



# NETBALL SCOTLAND ANNUAL REPORT

— SEASON 2018/2019 —





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GROW AS AN INDIVIDUAL  
DEVELOP AS A SPORT  
SUCCEED AS A TEAM



# CHAIR'S WELCOME

**Welcome to our Netball Scotland Annual report where we reflect across the 2018-2019 season and look ahead to another exciting season in front us.**

Our membership and levels of engagement across Scotland continue to grow year on year. The profile of Netball across the UK has been rocketed skywards through increased media – with the Vitality Netball Superleague regularly covered and advertised at prime time across Sky and many free to view channels.

The continued growth of our sport is testament to the hard work and significant effort from everyone across our organisation, staff and our wonderful extended team of volunteers, we would not be where we are today without your time, experience and loyalty – thank you very much. 2018 was dominated by the Commonwealth Games – being held on the Gold Coast, Australia. Our performance was exhilarating, providing great talking points and recognition of how our athletes and squad have grown, developed and are now up there, playing and competing with the Top 10 nations and keeping them on their toes!

Our Sirens Superleague franchise competed again in the Vitality Netball Superleague bringing even bigger and noisier crowds of fans into the Emirates. The competition is getting stronger and stronger across this platform enabling fantastic development for our Scottish athletes to contest “locally” across the UK. Managing these events is only possible with our fantastic squad of volunteers – thank you once again – we are acknowledged as delivering some of the best events across the Superleague and this is due to your expertise – we are very good at this and should all be very proud!

The 2019 Netball World Cup was a very special event for us all, and for me personally, as this was held in my home city of Liverpool. Thank you to all the fans who travelled to support the Thistles – what an experience! It was great to see how our young talent commanded the court and received great recognition from the media and press – ‘A force to watch’ was my favourite headline! Well done to all the squad. It was a tough draw and finishing 11th wasn’t what we had hoped for but we played some great netball and set the scene for what is coming next.

In my capacity as Chair of Netball Scotland one of my most important roles is to ensure we have the right levels of capability across our organisation and our voluntary Board. Our non-executive directors play a critical role in supporting our CEO, Claire Nelson, and her management team across strategic and operational policy, bringing expertise across people, financial, and legal management whilst also extending across equality, wellbeing and corporate governance. A big thank you from me for all your time and guidance – its great to have you all on board!

In the season ahead we will continue to further develop our capabilities across the organisation. The Board and Executive have recently reviewed all policies and operating procedures looking to streamline how we operate and engage with all our members, athletes and staff.

Growing the sport of Netball through increased participation across all of our communities is our aim and objective. Ensuring we have an effective way of working and utilise our resources as best we can is essential. We are a small business but are able and capable of having a tremendous positive impact on physical and mental wellbeing across Scotland.

Thank you for your contribution.



**CAROLINE MANSLEY**  
**CHAIR OF NETBALL SCOTLAND**





# CEO WELCOME

2019 not only marks the end of the 2018/19 Season but also the end of our 2015-19 Strategic Plan 'Polaris', and what a four years it has been for Netball Scotland. Through our collective passion for, and belief in, our sport as well as a lot of hard work and determination, together we have positioned our organisation as one of the fastest growing, most exciting and most innovative sports governing body in the UK. From the launch of our Vitality Netball Superleague Franchise, Strathclyde Sirens, back in 2017, almost doubling our core staffing resource, increasing our membership by more than 65%, enhancing our regional coverage to 30 out of 32 Local Authorities, rising up the official INF world rankings to our highest ever position of 7th, securing high profile commercial and strategic partnerships, and delivering our largest and most diverse portfolio of programmes, events and courses to more people than ever before, netball in Scotland is most definitely a sport that continues to stay on the rise.



Whilst our growth has been a great success, it has taken place with the same level of financial funding, systems, processes and infrastructure, that have been in place since we were a much smaller organisation. As a result, we have felt the strain of delivering more. Therefore, last summer we appointed an independent industry expert to conduct an internal review and analysis of our operational structure. This process identified areas for improvement and development across the business operation allowing us to create a plan of action to implement the necessary modifications required. This Operational Excellence (OpEx) project has already yielded a number of significant improvements in efficiencies through the re-design and reengineering of several processes, and has also actively driven the enhancement of staff capability and expertise. This is an ongoing project which is critical to our ability to effectively support and sustain our continued growth and to realise our future ambitions and potential.

To lead, guide and support the delivery of our business improvements we were delighted to add three new exceptional Directors to our Board in the new year who each bring a wealth of experience and expertise across Finance, Legal and HR functions. They are already making a positive impact and will be critical to the Board's overall role in leading the delivery of our new strategic plan, as well as in ensuring that Netball Scotland continues to be a well governed, safe, fair and inclusive organisation for its members.

We were successful in our funding application to **sportscotland** for the next strategic cycle 2019-23, in line with our new strategic plan. Whilst this is a positive outcome and reaffirms their belief in netball and the governing body, it doesn't aid growth. We will need to continue to source other areas of income generation and strategic and commercial partnerships.

This year we launched our new strategic plan which is inspired and led by you, our members, as well as the huge potential that we know that our sport has both domestically and on the International stage. This new plan is a continuation of the great work already started and marks the next significant phase in our growth and development as a sport and organisation. Growth is challenging, especially when you are limited by funding and resource, but we resolve to continue to be bold, courageous and innovative in our approach to realising our potential and our ambitions, and we will do this with our sport and our people firmly at the heart of it all.

There will need to be change, but this change will be in our collective best interests and will be driven in full consultation and collaboration with our members, partners and stakeholders. In the year ahead we plan to listen, connect and engage with as many of you as possible to help to shape our plans for the future and I am grateful for your anticipated support, ideas and enthusiasm for the journey ahead.





The 2018/19 season saw the introduction of a fantastic new strategic partnership for Netball Scotland as we signed a minimum 3 year agreement with the prestigious University of Strathclyde. This ground-breaking new partnership will focus on enhancing the development of our performance pathway and will specifically support our Sirens Superleague team as well as our national age group pathway. With the recent appointment of a new dual role, Performance Pathways Coach, to work across both the University netball teams and our national pathway players and coaches, we can now deliver an enhanced performance programme to our most talented young athletes in order to better prepare them for future world competition.

