WELSH NETBALL – 2013 ANNUAL REPORT

CHIEF EXECUTIVE'S REPORT

As this report is being written, the Celtic Dragons have just beaten Hertfordshire Mavericks in their sixth and final second phase Superleague match, having previously clinched a place in the semifinals of the competition on the weekend of 18th and 19th May with two games to spare. That will leave them one step away from the Grand Final on the 25th, quite a journey from just four years ago, when the Dragons were the league's obvious soft touch, winning only one of their 16 matches.

It is only one example at one particular level, but it illustrates the progress that is being made within netball in Wales. Back in 2009 we were without a performance lead, were in the process of changing CEOs, had just two office-based staff (Louise Carter and Lyanne Fairclough), had no one heading either development or education and our development team covered fewer than half of the 22 local authorities. We still have a mass of work to do but we can be very satisfied with the really solid foundations we have been laying.

PERFORMANCE

This time last year the Board had just approved proposals for the senior team to undertake a trip to the Cook Islands to play international matches against the hosts and Scotland. At the time Wales sat 11th in the world rankings but with only the top eleven in July 2013 joining hosts Scotland at the Commonwealth Games in 2014 (assuming at least four Commonwealth Games regions are represented), it would have been a calculated risk not to have arranged any additional matches and to have sat back and relied on others not overtaking us.

After failing to qualify for the games in Delhi in 2010 it was imperative that we did whatever we could to make Glasgow 2014. We will know whether that decision has paid off in July, when the International Netball Federation (as IFNA has been recently rebranded) publish its revised rankings; at that point the top eleven will qualify. We have Netball Europe in Aberdeen between now and then, of course, and other countries around us also play, but to have been sitting around a table in July with our primary funders, Sport Wales, knowing that we had not qualified and had not bothered to take any steps to try to improve our ranking position would have made for a very difficult conversation indeed, and may well have led to some revision of the considerable funding they provide for our performance pathway.

As I have already alluded to, the Celtic Dragons continue to go from strength to strength. After narrowly missing out on the semifinals in 2012, losing an eliminator play-off at Bath after winning all six second phase matches, they have gone one step further in 2013, clinching a semi-final place. Melissa Hyndman, her management team, and all of the players deserve enormous credit for the way they continue to learn and improve.

The age group squads have also had another successful year. The Under-17s, under the watchful eye of Head Coach Chris Weaver, achieved second at Netball Europe in Malta, and the Under-19s, coached by Di Morgan, delivered similar success as part of the development section of the Under-21 event held in Cardiff at the end of last month. There were also a number of positive results on the road at Under-15 level, where Louisa Daniel took on a variety of English opponents as part of the process of exposing players to high level competition at national level. The development of an Under-15 side is something we are fully committed to rolling out over the next few years.

It is a big year for the Under-21s. At the end of August they join 19 other countries at the quadrennial World Youth Championships in Glasgow. We already know the groups: Wales have been pitted against Jamaica, Samoa, the Cayman Islands and hosts Scotland in the pool stage. After successfully winning the inaugural Northern Cup by defeating Scotland and Singapore in Cardiff and Llandarcy in early March, the Wales side proceeded to win comfortably against both Northern Ireland and Scotland at the Netball Europe event in Cardiff last month. The final game, against England, resulted in a six goal defeat but the Welsh girls ran their opponents close right to the final whistle and that will have given the players, and the management team, led by Head Coach Laura Williams, tremendous confidence approaching Glasgow. We wish them all well later in the summer.

All of the members of the various management teams for our squads receive a name check in the section of this report which covers the events and results. It goes without saying that we continue to be enormously grateful to every single coach, team manager, umpire, bench official and volunteer who gives up their time to help us. That applies just as much across the eight high performance Hubs, which are doing a tremendous job. We would be a pretty lame organization without their fantastic commitment and support.

Having moved from 19 to ten, top five in the world is now the over-arching performance objective. As part of the strategic planning process (more of which throughout this report) Melissa, along with Mel Tuckwell and Kate Donnelly, who returned to Welsh Netball as our Performance Co-Ordinator last November, have been working on the detail of how that goal might be achieved. It will require some very different thinking and, almost certainly, considerable additional resource.

