



**WORLD
NETBALL**

ANNUAL REPORT 2020



AFFILIATIONS, SPONSORS & PARTNERS



CONTENTS

BOARD OF DIRECTORS	4
PRESIDENT'S MESSAGE	6
CHIEF EXECUTIVE OFFICER'S REPORT	8
WELCOME TO WORLD NETBALL	20
FINANCE DIRECTOR'S REPORT	22



BOARD OF DIRECTORS



LIZ NICHOLL CBE
PRESIDENT
ELECTED 2019

OFFICERS



SUE TAYLOR AM
VICE-PRESIDENT
ELECTED 2011



ANN TOD
FINANCE DIRECTOR
ELECTED 2019



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

"I am very proud of the way in which our Netball family has managed the Covid-19 pandemic in a socially responsible way"

LIZ NICHOLL CBE
WORLD NETBALL PRESIDENT



PRESIDENT'S MESSAGE

LIZ NICHOLL CBE



We entered 2020 full of hope following our hugely successful Netball World Cup in Liverpool and with a clear mandate from Members to create an ambitious new growth strategy for netball. Now in our review of 2020,

we undoubtedly think about the extraordinary year and the global challenge of the pandemic. In doing so we should reflect with huge pride, because our netball family has shown incredible courage, agility, resilience, commitment, and compassion in the face of adversity and we have all adapted to new ways of working as the world around us changed.

It is very sad to see the profound impact of the pandemic on our communities and on our sport, our Members, and the netball family. During this incredibly testing time, it was important that we came together to draw on our commitment to being a socially responsible sports movement and, where we could, extend our hands of friendship to help others. Conditions necessitated a rapid and agile response and the Federation adopted a task-force approach. Through words and actions, the netball family went above and beyond to ensure netball continued through online initiatives that encouraged learning, training, and wellbeing. It is these inspiring initiatives, created by our Member nations, engaging our netball communities around the world, that make me proud of everything that has been achieved this year.

With adversity comes opportunity and probably the most significant adaptation made this year was how we learned to connect more frequently and relatively easily online. Video conferencing platforms have enabled us to communicate and consult more than in any previous year, through virtual Board, Committee and Panel meetings and a series of virtual roadshows and webinars with the volunteers who lead our Member nations and Regional Federations.

We surveyed our Members to understand better the impact of Covid-19 and consulted on how best to provide support. The research informed our decisions and encouraged us to create a 'Covid-19 Response Fund' for each Region to provide financial support to Members and to reduce our Membership fees for 2021 to provide ongoing relief.

International matches were suspended in February 2020 with the cancellation of the Hong Kong series. In November international netball returned to our screens as the Silver Ferns took on the Vitality Roses in the Cadbury Netball Series, and South Africa played Malawi in the 2020 SPAR Challenge.

At times like this leadership is critical and a safe return to play has required very complex planning and adherence to strict protocols. I have been mightily impressed by the quality of leadership in our nations and Regions and we should all feel proud of our colleagues who have gripped the challenge and so willingly shared their experience to help others.

An early response to Covid-19 was the decision to cancel the regional qualifiers for the Netball World Youth Cup (NWYC2021) due to take place in Oceania, Europe, the Americas and Africa. As a result qualification would be determined for those Regions by the senior world rankings. Then in June, the Board consulted with the NWC2021 host country Fiji and the 20 qualified teams and decided to postpone from June 2021 to December 2021. However the ongoing global pandemic necessitated recurrent risk-assessment and by the beginning of 2021 the possibility of conditions allowing successful and safe hosting had to be considered again. Following further consultation, with the safety and wellbeing of participants and the Fijian population at the heart of the decision, the Board made the difficult decision to cancel the Netball World Youth Cup 2021 altogether.

"Thank you for everything you have done. As your President, I am proud to lead you into what I am sure will be an exciting time for our sport, your families, and our world"

LIZ NICHOLL CBE
WORLD NETBALL PRESIDENT



Despite a year of challenges, we had the opportunity for celebration when the Vitality Netball World Cup 2019 won 'Sports Event of the Year' at the Sports Industry Awards 2020. The awards are the largest commercial sports awards in the world, making it an outstanding achievement for netball. Vitality, the title sponsor for the Netball World Cup 2019, also won 'Event or Competition Sponsorship Award'. The Federation was recognised for its work in Governance as it was shortlisted for 'Project of the Year' at The Chartered Governance Institute Awards 2020. The Vitality Netball World Cup 2019 also won a silver award in the 'Best Sports Event of the Year' category at the Sports Business Awards 2020.

During 2020 we ran the bidding process for the Netball World Cup 2027 (NWC2027) and Netball World Youth Cup 2025 (NWYC2025). We were thrilled that we received strong and viable bids for these events, with significant commitments to deliver a sustainable legacy for netball. We are delighted to announce that Netball Australia will host the NWC2027 in Sydney, Australia in their centenary year. The hosts for NWYC2025 will be revealed soon.