The newly named Strathclyde Sirens felt the pinch of defeat on court more times than we would have liked this season, however the team provided our Scottish Thistles with an unprecedented opportunity to train and develop as a squad in the lead up to this summer's Netball World Cup in Liverpool, and as ever our incredible army of fans turned out to support them. For our third consecutive year in the League we delivered some of the highest live match day spectator numbers, and we continue to set the bar when it comes to match day experience and brand marketing. Delivering a Sirens season takes a huge amount of work so considerable thanks must go to Gill Crozier, Jess Mawer and their incredible team of people who deliver this demanding programme each season for us.

Next season we have made some exciting changes which we hope will continue to strengthen our national programme whilst also improving our on court performances in the VNSL. Please keep showing up to support us as you, our fans, are the beating heart of this fledgling Franchise. **#BeTheNoise** and keep **#ChangingTheGame**

On the International stage we have had much to celebrate as a nation over the past year. From last year's Commonwealth Games to this summer's Netball World Cup and recently rising up the world rankings, Scotland has evidenced the talent we have and showed the world that we are going to be a serious force to be reckoned with in the not too distant future. Although this summer's Netball World Cup technically falls into this next cycle, it is a culmination of 4 years hard work and dedication by a number of people and partners, and the whole world, let alone our small but mighty nation, can see the progress that has been made. Our coaches, management teams and support staff, and in particular our athletes, have put in a significant amount of time as well as physical and mental commitment to prepare, train and compete for not only our national teams, but also for our Sirens team, week in week out.

We all continue to be incredibly proud of our athletes – they are superb ambassadors for our country and excellent role models both on and off the court.

Off the court the Netball Scotland staff has continued to engage with and support our members across the country and have delivered some outstanding results for the business. This team works tirelessly to ensure that the needs of our members are being met through innovative new products and ideas and are passionate about ensuring that our sport is fit for the future. They are an absolute credit to this business and make every day enjoyable, and I want to thank them personally for everything they do, and for their ability to keep adapting, growing and developing alongside the ever-changing needs of this business.

Recognition of course must also go to our national network of Netball Scotland workforce and volunteers. Without you all we would not be able to do what we do. Your energy and passion for supporting the development, delivery and growth of netball in Scotland is humbling, and we are all grateful to you for the time you dedicate to our sport and our people. Thank you.

In the meantime, in whatever capacity you participate in our sport – be it as a player, coach, official, fan or volunteer – may you have a wonderful season ahead. One that is full of fun, friendship and fantastic experiences. Thank you for inspiring us every day and for being part of what is one of the closest, most connected and most supportive netballing nations in the world!

Have a wonderful 2019/20 season.