We will need to have some discussions with Sport Wales about how we sustain both the continued improved performances by the Celtic Dragons as well as the commitment to everything we believe we need to do in order to achieve a sustainable top five ranking. It is certainly going to be difficult to cover all of that at current income levels and, having focused on the Cook Islands last Autumn, we also have a duty to build back up the reserves which we have eaten into in order to try to deliver the Commonwealth Games objective. On the flip side of that, if we are to reach our goal we need to be playing matches against countries around and above us in the world rankings and this inevitably involves long distance travel, and not insignificant cost. As an immediate illustration of this delicate balance, for example, we have provisionally accepted an invitation to visit South Africa in the Autumn and play a three-way series against them and Fiji, currently ranked sixth and seventh in the world. I say 'provisionally' because we need to be confident we have the resources to do so. We will be looking at this when we attack the 2013/14 budget over the coming weeks but it remains something of a tightrope for us to be walking.

But these are all challenges it is good to be facing. They have come about because of the progress we have been making. The key now is to translate the ambition into reality. That will be something altogether more difficult.

DEVELOPMENT

It has been another year when the car has taken a fair old battering, but visibility and a willingness to travel and engage with different individuals and stakeholder groups remain so important for us as an organization and it is absolutely essential to be putting in the miles. As I have said many times before, we cannot expect to develop as a national governing body by sitting on our backsides gazing out of a few Cardiff office windows.

Our original plan, which we set out in 2010 to address the immediate problems, was to aim to have eight high performance Hubs, eight development staff leads, eight Area Forums and direct contact with as many of the 22 local authorities as we possibly could.

Over the course of the last eight months or so we have essentially completed that work. I have already referred to the Hubs. The appointments of Lyn Ryland (West Wales), Del Thomas (Powys), Jen Evans (South East) and Sarah Goulden (Glamorgan Valleys) mean we now have a designated development staff lead in each of our eight Areas. At the time of writing, virtually all of the Forums are up and running. Some are moving at a greater pace than others, but all eight are underway. I am delighted to say that we also now have direct contact with all 22 local authorities and netball is included on the majority of local authority sports development programmes.

All this means that in addition to a point of contact we now have the ear of every local authority, including their presence and input at Forum meetings, providing each Area with a consultative group to help them not only translate any strategic or governing bodyled initiatives but also to prioritize challenges on their respective patches and collaborate with colleagues in determining how best to overcome them.

All this has taken time, of course, but it is essential ground work and we won't be apologizing to anyone for having to exercise patience. Too often in sport we see changes in NGB staffing or at Board level resulting in new strategies and ideas only for the people implementing them to leave and for those left having to start all over again. We need more solidity and a much more stable structure, rather than continuing to be overly reliant on certain key individuals as we have in the past. Better to do things properly than quickly (as I'm sure someone famous must have once said!) though it hasn't harmed either our performance or our membership numbers in the immediate term.

And so we move on to the next phase in development terms, too. In addition to overseeing the launch of our new primary school game – *Tri-Net* – this Summer our Education & Development Manager, Julia Bowkett, has been focusing the attention of the development officers on three areas: establishing and developing Forums; implementing the new *Net Gain* club accreditation model; and working on plans to significantly increase affiliation targets in the longer term.

Throughout this year we have been installing new systems and we expect these to be ready to roll out the 2014 memberships. They ought to revolutionize the way that we all look at development and participation. I am sure there will be some teething problems but it's exciting to think we will be able to base our planning on real hard evidence, as opposed to hearsay or intuition. I am hoping that it will change the way everyone working on the development side approaches their work.

Before Christmas the whole staff team – office and development – came together to look at some longer term participation targets. Currently we have around 6,000 members. Having received significant financial support from Sport Wales to help put in place the development structure it was important that we demonstrated to them that such an investment would bring about significantly improved participation numbers.

To that end there has been a collective agreement to target a 700% increase by 2018 and to work around a figure of 42,000. We have to define exactly what the term 'affiliation' should look like, and there will be different definitions; it isn't about 42,000 full adult paying members. The new systems will enable us to capture and utilize data much more effectively and if we are willing to harness traditional methods and embrace new ways of working, with a range of external partners such as the Urdd, Street Games, Disability Sport Wales, and to work much more closely on the development of netball in BME and socio-economically deprived communities, for example, we believe we can bring about that scale of growth in numbers.

