international campaigns, WN has continued to see significant yearly growth across its social media channels with the 'followers' on Instagram increasing by 121%, Facebook 57%, Twitter 15% and Newsletter subscriptions increasing by 23%. Notable successes included 'Signal Saturdays' aimed at testing the knowledge of the Rules of Netball of netball fans, athlete created and inspired content and stories on the return of national and international fixtures.







From August, WN began to welcome its Ambassadors, each representing one of WN's core values, and one of the five Regions. The Ambassadors are helping WN reach more people globally as they open up new audiences, and WN thanks them for all their continued support.

As part of WN's objective to create a National Federation Development Programme to support all Members, WN appointed a Global Development team that has created a framework called the 'Maturity Model', with which a Member can self-assess the current state of its development and identify areas for improvement. The philosophy of the model is that any Member should be able to progress through the framework, regardless of its size or the constraints of the environment in which it operates. The Global Development Team conducted a thorough review on the effectiveness of NetEffect grant activity, by Region, from 2018-2021, the recommendations from which will inform bespoke Regional strategic plans. Looking ahead to 2022, WN will look to have enabled and supported Regional strategy development for the Africa and Americas Regions in the first half of 2022, with other Regions to follow later in the year/early 2023.

To ensure WN has the capacity and ability to deliver its growth plan, WN is creating a workforce strategy. The key themes of this strategy have been outlined, with the immediate focus on current vacancies amongst the WN Secretariat and technical panels. I'm thrilled that WN has been able to make several strong appointments throughout 2021.

During 2021 WN was able to build on the work undertaken in the World Class Officiating Programme Review through the recruitment of the Officiating Advisory Panel (OAP). The Panel will be responsible for advising the WN CEO and Board on officiating issues and working with them to support the development and implementation of the Strategic Plan.

**Key decisions made by the Federation in relation to Grow:**

- WN brand launch and PR campaign
- Recruitment of part time Global Development Co-Leads
- Agreed Global Development workplan
- Appointed the Chair and Panel Members of the OAP
- Approved the Medical Committee Representative for NWC2023
- Development of the sponsorship strategy and approach for NWC2023, alongside the Organising Committee

“Through ongoing international campaigns, WN has continued to see significant yearly growth across its social media channels with the ‘followers’ on Instagram increasing by 121%, Facebook 57%, Twitter 15% and newsletter subscriptions increasing by 23%”

CLARE BRIEGAL  
WORLD NETBALL CEO

**GROW - INCREASE GLOBAL PARTICIPATION, REACH, REVENUE AND CAPACITY**

KPI	CATEGORY/VALUE	STATUS DEC 2020	STATUS DEC 2021	TARGET DEC 2022
NO. OF MEMBERS	FULL	53	55	60
	ASSOCIATE	22	21	19
	TOTAL	75	76	79
WORLD NETBALL WORKFORCE	BOARD	9	9 VP ELECTION & INDEPENDENT DIRECTOR APPOINTED	9 SUCCESSION PLANS IN PLACE
	STAFF AND CONTRACTORS (FTE)	6	8 APPOINTED EVENTS & DEVELOPMENT ROLES	9
	BOARD COMMITTEES	19	19	22
	WORKING GROUPS	WORLD CLASS OFFICIATING	VOICE OF ATHLETE WG ESTABLISHED	AS REQUIRED
	OFFICIALS	50+	77	FURTHER GROWTH
	TECHNICAL PANELS	16	17 OAP RECRUITED	17 OAP ESTABLISHED RE-APPOINT CAP
	EVENT (TECHNICAL DELEGATES)	2	3	4
WORKFORCE DIVERSITY	FEMALE / MALE	95% / 5%	81% / 19%	INCREASING GENDER BALANCE
	ETHNICITY		RECRUITMENT MONITORING STARTED	MEASURE IN PLACE





## PLAY

### Drive game development and world-wide delivery of a portfolio of thrilling world class events

In 2021, WN's priority was sharing good practice to support Members in overseeing players' safe return to court following the COVID-19 pandemic, whilst also ensuring it protected and developed its core product – the sport of netball. This included working on the international events strategy to showcase the very best of the game, ensuring the World Rankings system is fit for purpose, building on the knowledge and capacity of events staff, and continuing to embrace men's and boy's participation.

The first international test match of 2021 took place in March, in Christchurch, New Zealand where New Zealand hosted Australia in the Constellation Cup and I am delighted to report that during 2021, a total of 98 International Test Matches were played, which all contributed to the WN World Rankings.

