



**WORLD
NETBALL**

ANNUAL REPORT 2023

AFFILIATIONS, SPONSORS & PARTNERS



INSTITUTIONAL PARTNER



CONTENTS

BOARD OF DIRECTORS	4
PRESIDENT’S MESSAGE	6
CHIEF EXECUTIVE OFFICER’S REPORT	9
NETBALL WORLD CUP 2023	26
FINANCE DIRECTOR’S REPORT	28



South Africa vs Sri Lanka

BOARD OF DIRECTORS

The Board met ten times online and once in person in 2023



DAME LIZ NICHOLL DBE
PRESIDENT
RE-ELECTED 2023

OFFICERS



STACEY FRANCIS-BAYMAN
ATHLETE DIRECTOR
ELECTED 2023



SHIRLEY HOOPER
VICE PRESIDENT
ELECTED 2021



ROB MILLS
INDEPENDENT DIRECTOR
ELECTED 2022



SURI BARTLETT
**INDEPENDENT
FINANCE DIRECTOR**
ELECTED 2023

REGIONAL DIRECTORS



CECILIA MOLOKWANE
DIRECTOR (AFRICA)
APPOINTED 2019



DR BRIDGET ADAMS
DIRECTOR (AMERICAS)
APPOINTED 2023



VICTORIA LAKSHMI
DIRECTOR (ASIA)
APPOINTED 2023



LYN CARPENTER
DIRECTOR (EUROPE)
APPOINTED 2019



WAINIKITI BOGIDRAU
DIRECTOR (OCEANIA)
APPOINTED 2019

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World Netball President Dame Liz Nicholl DBE presenting Netball World Cup to Australia

"We started this year with our #RoadToCapeTown campaign, as we prepared to host the first ever Netball World Cup on the continent of Africa and to celebrate 60 years of our pinnacle event.

"Netball South Africa and the whole continent of Africa embraced the Netball World Cup 2023 with open arms and the event exceeded our high expectations in so many ways."

DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

PRESIDENT'S MESSAGE

DAME LIZ NICHOLL DBE



At the end of the year it is always nice to pause, reflect, and celebrate what our Netball Family has achieved in the previous 12 months, and as I look back at 2023, I feel very proud and thankful for the selfless commitment of so many towards our vision.

We started this year with our #RoadToCapeTown campaign, as we prepared to host the first ever Netball World Cup (NWC) in Africa and to celebrate 60 years of our pinnacle event.

Netball South Africa and the whole continent of Africa embraced the Netball World Cup 2023 (NWC2023) with open arms and the event exceeded our high expectations in so many ways.

Before the event began, the most successful sponsorship and broadcast programme ever seen for a World Netball (WN) event had already been secured, and the 10 days of competition that followed did not disappoint, showcasing the very best international netball. Our fans were clearly impressed showing their passion and energy in the arena and at fan parks in both Cape Town and across South Africa.

Globally, the Netball Family tuned in via our OTT platform, NetballPass, or on their TV's, with broadcasters showing the event live in over 90 countries. Again records were broken, with a YouGov report commissioned by WN showing that the event reached a live linear TV audience of 14.9 million, more than double that of the 2019 edition in Liverpool (7.3 million).

Our newly launched TikTok account helped us reach a younger audience online, and during the 10 days of the NWC2023 alone our content received 940,000 video views. Our social media content on TikTok, Instagram, X and Facebook contributed to the 1,588 social media videos referencing the NWC2023 that generated 12.7 million views. Congratulations to Australia for being crowned Champions for the 12th time and to England on making their first ever NWC Final.

It is a testament to the Netball Family that the NWC2023 has since been awarded two prestigious 'Event of the Year' Awards at both the Sports Business Awards in the UK and the Hollard Sports Industry Awards in South Africa.



World Netball HQ at the Sports Business Awards 2023

I want to take this opportunity to thank all the players, team management, officials, volunteers, and fans as well as Netball South Africa and the NWC2023 Local Organising Committee for making this possible.

Although 2023 was the year of the NWC, as a sport we achieved so much more in all areas of our strategic plan.

We have continued to GROW, gaining eight new Full Members and one new Associate Member. This takes our current Member count to 84.

Not only did we GROW our Membership we also grew our Leadership team, with new WN Board Directors appointed at Congress in July.

Following the hard work of the Voice of the Athlete Working Group, we welcomed our first ever Athlete Director, in Stacey Francis-Bayman, whilst we also appointed Suri Bartlett as our Independent Finance Director. We are so grateful to Ann Tod MNZM who stepped down as Finance Director and Chair of both the Finance and Audit Committee and the Governance Committee. Ann gave us 12 years of dedicated and knowledgeable service.

World Netball HQ at the Sports Business Awards 2023



"I am thrilled that you have trusted me to lead you for another four years, it's a big responsibility and a privilege. I will always try to give of my best and look forward to continuing our journey to GROW, PLAY and INSPIRE with you all in 2024"

DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

Gaby Hochbaum and Marva Bernard OD also stepped down from their roles on the Board as Asia and Americas Regional Directors, with Victoria Lakshmi and Dr Bridget Adams, replacing them. Thank you to Gaby and Marva for their fantastic contribution to the WN Board and the growth and development of netball.

I am looking forward to working with our experienced and our newly appointed Board Members in 2024 and beyond.

Our volunteer workforce has been growing with greater involvement of Members in our WN working groups, to deliver on our strategic plan.

In officiating we continue to appoint more officials, but we need to continue to evolve in this area and deploy our existing workforce effectively to match the significant growth in the number of international matches being scheduled.

Under our core strategy 'PLAY' our panels, including the Coaching Advisory Panel (CAP) and Rules Advisory Panel (RAP), helped to ensure that we continued to drive game development throughout 2023.

RAP delivered a review of the International Rules of Netball, which started in 2022 with Members proposing rules changes. RAP hosted a series of webinars for Members to provide feedback on the rules proposals, and they presented the recommended changes at Congress. Following a robust debate the new rules were approved and they came into effect for all international matches from the 1st January 2024.

You can view the new rules book, educational videos and explanatory PDFs on our website, [here](#).

Following reappointment in January 2023 CAP, now chaired by Dr Anita Navin, launched a new coaching section on the WN website including new foundation resources; hosted two webinar series, pre and post the NWC2023; helped to educate coaches with their NWC2023 high-performance workshop; and went on to launch their Coaching Endorsement programme in November allowing Members and stakeholders to submit coaching courses to WN for endorsement. My thanks to Jill McIntosh AM former Chair of CAP, having led the panel expertly since its inception in 2009 and to those members of CAP who stood down at that time.