So, while 2020 provided a difficult and challenging year for everyone, netball has continued to thrive around the world, with so many of our Members coming together to ensure the longevity of our sport. We are extremely proud of and grateful to all our Regional and National Federations and the huge number of their members and volunteers who have supported the sport. From developing initiatives to working together and planning for the future, you have ensured that netball remains alive within communities and regions and encouraged our

netballers to stay healthy, active, and passionate. Your hard work in preparing for a return to play has not gone unnoticed with the health and wellbeing of participants at the forefront of everything you do.

Our netball family has contributed through Regional Roadshows to the development of our new strategic plan and brand image. 'World Netball; to grow, to play, to inspire' is a plan that is ambitious and progressive and builds on Netball 2020. You helped us refine the purpose, vision, mission, core strategies and values and I thank our Members and Regions for your input and support. As World Netball we are determined to increase the voice of our athletes in our ongoing decision making and an athlete working group has been established to assure this.

As we plan for the future, despite the uncertainty that remains, we look forward not with hesitation or anxiety but with excitement and sheer determination. We must continue to work collaboratively, adapt, evolve, and remind ourselves of just how incredible the netball family is and what we can achieve when we come together. Our first Virtual Congress will take place in July 2021 where our future plans will be shared in greater detail. 2020 has taught us many things, especially the resilience of our sport and our Members. Thank you for everything you have done. As your President, I am proud to lead you into what I am sure will be an exciting time for our sport, your families, and our world.

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 confident that we have grown through this period, developed new ways of working and innovations that will enable us to achieve our ambitions"



With the huge impact of Covid-19 on our Member nations it feels appropriate to begin with a report on how the Federation listened and acted in response.

COVID-19

Due to the global pandemic international netball matches were suspended from February until the end of October. The return to play is still tentative, with the return of domestic leagues and recreational netball taking precedence where possible under local government guidelines.

A task force was established in April to drive the response to Covid-19 and a website hub was created to enable sharing of learning, celebrate and promote lockdown activities and to provide resources for Member countries for the return to play. The Secretariat office in Manchester was closed and all staff worked safely from home during 2020.

As face-to-face meetings were impossible Board meetings were held online and the Board agreed to hold monthly interim meetings to enable swift and responsive decision making. Members and Regional Federations were consulted regularly through zoom roadshows, webinars and online surveys.

Key decisions made by the Federation in 2020 in response to the Covid-19 pandemic:

- Cancelled the remaining regional qualifiers for NWYC2021 and used World Rankings to determine the qualifying teams for Oceania, Europe, the Americas and Africa.
- Revised 2020 budgets to reflect the impact of Covid-19 and adjusted operations to ensure ongoing sustainability of the Federation.
- Established short-term policies for officiating and World Rankings that enabled and encouraged the return to international play.
- Agreed a 50% reduction in Membership fees for 2021 for those Members who had paid their fees in 2020.
- Established a Covid-19 response fund of £60,000 which was paid in equal amounts to the five Regional Federations to be used to support Member nations.
- Following an iterative consultation process, the Netball World Youth Cup Fiji 2021 was initially postponed to December 2021 and then subsequently (in March 2021) cancelled altogether.



GROW

Increase global participation, reach, revenue and capacity

Our new strategic plan articulates World Netball's purpose to create a better world through netball and growth in participation, reach, revenue and capacity sits at the heart of the strategy.

The Commercial Committee has been developing a commercial strategy for World Netball with support from the global sports marketing agency CSM and SPORTFIVE the Federation's media rights agency. The commercial strategy aligns with World Netball's ambitious strategic plan and includes an emerging event strategy with associated sponsorship, broadcast and digital elements. This work continues through 2021 with particular emphasis on attracting strategic partners to play a part in the commercial programme for the Netball World Cup Cape Town 2023 and the broader work of World Netball. A vibrant visual identity was created for World Netball which reflects the core game and our desire to be more inclusive as we grow. This is documented further in a later section of this report.

A working group was established as a priority in 2020 whose remit was to develop a Netball Federation Development Programme. The working group, led by the



Board Director (Americas) and including representatives from each region, set out early in 2020 to map out a development model. There is no doubt that the impact of Covid-19 on our membership and the decision to prioritise other areas affected the progress of this important project. Further resource is being made available to support and accelerate this programme in 2021.

In 2020 an independent review of the World Class Officiating Programme took place. Our thanks go to Stuart Cummings MBE, Independent Chair, and the working group established to deliver this project. The outcomes of the review were shared with Members in February 2021. A total of 20 recommendations were made from the review to further enhance international officiating, which have been broken down into 14 quick wins, 11 medium-term projects, and two major projects. New representative groups have been formed and full details of progress made may be found on our website on the GAME/officiating tab.

During lockdown the Federation continued to develop its social media presence with enhanced activity on Instagram and the creation of relevant messaging for all communication channels; including a greater emphasis on communicating with individual netballers and fans of the game.

The Board has recognised that further development of the Federation's workforce – the secretariat staff and volunteers - must take place in order to deliver the strategic plan. The creation of a World Netball workforce strategy in 2021 will include an audit of diversity and inclusion.