Whilst some of WN's Members were able to return to play, COVID-19 restrictions meant not all countries allowed team sports to begin. The Board considered the impact of this disparity and how to protect the integrity of the World Rankings during the period. In March 2021 the WN Board, following consultation with statistician David Kendix, decided to delay the

annual update until after the qualification date for the Birmingham 2022 Commonwealth Games (31st January 2022). This ensured that more matches could be played, before the oldest year of data was removed. The 2021 Annual Update was therefore deferred until 1st March 2022. A World Rankings Hub was also created in 2021, containing a Frequently Asked Questions section to help Members understand the system, for publication on the WN website in early 2022. This was one of many decisions that the Board made in 2021 to protect the growth and development of the game. They also committed to looking at the timing of future annual updates in 2022.

With the return of international netball, WN began to look forward with excitement to the international events already in the calendar for 2022 and 2023, including the Birmingham 2022 Commonwealth Games (B2022), FAST5 Netball World Series and the Netball World Cup 2023 (NWC2023). In preparation for these events, WN announced the first six qualifiers for B2022, with the remaining six to be announced at the start of the 2022. For NWC2023 all the qualifying events have been confirmed and the Technical Delegate, Dr Charlotte Scholtz, appointed.

In April WN was delighted to announced that Netball Australia had been appointed hosts for the 17th edition of the Netball World Cup in 2027 following a thorough

bid evaluation process. The primary tournament venue will be the Qudos Bank Arena in Sydney, Australia's iconic world city and leading tourism and events destination. Then in August WN confirmed that Gibraltar Netball Association would be the hosts of the Netball World Youth Cup 2025 (NWYC2025). This followed the unfortunate cancellation in March of the previously postponed Netball World Youth Cup 2021 due to be held in Fiji. WN looks forward to seeing emerging and international talent back playing on a world stage in Gibraltar.

WN continued to look at ways that it could develop and deliver an international events strategy that showcases the very best of the sport more often to more people. With this in mind, in August 2021, WN declared its intention to work alongside Netball Australia to make a compelling case for netball's inclusion in the Brisbane 2032 Olympic Games.

WN is committed to ensuring netball is "open to all", supporting increased engagement from men and boys whilst building on the female-focused foundations that have shaped the values and culture of the sport. In 2021 WN surveyed its Members to understand current views on the inclusion of men and boys in netball. To take this

research further WN held mixed, and men's focus groups to examine the issues and opportunities surrounding the inclusion of Men and Boys.

WN will continue to drive game development and the worldwide delivery of thrilling major events, which will include further promotion and development of netball's modified format of the sport, FAST5. This initiative progressed in 2021 with the FAST5 Netball World Series agreement being signed, which will see New Zealand host the event for the next three years. WN is now working on engaging with its members to develop the long-term strategy for this format of the game.



**Key decisions made by the Federation in 2021 in relation to Play:**

- The deferral of the Annual World Rankings update (which usually takes place at end of June 2021) until 1st March 2022, after the qualification date for the CG B2022, when 1 year of data is removed from the WN World Rankings
- Approved recommended measures to reduce the risk of manipulation of competition, in a COVID-19 environment
- Approved the cancellation of the NWYC2021, due to the COVID-19 risk factors
- Approved Netball Australia as hosts of the NWC2027
- Approved Gibraltar Netball Association as hosts of the NWYC2025
- Updated position statement on Olympic Games
- Agreed the structure and draw format for CG B2022
- Agreed to exceptional changes to team bench at international matches should they be required in response to unprecedented COVID-19 restrictions
- Decision not to allow World Ranking for matches organised at short notice i.e., with notice of less than one month
- Approved the Draft Event Regulations for NWC2023