We also reappointed our Medical Advisory Panel (MAP) in 2023 with existing panel member Dr Christa Janse van Rensburg taking over as Chair. MAP has progressed the implementation of a number of key medical policies for WN events and provides guidance on anti-doping and athlete wellbeing. Many thanks to Dr Grace Bryant who stepped down as Chair after spending one four-year term in this position, in addition to her 10 years as a panel member.

Whilst our technical panels worked hard behind the scenes, our teams across the world took part in 216 ranking matches up to the end of 2023, with competitions being held in all five Regions.

Thank you to all the event administrators and volunteers that ensured that all these matches could take place.

For the second year running the FAST5 Netball World Series (FAST5 NWS) was a huge success in Christchurch New Zealand, with both men's and women's events taking place.



FAST5 NWS 2023 Winners

Congratulations go to Australia women and New Zealand men on defending their titles and winning the two respective competitions. My thanks also go to Netball New Zealand for being such brilliant hosts.

We added new events to our world-class thrilling international events calendar too, with netball included in the Commonwealth Youth Games for the first time in August. Eight teams, with players aged 18 and under, took part in the FAST5 competition at Trinbago 2023, with Australia crowned Champions when they beat South Africa 39-29 in the Final.

Keeping with the theme of events for the next generation of netballers, we also announced the dates for the Netball World Youth Cup 2025 (NWYC2025), which will take place in Gibraltar from the 19th – 28th September 2025, with the qualifiers set to take place across the world in 2024.

In saying this, I am pleased to welcome Megan Fey to the WN Family as the Technical Delegate for the event.

It is so important that we continue to INSPIRE the next generation of players and harness the power of netball to change lives too.

Under our INSPIRE strategy in 2023 it is of significance that the World Netball Foundation (WN Foundation) has become a reality.

The WN Foundation launched its strategy at Congress in 2023, setting their intention to create new possibilities for individuals, communities, and societies to achieve through netball under their three inter-linking strategies.

I am excited to see what 2024 has to bring for the WN Foundation as it begins to deliver on its promise.

Finally, as always everything we do has continued to be underpinned by good governance and as your President and Chair of the WN Board, I assure you that this remains a priority.

At our Congress in July, when our new Directors were appointed, I was delighted to have been appointed for another term as your President.



Commonwealth Youth Games Trinbago 2023 winners

I am thrilled that you have trusted me to lead you for another four years, it's a big responsibility and a privilege. I will always try to give of my best and look forward to continuing our journey to GROW, PLAY and INSPIRE with you all in 2024.

Unfortunately, in 2024 we will say goodbye to our CEO Clare Briegal, after she has been in the role for over a decade. I would like to take this opportunity to thank Clare for all she has done for WN during her tenure.

With my very best wishes to you all.

DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

CHIEF EXECUTIVE'S REPORT

CLARE BRIEGAL



Clare Briegal

This is my final report as CEO of World Netball (WN) and I look back with great affection as I reflect on the amazing experience I have had and all I have learned working with the Netball Family over the past decade.

2023 was a year when together our sport achieved so much; let me share some of the highlights with you.

GROW

World Netball (WN) is on a journey of growth, with aims to increase global reach, revenue, and capacity.

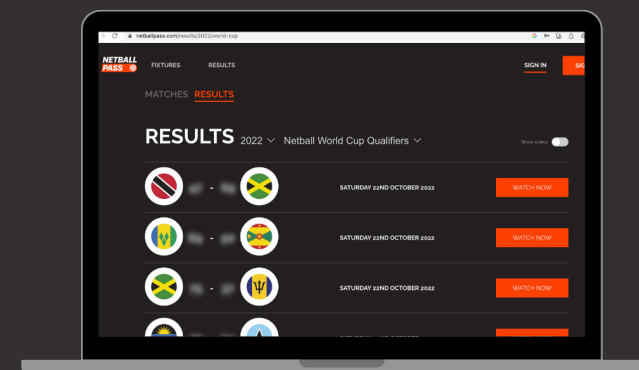
Membership & Workforce

Throughout 2023 we have seen significant growth to our Membership and workforce.

This included us welcoming eight new Full Members in Burundi, British Virgin Islands, France, Ghana, Guadeloupe, Nigeria, Saudi Arabia and the Solomon Islands, and one new Associate Member, Niue taking our current member count up to 84.

Welcoming new Members is a key part of our growth strategy as this allows us to continue to build awareness of our sport and welcome new participants and fans from within those new Member countries, extending our reach beyond our Commonwealth heartland.

With growing Membership, a growing workforce becomes even more crucial to ensure we have the capacity and ability to deliver on all other areas of our strategic plan. My sincere thanks to the volunteer and staff workforce of WN who lead the development of our sport – the Board, Committees, Technical Advisory Panels and Working Group members - and of course our amazing team of officials.



World Netball's OTT platform, NetballPass

Officials at NWC2023



All female broadcast crew at NWC2023



I am pleased to report that in the officiating space we welcomed five new International Umpire Awardees (IUA), six new International Talent Identified (ITID) Umpires, three new International Test Panel (ITP) Members and two new ITP cadets.

In addition to this we have also seen our Board grow, with Stacey Francis-Bayman joining as the first Athlete Director in July 2023, taking our Board numbers up to 10. Stacey is a retired England international netballer who has been a key part of WN's Voice of the Athlete Working Group that was set up in 2021 with the task to determine a suitable framework for a future Athlete Advisory Commission.

In 2023 we appointed a Working Group to review the Event Qualification process for the Netball World Cup (NWC) with an independent chair Lindsay Sartori, representation from each of our five Regions as well as from Netball Australia, the future host for Netball World Cup 2027 (NWC2027). This important review was requested by our Members at Congress to ensure our processes remain relevant as our sport grows.

Our workforce gender balance is changing too as we welcome the growth of men and boy's netball, with men now making up 25% of those appointed to roles across our Board, Committees, Panels and officiating community.

Commercial & Marketing

Perhaps the most significant growth at WN this year has been in the commercial and marketing space, delivered through the NWC2023.

Ahead of our pinnacle event, the Commercial Committee worked to secure the most successful sponsorship and broadcast programme of any WN event to date therefore increasing our reach and revenue.