Key decisions made by the Federation in 2020 in relation to Growth:

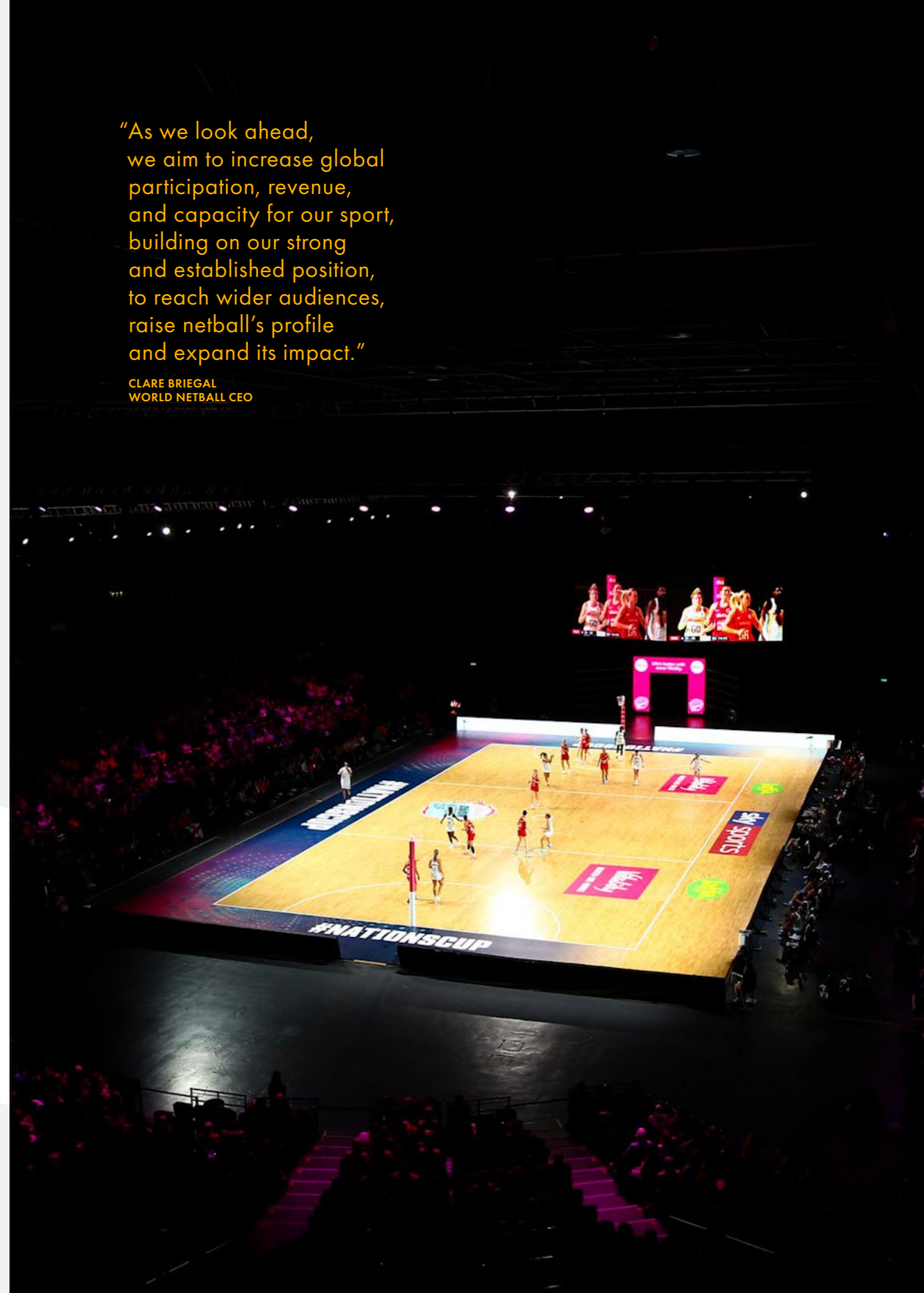
- Terms of Reference and membership of a Netball Federation Development Programme Working Group.
- Terms of Reference and Working Group membership for the independent review of World Class Officiating Programme.
- Appointment of CSM to create a new commercial strategy.
- Rebranding to 'World Netball' to signify the new strategic direction and growth aspiration.
- Approval of the recommendations of the independent review of the World Class Officiating Programme and first phase project spend.

“As we look ahead, we aim to increase global participation, revenue, and capacity for our sport, building on our strong and established position, to reach wider audiences, raise netball’s profile and expand its impact.”