**CLAIRE NELSON**  
**CEO OF NETBALL SCOTLAND**

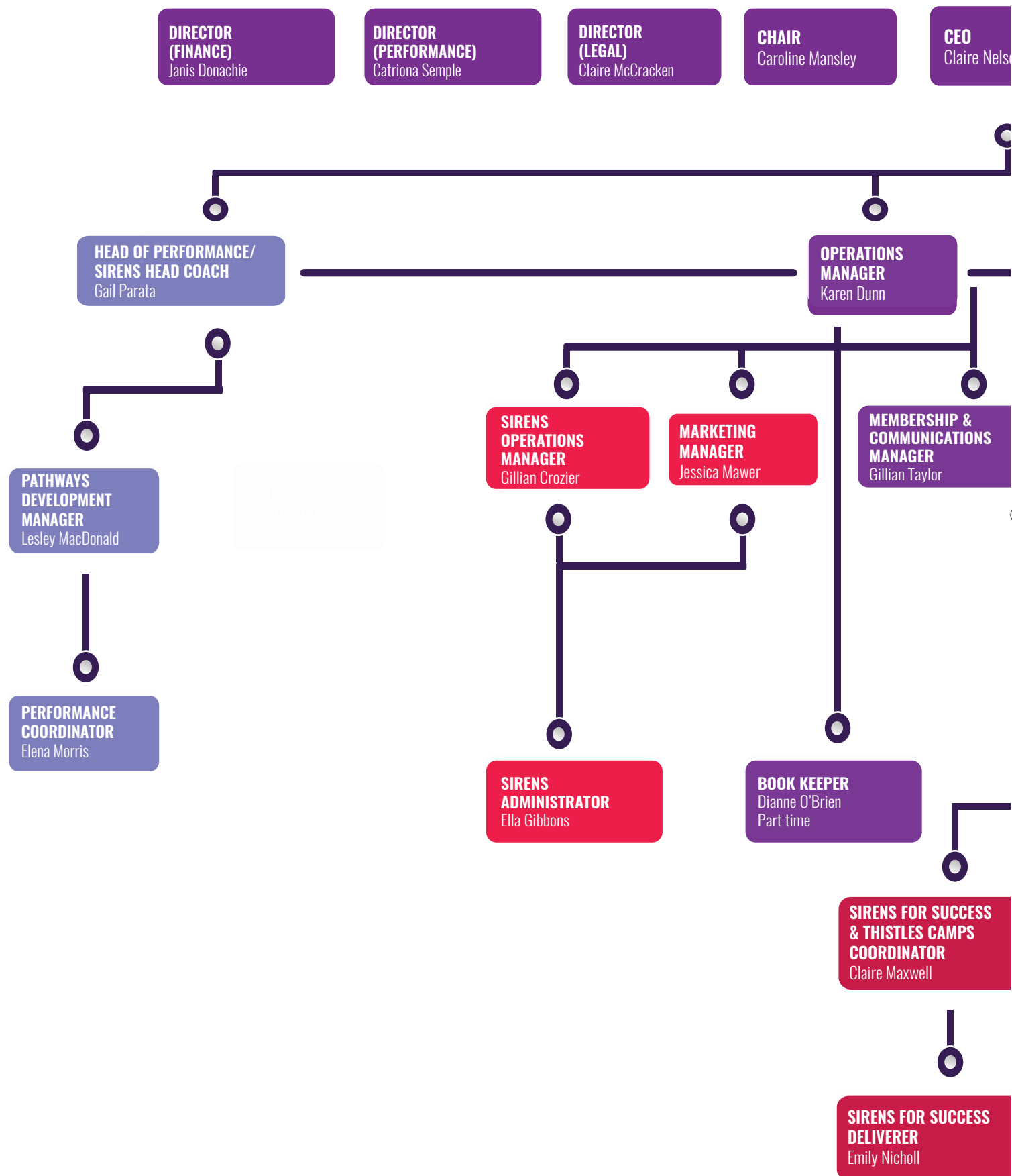
**#SucceedAsATeam**





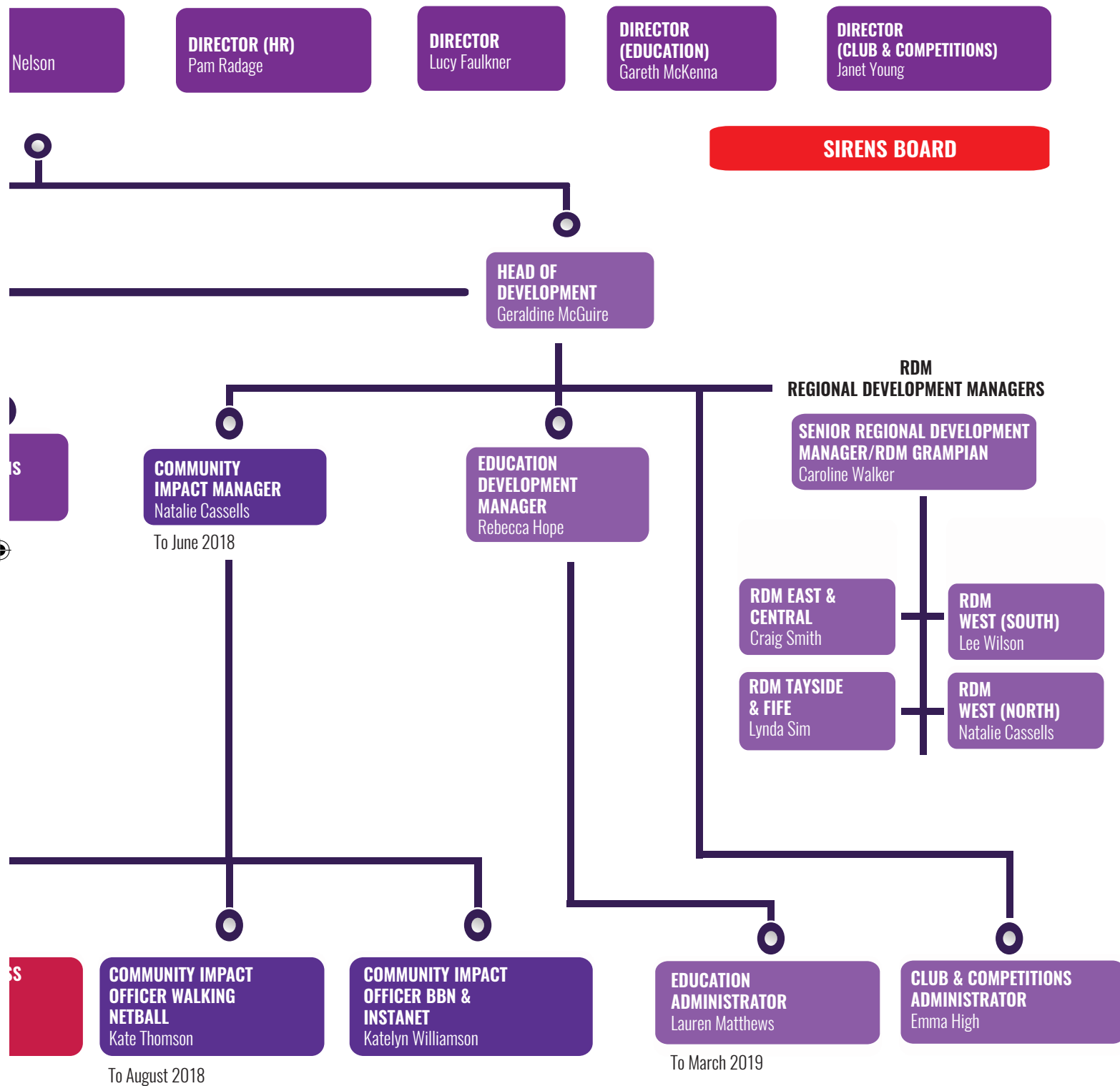


# NETBALL SCOTLAND ORGANISATION





# ORGANISATIONAL CHART 2018/19

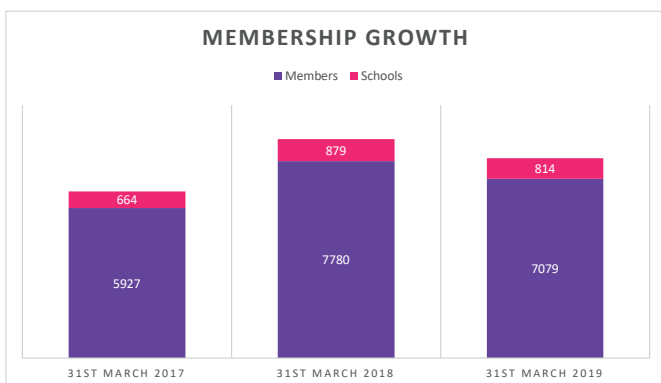




# MEMBERSHIP

Our thousands of Members are the heart and soul of Netball Scotland. Whether you haven't played for years and are just bouncing back, are a seasoned club player, or at the top of your game on the International stage our membership base reflects a broad and diverse range of people from across the country. This year we are delighted to report another successive rise in participation, most notably through an 18.5% increase in affiliated clubs. We now support 218 member clubs from the Highlands and Islands right down to the Borders, which is a real testament to the growth of our sport.

As the 1st phase of our long-term strategic plan comes to an end we have experienced an incredible 61% membership increase since 2015. Our aim moving forward is to continue on this growth trajectory whilst ensuring that we effectively support all of our members through a world class system of programmes, competitions, education and events.