The NWC2023 went on to exceed our expectations as it reached a live linear TV audience of 14.9 million, more than double that of the 2019 edition in Liverpool (7.3 million) and had a total linear TV audience of 27.6 million.

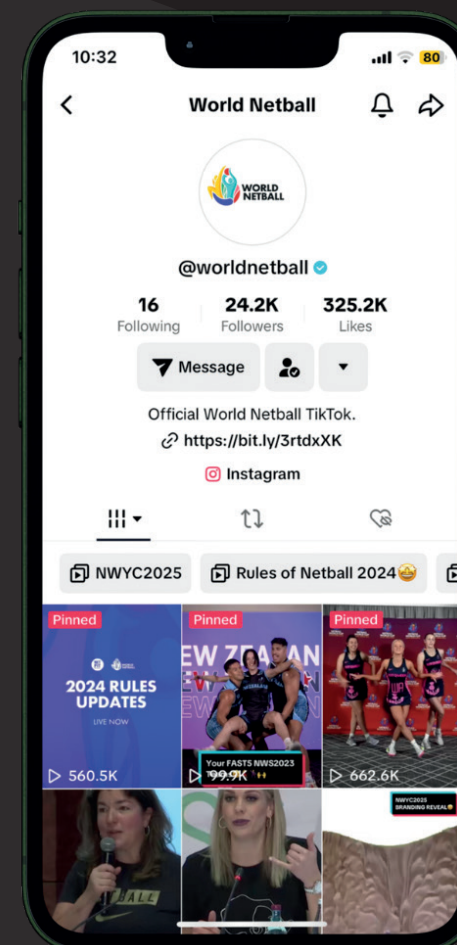
In a world first, the host broadcasters SuperSport delivered the international feed and domestic coverage with an exceptionally talented all-female broadcast crew.

Fans within the host country, South Africa, and across the continent got behind the first NWC ever to be held in Africa, with South Africa and Pan Africa (Sub Sahara) accounting for 78% of the overall dedicated TV viewership. This reinforces how new event hosts grow our reach.

WN also showed every match live, in countries where broadcast rights had not been sold, on our OTT platform, NetballPass, which had 460,000 users during the event. This contributed to the event reaching a digital streaming audience of 2 million.

We used our digital channels to great effect with our newly launched TikTok channel helping us reach a younger audience online. During the 10 days of the NWC2023 alone we gained over 7,500 followers on this platform, with our content receiving 940,000 video views. Our social media content on TikTok, Instagram, X and Facebook contributed to the 106,200 social media posts (that generated 3.2 billion impressions), and 1,588 videos (that accumulated 12.7 million views).

Fans at the NWC2023



World Netball's newly launched TikTok

The growth of our social media channel reach wasn't exclusively down to the NWC2023, and growth continued after the event leading to:

- Our impressions across all channels increasing by 83% Year on Year (YoY) to 44,707,630
- Our engagements across all channels increasing by 58% (YoY) to 1,517,837
- Our website page views increasing by 145% YoY to 2,482,938
- Our website users increasing by 139% YoY to 1,255,471



Coaching Advisory Panel at NWC2023

Sport Development

WN and Africa Netball celebrated the sport's long term commitment to developing netball in the continent and the legacy programme of the NWC2023 by hosting a special summit at the event in Cape Town attended by key dignitaries and development partners including the Wallace Group and the Zambian NGO 'Sport In Action'. WN's African development programme has been running since 2009 and the successful hosting of the NWC by Netball South Africa with four African teams competing is a testament to the progress made. We thank everyone who has contributed to this programme over the years.

The significant legacy programme of the NWC2023, included the provision of sprung wooden netball floors by the South African Department of Sport, Arts, Culture and Recreation for all nine provinces in South Africa and internationally to three countries: Malawi, Ghana and Botswana. A series of coaching programmes were delivered around the country by Netball South Africa and in addition new facilities and equipment were provided by the Western Cape Province to enable more people to play and enjoy netball in the region.

WN has continued to work with our Members throughout 2023 to develop our sport across the world. Our Maturity Model was delivered to Members at Congress with two countries trialling the concept beforehand. This tool has been created to enable Members to self-assess their current capabilities and future development needs across seven key areas including governance and strategy, administration, commercial, coaching, officiating, participation structures and competition, and talent identification and development.

Stacey Francis-Bayman,
World Netball Athlete Director

WN has established a Strategic Development Fund (SDF) thanks to legacy funding from the NWC2023 which will be launched in early 2024. The purpose of the SDF is to support Member nations who have completed the self-assessment to develop in line with the WN strategy, and the Member's strategy.

Key decisions by World Netball in 2023 in relation to GROW:

- The Board agreed that NetballPass would be used for live streaming and live match statistics for the NWC2023
- The Board agreed to a proposal and approach relating to a Strategic Development Fund
- The Board agreed the Grant application criteria for the Strategic Development Fund including a maximum amount for individual grants



SuperSport all female broadcast crew

Africa Development Day - Summit at NWC2023



GROW - INCREASE GLOBAL PARTICIPATION, REACH, REVENUE AND CAPACITY					
KPI	CATEGORY/VALUE	STATUS DEC 2021	STATUS DEC 2022	STATUS DEC 2023	TARGET DEC 2024
NO. OF MEMBERS	FULL	55	57	64	67
	ASSOCIATE	21	22	20	18
	TOTAL	76	79	84	85
WORLD NETBALL WORKFORCE	BOARD	9 VP ELECTION & INDEPENDENT DIRECTOR APPOINTED	9 SUCCESSION PLANS IN PLACE AD & IFD RECRUITMENT IN PLACE	10 PRESIDENT ELECTION INDEPENDENT DIR FINANCE APPOINTED ATHLETE DIRECTOR APPOINTED REGIONAL DIRECTORS APPOINTED	10
	STAFF & CONTRACTORS (FTE)	8 APPOINTED EVENTS & DEVELOPMENT ROLES	7.8 NO STAFF TURNOVER IN YEAR	7.8 NO STAFF TURNOVER IN YEAR	8.4 PERMANENT CEO APPOINTED
	BOARD COMMITTEES	19	21	21	24
	WORKING GROUPS	VOICE OF ATHLETE WG ESTABLISHED	VOA CONTINUES EVENTS	ESTABLISHED EVENT QUAL. WG CONCLUDED VOA WG	ESTABLISH MEN & BOYS WORKING GROUP ESTABLISH PANEL CHAIRS GROUP
	OFFICIALS	77	90	90	FURTHER GROWTH
	TECHNICAL PANELS	17 OAP RECRUITED	23 OAP ESTABLISHED RE-APPOINT CAP	23	23 RE-APPOINT RAP AND OAP ATHLETE COMMISSION PLAN
	EVENT (TDS)	3	2 NWC2023 & NWC2027	1 NWC 2025	2 NWC 2025 & NWC2027
WORKFORCE DIVERSITY	FEMALE/MALE	81% / 19%	80% / 20%	74.8% / 25.2%	INCREASING GENDER BALANCE
	ETHNICITY	RECRUITMENT MONITORING STARTED	RECRUITMENT MONITORING STARTED	RECRUITMENT MONITORING	RECRUITMENT MONITORING