CLARE BRIEGAL
WORLD NETBALL CEO

GROW - INCREASE GLOBAL PARTICIPATION, REACH, REVENUE AND CAPACITY

KPI	CATEGORY/VALUE	STATUS DEC 2020	TARGET DEC 2021
NO. OF MEMBERS	FULL	53	55-60
NO. OF MEMBERS	ASSOCIATE	22	15-20
NO. OF GLOBAL PARTICIPANTS	REGISTERED		MEASURE IN PLACE
NO. OF GLOBAL PARTICIPANTS	TOTAL ESTIMATED		MEASURE IN PLACE
WORLD NETBALL REVENUE	£000'S T/O AND SURPLUS	£387,750 T/O -£268,330 DEFICIT	£595,115 T/O -£68,170 DEFICIT
WORLD NETBALL WORKFORCE	BOARD	9	VP ELECTION AND INDEPENDENT DIRECTOR APPOINTED
	STAFF AND CONTRACTORS (FTE)	6	EVENTS AND DEVELOPMENT ROLES
	COMMITTEES	28	ATHLETES' WORKING GROUP ESTABLISHED
	OFFICIALS	50+	GROWTH
	TECHNICAL PANELS	19	19
	EVENT (TECHNICAL DELEGATES)	2	4 (NWC2023 & FAST5 NWS)
WORKFORCE DIVERSITY	FEMALE / MALE	95% / 5%	90% / 10%
	ETHNICITY		TARGET IN PLACE



PLAY

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

Our priority throughout 2020 was centred on the wellbeing of our netballers and their families and communities around the world; ensuring we listened to our Members, understood the impact of the pandemic on their lives and livelihoods and supported them where they needed it most. Once countries began to emerge from lockdown and our Members began to consider the possibility of the return to international play we began work on ensuring the integrity of the game during the return to play.

Sharing the learning from those countries, predominantly in the Southern hemisphere, who led the world in the return to play was an important role played by the Federation and we thank sincerely both Netball New Zealand and Netball Australia who made their Covid-19 safe guidance and resources for community netball readily available.

The Board agreed a number of policies during 2020 to underpin the principle of encouraging the return to play, when it was safe and appropriate to do so. For example a special procedure was developed for the appointment of umpires to ensure officials wellbeing and enabled the appointment of 'non-neutral' umpires in cases where border restrictions and the risk to the health and wellbeing of participants prevented the appointment of umpires from non-participating countries.

Measures were made to ensure the integrity of the Netball World Rankings during the return to play including the decision to proceed with the annual update at the end of June 2020 but to lower the threshold of the number of games required to retain a world ranking (to six from eight matches in the ranking period). Taking advice from David Kendix, Statistician, who developed the rankings with the Federation in 2008, the Board agreed that matches played during the return to play should count towards World Rankings and that the methodology did not disadvantage those countries where play was prevented by, for example, local government guidelines. The Board continued to monitor the situation and in early 2021 decided to defer the

annual update from June 2021 as insufficient games had been played in the period.

The Commercial Committee, with CSM, explored the International Event Calendar and identified the potential for additional international events to excite fans, provide more broadcast content and grow awareness of the sport. The Covid-19 environment when no netball could take place provided 'transitional space' to explore some options in more detail and early consultation with some of our more commercial Member nations took place. Recognising the hugely challenging impact of Covid-19 on Members' finances and operations this work is yet to conclude. World Netball is excited by the possibilities.

As part of this work a number of strategic projects were agreed for 2021 including the exploration of developing a first party data capture strategy and the concept of having World Rankings for netball players in addition to teams.

Our Rules Advisory Panel delivered our 'Rules of Netball' mobile phone application which is free to download for Apple and Android devices. This essential resource brings the rules of netball to netballers around the globe and with over 6000 downloads in the first three months of the launch we are delighted with progress to date.



The bidding process for both the Netball World Cup 2027 (NWC2027) and Netball World Youth Cup 2025 (NWYC2025) ran through year. A Bid Evaluation Committee (BEC) was appointed by the Board to assess the bids received and make a recommendation on hosting. We thank Chair Steve Elworthy, OBE for his leadership and indeed the whole Committee for sharing their valuable insight and expertise. Special thanks to the BEC, as well as the bidding countries, for ensuring the process reached a successful conclusion despite the pandemic and the inability to meet face to face. Congratulations to Netball Australia and specifically the city of Sydney, New South Wales, confirmed as host for the NWC2027; the host of NWYC2025 will be announced soon. These events and their remarkable legacy programmes will deliver significant growth for netball and support the ambitions outlined in World Netball's new strategic plan.

As mentioned earlier in the report the Board had decided to cancel the remaining regional qualifiers for the NWYC2021 which should have taken place during mid-2020. As a result the 20 participating teams were confirmed as well as the host country Fiji, four from the top placed teams from NWYC2017, 3 from the Asian Qualifier that had already taken place in 2019 and the final 12 teams from the remaining regions (Africa, Americas, Europe and Oceania) by World Rankings.

As the pandemic developed, regular consultation took place with the qualified teams to understand their preparedness to compete, as well as with the host

Organising Committee and the Fijian Government. The Board initially decided that the NWYC2021 be postponed to December. However during 2020 it became clear that the risks of hosting on the health and wellbeing of the participants were too great for the Federation and the host organising committee to bear and, with a heavy heart, the Board decided to cancel the event altogether.

Key decisions made by the Federation in 2020 in relation to Play:

- Continue to publish the Netball World Rankings and develop Covid-19 procedures which ensure matches played during the return to play earn ranking points for participating teams.
- Perform an annual update for World Ranking at the end of June 2020 to ensure the rankings reflect most recent form but reduce the number of matches required for a ranking to six matches.
- Terms of reference and membership of the Bid Evaluation Committee.
- Approved appointment of a Head of Events to add to the staffing structure in 2021 to support the Federation's strategic development of the event calendar and portfolio.
- Confirmation of Netball Australia as host for the NWC2027.

