

WELSH NETBALL

THE BUSINESS
GROWTH JOURNEY



2013 | 2014

- 6,668 members
- Deloitte Business review
- Year 1 of Business financial recovery plan
- Business instability loss of senior staff / leadership

Welsh Netball the National Governing Body of Netball in Wales, has been on a significant journey over the last 7 years.

That journey began following the business experiencing financial & personnel difficulties in 2012/13. Green Meadow Media Limited (GMM) was appointed by the Welsh Netball (WN) to appoint an Interim General Manager to provide among other services a recovery plan report which would set out a number of scenario's to deal with the financial overspend predominantly incurred by WN in the financial year 1 September 2012–31 August 2013.

Deloitte were appointed by WN to provide an assessment of the financial and budgetary controls of the NGB, and in their report they highlight 20 recommendations. The NGB then embarked on a 6 year business recovery plan and 6 year loan repayment schedule.

The Board of Directors, particularly during this early period (2013–15) galvanised, to ensure the business was able to operate and still deliver core functions.

That recovery plan and repayment schedule were successfully completed in 2019. Along this journey the NGB has also experienced significant personnel changes, significant growth in all areas of its business and has managed the recovery plan in tandem with leading a growing sport during a time of annual reductions in core investment levels.

It is important that the journey is recognised and the success celebrated as we move in to a new era for the sport as the NGB prepares to launch its new 4 year strategy 2020 – 2024.