NWC2023 Winners

PLAY
Under our core strategy **PLAY** we set out with the aim to drive game development and world-wide delivery of a portfolio of thrilling world-class events, and this is something we have really strived towards in the last year with our pinnacle event, the Netball World Cup 2023 (NWC2023), taking place in Cape Town in July.

This event marked the 60th anniversary of the NWC, and it was the first to be held on the continent of Africa making it extra special. 16 teams took part in the event which exceeded our expectations in all areas.

On the court the teams put on a thrilling spectacle, as we saw Tonga compete at their first NWC since 1999, the hosts South Africa secure a famous final-second draw against New Zealand, England reach their first ever NWC Final, and Australia claim their 12th NWC title; just to name a few highlights.

World Netball (WN) thanks our Technical Delegate Charlotte Scholtz for her hard work in ensuring the netball event met our global technical standards.

With the number of matches being played by our teams returning to pre-pandemic levels throughout 2022 and growing further in 2023, the Board took the decision that the minimum number of matches required for a WN World Ranking would revert back to eight matches, over the three-to-four-year rating period. 46 countries now hold a WN World Ranking.

In non WN World Ranking international netball, we also saw two FAST5 competitions this year. For the second successive year, New Zealand, hosted the FAST5 Netball World Series (FAST5 NWS) and for the first-time netball, specifically the FAST5 format, was included in the Commonwealth Youth Games (CWYG) in Trinbago. Our congratulations go to Australia women and New Zealand men who both successfully defended their titles at the FAST5 NWS 2023, and to Australia again who were crowned Champions of the CWYG netball competition.

Our thanks also must go to WN Technical Delegate, Pamela Cumberbatch for ensuring the technical standards were met at the CWYG.



Tonga at their first NWC since 1999

We now look ahead to the next youth competition, which is the Netball World Youth Cup 2025 (NWYC2025) taking place in Gibraltar. Progress was made throughout 2023 in the preparation for this event. We welcomed Megan Fey to the WN Netball Family as Technical Delegate. The Board agreed the dates for the competition (19th – 28th September 2025) as well as the window for the qualification events; with the Asia qualifier having already taken place and the remaining four qualifiers taking place between March and September 2024.

Congratulations to Malaysia, Singapore and Sri Lanka who have qualified from the Asia Region. They will join the pre-qualified teams Gibraltar, New Zealand, Australia, England and Fiji, and be invited to the NWYC2025.

In July 2023 the Commonwealth Games Federation sadly announced that Victoria had withdrawn as hosts

of Commonwealth Games 2026. WN is committed to working with the Commonwealth Games Federation as it develops options and solutions for the Games in 2026.

Continuing with our aim to develop and deliver an International Events Strategy that showcases the very best of our sport to more people, more often the Board created an Event Working Group, who are building a plan to deliver an enhanced international event calendar. This work will continue into 2024, with WN consulting its Members throughout the process.

Already confirmed in the events calendar we have:

- FAST5 NWS 2024
- NWYC2025
- NWC2027

Key decisions by World Netball in 2023 in relation to PLAY:

- The Board agreed that the minimum number of matches required for a WN World Ranking would remain at six matches for the annual update on the 1st March but from the 1st September 2023, the minimum number of matches to be played for a ranking would revert back to eight matches over the three to four year ranking period
- The Board agreed the event format and qualification of teams to compete in FAST5 NWS 2023
- The Board agreed the dates of NWYC2025 and window for regional qualifiers
- The Board agreed the independent chair for the WN Event Qualification Working Group

- The Board appointed the Technical Delegate for NWCY2025
- The Board approved CAP proposal for endorsement of coaching courses

Rules of Netball 2024 edition soft launch



PLAY - DRIVING GAME DEVELOPMENT AND WORLDWIDE DELIVERY OF A PORTFOLIO OF THRILLING WORLD CLASS EVENTS					
KPI	CATEGORY/VALUE	STATUS DEC 2021	STATUS DEC 2022	STATUS DEC 2023	TARGET DEC 2024
GLOBAL CALENDAR	STATUS	WN CALENDAR FOR 2022 AND 2023 ISSUED	WN CALENDAR FOR 2022 AND 2023 ISSUED	ROLLING ANNUAL PROCESS IN PLACE	ONGOING EVENT GLOBAL CALENDAR DISCUSSIONS
NETBALL WORLD YOUTH CUP	EVENT STATUS	CANCELLED DUE TO COVID-19	EARLY PLANNING OF NWYC 2025 LOC TO BE ESTABLISHED	ON TRACK FOR DELIVERY OF NWYC 2025	REGIONAL QUALIFIERS TAKEN PLACE EOI SOUGHT FOR NWYC2029
COMMONWEALTH GAMES	EVENT STATUS C/F PLAN	ON TRACK FIRST 6 QUALIFIERS ANNOUNCED	DELIVERED SUCCESSFULLY NETBALL IN PROG FOR V2026	VICTORIA CANCELLED FOR 2026 FAST5 NETBALL IN CYG TRINBAGO 2023	AWAITING CONFIRMATION OF LOCATION AND DATES
NETBALL WORLD CUP	EVENT STATUS	ON TRACK HOST BROADCASTER APPOINTED	ON TRACK 16 TEAMS QUALIFIED	NWC 2027 ON TRACK	ESTABLISH NWC2027 LOC EOI SOUGHT FOR NWC2031
EVENT PORTFOLIO	STATUS	WN EVENT CONSULTANT IN PLACE TO WORK WITH MEMBER NATIONS	EVENT PRINCIPLES CONFIRMED PROPOSAL IN DEVELOPMENT	WORKING GROUP PROPOSAL AGREED WITH BOARD	ONGOING EVENT PORTFOLIO DISCUSSIONS
NEW WORLD EVENTS	STATUS	FAST5 NWS REINSTATED GIBRALTAR APPOINTED HOST FOR NWYC2025 AUSTRALIA APPOINTED HOST FOR NWC2027	WORKSHOP WITH MEMBERS AT CG B2022 CONCEPTS DEVELOPED BY COMMERCIAL COMMITTEE	CONCEPTS DEVELOPED INTO FULL PROPOSAL	BID PROCESS FOR 2 NEW EVENTS STARTED WITH EOI
FAST5 NWS	EVENT STATUS C/F PLAN	HOSTING AGREEMENT SIGNED FOR 22-24	DELIVERED SUCCESSFULLY IN NOV 2022	DELIVERED SUCCESSFULLY IN NOV 2023 PLAN FOR 2024 AGREED	DELIVER IN NOV 2024 PLAN FOR 2025 ONWARDS TO BE AGREED