PLAY - DRIVING GAME DEVELOPMENT AND WORLDWIDE DELIVERY OF A PORTFOLIO OF WORLD CLASS EVENTS				
KPI	CATEGORY/VALUE	STATUS DEC 2020	STATUS DEC 2021	TARGET DEC 2022
GLOBAL CALENDAR	STATUS	INTL. NETBALL RETURNING TO PLAY FOLLOWING COVID-19	WN CALENDAR FOR 2022 AND 2023 ISSUED	ROLLING ANNUAL PROCESS IN PLACE
NETBALL WORLD YOUTH CUP 2021	EVENT STATUS	POSTPONED TO DEC 2021 BUT AT RISK DUE TO COVID-19	CANCELLED DUE TO COVID-19	N/A
COMMONWEALTH GAMES B2022	EVENT STATUS C/F PLAN	ON TRACK	ON TRACK FIRST 6 QUALIFIERS ANNOUNCED	DELIVER IN JULY / AUG 2022
NETBALL WORLD CUP 2023	EVENT STATUS	ON TRACK	ON TRACK HOST BROADCASTER APPOINTED	DELIVERY OF ALL MILESTONES
EVENT PORTFOLIO	STATUS	CO-CREATE	WN EVENT CONSULTANT IN PLACE TO WORK WITH MEMBER NATIONS	WORK WITH MEMBER NATIONS COMMENCED
NEW WORLD EVENTS	STATUS		FAST5 NWS REINSTATED GIBRALTAR APPOINTED HOST FOR NWYC2025 AUSTRALIA APPOINTED HOST FOR NWC2027	PLANS AGREED WITH NATIONS
FAST5 NWS	EVENT STATUS C/F PLAN		HOSTING AGREEMENT SIGNED FOR 22-24	DELIVER IN NOV 2022



**INSPIRE**

**Harness the power of netball to change lives**

WN is supporting the process of creating and activating a new charitable Foundation which will promote, support and fundraise to deliver worldwide empowerment projects, through netball, focused on women and girls. In 2021 a Foundation Project Manager was appointed, and the governance structure of the Foundation agreed. During 2022 the Trustee Board will be established.



**Key decisions made by the Federation in relation to Inspire:**

- Approved the investment in and recruitment of a part time Foundation Manager role
- Agreed the outline governance structure of the WN Foundation
- Agreed the trustee recruitment process



INSPIRE - HARNESS THE POWER OF NETBALL TO CHANGE LIVES				
KPI	CATEGORY/VALUE	STATUS DEC 2020	STATUS DEC 2021	TARGET DEC 2022
WORLD NETBALL FOUNDATION GOVERNANCE	TRUSTEES		INTERVIEW	APPOINTED
	ARTICLES OF ASSOCIATION		DRAFTED FOR APPROVAL	FILED WITH COMPANIES HOUSE
	CHARITABLE STATUS		OBJECTS IN DEVELOPMENT	APPLICATION FILED WITH CHARITIES COMMISSION



## GOVERN

### Remain a leader in best practice

WN's strategic plan outlines the commitment to develop the already strong governance structure, to ensure compliance with all relevant legislations, maintain our position as a drug-free sport, and to bring the Voice of the Athlete to the centre of our sport.

In the past year WN has made significant strides on all these aims, whilst also remaining leaders in governance best practice.

WN held its first virtual Congress in July 2021 which 52 Members attended. At Congress Shirley Hooper was appointed as Vice President replacing Sue Taylor AM as she reached the end of her tenure. WN thanks Sue for her contribution to the sport over the last 16 years.

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

#### During 2021 WN:

- Maintained compliance with the World Anti-Doping Code
- Built on the commitment to increase the number of out of competition tests
- Began the process of developing its Education Strategy

WN is delighted to report that there were no Anti-Doping Rules Violations resulting from its testing programme in 2021.

WN established the Voice of the Athlete Working Group in June 2021, recognising the importance of working collaboratively with those who live and breathe netball every day. The group is made up of 10 Members from the five different Regions with athletes representing teams ranked 1-6, 6-20 and 21+ in the WN World Rankings. The group met four times in 2021 and Francinah Eyman, an athlete from Botswana, presented to the WN Board on behalf of the group.

Another key development in 2021, was the appointment to the independent Board Director role. The Nominations Committee started the year searching for someone with a strong commercial background. Lots of excellent applications were received and following a rigorous recruitment process, in January 2022 a special meeting of Congress was held where Rob Mills was appointed by Members.

WN is proud of the disciplinary record of its participants and is proud that formal disputes within the netball family are rare.

**During 2021:** There were no disciplinary matters brought before WN.

There was one (1) dispute brought before WN that was resolved at the initial investigation stage, through mutual agreement between WN and the complainant.



"Together we can make a better world through Netball."

LIZ NICHOLL CBE  
WORLD NETBALL PRESIDENT

WN continued to work in line with its Articles of Association throughout 2021. One purpose of WN, as outlined in the articles, is to promote the safeguarding and welfare of all participants in netball. To work towards this, in February 2021 the WN Board undertook a safeguarding training session, which was chaired by Ann Tiivas OBE, Chair of Safe Sport International. In 2022 WN's Safeguarding Policy and Guidance for Members will be reviewed.