This summer Julia and the NDOs are working to develop some of these ideas and tailor them to produce regional plans. It isn't just a case of divvying up a national target eight ways; we have to look at where each region is, what realistic objectives it has in terms of participants, what the barriers are, and what priorities the key stakeholders in each of those regions believe they should be working on. But, as with the performance detail, we are intending to complete that work in time for the new strategy to be ready to roll out for the new financial year. It'll require bold, new thinking, the integration of ideas across all groups within and outside Welsh Netball, not to mention a lorry-load of work, but we're currently on track.

Becky Corne, our PR Co-Ordinator, left us in February and in her place we welcomed Harriet Millard on an initial six month contract up to the end of August. Harriet has already made an enormously positive impact and is building on some of the good work which Becky introduced last year. Also joining us last Autumn was Bernadette Sheppard as Competitions Officer: Bernadette is responsible for the delivery of all Welsh Netball domestic events and I am sure that we shall see a real improvement in this area in the coming year or two.

I say it every year, but the staff you have working on your behalf are fantastic. They are all committed to the development of the sport and although we will disagree from time to time the general atmosphere is one where we can challenge but can also have fun. It continues to be a pleasure to lead them.

EDUCATION

The coaching and umpiring education programme has seen an improvement this year. There have been 17 Starting Out courses run, with 292 learners; four UKCC Level 1 courses (61); and three UKCC Level 2 courses (Carmarthenshire, South East and Conwy) (55). The NDOs are contracted to deliver two Starting Out courses but due to new staff they have been unable to complete the tutor training this season. The new sports leader course has been delayed; it has been commissioned since April but there is no take up as yet. Sports Leaders bolt-on course delivered in schools through Welsh Netball. This is aimed at 12-16 year-olds learning how to lead netball sessions.

UKCC numbers have improved this year, with no courses being cancelled and the majority of the courses running at capacity. The regional split has worked well this year and will be carried on into next season. The new systems will improve the booking and payment procedure which, in turn, should improve the number of bookings.

In umpiring, there were 12 Q Award courses run, with 195 learners; six Level 1 courses (97); and no level 2 courses this year due to low demand. There is currently a waiting list for a level 2 course and a course will be organized once enough people are on the list to run a course.

Umpiring has again seen a positive improvement, where we have conducted five A tests this season in Wales, which is a first. From the tests being conducted in Wales it has enabled us to train five people to test at A level therefore ensuring that Welsh Netball should be self-sufficient in terms of A testing. We have built relationships with mentors across the border and all of the feedback has been very positive. There continue to be some challenges in testing further down (Bs and Cs) but this is something we are trying to address via the regional Forums.

Five new umpires passed their A test this year: Carl Daniels, Matthew Cole, Alison Davies, Hayley Lewis and Laura Harry. Congratulations to all five of them.

The new umpire testing procedure has been in place since January 2013. There have been a few issues arising, largely due to misunderstandings. However, we believe these issues have now been resolved and all tests should be running in line with the new procedures. Due to the changes we saw an influx of umpires passing their C and B awards before the new procedures came into action.

At the Under-21 Netball Europe event in Cardiff last month Alison Davies, Matthew Cole and Carl Daniels were all selected to umpire, and Hayley Lewis and Laura Harry were selected to umpire at the Under-17 event in Malta, Jan Aikhionbare was also selected as an umpire mentor for Malta. Alison Davies has subsequently also been selected to umpire at the Open Championships next month. Our congratulations to all six. It's nice to see Wales putting a stake in the ground in umpiring terms.

SAFEGUARDING & EQUALITY

We have continued to spend time over the past year on the subject of Safeguarding. As I explained in the 2012 report it is vital that we are offering a safe environment for youngsters to come into, that there are processes and procedures in place, and that we work as hard as we can to transform the culture within netball into one that puts the welfare of children and vulnerable adults at the forefront of everything that we do. Having passed the Level 2 standard in 2012 we will be reviewing all of our processes in the coming year as part of the process of moving towards the next level in 2014.