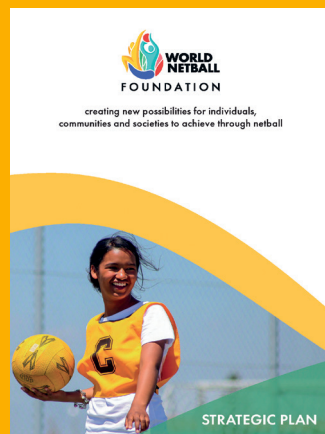
INSPIRE

Harnessing the power of netball to change lives we made some substantial steps this year in relation to the World Netball (WN) Foundation and our approach to be more sustainable.

WN Foundation

WN's charitable arm, the WN Foundation, made significant progress as it received formal approval of its charitable status by the UK Charities Commission. The Trustees developed a strategy for the WN Foundation which was launched successfully at Congress 2023 in South Africa.

The strategy sets the Foundation's intention to create new possibilities for individuals, communities, and societies to achieve through netball under their three inter-linking strategies.



WN Foundation Strategy

At the end of 2023 the WN Board agreed an updated Service Level Agreement with the Foundation. In 2024, the WN Foundation anticipates that it will partner with an academic institution, with the Expression of Interest expected to be launched in January.

Sustainability

Our purpose is to create a better world through netball, and we recognise that through this we have a responsibility to play our part when it comes to creating a sustainable world.

For that reason, we have been working on a sustainability strategy, aligned with the core strategies of WN, To Grow, To Play, and To Inspire, which the WN Board has now approved, and this strategy will be launched in 2024.

WN has been working towards being more sustainable for a long period of time. For example, a sustainability plan has been one of the 13 requirements for event bidders since the Netball World Cup 2019 (NWC2019)

The Netball World Cup 2023 (NWC2023) delivered an awareness building campaign called 'Pivot For The Planet', as part of which they committed to hosting a low carbon event that observed sustainability principles in its planning, execution, reporting and impact. NWC2023 was the first NWC to measure and offset the carbon footprint of participants.

Key decisions by World Netball in 2023 in relation to INSPIRE:

- The WN Foundation launched its strategy at Congress in 2023
- The Board approved a sustainability strategy aligned with the core strategies of Grow, Play and Inspire



#PivotForThePlanet NWC2023 sustainability campaign

INSPIRE - HARNESS THE POWER OF NETBALL TO CHANGE LIVES

KPI	CATEGORY/VALUE	STATUS DEC 2021	STATUS DEC 2022	STATUS DEC 2023	TARGET DEC 2024
WORLD NETBALL FOUNDATION GOVERNANCE	TRUSTEES	INTERVIEW	APPOINTED	REGULAR MEETINGS	IMPLEMENTATION OF SLA
	ARTICLES OF ASSOCIATION	DRAFTED FOR APPROVAL	FILED WITH COMPANIES HOUSE		FOUNDATION TO HAVE OWN TARGETS & KPIs
	CHARITABLE STATUS	OBJECTS IN DEVELOPMENT	APPROVED AND APPLICATION FILED FOR CHARITABLE STATUS	APPROVED	
	STRATEGY		IN DEVELOPMENT	APPROVED & LAUNCHED AT NWC	

GOVERN

We continued our journey in 2023 to developing our already strong governance structure, ensuring compliance with all relevant legislations, maintaining our position as a drug-free sport, as well as bringing the Voice of the Athlete to the heart of our sport, whilst always focusing on remaining a leader in best governance practice.

One of the key advancements we made in the governance space was appointing our first Athlete Director, Stacey Francis-Bayman, to our Board at Congress 2023. The Board approved her candidature in March 2023, with Congress then approving her appointment to Board in July 2023.

The Board confirmed the candidate (proposed by the nominations committee) to be recommended to Congress for the Independent Finance Director role, Suri Bartlett, with Suri successfully being appointed by Congress in Cape Town too, taking our Board numbers up to 10.

Other Board changes included Victoria Lakshmi (Asia) and Dr Bridget Adams (Americas) replacing their previous Regional Directors, Gaby Hochbaum and Marva Bernard OD.

I would like to take this opportunity to thank Ann, Gaby and Marva for their service and their support to me.

World Netball (WN) Congress which was attended by 47 Members, elected Dame Liz Nicholl DBE for a second term of four years as President, and Catherine Lewis as the Member Representative on the Nominations Committee.

Congratulations to Former WN Vice President Sue Taylor AM from Australia, as well as Annette Beckett STE and Octavia Gibson from Barbados, Leigh Gibbs and Todd Miller from New Zealand, and Joan Mills and Gordon Padley from England who were honoured with WN Service Awards.

Throughout the year the Board also approved many policies and Terms of Reference (TOR) including:

- The Data Breach Policy
- The Data Protection Policy
- The Document Data Retention Policy
- The Privacy Policy
- The Subject Access Request Policy
- TOR for Audit & Risk Committee
- TOR for Commercial Committee
- TOR for Governance Committee
- TOR for Nominations Committee
- Event Disciplinary and Dispute Regulations
- Code of Conduct for Election Candidates
- Volunteer and Staff expense policies
- Inclusion Policy

Following the Board approving the process for the appointment of the new Medical Advisory Panel (MAP), Prof. Christa Janse van Rensburg was appointed as Chair, replacing Dr Grace Bryant who retired from the role after spending one four-year term as Chair, in addition to her 10 years as a panel member.