WN's Articles also state that WN will promote the establishment and expansion of sports facilities worldwide, encouraging sustainable and responsible

development schemes and respect the environment, and in 2021 the WN Headquarters moved to carbon neutral offices, and WN began to research how we measure the company's carbon footprint. The company will continue to work on this in 2022.

Finally, WN continued on its journey of diversity and inclusion; alongside Members WN supported the worldwide Black Lives Matter movement, taking part in a social media boycott in May, whilst netballers also began to take the knee as a sign of solidarity against racial inequality.

**Together we can create a better world through netball.**

NETBALL AGAINST RACISM

NETBALL AGAINST RACISM





**Key decisions made by the Federation in relation to Govern:**

- Approval of the company's Financial Statements for period ending 31 December 2020
- Approval of Beever and Struthers as the WN's Statutory Auditors for 2021
- Approval of the Budget for 2021
- The establishment of Voice of the Athlete Working Group
- Agreed the recruitment process for of the Independent Director role
- Approval of the revised Audit and Risk Committee Terms of Reference
- Agreement for Board meetings to reduce to one face-to-face meeting for 2022 and other meetings to be held by Zoom
- Agreed Agenda for the special meeting of Congress
- Approved the updated Needle Policy, Pregnancy Guidelines, Expense Policy for Volunteers, Expense Policy for Staff, Debtor Policy, Board Governance Policy and the Induction Policy for New Board Members
- Agreed the revised benefits for Service award holders / notable groups for recommendation to OC hosting future WN events

# WN COMMITTEE, WORKING GROUP AND TECHNICAL PANEL REPORTS

## Audit & Risk Committee

Members: Ann Tod (Chair), Marva Bernard OJ, and Lindsay Sartori

In 2021 the Audit and Risk Committee met by videoconference on four occasions and completed the following activities:

- Financial audit review
- Reviewed external audit provider and propose appointment
- Reviewed insurance policies
- Reviewed 2021 budget
- Review of cyber security arrangements
- Comprehensive review of risk register
- Considered proposal for participation definition (Fee Structure)
- Reviewed compliance reporting
- Reviewed internal financial controls and risk management systems
- Reviewed expense policies
- Reviewed budget assumptions for 2022
- Analysed audit requirements (statutory and internal)
- Reviewed Committee Terms of Reference
- Devised workplan for the following year

## Commercial Committee

Members: Shirley Hooper (Chair), Liz Nicholl CBE, Lyn Carpenter, Malcolm Thorpe (from 20th April), David Sim (from 20th April) Clare Briegal, Lindsay Impett and Grace Watson

In 2021 The Commercial Committee met by video conference on four occasions, and completed the following activities:

- Maximising the commercial income from WN events to enable the Federation to provide more services for member netball associations
- Development of the WN brand logo suite and launch strategy
- Sponsorship strategy for WN and NWC2023
- Media rights strategy for WN events
- FAST5 strategy development
- Discussed the development of a digital over-the-top (OTT) platform for netball
- Considered the provision of support for live streaming Regional Qualifiers