This year the focus has been slightly more weighted towards the Equality agenda. Having achieved the Foundation Level in 2011, we have been working towards the Preliminary Level of the Equality Standard for Sport and we submitted in April, with a presentation to the Panel the week after the AGM. It has been a time-consuming, but very interesting and revealing process, with wide consultation and some rewriting of a number of different policies. As a result, it has sharpened our focus in terms of the need for our development team to be working in new ways, with new partners, not only to increase numbers participating but also to reach new communities.

FINANCE & COMMERCIAL

After two consecutive profits this year has seen us return a loss of £25,650, though part of this can be explained by a one-off VAT payment of around £17k and the decision with our auditors to treat some income as deferred. This year, with the commitment to tour as part of the importance of qualifying for the Glasgow Commonwealth Games, will be another very difficult one, something we anticipated eighteen months or so ago as we started to expand and grow. Part of the new strategic planning process has included the need to focus separately on commercial matters, not merely including them as part of another portfolio, and alongside our other ambitious five-year targets we will be looking to prioritize the generation of an ambitious sponsorship and fundraising target over the same period.

Sport Wales continue to provide us with fantastic support for our various programmes and plans but as with all national governing bodies there is a danger of over-reliance on them and it is important that we look to provide ourselves with a cushion by generating more of our own income. This will allow us to do more of the 'nice to haves'. It is equally important, in what continue to be difficult economic times, to develop a robust risk and reserves policy, something we are committed to producing in the coming quarter.

We are grateful to a number of organizations for their support over the course of the year, in particular:

-	Samurai Sports Gilbert Dean Conway Associates	- -	Local Authorities INF & Netball Europe The Tom Maynard Trust
-	Tiger Tiger	-	Neath Port Talbot College
-	Strachan Travel	-	YC Sports
-	Eversheds	-	Perkins Slade
-	KTS Owens Thomas	-	Inspire Sport
-	Blue Sky Recruitment	-	Sport Wales
-	Urdd	-	Welsh Universities

GOVERNANCE

Much of the Board's time in recent months has been spent on developing the headline strategic objectives as part of a new "Netball 60" strategic plan. Due to commence in September this year, this is our new five-year vision and strategy for the sport in Wales.

The principal KPIs within the plan are threefold: top five in the world; increasing affiliations to 42,000; and developing a headline commercial target. These sit behind headline ambition, purpose and strategic imperatives. We have been deliberately ambitious. We have also acknowledged that to bring about such shifts will require new ways of thinking and working. To do the same things as we have always done and expect to get a very different outcome is naïve. We are, though, acutely aware that we will only have a limited resource available, both in terms of funding and in terms of staff and volunteer workforce.

Underpinning these objectives will be the creation of four new Panels covering performance, development, commercial and finance & audit. These will sit immediately below Board and report to the Board on a quarterly basis. The creation of these Panels will, in turn, be supported by specialist groups across the four disciplines. We will shortly be advertising for volunteers to help lead and serve on those Panels and groups, and we would value your support. We will be discussing some of the ideas around the new plan, along with the challenges and how we deal with them, with the various regional Forums so there will be an opportunity for members to be involved. There is a very detailed action plan in place to keep us all on track but we are not underestimating the extent of the work both the Board members and the staff have in front of them over the next three or four months. We will publish the headlines over the course of the summer.

As ever, I have relied greatly on the Board members, and in particular on our Chair, Catherine Lewis. She gives up a substantial amount of her time not only leading Board meetings and attending matches and tournaments but also in helping me with presentations and meetings with a whole host of different stakeholders. I couldn't possibly do my job, and the staff theirs, without her support. She uses the twin tools of carrot and stick equally well and keeps all of us involved in the organization on track.

In fact all of the Directors put in a huge amount of time on behalf of the members and that needs to be publicly recognized in this report, especially the commitment they have shown in attending additional weekend and evening meetings over the past few months as part of the process of working on the strategic plan.

We continue to receive great contributions from our President, Wendy White, and our two Vice Presidents, Wendy Pressdee and Sheila Cooksley, attending meetings regularly in a non-voting, observer capacity. Their knowledge is extensive and their continued support of everything we are doing is appreciated. And it was wonderful to see in the 2013 New Year's Honours List that Wendy White was awarded the British Empire Medal for services to netball in Wales. This is a fantastic achievement, and thoroughly well deserved. Her contribution over the years has been immense.