The Netball Family at Congress 2023



WN is proud of netball’s reputation as a clean sport, and it remains committed to supporting the clean athlete. There were no Anti-doping Rules Violations (ADRV) recorded in 2023.

During 2023, WN:

- Maintained compliance with the World Anti-Doping Code
- Built on commitment to increase the number of out of competition tests

WN continued to develop its policies and processes on ethics, integrity and conduct in 2023.

During the year, three disciplinary investigations were initiated. In each case a breach of WN regulations was found leading in two cases to advise on future conduct and in one case suspension from all netball activities.

Key decisions by World Netball in 2023 in relation to Govern:

- Recommendations made to Congress for the appointment of two Independent Directors
- Membership of WN Committees
- Approval of the Income and Expenditure Budget for 2024
- Agreed timeline for the establishment of the WN Athlete’s Advisory Commission
- The establishment a Working Group for Men’s and Mixed Netball

In closing I would like to thank all of those who have helped me to serve the sport and the WN Members during my time at WN. I wish my successor the very best in leading the next stage of development of netball around the globe.

Clare Briegal

GOVERN - EVOLVE THE GOVERNANCE STRUCTURE TO ENSURE WE REMAIN A LEADER IN BEST PRACTICE					
KPI	CATEGORY/VALUE	STATUS DEC 2021	STATUS DEC 2022	STATUS DEC 2023	TARGET DEC 2024
STRATEGIC PLAN	STATUS	DEVELOP/ LAUNCH PHASE	DELIVERING KPIs	DELIVERING KPIs	PLAN FOR 2024-2028 AGREED
WORLD NETBALL CONGRESS	STATUS	DELIVERED JULY 2021 ON-LINE PLANNING SPECIAL MEETING FOR JAN 2022	DELIVERED SPECIAL MEETING PLANNING FOR 2023 IN PLACE	DELIVERED JULY 2023 ELECTIONS FOR PRESIDENT ROLE (RE) APPOINTMENT REGIONAL DIRECTORS	VENUE FOR CONGRESS 2025 CONFIRMED AND VISITED
BOARD MEETINGS	FULL/INTERIM	4 FULL / 3 INTERIM IN 2021	4 FULL	4 FULL/ 4 INTERIM UPDATES 1 FACE-TO-FACE	4 / AS REQUIRED 1 FACE-TO-FACE
COMMITTEES	MEETINGS	4 MEETINGS	4 MEETINGS PER YEAR	4 MEETINGS PER YEAR	4 MEETINGS PER YEAR
ATHLETES VOICE	MEETINGS	ESTABLISHED WG	REPORT TO WN BOARD AND PROPOSALS ACCEPTED BY BOARD & MEMBERS	AD APPOINTED TOR APPROVED FOR ATHLETE ADVISORY PANEL	ESTABLISH ATHLETE COMMISSION
INDEPENDENT DIRECTOR (COMMERCIAL & FINANCIAL)	APPOINTMENT	CANDIDATE SELECTED FOR RECOMMENDATION TO MEMBERS	ID (C) APPOINTED	ID (F) APPOINTED	
FINANCIAL AUDIT	CLEAN (PREV YR) PLANNING MEETING HELD	CLEAN AUDIT (2020) 2021 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2021) 2022 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2022) 2023 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2023) 2024 AUDIT PLANNING MEETING HELD
CLEAN SPORT	ANTI-DOPING RULES VIOLATIONS IN INTL TESTING POOL	0 ADRV TDP (TEST DISTRIBUTION PLAN) IN ACTION	0 ADRV TDP (TEST DISTRIBUTION PLAN) COMPLETED	0 ADRV TDP (TEST DISTRIBUTION PLAN) COMPLETED COMPLIANCE QUESTIONNAIRE COMPLETED	0 ADRV DELIVER TDP (TEST DISTRIBUTION PLAN)
COMPLIANT WITH RELEVANT LEGISLATION		IOM CO. CLOSED	COMPLIANT WITH ALL RELEVANT LEGISLATION	COMPLIANT WITH ALL RELEVANT LEGISLATION	COMPLIANT WITH ALL RELEVANT LEGISLATION
POLICIES & REGULATIONS		SAFEGUARDING POLICY NEEDS UPDATING	SAFEGUARDING POLICY AND GUIDELINES APPROVED	UPDATED IN LINE WITH CHECKLIST	UPDATED IN LINE WITH CHECKLIST

WN COMMITTEE, WORKING GROUP AND TECHNICAL PANEL REPORTS

Audit and Risk Committee

Members: Ann Tod MNZM (Chair) resigned August 2024, Marva Bernard OJ resigned August 2024, Lindsay Sartori, Suri Bartlett (Chair) appointed August 2023.

In 2023 the Audit and Risk Committee met by video conference on five occasions and completed the following activities:

- Approved the 2022 financial statements
- Recommended the appointment of the external auditor
- Undertook regular reviews of the Risk Register
- Reviewed Membership Compliance
- Approved the quarterly financial statements for presentation to the Board
- Developed a high-level plan for the 2023 audit
- Provided oversight in respect of the development of Budget Assumption for 2024
- Reviewed and made recommendations in respect of the Ethics and Anti-Corruption Code, Disaster recovery plan and Expenses policy

Commercial Committee

Members: Shirley Hooper (Chair), Dame Liz Nicholl DBE, Lyn Carpenter stood until August 2023, Rob Mills, Clare Briegal, Kate Agnew and Emily Whiteside.

In 2023, the Commercial Committee met monthly, and completed the following activities:

- Developed and tested event portfolio models with stakeholders
- Established an event qualification working group
- Provided oversight to the Netball World Cup (NWC) sponsorship programme
- Oversaw the sales of international broadcast rights for the NWC
- Undertook exploratory discussion with clothing partners
- Launched the Strategic Development Fund
- Provided oversight for the development of a learning platform
- Undertook new market analysis

Governance Committee

Members: Ann Tod MNZM (Chair) resigned August 2023, Gaby Hochbaum resigned August 2023, Leanne O'Leary, Octavia Gibson, Clare Briegal, Angela Sanderson, Wainikiti Bogidrau (Chair) appointed August 2023, Dr Bridget Adams.