### GOVERN - EVOLVE THE GOVERNANCE STRUCTURE TO ENSURE WE REMAIN A LEADER IN BEST PRACTICE

KPI	CATEGORY/VALUE	STATUS DEC 2020	STATUS DEC 2021	TARGET DEC 2022
STRATEGIC PLAN	STATUS	DEVELOP / LAUNCH PHASE	LAUNCHED AND DELIVERING KPIS	DELIVERING KPIS
WORLD NETBALL CONGRESS	STATUS	PLANNING FOR 2021	DELIVERED JULY 2021 ONLINE PLANNING SPECIAL MEETING FOR JAN 2022	DELIVER SPECIAL MEETING PLANNING FOR 2023
BOARD MEETINGS	FULL / INTERIM	3 FULL / 5 INTERIM IN 2020	4 FULL / 3 INTERIM IN 2021	4 / AS REQUIRED 1 FACE-TO-FACE
COMMITTEES	MEETINGS	WORKPLAN FOR YEAR AGREED	4 MEETINGS	4 MEETINGS
ATHLETES' VOICE	MEETINGS	DEFINING	ESTABLISHED WG	APPROVE FOR ATHLETE ADVISORY PANEL
INDEPENDENT DIRECTOR (COMMERICAL)	APPOINTMENT	NOMINATIONS COMMITTEE TO LEAD	CANDIDATE SELECTED FOR RECOMMENDATION TO MEMBERS	APPOINTED
FINANCIAL AUDIT	CLEAN (PREV YR) PLANNING MEETING HELD	CLEAN AUDIT (2019) 2020 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2020) 2021 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2021) 2022 AUDIT PLANNING MEETING HELD
CLEAN SPORT	ANTI-DOPING RULES VIOLATIONS IN INTERNATIONAL TESTING POOL	0 ADRV TDP (TEST DISTRIBUTION PLAN) IN ACTION	0 ADRV TDP IN ACTION	0 ADRV TDP IN ACTION
COMPLIANT WITH RELEVANT LEGISLATION		NEW UK CO ESTABLISHED CLOSURE OF IOM CO. IN PROGRESS	IOM CO. CLOSED	COMPLIANT WITH ALL RELEVANT LEGISLATION
POLICIES & REGULATIONS			SAFEGUARDING POLICY NEEDS UPDATING	UPDATED IN LINE WITH PLAN



### Governance Committee

Members: Ann Tod, Gaby Hochbaum, Leanne O'Leary, Octavia Gibson, Clare Briegal, Angela Sanderson

In 2021 the Governance Committee met on five occasions, and completed the following activities:

- Update on Member items from Congress
- Reviewed board governance policy
- Assessed Committee effectiveness for 2020
- Oversight of wind up of IoM Company
- Reviewed Articles of Association for July Congress
- Congress Plan for July 2021
- Post Congress review
- Updated disciplinary resolution regulations
- Reviewed eligibility regulations
- Assessed regional structure queries
- Best practice for Board structure
- Workplan for 2022
- Reviewed dual membership query
- Governance benchmarking review
- Updated dispute resolution regulations
- Reviewed constitutional guidance for Regions and Members

### Nominations Committee

Members: Liz Nicholl CBE, Lyn Carpenter, Catherine Lewis, Kate Palmer

In 2021 The Nominations Committee met by video conference on five occasions, and completed the following activities:

- Reviewed processes to ensure Board effectiveness
- Recruitment of the independent members on committees
- Considered role description and person specification for Vice President and Independent Director roles
- Reviewed the Equality and Diversity Policy, drafted induction policy and interviewed candidates for the Independent Director role

### Voice of the Athlete Working Group

Members: Rhona Toft (Chair), Lyn Carpenter, Gaby Hochbaum, Aqilah Andin, Auteletoa Tanimu, Bryony Rovego, Emily Nicholl, Francinah Eyman, Katrina Rore, Liz Watson, Malysa Kelly, Sam Wallace, Stacey Francis-Bayman

In 2021 WN appointed a new Voice of the Athlete Working Group, tasked with creating a suitable framework for future Athletes' Advisory Commission.

The group met by videoconference on three occasions in 2021 and has completed the following activities:

- Created a first draft framework for the Voice of the Athlete Working Group which has been proposed to the Board
- Created the first draft of the Terms of Reference for the AAC

### World Class Officiating Programme Review Working Group

Members: Cheryl Danson (Chair), Joel Brown, Gary Burgess, Chakatsa Lephole, Deborah Lynch, Jill McIntosh, Cyrus Medora, Karla Pretorius, Stacey West, Garratt Williamson, Christina Barrow

In 2021 the WCOPRWG met by video conference on one occasion and completed the following activities:

- Identified quick wins from the outcome of the WCOPR
- Updated existing official WN documentation and netWorld based on the quick wins
- Remaining WCOPR projects handed over to the OAP and WCOPRWG disbanded

### Medical Committee

Members: Dr Grace Bryant OAM (Chair), Sharon Kearney, Prof. Christa, Janse Van Rensburg, Dr Praitmanand Singh

In 2021 the Medical Committee met by video conference on one occasion and completed the following activities:

- Reviewed the Pregnancy Guidelines
- Reviewed the Concussion Guidelines
- Reviewed the Needle Policy
- Reviewed the Injury and Illness Monitoring Forms
- Developed draft Transgender Policy
- Appointed a Medical Representative for Commonwealth Games Birmingham 2022 and Netball World Cup 2023