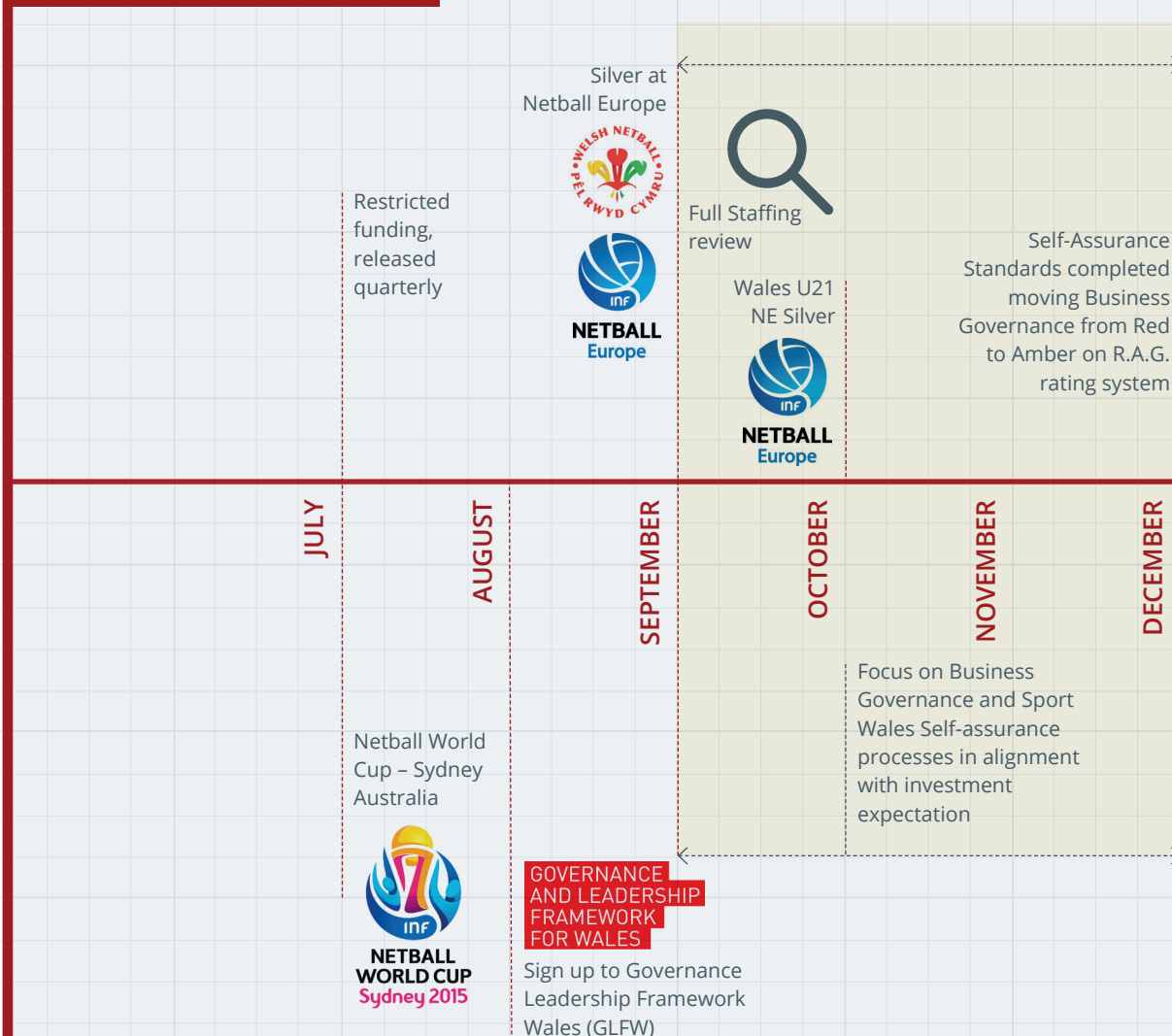
2015

Clear Sport Wales mandate stabilise governance, finances, develop a stable infrastructure, staff culture and operations.

STABILISE, MITIGATE

- Business Reserves: £20k → Members: 8189
- Year 2 of Business financial recovery plan

WORLD
RANKING
7



2016

STABILISE, REVIEW, CHALLENGE, CREATE

WORLD
RANKING
9

- Continue to grow business reserves → Members: 8954 → Year 3 of Business financial recovery plan
- Business still on restricted funding, released quarterly pending evidence of improvement



Wales U17
NE Bronze



New NGB
website
launched



38 workforce
education
courses delivered
(April 15 – March 16)



Celtic Dragons
VNSL finish
7th of 8



Silver at
Netball Europe



Wales U21
NE Silver



National
Workforce
audit
undertaken

Lobbying and
evidencing
for increased
investment
from Sport
Wales

JANUARY

FEBRUARY

Full staffing
review and
restructure

Significant
Capacity
challenges

MARCH

Introduction of several new positions

- Head of Community Development
- Communications & Marketing Officer
- Performance Support Officer
- Development roles streamlined to 4

APRIL

MAY

JUNE

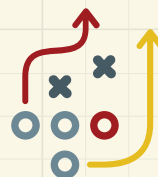


International
test series V
South Africa
(Snr & U21)

JULY

New 4-year
strategy
focussed on
reviving and
rebuilding
the business

AUGUST



SEPTEMBER

New INF rules
introduced
domestically



INTERNATIONAL
NETBALL
FEDERATION

OCTOBER

NOVEMBER

Secured 4-year
vitality Netball
Superleague
(VNSL) contract
for the Celtic
Dragons
Franchise as
1 of 10 teams

DECEMBER



Creation of new NGB Vision
**'Grow the Game,
Inspire Success'**
2016 - 2020

2017

TRANSFORMATIONAL YEAR

Continue to Stabiise
the Business whilst
Growing the Game

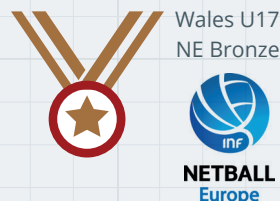
- Continue to grow business reserves → Members: 9825 → Year 4 of Business financial recovery plan
- Business still on restricted funding, released quarterly pending evidence of improvement

New strategic
Head of Performance
role created to drive
performance strategy,
create capacity & enable
dedicated Coach (s)



New Celtic Dragons
Website launched

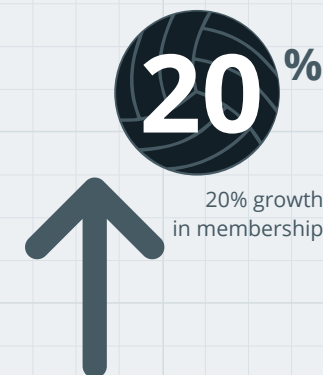
NGB fully staffed for
first time in 2 years



VNSL Audit
process
completed



Formal partnership with
University of South Wales
for Wales support and
training services



JANUARY



New operational
role for Celtic Dragons
created for the first
time, moving away
from a volunteer
run franchise

Higher expectations
and standards of
governance placed
on all Superleague
franchises

FEBRUARY



Historic International
2-day test series
Wales v New Zealand
Silver Ferns
• 5,500 spectators
• Major broadcast deals



MARCH

APRIL

MAY



Launch new
'Intro to Umpiring'
course



JUNE



Celtic Dragons
VNSL finish
10th of 10



Launch new Sports Leaders
UK Leadership Award



4th at
Netball Europe



NETBALL
Europe

Celtic Flames compete in
the inaugural SuperClub
event in New Zealand



NETS PLAY

Launch of new
Nets Play camps

Initiated partnership discussion with
The Princes Trust Cymru,
Girl Guiding Cymru
and Women's Institute