PLAY - DRIVING GAME DEVELOPMENT AND WORLDWIDE DELIVERY OF A PORTFOLIO OF WORLD CLASS EVENTS			
KPI	CATEGORY/VALUE	STATUS DEC 2020	TARGET DEC 2021
GLOBAL CALENDAR	STATUS	INTL/ NETBALL RETURN TO PLAY BUT REACHING AGREEMENT ON NEW CALENDAR NEEDS FINAL PUSH	AGREED GLOBAL CALENDAR TO 2023 AND ROLLING ANNUAL PROCESS IN PLACE
NETBALL WORLD YOUTH CUP 2021	EVENT STATUS CF PLAN	DEFERRED TO DECEMBER 2021	BOARD DECISION MARCH (CANCELLED DUE TO COVID-19)
NETBALL WORLD CUP 2023	EVENT STATUS CF PLAN	ON TRACK	DELIVERY OF ALL MILESTONES
NEW EVENT PORTFOLIO	STATUS	CO-CREATE	PORTFOLIO AGREED
NEW WORLD EVENT	STATUS		1 NEW EVENT AGREED
COMMONWEALTH GAMES B2022	EVENT STATUS C/ PLAN	ON-TRACK	ON-TRACK FOR 2022



INSPIRE
 Harness the power of netball to change lives

Netball's impact on the lives of individuals, teams and communities has been well documented. The powerful messaging of the Federation's 'Creating Choices' campaign resonated with Members who attended the campaign launch at Congress in 2019 as well as with the thousands of fans who visited the Federation's booth at the NWC2019 fan park.

The wholly positive response to this campaign provided the Board with the confidence to move to the next stage into the establishment of a charitable foundation.

A comprehensive Foundation business plan has now been developed.

Key decisions made by the Federation and milestones achieved in 2020 in relation to Inspire:

- Established a Foundation Working Group.
- Appointed Tarnside to develop a Foundation Business Plan and fundraising strategy.
- Sought legal advice on the Foundation statutory instrument.
- Endorsed a geographic focus on the African continent for initial phases of the Foundation's work to align with the hosting and legacy programmes of NWC2023.
- Approved the Foundation Business plan developed with Tarnside, in principle, with the timing of implementation to be determined.



GOVERN
 Evolve the Governance structure to ensure we remain a leader in best practice whilst adjusting to changes in the environment in which we operate

In the previous strategic period from 2016-2020 the Federation had made huge strides to develop the governance structure. This work now underpins everything we do at the Federation.

In this section we report on the work of the Board, Committees and the new representative groups that are being formed.

A key commitment in the new strategic plan is to ensure the voice of the athlete is at the heart of decision making in all things we do. Early steps to achieving this include the appointment of a current athlete to the Bid Evaluation Committee for NWC2027 and NWYC2025. A Voice of the Athlete Working Group has been established in 2021.

The Executive PA to the CEO and Board, appointed in January 2020, has assisted in delivering a step change in administration with the creation of an annual workplan for the Board and all Committees under the heading of Grow, Play and Inspire to support the delivery of the strategic plan. The Board met by video-conference throughout 2020 and in addition to the main Board meetings in March, July and October in response to Covid-19 had interim meetings in April, May, June, September, November and December.

Key decisions made by the Federation in 2020 in relation to Govern:

- Approved the Financial Statements 2019 of the International Netball Federation Ltd and INF Secretariat UK Ltd.
- Approved the appointment of Beever & Struthers as statutory auditor for 2020.
- Approved annual workplan for Board and all committees.
- Approved updated delegated authority policy.
- Developed and approved the new Strategic Plan.
- Endorsed proposed resolution to Members to remove the requirement of one face-to-face Board meeting from the Articles of Association. This resolution was subsequently approved by Members.
- Endorsed proposed resolution to Members to wind-up the International Netball Federation (Isle of Man) and establish a new company in the UK. This resolution was subsequently approved by Members.
- Approved the appointment of Lindsay Sartori as Member of the Audit & Risk Committee.
- Approved the Terms of Reference of the Nominations Committee.
- Approved the appointment of Kate Palmer as Member of the Nominations Committee.
- Approved Covid-19 adjusted budget for 2020 and Budget for 2021.
- Approved revised Anti-Doping Rules, to implement the changes to the WADA Code, which came into force from January 2021.
- Decided that Congress 2021 be held via an online video conferencing platform on July 10th 2021.



COMMITTEE & PANEL REPORTS

Audit & Risk

Members: Ann Tod (Chair), Marva Bernard OD, Lindsay Sartori (Appointed Nov 2020).