### Coaching Advisory Panel

Members: Jill McIntosh (Chair), Bridget Adams, Sue Hawkins, Burta de Kock, Julia Lawrence, Dr Anita Navin, Norma Plummer AM, Yvonne Willering ONZM

In 2021 CAP met by video conference on three occasions and completed the following activities:

- Support to Members and Regions with online coaching courses including America Netball level 1 and Level 2 Coaching
- Scripting of coaching videos for on-line coaching hub for delivery in 2022
- Consideration of the opportunity for netball's inclusion in the Olympic Games
- Considerations around possible Netball rule changes

### Rules Advisory Panel

Members: Cheryl Danson OBE (Chair), Jonathan Bredin, Michelle Phippard, Yvette Smith, Waimarama Taumaunu ONZM

In 2021 RAP progressed their work by email and completed the following activities:

- Rules interpretations
- Planning for Rules Review for 2022/23
- Input to review of Disciplinary and Dispute Regulations of WN and consideration of disciplinary regulations for events
- Update to the Rules of Netball App and change to WN
- FAST5 Rules



**Officiating Advisory Panel**

Members: Garratt Williamson (Chair), Stacey Campton, Gary Burgess, Lisa Douglas, Christina Barrow

In 2021 WN recruited a new panel to advise on Officiating. The individuals were appointed in January 2022. The panel will:

- Work in conjunction with other Panels (RAP and CAP) and Committees in the broader context of WN strategic development objectives to ensure alignment
- Advise the CEO and produce procedures relating to Umpiring
- Work in conjunction with WN Panels to facilitate the delivery of education/training workshops for match officials at International and Regional levels as appropriate
- Be responsible for advising the CEO and Board, working with them to support the development and implementation of agreed priorities in the WN Strategic Plan, particularly in development and ratification of policies and supporting the development and implementation of agreed priorities for World Class Officiating (WCO) and outcomes of any WCO reviews

**Officials Representative Group**

Members: Christina Barrow (Chair), Tara Warner, James Matthews, Fay Meiklejohn, Marielouw van der Merwe

In May 2021 WN appointed a new representative group to consult with regarding officiating. The ORG met by video conference on 2 occasions and completed the following activities:

- Advised WN, working with them to gain input on items related to International Officials, in particular kit, event logistics and welfare
- Consulted with their peers, so they are representing the officials at the international level as part of the Group



**OUR VOLUNTEER WORKFORCE IS AMAZING, SO KNOWLEDGEABLE AND SO GREAT TO WORK WITH - THANK YOU**

**In the next section we introduce our new World Netball Ambassadors who will play a key role in our Vision.**

In closing I would like to thank the team at the Secretariat who assist the Board, committees, and panels in the delivery of their extensive workplans and give special mention to three individuals who have left WN in 2021 but made significant contributions during their time with us:

- **Louise Ferguson**, Exec PA who managed our administration during COVID-19 shutdowns, the move to our new offices in MediaCityUK, Salford and contributed her knowledge of the charitable sector towards our Inspire strategy
- **Grace Watson**, who managed our rebrand to WN and digital comms
- **Lindsay Impett**, Head of Events, who led our work on the international event calendar and event portfolio

I look forward to serving WN's Membership in 2022 in what I'm sure will be an exciting and busy event international calendar with the Commonwealth Games Birmingham 2022, five regional qualifiers for the NWC2023 and the return of the FAST5 Netball World Series - it will be a fantastic year for WN to Grow, to Play and to Inspire.

*Clare Briegal*  
 CLARE BRIEGAL  
 WORLD NETBALL CEO



# WORLD NETBALL AMBASSADORS

Our World Netball Ambassadors are a team of globally recognised athletes, officials, and sporting figures.

Each represents a core value of World Netball:

**E**XCELLENCE  
**T**EAMWORK  
**H**EART  
**I**NTEGRITY  
**C**OURAGE  
**A**THLETE  
**L**EADERSHIP

Together the values reflect World Netball's commitment to operating within an ETHICAL framework.