Due to an internal review of reporting methods and data captured, and the completion of the instanet programme (515 members & 65 schools), membership figures have been adjusted for this Annual Report to accurately reflect current data. Affiliated club membership figures continue to grow year on year.



- Senior
- Student Competitive League
- Junior in a Senior League
- Walking Netball
- Teacher/Student
- Non Playing
- Junior
- BUCS
- BBN/BBN+/BBN Student
- Schools
- Volunteer/Fan/Committee
- Life Member



## 2018/19 HIGHLIGHTS



15.8%

Increase in Junior Membership



17.7%

Increase in Walking Netball Membership



21%

Increase in Secondary School Membership



15.9%

Increase in Primary School Membership



18.5%

Increase in Club Membership

# COMMUNICATIONS

Communication has been highlighted across the membership as an area requiring improvement. We appreciate your feedback and will continually strive to ensure that as a business we communicate with clarity across all channels.

In line with this feedback a new Communications calendar has been created, a linked approach between the Netball Scotland website, E-mail and our social media channels has evolved to ensure the most pertinent information is delivered to you. However, we need you to help us achieve this. To guarantee you see our posts make sure to Follow, Like and Share our content and approve your e-mail opt-ins on GoMembership to continue to hear from us.

MONTHLY  
REACH:

400,048

MONTHLY  
ENGAGEMENT:

87%

NEW  
FOLLOWERS:

402

## DIGITAL CAMPAIGN HIGHLIGHTS



9,344



7,298



2,005

\*Cross channel  
follower counts  
as of 31st March  
2019

#NSAwards2018 – Digital Awards

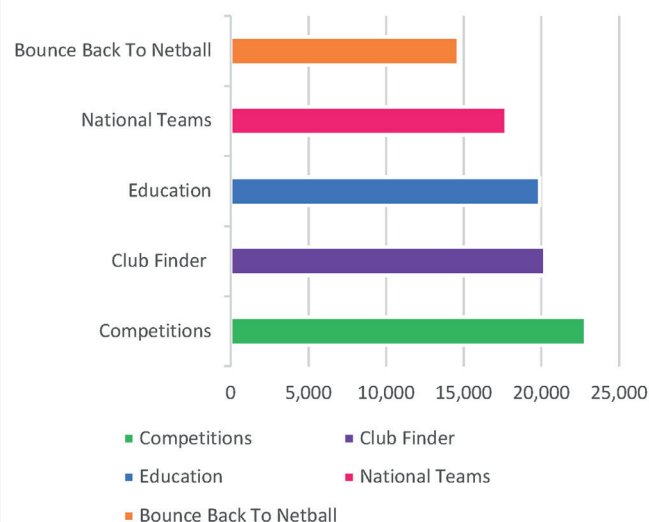
#BackingPurple – National Team

#NSPlayItPink – CRUK Event



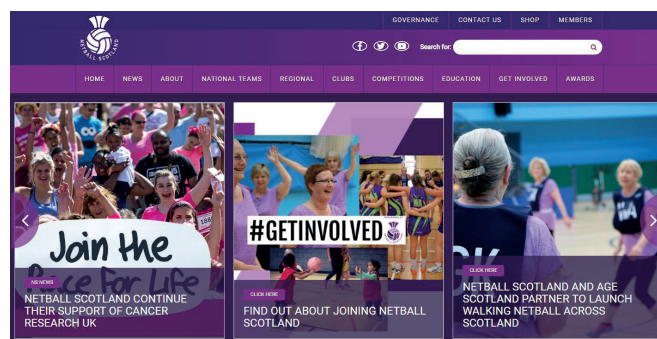
## NETBALL SCOTLAND WEBSITE

Most Viewed Pages This Year



The new look Netball Scotland website was launched in February 2018. Set up to provide our members with the most up-to-date information on Netball in Scotland it has so far seen great engagement with 15,848 average page views a month.

We want our website to be a one stop shop for members and clubs, a place where you can get information on all the things relevant to you. That is why we are currently beginning a project of updates to refresh and realign the website and make it as user friendly as possible. Stay tuned!











# HEAD OF DEVELOPMENT

Entering the final year of a 4-year Strategic Plan is always a time for reflection and, of course, a time to consider the needs of the sport as we head into the next cycle. Looking back since we launched our last Strategic Plan, Polaris in 2015 has been extremely satisfying. We have witnessed an unprecedented growth across all areas of the sport, we have more young people than ever before playing netball in schools and clubs and a stronger pathway which offers more opportunities for people to participate, compete and engage in netball. However, there is always so much more to do and I believe our new Strategic Plan clearly brings to life the vision we have for our sport over the coming years. The plan builds on the foundations we have made together and recognises the need for change as we work hand in hand to build a world class system for netball in Scotland.

Servicing the needs of a growing and diverse membership whilst maintaining quality is always of high importance to us, however, this does present its challenges. To ensure we have capacity & capability, it is essential in my role to identify additional funding streams to ensure the development team is able to deliver against our ambition. Securing continued investment from the Regional Sporting Partnership in Tayside & Fife has allowed us to retain, the now co-funded, regional development post. Having a Regional Development Manager (RDM) to lead the operational development of netball & drive and support membership growth in the 4 local authorities of Angus, Dundee, Fife and Perth & Kinross has proven to be invaluable as we witnessed an increase in connected activity across the region through growth in all membership categories. At this point, I would like to make a special mention to the members of the Perth Ladies League who recently placed their trust in the governing body and voted to affiliate for the first time, we very much look forward to working with you all and promise you will not be disappointed.