The Audit & Risk Committee, met by teleconference on four occasions and completed the following activities:

- Overview and scrutiny of the financial statements for 2019 and planning for the 2020 financial audit.
- Recommendations to the 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.
- Consideration of membership and compliance.
- Consideration of investment strategy.
- Agreed workplan for 2021

Commercial Committee

Members: Shirley Hooper (Chair), Liz Nicholl CBE, Lyn Carpenter, Clare Briegal, Grace Watson, Richard Bunn (rb consulting), David Sim (CSM).

The Commercial Committee, met by teleconference on five occasions and completed the following activities:

- Development of Commercial Strategy with emerging event calendar and portfolio and sponsorship strategy for NWC2023.
- Creation of World Netball branding.
- Agreed workplan for 2021.

Governance Committee

Members: Ann Tod (Chair), Gaby Hochbaum, Leanne O’Leary, Octavia Gibson, Clare Briegal, Angela Sanderson.

The Governance Committee, met by teleconference on three occasions and completed the following activities:

- Ongoing development of the governance structure of the Federation including a review of the Board Governance Policy.
- Development of new Disciplinary Regulations and revised Eligibility Regulations to be launched in 2021.
- Review of Director term limits and recommendations on change to Articles of Association.
- Review of Safeguarding Guidelines and development of safeguarding training for the Board (workshop took place in March 2021).
- Agreed workplan for 2021.

Nominations Committee

Members: Liz Nicholl CBE (Chair), Lyn Carpenter, Kate Palmer (appointed November 2020).

The Nominations Committee, met by teleconference twice in 2020 and completed the following activities:

- Recruitment of a fourth member to the committee, as the member elected by Member nations – Catherine Lewis was appointed in January 2021.
- Review of Board and Committee recruitment needs.
- Prioritisation of recruitment of the Vice-President and Independent Board Director roles for 2021.
- Agreed workplan for 2021.

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

KPI	CATEGORY/VALUE	STATUS DEC 2020	TARGET DEC 2021
STRATEGIC PLAN	STATUS	DEVELOP/LAUNCH	DELIVER
WORLD NETBALL CONGRESS	STATUS	PLANNING FOR JULY 2021	DELIVER JULY 2021
BOARD MEETINGS	FULL / INTERIM	3 FULL, 5 INTERIM IN 2020	4 FULL / 2 INTERIM
NOMINATIONS COMMITTEE	MEETINGS	ESTABLISHED - MEMBERS TO APPROVED FINAL MEMBERSHIP OF THE COMMITTEE	4 MEETINGS
ATHLETES' VOICE WORKING GROUP	MEETINGS	DEFINING	ESTABLISH
INDEPENDENT DIRECTOR	APPOINTMENT	NOMINATIONS COMMITTEE TO LEAD	APPOINT
CLEAN FINANCIAL AUDIT	2019	AUDIT SIGNED OFF 2020 AUDIT PLANNING MEETING HELD	CLEAN AUDIT
CLEAN SPORT	ANTI-DOPING RULES VIOLATIONS	ZERO	ZERO
COMPLIANT WITH RELEVANT LEGISLATION	FINANCIAL	NEW UK CO. ESTABLISHED CLOSURE OF IOM CO. IN PROGRESS	COMPLIANT WITH ALL RELEVANT LEGISLATION

Technical Committees and Panels

The technical panels were briefed on the draft strategic plan at an online meeting during 2020 and were able to provide feedback on the content before it was published.

Medical Committee

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

The Medical Committee, met by teleconference twice in 2020 and completed the following activities:

- Review of medical programme at the NWC2019.
- Review of injury and illness statistics from NWC2019.
- Supporting Federation's response to Covid-19 including planning for and subsequent cancellation of NWYC2021.
- Review of Federations medical policies and procedures including development of concussion guidelines and protocols and gender recognition policy for elite level.
- Updating of Anti-Doping Rules.

Coaching Advisory Panel (CAP)

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

CAP held periodic online Zoom meetings to discuss pertinent issues as they arose during 2020 including:

- Discussion of Rules changes in domestic leagues and whether these innovations would benefit the International game.
- Development of coaching hub with online resources for Members for 2021 delivery.
- Consideration of how to increase player diversity in domestic leagues with the use of ambassadors for change.
- NWYC2021 qualification method and initial postponement.
- Treatment of World Rankings during the pandemic
- Consideration of player rankings; the pros and cons.
- Support to Regional Federations including Europe Netball Coach Development Strategy and Foundation Coaching Course structure.
- Combined meeting with Rules Advisory Panel (RAP).

Rules Advisory Panel (RAP)

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

RAP held periodic online Zoom meetings to discuss pertinent issues as they arose during 2020 including:

- Development of Mobile App for the Rules of Netball.
- Discussion of Rules changes in domestic leagues and whether these innovations would benefit the International game.
- Combined meeting with Coaching Advisory Panel (CAP).
- Consideration of rules review process for 2024.



THANKS TO OUR NETBALL STAFF AND VOLUNTEER WORKFORCE



In the next section we set out the fundamentals of our new strategic plan; World Netball - to grow, to play, to inspire. Welcome to World Netball.

In closing I would like to thank sincerely the Board, staff, consultants and dedicated volunteers who have shared their considerable expertise and applied their many skills with enthusiasm in order to help us develop and deliver the strategic plan. Your contributions are impactful and will ensure the success of not only World Netball, but also our Regional Federations and Member nations.