Here are the Ambassadors World Netball announced in 2021:



**GEVA MENTOR CBE**  
EUROPE ATHLETE AMBASSADOR



**SARA DONOVAN**  
COURAGE AMBASSADOR



**BONGSI MSOMI**  
AFRICA ATHLETE AMBASSADOR



**MARY WAYA**  
HEART AMBASSADOR



**CHARMAINE SOH**  
ASIA ATHLETE AMBASSADOR



**GARY BURGESS**  
INTEGRITY AMBASSADOR



**MARVA BERNARD OD**  
TEAMWORK AMBASSADOR



**SHAMERA STERLING**  
AMERICAS ATHLETE AMBASSADOR



**WORLD  
NETBALL**



# FINANCE DIRECTOR'S REPORT

ANN TOD



The Directors are pleased to report on the financial performance of the International Netball Federation Limited (World Netball is the trading name of the International Netball Federation) for the period

ending 31st December 2021. As of 1st December 2020, International Netball Federation ceased trading in Isle of Man and began trading in the UK. The results within this report therefore reflect the first 13 months of trading for the International Netball Federation Ltd a company incorporated in the UK.

## Financial Performance Review

The Federation recorded a deficit before tax of £590,000 in the period ending 31st December 2021 (the period). This deficit was greater than expected due to a change in accounting policy from previous years, which has resulted in an increase in reserves of £542,000 and a reduction in income of £400,000 in the period. The change of policy was due to re-examination of the Hosting Agreement for NWC2023 and recognition that the full guaranteed amount became due to the Federation when the agreement was signed in 2020. Previously the income recognised was in-line with the contract payment schedule.

## INCOME

### General

Income (including interest) was £175,000 in the period. This income was earned mainly from membership fees, grants, and royalties.

### Member Numbers

Membership increased to 76 Members (55 full and 21 associate Members) in the period. During the year the Federation welcomed 1 new Associate Member and two Associate Members made the transition to Full Membership.

### Membership Subscriptions

Annual subscriptions from our Members was £60,000 in the period. This amount reflects the 50% fee reduction instigated by the Board to assist Members in the recovery from the impact of the Global Pandemic.

### Competitions

In the period £25,000 was received in respect of competitions. This income was for the hosting fee for NWYC2025.

### Royalties

Income received from royalty agreements was £55,000 in the period.

### Grants

In the period the International Olympic Committee (IOC) provided a grant to the Federation totalling £24,000 to support the Federation's anti-doping programme.



"This period saw netball emerging gradually from the effects of the global pandemic."

ANN TOD  
FINANCE DIRECTOR

## EXPENDITURE

### GROW

Expenditure associated with GROW was £170,000 in the period. Net Effect grants to support Members' development initiatives amounting to £29,000 were made to Regional Federations once again in the period. £45,000 was spent on Regional Development Initiatives and £92,000 was spent on digital marketing and communications.

### PLAY

Expenditure in respect of Play was £12,000 in the period. Of this £11,000 was spent on event management and strategy.

### INSPIRE

Expenditure in respect of Inspire was £8,000 in the period. This expenditure covered project management and set up costs for the World Netball Foundation.

### GOVERN

Expenditure supporting WN's governance agenda was £577,000 in the period. The majority of this expenditure, £315,000 was spent on staffing the secretariat whilst £91,000 was spent with our legal partners on developing policies, guidelines, provision of advice regarding potential claims and reviewing contracts.

## GROUP CASH AND RESERVES

International Netball Federation Ltd held assets of £1,327,000 on 31st December 2021.

## CONCLUSION

The period saw netball emerging gradually from the effects of the global pandemic. To reflect these tentative steps towards a full international calendar, the Board and management continued to take every opportunity to ensure that expenditure was kept to a minimum whilst not impacting on the development of the sport.

The Board and management will continue to work hard to identify new sources of income and ensure that all expenditure incurred is spent in pursuit of the goals of the Federation and its Members.

*Ann Tod*

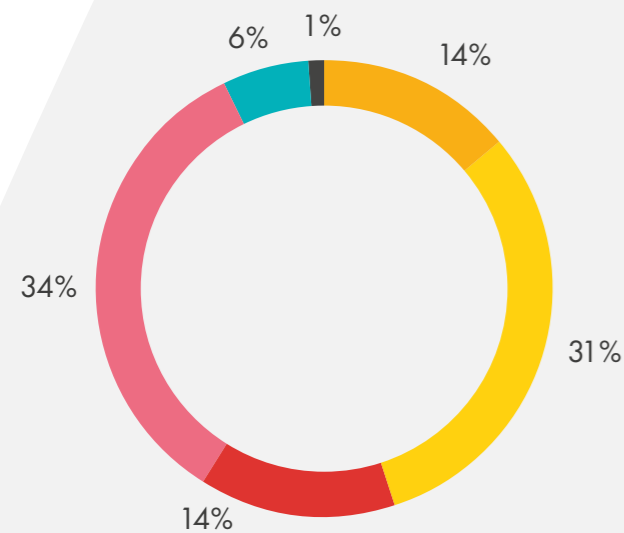
ANN TOD  
WORLD NETBALL FINANCE DIRECTOR