Alongside this, our successful bid to the Changing Lives Through Sport & Physical Activity Fund (CLTSPA) saw the addition of 3 Walking Netball Activators allowing us to expand our community impact work across the country. Thanks to this investment, February 2018 saw the launch of our CLTSPA project "Walking Netball ... More Than A Game" in partnership with Age Scotland & Breathing Space. The project will gather data to demonstrate the positive impact on both physical & mental wellbeing of the participants as well as evidencing the benefits on social inclusion and tackling loneliness. (see full report on Page 14)

Other key highlights for the year included welcoming our Island communities in both Shetland and Orkney to the netball family with all activity now connected to Netball Scotland through affiliation. Through strong partnership work we ensure these remote communities have access to education, competitions and the national pathway as well as enjoying working with our talented athletes who headed to the Islands for the first time to deliver Thistle Camps. Now with RDM support in 30 of the 32 local authorities across Scotland, the development team work collaboratively with our clubs and communities, partners and stakeholders across the regions to offer expert guidance, knowledge and resources to support the evolution of our sport. Next steps for us as we look to realise netball's potential through delivery of our new strategic plan, will see a focus on our strategic aim to Enhance the Pathway. Through the on-going Pathway Review we will look to enhance our domestic competition structure to deliver our aspirations on the world stage, develop a quality workforce to support the pathway and work collaboratively with our Local Associations across Scotland to ensure we take this journey together.

A huge thanks from me to my whole team, those past and present who drive our sport forward through their passion and dedication and of course to each and every one of our partners, stakeholders, workforce and volunteers, quite simply we could not do it without you.

**GERALDINE McGUIRE**  
**HEAD OF DEVELOPMENT**

**#DevelopAsASport**



# REGIONAL DEVELOPMENT

Figures recorded as at 31st March 2019

## EAST & CENTRAL

BORDERS (5), CLACKMANNANSHIRE (1), EAST LoTHIAN (4), EDINBURGH (28), FALKIRK (1) MIDLoTHIAN (2), STIRLING (4), WEST LoTHIAN (7) CLUBS

Craig Smith • [RDMEastCentral@netballscotland.com](mailto:RDMEastCentral@netballscotland.com) • @NS\_EastCentral

1692 Members: 1.5% increase on March 2018 (+27)

11 Thistle Mark Clubs: 7 Bronze, 2 Silver, 2 Gold

68 Level C Umpires, 25 B Umpires, 3 A Umpires

## GRAMPIAN

ABERDEEN CITY (14), ABERDEENSHIRE (17), MORAY (3) CLUBS

Caroline Walker • [RDMGrampian@netballscotland.com](mailto:RDMGrampian@netballscotland.com) • @NS\_Grampian

1009 members: 3.27 % increase on March 2017 (+32)

4 Thistle Mark Clubs: 4 Bronze

37 UKCC Level 1 and 11 UKCC Level 2 qualified Coaches

60 C Umpires and 10 B Umpires

## HIGHLANDS & ISLANDS

HIGHLANDS (5), ORKNEY (2), SHETLAND (22) CLUBS

565 members Highlands and Islands: 32.9 % increase on March 2017 (+140)

23 UKCC Level 1 Coaches and 8 UKCC Level 2 qualified Coaches

## TAYSIDE & FIFE

ANGUS (3), DUNDEE (5), FIFE (7), PERTH & KINROSS (13) CLUBS

Lynda Sim • [RDMTaysideFife@netballscotland.com](mailto:RDMTaysideFife@netballscotland.com)

752 Members: 23.68% increase on March 2018 (608)

4 Thistle Mark Clubs: 3 Bronze, 1 Silver

35 UKCC Level 1 coaches and 12 UKCC Level 2 qualified Coaches

19 C Umpires and 8 B Umpires

## WEST (SOUTH)

DUMFRIES & GALLOWAY (3), EAST AYRSHIRE (3), INVERCLYDE (2), NORTH AYRSHIRE (3), NORTH LANARKSHIRE (10), SOUTH AYRSHIRE (2), SOUTH LANARKSHIRE (18) CLUBS

Lee Wilson • [RDMWestSouth@netballscotland.com](mailto:RDMWestSouth@netballscotland.com) • @NS\_WestSouth

1110 members: 5% increase on March 2018 (+59)

10 Thistle Mark Clubs: 10 Bronze

59 UKCC Level 1 and 26 UKCC Level 2 qualified coaches

16 Level C Umpires, 7 B umpires and 2 A Umpires

## WEST (NORTH)

ARGYLE AND BUTE (4), EAST DUNBARTONSHIRE (5), EAST RENFREWSHIRE (7), GLASGOW (22), RENFREWSHIRE (5), WEST DUNBARTONSHIRE (3) CLUBS