THANK YOU

It is a very easy thing to say, but we could not operate as a sport without the contribution of our volunteers. Last Summer we held our second Annual Awards evening (the 2013 event is on 29th June), which again provided us with the opportunity to recognize a number of people across a range of different categories. The deadline for nominations is 24th May and we now have 14 categories, including a lifetime achievement award.

Finally I would want to thank Sport Wales for their continued support at all levels, from Chair Laura McAllister down through the senior management team to the operational staff, and particularly to Susie Osborne, who is our assigned NGB liaison officer. Theirs is a regular presence at events, notably at Celtic Dragons matches, and they certainly take a keen interest in our progress. They are not our only funding partners of course but they do continue to provide the lion's share of our income and that gives them the right to challenge where they feel they should be challenging. This Summer I am sure there will be a number of discussions and debates about our strategic objectives before we settle on a funding support plan for the 60 months from September.

When I first walked into the old Welsh Netball HQ in Cathedral Road, I started my role here with just Louise and Lyanne for office company. We have come a long way in the last few years and the three of us have seen a huge amount of change in that time. Both have offered me stalwart support over that time. There is now such an enormous amount going on and as I pointed out in last year's report, with growth and expansion inevitably come a few growing pains, which we have to learn to deal with. The next year will be a really tough one not only because we have to balance delivery of our new (and ambitious) headline objectives with the need for financial stability, but because we will be embarking on an ambitious new strategic plan. A lot of work is going into the construction of the latter but I believe the organization is now in exactly the right place to be able to take this on and deliver against some bold targets.

Mike Fatkin Chief Executive May 2013 <u>mike.fatkin@welshnetball.com</u>

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2012

	2012 £	2011 £
TURNOVER	660,660	_ 572,608
Cost of Sales	(682,478)	(559,354)
	(00_) 0)	(000)00 !)
GROSS (DEFICIT)/SURPLUS	(21,818)	13, 254
Administrative expenses	(4,250)	(4,000)
	(1)=00)	(1)000
OPERATING (DEFICIT)/SURPLUS	(26,068)	9,254
Interest receivable and similar income	641	510
(DEFICIT)/SURPLUS ON ORDINARY ACTIVITIES		
BEFORE TAXATION	(25,427)	9,764
Tax on (deficit)/surplus on ordinary activities	(223)	(100)
Tax on (denoty) surplus on ordinary detivities	(223)	(100)
(DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR	(25,650)	9,664
BALANCE SHEET AS AT 31 AUGUST	2012	
	2012	2011
	£	£
FIXED ASSETS		
Intangible assets	-	-
Tangible assets	2,547	3,053
5	2,547	3,053
CURRENT ASSETS	,	,
Stocks	1,000	1,000
Debtors	31,176	20,406
Cash at bank	126,378	143,318
	158,554	164,724
CREDITORS		10 1)/ 1 1
Amounts falling due within one year	(106,820)	(87,846)
	((01)010)
NET CURRENT ASSETS	51,734	76,878
		, 0,070
TOTAL ASSETS LESS CURRENT LIABILITIES	54,281	79,931
RESERVES		
Income and expenditure account	54,281	79,931
		13,331
	54,281	79,931

TOURNAMENT RESULTS 2013

Open Inter Area - 20th April - Trinity College, Carmarthenshire

Division 1

1 st	Cardiff & District
2 nd	Afan/Nedd/Tawe
3rd	North West Wales

Division 2

1 st	Afan/Nedd/Tawe
2 nd	Cardiff & District
3 rd	Powys

Anne Smart and President's Cup - 16th March Brecon Leisure Centre and Llandrindod Leisure Centre

Anne Smart Trophy

1 st	Ysgol Ystalyfera
2 nd	Crickhowell High School
3 rd	Corpus Christi High School

President's Cup

1 st	Connah's Quay High School					
2 nd	Brynteg Comprehensive					
3 rd	Ysgol Gyfun Gwyr					