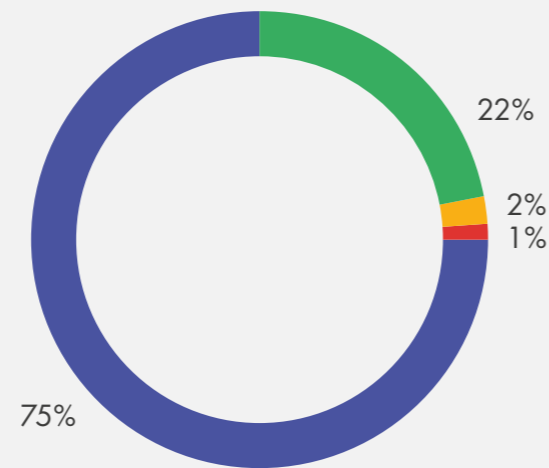
STATEMENT OF COMPREHENSIVE INCOME FOR 13 MONTHS TO 31 DECEMBER 2021	
INCOME	2021 (£)
INCOME FROM COMPETITIONS	25,000
SPONSORSHIP RIGHTS AND ROYALTIES	55,012
GRANTS	25,328
MEMBERSHIP SUBSCRIPTIONS	59,944
OTHER INCOME	11,107
INTEREST	
<b>TOTAL INCOME</b>	<b>174,591</b>
EXPENDITURE	
GROW	170,151
PLAY	11,918
INSPIRE	7,545
GOVERN WITH INTEGRITY	576,862
<b>TOTAL EXPENDITURE</b>	<b>766,476</b>
<b>SURPLUS/(DEFICIT) BEFORE TAX</b>	<b>(589,887)</b>
CORPORATION TAX	10,748
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>(600,635)</b>

STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2021		
	2021	
	£	£
<b>FIXED ASSETS</b>		
Property, plant & equipment	4,746	
<b>CURRENT ASSETS</b>		
<b>DEBTORS: Amounts Falling Due Within One Year</b>	299,571	
Cash at Bank and in Hand	1,335,426	
<b>CREDITORS: Amounts Falling Due Within One Year</b>	312,410	
<b>NET CURRENT ASSETS</b>	1,322,587	
<b>NET ASSETS</b>	1,327,333	
<b>RESERVES</b>		
Member Funds	<b>1,927,968</b>	
Surplus/(Deficit) for the period	(600,635)	
<b>TOTAL MEMBERS' FUNDS</b>		

SOURCE OF INCOME



EXPENDITURE BY STRATEGY



- INCOME FROM COMPETITIONS
- SPONSORSHIP RIGHTS & ROYALTIES
- GRANTS
- MEMBERSHIP SUBSCRIPTIONS
- OTHER INCOME
- INTEREST

- GROW
- PLAY
- INSPIRE
- GOVERN



Select photography: Morgan Harlow, Ben Lumley, Eric Rowbottom, Michael Bradley, Melissa Lear and Athlestan Bellamy

World Netball is the trading name of International Netball Federation Ltd.  
 International Netball Federation Ltd is a company registered in England and Wales with company number 13027095.  
 Registered Office: Suite 6,02, Floor 6, Tomorrow, MediaCityUK, Salford, M50 2AB, United Kingdom

United Kingdom Directors: Liz Nicholl CBE, Shirley Hooper, Ann Tod MNZM, Cecilia Molokwane, Gaby Hochbaum, Marva Bernard OD, Lyn Carpenter, Wainikiti Bogidrau, Rob Mills



# WE ARE WORLD NETBALL



Suite 6.02,  
Floor 6, Tomorrow  
MediaCityUK  
Salford  
M50 2AB  
United Kingdom

E: [info@worldnetball.sport](mailto:info@worldnetball.sport)  
T: +44 (0) 333 103 0200

[www.netball.sport](http://www.netball.sport)

[@WorldNetball\\_](https://twitter.com/WorldNetball_)  
[/OfficialWorldNetball](https://www.facebook.com/OfficialWorldNetball)  
[@WorldNetball\\_](https://www.instagram.com/WorldNetball_)  
[WorldNetball](https://www.youtube.com/WorldNetball)