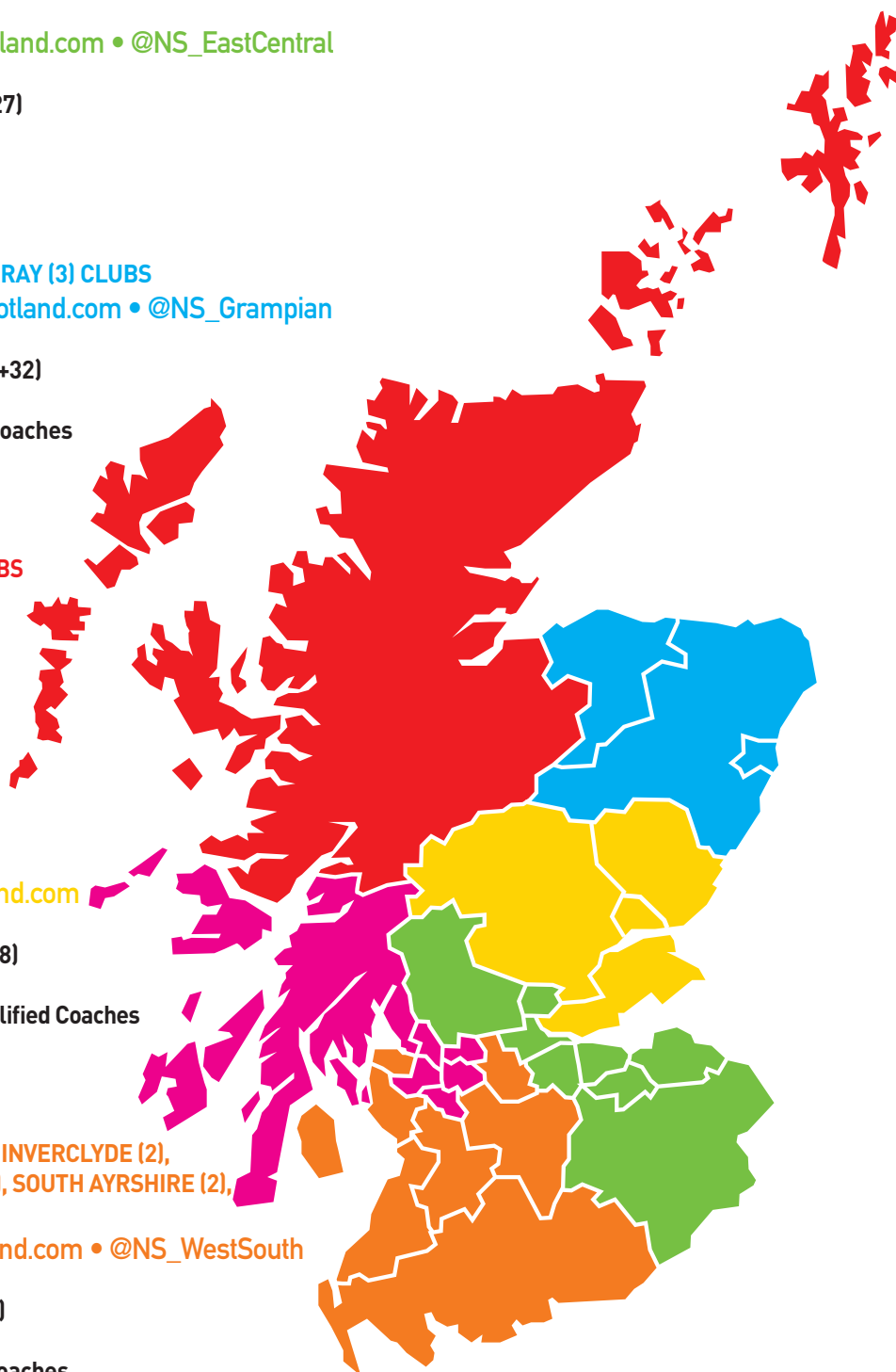
Natalie Cassells • [RDMWestNorth@netballscotland.com](mailto:RDMWestNorth@netballscotland.com) • @NSWestNorth

1674 Members: -9.7% decrease on March 2018 (-171)

12 Thistle Mark Clubs: 10 Bronze, 1 Silver, 1 Gold

75 UKCC Level 1 Coaches and 28 UKCC Level 2 qualified Coaches

50 C Umpires and 21 B Umpires





Our team of Regional Development Managers work across 30 of the 32 local authorities in Scotland, developing robust partnerships with a range of organisations & stakeholders to support growth at both local and regional level.

Putting clubs & communities at the heart of everything we do, the regional team is the link at local level to connect members to the national governing body. Ensuring our clubs are safe, inclusive and well-governed to maximise their members experience, we provide our expert knowledge and resources to ensure clubs and individuals are empowered to thrive. Providing accessible education to members in our local communities, we work tirelessly to grow a quality workforce to ensure a robust infrastructure exists to support the rapid growth of our sport as well as ensuring our members have access to competitions, pathways and volunteer opportunities.

In order for this to be successful, it is vital we work collaboratively to ensure resources and knowledge are optimised. A clear example of this has been through the establishment of Netball Forums across the regions, where representatives from schools, clubs, Local Associations & partners come together to identify common goals and opportunities to enhance netball in the area. Establishing clear terms of reference and creating local action plans allows us to identify roles & responsibilities which ensures accelerated growth in these areas.



We continue to enhance our partnership work with our established Local Associations and widely acknowledge the valuable contribution they make to our sport through delivery at local level. As our membership and reach continues to expand, we also support the development of new groups and fledgling associations as they look to provide a structure and pathway to enhance the opportunities available. Two excellent examples of this area of work have been the work we have done to strengthen our connection with the newly formed Central Netball Association to support the launch of the first ever Central Netball League and the work carried out to support the continued development the Lanarkshire Netball Association.

As mentioned in our Head of Development's report, as we work to deliver our new strategic plan and Enhance our Pathway, the regional team will be pivotal in driving forward our Local Association Empowerment Strategy. We very much look forward to hearing your views on how we can enhance our partnership and work towards delivering a world class system for netball from local to national level.

As we reflect on what has been achieved and look forward to the opportunities and challenges ahead, I would like to thank my team for their sheer enthusiasm, dedication, depth of knowledge and experience, but most importantly, for their vision for the future of our sport.

**CAROLINE WALKER**  
**SENIOR REGIONAL DEVELOPMENT MANAGER**

**#SucceedAsATeam**







When we launched Walking Netball in 2017 we had two key aims in mind, the first to ensure we provided a platform that would allow people to remain connected to our sport for longer, the second to improve both the mental and physical wellbeing of our people – quite simply we wanted to change lives!

Following the successful launch, we were keen to ensure we capitalised on the initial momentum gained and to continue to grow and develop the programme. Securing additional investment was critical to allow us to do this, therefore we were delighted in, December 2018, to receive £54k through the Changing Lives Through Sport & Physical Activity Fund allowing us to appoint 3 Walking Netball Activators in Grampian, East and the West. Working with our partners Age Scotland & Breathing Space our project "Walking Netball ... More Than A Game" delivers a powerful message around the positive impact on both physical and mental wellbeing through participating in physical activity.

With a thriving membership across Scotland, our project brings people of all ages, backgrounds and abilities together to enjoy a fun, interactive physical activity session followed by a social get together. The programme gives participants a sense of belonging, an opportunity to build new friendships and relationships as well as improving both their physical & mental health and wellbeing. Walking Netball inspires and energises members to lead happier, healthier longer lives. We can truly say the level of enthusiasm and laughter echoing around these sessions is uplifting and clearly demonstrates the power of sport to change lives. All of this is captured in our wonderful walking netball video on our website, if you haven't had a chance to view this yet, I'd recommend you taking a look – it will certainly lift your spirit to a new level.