U14 & U16 Inter Area - 23rd and 24th February Rhyd-y-Car Leisure Centre, Merthyr

U14 Inter Area

1 st	Afan/Nedd/Tawe				
2 nd	Cardiff & Vale				
3 rd	Glamorgan Valleys				

U16 Inter Area

1 st	Afan/Nedd/Tawe
2 nd	Glamorgan Valleys
3 rd	Cardiff & Vale

U17 Junior Clubs - 24th November - St Athan, Vale of Glamorgan

1 st	СТК
2 nd	Penybont Dragons

	Engla	nd		NNI		Sc	otla	nd	W	ales	Points	Final Position
England			70	5	11	68	5	10	40	5 9	15	1st
NNI	¹¹ 0	70				31	2	32	21	0 49	2	4th
Scotland	10 0	68	32	5	31				30	1 38	6	3rd
Wales	9 0	40	49	5	21	38	5	30			10	2nd

NETBALL EUROPE U17 CHAMPIONSHIP RESULTS 2013

Netball Europe U17 Squad 2013

EVIE BRERETON	N E Wales
OLIVIA PHILLIPS	N E Wales
ISABELLE DUNSFORD	Cardiff & Vale
CELYN EMANUEL	Glamorgan Valleys
GEORGIA WOOD	Powys
ASHLEY DAVIES	N E Wales
KATIE SULLIVAN	Cardiff & Vale
EMILY EDWARDS	Afan Nedd Tawe
CHLOE DYKE	Glamorgan Valleys
BETHAN DAVIES	Powys
EDEN CALFORD	Glamorgan Valleys
DEMI BRADY	Afan Nedd Tawe

Head Coach	Chris Weaver
Assistant Coach	Shaun Williams
Team Manager	Tina Cook

NETBALL EUROPE U21 CHAMPIONSHIP RESULTS 2013

	England	NNI	Scotland	Wales	Points	Final Position
England		70 5 20	70 5 11	45 5 39	15	1st
NNI	20 0 70		45 2 46	28 0 56	2	4th
Scotland	11 0 70	46 5 45		35 0 78	5	3rd
Wales	39 1 45	56 5 28	78 5 35		11	2nd

Performance Section

Netball Europe U21 Squad 2013

NIA JONES	N E Wales
SIONED HISCOCKS	Glamorgan Valleys
CHELSEA LEWIS	Glamorgan Valleys
CATHY BASTIAN	Glamorgan Valleys
CARLY LEWIS	Glamorgan Valleys
SOPHIE MORGAN	N East Wales
SADIE BISHOP	Glamorgan Valleys
LOIS HOUGH	N East Wales
LATEISHA KIDNER	Glamorgan Valleys
BETHAN DYKE	Glamorgan Valleys
CHLOE JAMES	Afan Nedd Tawe
ELOISE SKINNER	Cardiff & Vale

Head Coach	Laura Williams
Assistant Coach	Melissa Hyndman
Team Manager	Lavinia Baker
Physiotherapist	Mark Rausa
Video Analysis	Liz Bealing

NETBALL EUROPE U21 CHAMPIONSHIP RESULTS 2013

	England	Malta	Scotland	Wales	Points	Final Position
England		91 5 19	86 5 15	56 5 30	15	1st
Malta	19 0 91		45 2 47	30 0 64	2	4th
Scotland	15 0 86	47 5 45		24 0 63	5	3rd
Wales	30 1 56	64 5 30	63 5 24		11	2nd

Development Section

Netball Europe U19 Squad 2013

ELEANOR ROBERTS	S E WALES
CATRIN BOWEN (Captain)	Afan Nedd Tawe
FERN DAVIES	N East Wales
GEORGIA ROWE	S E Wales
HANNAH JONES (Vice Captain)	Glamorgan Valleys
HARI TRUMAN	West Wales
HARRIET SKINNER	Cardiff & Vale
IMOGEN HARRISON	N E Wales
KATIE LLEWELLYN	Afan Nedd Tawe
MEGAN POWELL	Afan Nedd Tawe
SARAH LLEWELLYN	Afan Nedd Tawe
EMILY WYKES	N E Wales

Head Coach	Diane Morgan
Assistant Coach	Tina Cox
Team Manager	Christine Hiscocks