In 2023 the Governance Committee met on four occasions, and completed the following activities:

- Advised on the development of the agenda for Congress 2023
- Reviewed the Code of Conduct for Elections
- Reviewed the Ethics and Anti-corruption Code
- Provided oversight and feedback for Congress 2023
- Oversaw the implementation of revised Committee Structure
- Initialised a review of the Board Structure

Nominations Committee

Members: Dame Liz Nicholl DBE (stood down as Chair August 2023), Lyn Carpenter (Appointed Chair August 2023), Catherine Lewis, Kate Palmer.

In 2023 the Nominations Committee met by video conference on four occasions, and completed the following activities:

- Developed and implemented a succession strategy for Board and Committees
- Made recommendation to Board in respect of Independent Board Appointments
- Developed and implemented an induction plan for new directors
- Provided oversight for a Board and Committee Skills audit

- Provided oversight in the process to recruit a Chief Executive Officer
- Reviewed Board role descriptions
- Initialised a Board development plan

Medical Advisory Panel (MAP)

Members: Dr Grace Bryant (Chair) resigned May 2023, Prof Christa Janse van Rensburg appointed Chair May 2023, Sharon Kearney, Dr Praimanand Singh resigned May 2023, Janet Young and Dr Laura Lallenec appointed May 2023.

In 2023 MAP met by video conference on three occasions, and completed the following activities:

- Developed medical playbook for NWC, Commonwealth Youth Games and FAST5
- Reviewed the anti-doping risk assessment and test distribution plan for 2023
- Supported the review of the Rules of Netball
- Oversaw injury surveillance at NWC2023
- Developed a matchday concussion protocol
- Reviewed external athlete welfare programmes

Coaching Advisory Panel (CAP)

Dr Anita Navin (Chair), Sue Hawkins, Burta de Kock, Anna Stembridge, Sue Gaudion, Nic Jones, Vicki Wilson, Leigh Gibbs, Tracey Neville.

In 2023 CAP met by video conference once and completed the following activities:

- Delivered a successful coaching conference alongside NWC2023
- Implemented a coach development endorsement scheme

- Supported the review of the Rules of Netball
- Reviewed external athlete welfare programmes
- Developed a programme of engagement through social media
- Supporting the NWC Umpire Conference for all those at the event
- Supporting resource development for the Americas and USA

Rules Advisory Panel (RAP)

Cheryl Danson (Chair), Jonathan Bredin, Michelle Phippard, Waimarama Taumaunu and Yvette Smith.

In 2023 RAP met by video conference on five occasions and in person in July 2023. The following activities were completed:

- Review of the Rules of Netball
- Presented revised rules to Congress
- Developed webinars to disseminate the Rules of Netball
- Produced educational resources, including PDFs and videos for selected new rules
- Responded to queries regarding the Rules of Netball
- Attended and observed FAST5 Netball World Series 2023
- Developed a revised Terms of Reference

Officiating Advisory Panel (OAP)

Garratt Williamson (Chair), Gary Burgess, Lisa Douglas, Stacey Campton and Christina Barrow.

In 2023 OAP met by video conference on three occasions, and completed the following activities:

- Worked in conjunction with other Panels and Committees in the broader context of World Netball (WN) strategic development objectives to ensure alignment
- Advised the CEO and produced procedures relating to Umpiring
- Worked in conjunction with WN Panels to facilitate the delivery of education/training workshops for match officials at International and Regional levels as appropriate
- Led on portfolios of work, set up that work and delivered the outcomes
- Launched the OAP Strategy

NETBALL WORLD CUP 2023

At the end of 2023 World Netball (WN) released the results of a Broadcast, Media and Sponsorship Report commissioned from YouGov on the Netball World Cup 2023 (NWC2023).

Here are some of the key findings from the event which had the most successful sponsorship and broadcast programme of all time for WN:



42.3 Million
total viewership*
(linear TV, digital streaming
& social media videos)



3.2 Billion
impressions on posts
on social media about
the NWC2023 from
106,200 posts



8,052
Articles published with
a potential cumulative
readership of
1.2 Billion



Live linear TV audience
104% Increase
14.9 Million
2023
7.3 Million
2019



Average TV audiences
54% Female
46% Male



Africa

Accounted for **78%** of
the overall TV viewership



460k Users

visited www.netballpass.com
(OTT platform) during the event,
which enabled global reach
with live streams, match
statistics, and more.



£132 Million
Gross advertising
value, with a net
sponsorship value of
£47.9 Million



1,588
Social media videos
Referencing the NWC2023
that generated
12.7m views



Live linear TV coverage
72% Increase
1,409 Hours
2023
817 Hours
2019



2 Million
Audience of digital
streaming with
973 Hours
of digital coverage

FINANCE DIRECTOR'S REPORT

SURI BARTLETT



Suri Bartlett

The Directors are pleased to report on the financial performance of the International Netball Federation Limited, trading as World Netball (WN) for the year ending 31st December 2023.

Financial Performance Review

In 2023 WN recorded a surplus before tax of £1,050,798. This surplus was due in the main to recognition of the guaranteed minimum payment due in respect of Netball World Cup 2027 (NWC2027) that was deemed receivable on execution of the contract.



New Zealand vs Trinidad & Tobago at the NWC2023

INCOME

General

In 2023 WN reported income of £2,194,826 (£276,369 in 2022). This income was mainly in respect of competitions (broadcast rights for Netball World Cup 2023 (NWC2023) and the guaranteed minimum payment for Netball World Cup 2027 (NWC2027) of £1,063,800). Reported income was higher than anticipated due to recognition of the guaranteed minimum payment for NWC2027.

Financial Report

Member Numbers

Membership increased to 84 Members, 64 full and 20 associate in 2023 (79 in 2022). During the year the Federation welcomed eight new Full Members and one Associate.

Membership Subscriptions

Annual subscriptions from our Members was £126,868 in 2023 (£118,876 in 2022). This increase reflects the increase in membership numbers.

Competitions

In 2023 the WN recognised £1,754,415 as income from competitions (£0 in 2022).

The figure was higher than anticipated due to the recognition of £1,063,800 guaranteed minimum payment for NWC2027.

Royalties

Income received from royalty agreements was £65,702 in 2023 (£55,000 in 2022).

Grants

In 2023 the International Olympic Committee (IOC) provided a grant to WN totalling £24,771 (£27,279 in 2022) to support the Federation's anti-doping programme.