You can see it here:

[https://www.youtube.com/watch?v=oqcw9a\\_BzWg](https://www.youtube.com/watch?v=oqcw9a_BzWg)

**246 Active Walking Netballers**

**25 sessions across Scotland**

**Average age - 63.8 years**

## Supportive Partners



**WELCOME TO OUR NEW WALKING NETBALL ACTIVATORS; KATE THOMSON, BILLY SINGH AND ALICE MCKNIGHT!**

## MADE POSSIBLE BY



**sportscotland**  
the national agency for sport



**CHANGING LIVES THROUGH SPORT  
AND PHYSICAL ACTIVITY**



**1,065 ACTIVE BBN'ERS**

**55 REGISTERED CLUBS**

**18 LOCAL AUTHORITIES  
ENGAGED**

Launching Bounce Back to Netball (BBN) in 2014 brought a new audience to us. As we welcomed people who had fallen away from the sport, for whatever reason, or new members through the door for the first time, BBN offered people across the country an opportunity to participate in a fun and inclusive netball environment without the pressure of committing to compete in local leagues.

Since then, we have supported an annual BBN membership of over 1,000 people across the length and breadth of Scotland who come together weekly to embrace the BBN ethos of creating a safe, fun, friendly & welcoming environment. Over the years, we have supported BBN clubs through our community impact, education and regional development teams who are always on hand to offer guidance and support and of course, a friendly face to connect with our members.

Our annual festivals continue to be the highlight of the year for our BBN'ers who turn out in huge numbers, usually adorned in fabulously inspiring themed costumes, as they come together to celebrate everything good about our sport. Watching our members support each other through their amazing teamwork, the camaraderie and the lifelong friendships they are forging through netball makes us very proud of this programme.



## EDINBURGH 2018 SUMMER NIGHTS NETBALL



Our role is always to stay ahead of the game and to listen to our BBN members. Whilst the ethos of this programme will forever remain, we are mindful that for some this has been the steppingstone to making the transition into the competitive environment. To help bridge this gap, Summer 2018 saw the launch of our Summer Nights Netball League pilot in Edinburgh, providing a 6-week outdoor social league opportunity for those ready to dip their toe back in the water. There were many positives and, to be honest, as many learnings from the pilot. However, the demand for the league was evident and we were delighted to expand the programme to the City of Glasgow for summer 2019.

**12 TEAMS 120 PARTICIPANTS**

BBN still has capacity to evolve, so over the course of 2019/2020 we will connect with our BBN community to listen to your ideas as we look to shape the future direction of the programme.



## BBN EVENTS



**2 BBN Summer Festivals totalling  
390 Participants**



**4 BBN Winter Festivals totalling  
343 Participants**



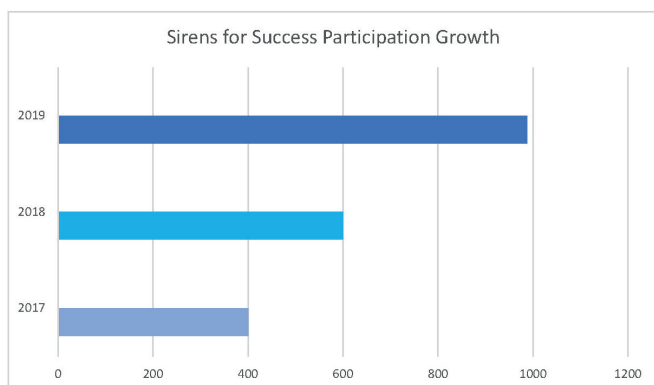
**1 BBN Workshop totalling  
14 Participants**



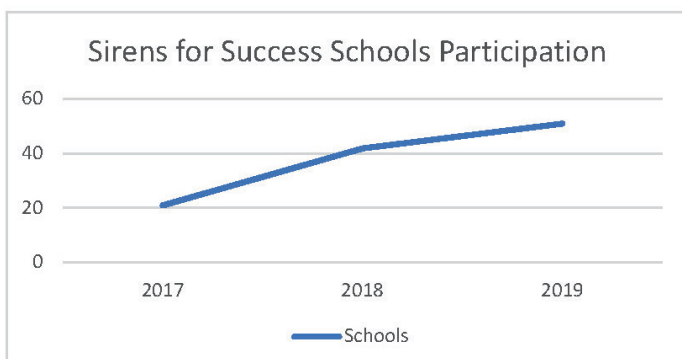


Building on the success of last year's Sirens for Success programme, the 2018-19 season witnessed more schools and more girls engage with the programme than ever before. What's more, with another year of committed funding to Netball Scotland from Glasgow Sport and Sprit of 2012, this has allowed us to continue to grow the programme within Glasgow, North Lanarkshire, South Lanarkshire and South Ayrshire.

To improve monitoring and evaluation, the funding has also enabled a 2-year investment in the Up Shot platform enabling us to refine statistics and capture specific case studies on the participants. Investing in Up Shot will also provide us with key data which will shape how we continuously improve the programme for the future.



#### OUR COMMUNITY PARTNERS:



#### OUR FUNDING PARTNERS:



**SIRENS FOR SUCCESS MISSION:  
TO GET THE DISENGAGED, ENGAGED  
AND THE INACTIVE, ACTIVE.**

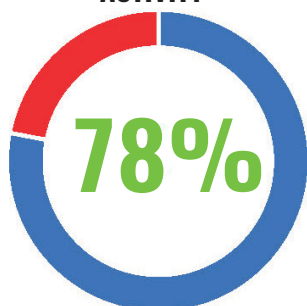
Sirens for Success addresses the challenges faced by young girls engaging in sport, this powerful programme targets:

1. Resilience
2. Smoking
3. Exercise
4. Body Image
5. Alcohol
6. Healthy Eating

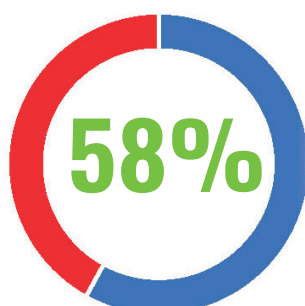
Using positive role models and delivered in a safe and fun environment, teenagers take part in a series of classroom based interactive workshops as well as active participation in netball.

With the help of our community partners Sirens for Success has reached more schools than ever before, and we are seeing a steady increase in school participation year on year.