Improved and sustained
levels of good governance
through monitoring
mechanisms with
Sport Wales



Wales v Samoa
International Test series

JULY

Wales U21 Netball
World Youth Cup –
Botswana



AUGUST

Independent National
Competition Review
undertaken

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Board of Directors Skills and competencies review

Launch New
'B' Award
Umpiring course



New Partnership with
Cardiff Metropolitan
University to become
the official training ground
for Celtic Dragons



Prifysgol
Metropolitan
Caerdydd

2018

GROWTH YEAR

WORLD
RANKING
12

Evolution of
business structures
and processes

- Business reserves built to 6 figures → Members: 10073
- Year 5 of Business financial recovery plan
- Business still on restricted funding, but moved to investment released 6 monthly given evidence of improvement in governance, delivery and financial management

Achieved the NSPCC Child Protection in Sport Unit Level 2 Safeguarding Standard

 Child Protection in Sport Unit
play sport stay safe
enjoy and achieve

Full Umpiring review

Wales U17 NE Silver



Partnership with Social Business Wales – Organisation undergoes full governance review

Busnes Cymdeithasol Cymru
Social Business Wales

Full Financial procedures and operating platform review with significant changes made

VNSL Audit



netball tots

Netball Tots product launched

Insport Ribbon Award achieved

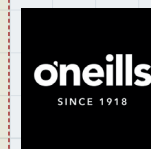


Recruitment of Wales Team Management

3rd at Netball Europe



4 year commercial deal signed with O'Neills



Appointment of Dedicated Celtic Dragons Head Coach

Wales U21 NE – 4th



Lobbying and planning for requesting increased investment - evidence based on improvements and achievements

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Major review of performance structures including personnel

Interim Wales Head Coach introduced to Lead Wales through CWG and to lead Celtic Dragons through 2018 season

Appointment a Non-Executive Commercial Director to the Welsh Netball Board

Commonwealth Games – Gold Coast



Celtic Dragons VNSL finish 10th of 10



Changes made to the Articles of the Association to enable WN to expand its Board based on skills and competencies

Girl Guiding Cymru Initiative launched



Appointment of dedicated Wales Head Coach (PT)

Introduction of new roles to the NGB to grow capacity and to try and cater for the demand of the sport

- Full time Competitions and Events officer
- Workforce Development Officer
- Performance Pathway Officer

Recruitment of 5 non-executive Directors based on skills portfolios expanding the Board to 12 (5 elected, 7 appointed)



Wales fail to qualify for Netball World Cup 2019



2019

GROWTH YEAR AND SUCCESSFUL DELIVERY

WORLD
RANKING
10

- Continuing to build reserves to required levels
- Successful completion of 6 year financial recovery



Wales U17
NE Silver



42 courses
delivered
(April 18 –
March 19)

Completion
of 6-year loan
repayment of



Completion of
6-year business
recovery plan



Launch of
Walking Netball
programme



Successful Wales Summer Test
series V South Africa, Malawi,
T&T, Grenada



Celtic Dragons
qualified for
Fast Five for
first time ever

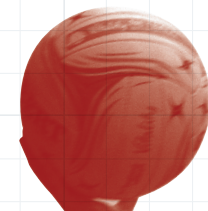


Historic broadcasting
deal with S4C

Wales Seniors
secure Silver at
Netball Europe



Wales U21s
secure Silver at
Netball Europe



JANUARY

FEBRUARY

MARCH

APRIL



VNSL Audit

JUNE

JULY



Celtic Dragons
VNSL finish 7th



AUGUST



Wales senior
team rise in
the World
rankings to 10



SEPTEMBER

OCTOBER

Wales U21
NE Silver

NOVEMBER

Launch of
DragonMark – a quality
accreditation
scheme for
Netball Clubs
in Wales

DRAGONMARK
MARC Y DDRAIG

DECEMBER

Celtic Dragons
make the
semi-finals
at Fast five



6 figure investment
secured to purchase
Wales' first international
wooden sprung floor

££££££££

Launch of
Women's Institute
Walking Netball
Project



6 figure investment
secured to develop
new Cardiff netball
facility in partnership
with FAW

Surpass the
10,000-member
target



10

WELSH NETBALL

National Sport Centre

Sophia Gardens

CARDIFF

CF11 9SW

Tel: 02920 334950

Email: welshnetball@welshnetball.com

Twitter: @WelshNetball

Facebook: [welshnetballassociation](https://www.facebook.com/welshnetballassociation)

Instagram: @WelshNetball

Web: welshnetball.co.uk