Together we have achieved so much. It's been a hugely challenging period but I am confident that we have grown through this period, developed new ways of working and innovations that will enable us to achieve our ambitions.

Clare Briegal

CLARE BRIEGAL
WORLD NETBALL CEO

WELCOME TO WORLD NETBALL



Under a new name and logo, the International Netball Federation (INF) has rebranded to World Netball alongside the launch of the strategic plan which will shape the future of the sport and drive positive impact around the world.

The renaming reflects the significant growth in awareness and development of netball over recent years. The time is right to shine a light on the sport's reputation for providing opportunities, creating communities, and inspiring netballers.

The rebrand signals the Federation's future-forward approach and is the springboard for unveiling World Netball's strategic plan and vision for the sport. Under the name World Netball, the world governing body will work with Member nations to deliver its vision to create a better world through netball. Designed around three core strategies and seven essential values, the strategic plan builds on Netball 2020, the Federation's strategic plan launched in 2016, and reflects consultation with World Netball's Members and Regions.

The strategy is ambitious, progressive, and agile and is focused on a mission to expand netball's worldwide reach and impact, building on the sport's unique female-focused foundations. World Netball will grow, play, and inspire at every level as well as engage and excite through collaboration and sharing.

The World Netball logo and its bold new design represent the colours of the five World Netball Regions – Africa, Americas, Asia, Europe, and Oceania – and

symbolises the athletic forms that are visually unique to netball. The logo is part of a new family of logos representing World Netball's territories and events, creating a core foundation for the brand, and signifying a repositioning of the sport.

World Netball President, Liz Nicholl CBE, said: "We are delighted to be moving into this exciting next chapter as World Netball. Netball is a sport that creates choices, opportunities, connections, and communities for millions around the world. Now is the time to look forward. Delivering our strategy to grow, to play, and to inspire, we will achieve our ambition to create a better world through netball."

"Our rebrand signals our intent to create real impact in the world of netball, with a vision to create a sport open to all, allowing netballers to embrace the opportunities the sport brings as well as achieving their full potential."

World Netball CEO, Clare Briegal, commented: "Our rebrand and new strategy marks an important time in the world of netball. As we look ahead, we aim to increase global participation, revenue, and capacity for our sport, building on our strong and established position, to reach wider audiences, raise netball's profile and expand its impact."

"We will drive game development beyond our existing portfolio of thrilling world-class events – we hope to welcome even more participants and fans to our diverse netball family under the inclusive banner of World Netball."



FINANCE DIRECTOR'S REPORT

ANN TOD



The Directors are pleased to report on the financial performance of the International Netball Federation Limited (the Federation) for the year ending 31st December 2020.

Financial Performance Review

2020 was a difficult year for us all and the financial results for the Federation, like many things were not as we expected at the start of 2020.

The Federation recorded a deficit before tax of £268,330 in 2020 (2019: surplus of £653,645) which when adjusted for the impact of reduced income and additional costs associated with Covid-19 was as expected.

Income

Income (including interest) was £387,750 in 2020 (2019: £1,613,081). The main difference in the income received in the two years was in respect of income from competitions i.e., share of surplus and international broadcast rights income derived in 2019 from the Netball World Cup 2019 (NWC2019).

Member Numbers

Membership increased to 75 Members (53 full and 22 associate Members) in 2020 (2019: 74, 54 full and 20 associate Members). In 2020 the Federation welcomed two new associate Members. One full Member left the Federation due to non-payment of fees.

Membership Subscriptions

Annual subscriptions from our Members were £107,740 in 2020 (2019: £111,091).

FINANCIAL REPORT

Competitions

In 2020 £216,000 (2019: £1,310,890) was received in respect of competitions. The significant reduction when compared with 2019 was due to the surplus and broadcast rights income from NWC2019.

Sponsorship

Sponsorship income was £0 in 2020 (2019: £88,536). This reduction was due to an agreed temporary suspension of the royalties agreement to recognise the impact of Covid-19 on the sponsors' business.

Grants

The International Olympic Committee (IOC) provided a grant to the Federation totalling £25,820 in 2020 (2019: £25,150) to support the Federation's anti-doping programme.



Group Cash and Reserves

International Netball Federation Ltd (Isle of Man) ceased trading at 23:59 on 30th November 2020 at which point all the assets of the company were transferred to International Netball Federation Ltd, a company registered in England and Wales. The value of the assets transferred was £1,385,786. This being assets brought forward from 2019 (£1,657,757) less the deficit shown in 2020.

The cash balance transferred to the new company was £1,386,482 (at the end of 2019 the cash balance was £1,085,848). The movement in the cash balance was due in the main to the surplus for NWC2019 accrued in 2019 and received in 2020.

Conclusion

The whole of Netball has been hugely impacted by the events of 2020 and the legacy of 2020 will no doubt be with us for years to come. In order to mitigate the loss of income in 2020 and any potential longer-term consequences the Board and management have taken every opportunity to ensure that expenditure is kept to a minimum whilst not impacting on the development of the sport.