Dame Liz Nicholl presenting Netball World Cup to Australia

EXPENDITURE

GROW

Expenditure associated with GROW (including staffing) was £416,107 in 2023 (£357,575 in 2022). Net Effect grants to support Members' development initiatives amounting to £29,000 were made to Regional Federations once again in 2023. £62,454 (£58,388 in 2022) was spent on Regional Development Initiatives and £134,674 (£93,610 in 2022) was spent on digital marketing and communications.

PLAY

Expenditure in respect of PLAY (including staffing) was £205,297 in 2023 (£191,190 in 2022) of this £94,544 was spent on event management.

INSPIRE

Expenditure in respect of the INSPIRE strategy was £48,933 in 2023 (£37,547 in 2022). This reflects the funding awarded to the World Netball (WN) Foundation from WN to develop its strategy and partnerships.

GOVERN

Expenditure supporting WN's governance agenda (including staffing) was £473,690 in 2023 (£403,251 in 2022). The increase being mainly attributable to the cost of staging Congress 2023.

GROUP CASH AND RESERVES

WN held assets of £1,642,004 on 31st December 2023 (£603,688 in 2022). The significant increase in assets is due to the recognition of £1,063,800 guaranteed minimum payment for NWC2027.

CONCLUSION

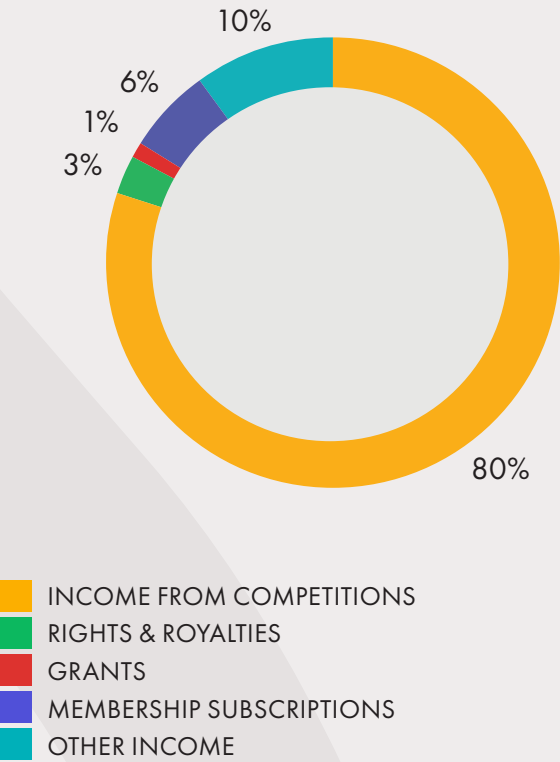
In 2023 we were all privileged to witness a spectacular NWC that delivered on WN's budgeted income streams. In addition, in 2023 WN was able to sign the hosting agreement for NWC2027. This delivered income from the hosting fee and enabled WN to recognise the guaranteed minimum profit share. These income streams enable WN to continue to invest in its strategies of GROW, PLAY and INSPIRE underpinned by great governance.

WN's 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 and its Members.

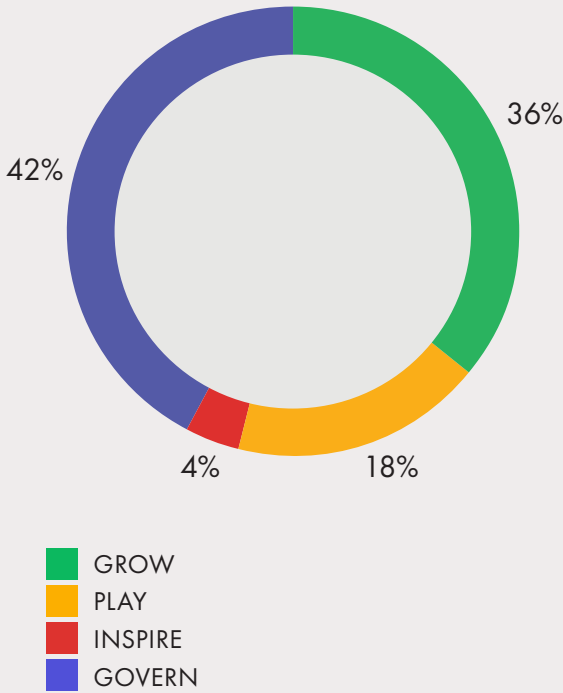
SURI BARTLETT
WORLD NETBALL FINANCE DIRECTOR

SUMMARY OF INCOME FOR THE YEAR TO 31ST DECEMBER 2023		
INCOME	2022 £	2021 £
INCOME FROM COMPETITIONS	1,754,415	-
RIGHTS & ROYALTIES	65,702	55,000
GRANTS	24,771	27,279
MEMBERSHIP SUBSCRIPTIONS	126,868	118,876
OTHER INCOME	223,070	75,214
INTEREST		-
TOTAL INCOME	2,194,826	276,369
EXPENDITURE		
GROW	416,107	357,575
PLAY	205,297	191,190
INSPIRE	48,933	37,547
GOVERN	473,690	403,251
TOTAL EXPENDITURE	1,139,027	989,563
SURPLUS/(DEFICIT) BEFORE TAX	1,050,798	- 713,194

SOURCES OF INCOME



EXPENDITURE BY STRATEGY



COMPANY STATEMENT OF FINANCIAL POSITION FOR THE AS OF 31ST DECEMBER 2023				
FIXED ASSETS	2023 £	2023 £	2022 £	2022 £
OFFICE EQUIPMENT	4,736		5,824	
INVESTMENT IN SUBSIDIARY	1		1	
		4,737		5,825
CURRENT ASSETS				
DEBTORS	1,364,877		405,574	
CASH AT BANK	507,081		551,092	
		1,871,958		956,666
CURRENT LIABILITIES				
CREDITORS: SHORT TERM	(234,691)		(358,802)	
		(234,691)		(358,802)
CURRENT ASSETS LESS CURRENT LIABILITIES:				
		1,637,267		597,864
TOTAL ASSETS LESS CURRENT LIABILITIES:				
		1,642,004		603,689
CAPITAL & RESERVES				
MEMBER FUNDS	603,689		1,327,333	
P & L ACCOUNT FOR THE YEAR	1,038,315		(723,644)	
		1,642,004		603,689

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