Moving into 2021 and beyond the Board and management will continue 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 as outlined in our strategic plan and those of our Members.

Expenditure

GROW

Expenditure associated with our strategic objective to 'GROW' was £260,968 in 2020 (£207,829 in 2019) the additional expenditure in this area was a result of the development of the Covid-19 relief fund for Members. Net Effect grants to support Members' development initiatives amounting to £29,000 were made to Regional Federations once again in 2020.

PLAY

Expenditure in respect of the development of our game and events 'PLAY' was £750 in 2020 (£158,362 in 2019). This huge reduction the curtailment of international netball competition in 2020 due to Covid-19.

INSPIRE

Expenditure in respect of our strategy to 'INSPIRE' was £40,354 in 2020 (£212,734 in 2019) This reduction is as a result of the Board taking the opportunity to reflect and develop a detailed business plan for the Inspire project to ensure long term viability.

GOVERN

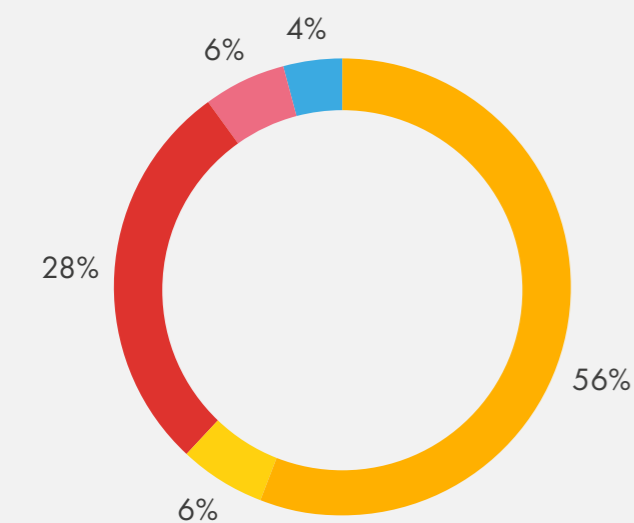
Expenditure supporting the governance of the Federation was £354,008 in 2020 (£380,511 in 2019). This reduction was the result of savings made by the curtailment of activities such as face to face Board meetings due to Covid-19.

ANN TOD
WORLD NETBALL FINANCE DIRECTOR

INCOME AND EXPENDITURE SUMMARY 2020

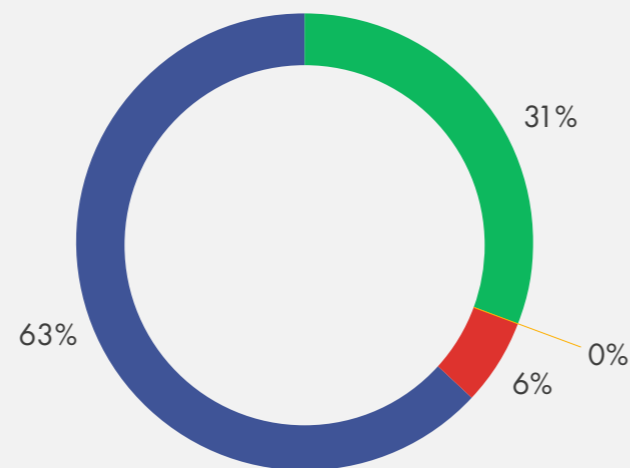
INCOME	2020 (£)	2019 (£)
INCOME FROM COMPETITIONS	216,000	1,310,890
SPONSORSHIP RIGHTS AND ROYALTIES	-	88,536
GRANTS	25,820	25,150
MEMBERSHIP SUBSCRIPTIONS	107,740	111,091
OTHER INCOME	23,334	62,270
INTEREST	14,856	15,144
TOTAL INCOME	387,750	1,613,081
EXPENDITURE		
GROW	260,968	207,829
PLAY	750	158,362
INSPIRE	40,354	212,734
GOVERN WITH INTEGRITY	354,008	380,511
TOTAL EXPENDITURE	656,080	959,436
SURPLUS/(DEFICIT) BEFORE TAX	(268,330)	653,645

SOURCE OF INCOME



- Income from Competitions
- Grants
- Membership
- Other Income
- Interest

EXPENDITURE BY GOAL



- Grow
- Play
- Inspire
- Govern

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2020

	2020		2019	
	£	£	£	£
FIXED ASSETS				
Property, plant & equipment	0	0	3,638	3,638
CURRENT ASSETS				
DEBTORS: Amounts Falling Due Within One Year	0		898,689	
Cash at Bank and in Hand	0	0	1,085,848	1,984,537
CREDITORS: Amounts Falling Due Within One Year	0	0		330,418
NET CURRENT ASSETS				1,654,119
NET ASSETS				1,657,757
RESERVES				
Reserves brought Forward	1,657,757		1,006,044	
Surplus/(Deficit) for the year	(1,657,757)		651,713	
TOTAL MEMBERS' FUNDS		0		1,657,757

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Select photography: Ben Lumley & SWPix

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.
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