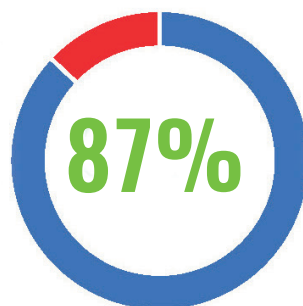
**INCREASED POSITIVITY  
AND ENGAGEMENT  
TOWARDS PHYSICAL  
ACTIVITY**



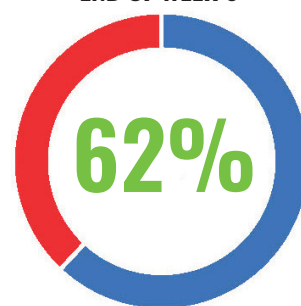
**ARE NOW LEADING A MORE  
ACTIVE LIFESTYLE**



**SAID THEY HAD  
INCREASED CONFIDENCE**



**SAID THEIR BODY  
CONFIDENCE HAD  
IMPROVED BY THE  
END OF WEEK 6**



### GET ACTIVE, STAY ACTIVE

#### TEACHER FEEDBACK INCLUDES:

Increased appetite for PE, improved social confidence, improvement in classroom behaviour and drive to participate in Netball within Club and School arenas.



### PARTICIPANTS FEEDBACK

I have learnt to push myself and if I fall to get back until the end. Thank you for making me love netball.

This program made me realise I need to raise my confidence levels myself and others can't interfere.

I feel more confident in how I act around people and I can be myself. It helps people's confidence and it helped my self-esteem. It helped me to be myself around everyone.

I am more active and confident. Eating more healthy. Netball sirens was amazing and I really enjoyed it. It made me more active nowadays and it's really fun.

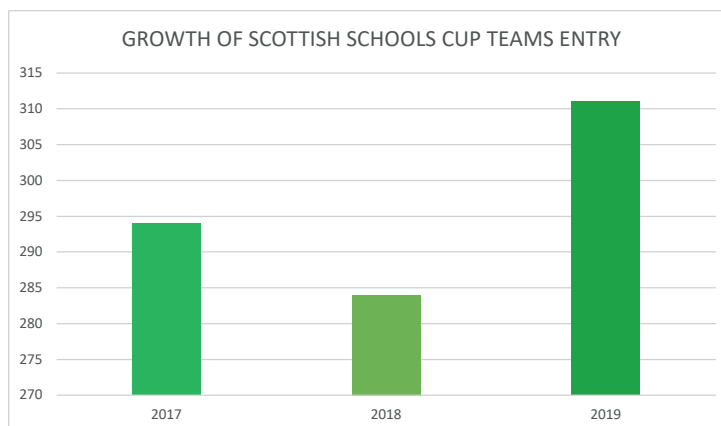
I have just accepted my body more. I eat less bad food and get more sleep. I really enjoyed it. It made me more confident in my netball skills. I enjoy netball more and I'm considering joining the school team.

Amazing, the body image talk has helped me make better decisions. I am really thankful to all the leaders for being really nice and positive.



# COMPETITIONS

In season 2018/2019 we continued to deliver our programme of domestic competitions to support our schools, clubs and districts across the country. Remaining with the same format as previous years, we have continued to enjoy excellent engagement in all our competitions however, with projected growth across the board, it was essential that a review of the competition pathway was undertaken to ensure are able to facilitate increased capacity and to look at enhancing the quality of the competition framework.



Embedded within the full Pathway Review process, we have worked collaboratively across the business with the performance team to identify an improved competition calendar which will contribute to enhancing both our domestic & high-performance environments across the country. Over the coming season we will engage with our Local Associations to ensure we take a collaborative approach to identify any need for change and how we can roll this out in partnership through a planned approach.

To recap the season, we welcomed our highest number of teams (311) into the Schools Scottish Cup from across the length and breadth of the country. We also continued to work with our partners in Tayside & Fife with the regional model as we look to provide solutions to common barriers faced, e.g. transport cost & travel time. Next season we will move the pilot a further stage forward by hosting a Tayside & Fife Regional Championship round in November before aligning these teams into the national competition.



## COMPETITIONS ADVISORY GROUP (COMPAG)

Once again, our thanks to the CompAG volunteers who continue to support our staff by ensuring our processes, rules and regulations are fit for purpose. The group will now disband in its present format and we will take the opportunity to identify specific roles and skillset required to support the on-going competition pathway review.



## SCOTTISH SCHOOLS CUP

**110**  
SCHOOLS



**311**  
TEAMS



**3700**  
PUPILS



S1 PEEBLES HIGH SCHOOL  
S2 ALBYN SCHOOL  
S3 NORTH BERWICK HIGH SCHOOL  
OPEN NOTRE DAME HIGH SCHOOL



S1 BALERNO HIGH SCHOOL  
S2 WILLIAMWOOD HIGH SCHOOL  
S3 HOLYCROSS HIGH SCHOOL  
OPEN STRATHALLAN SCHOOL



S1 MONIFIETH HIGH SCHOOL  
S2 LATHALLAN SCHOOL  
S3 LATHALLAN SCHOOL  
OPEN MONIFIETH HIGH SCHOOL

## SCOTTISH YOUTH CUP



**U13**  
PEEBLES  
ROCKETS



**U15**  
PAISLEY  
JUNIORS



**U17**  
SCOTSTOUN  
STORM

## EVELYN BEATTIE QUAICH



**EBQ**  
SHETLAND  
NETBALL  
CLUB

## SCOTTISH CUP



**EDINBURGH  
ACCIES**

## DISTRICT PROGRAMME

This season 53 District Teams competed within the programme, this included 29 U15 teams and 24 U17 teams. 2018/19's programme involved 640 13-17 year olds competing from across 19 of Scotland's Local Authorities.

## UNDER15 DISTRICT WINNERS



**DEVELOPMENT**  
GLASGOW (B)



**FINAL**  
GLASGOW (A)



**INTER DISTRICT**  
EDINBURGH



## UNDER17 DISTRICT WINNERS



**REGIONAL**  
RENFREWSHIRE



**PERFORMANCE**  
GLASGOW (A)



**INTER DISTRICT**  
ORKNEY



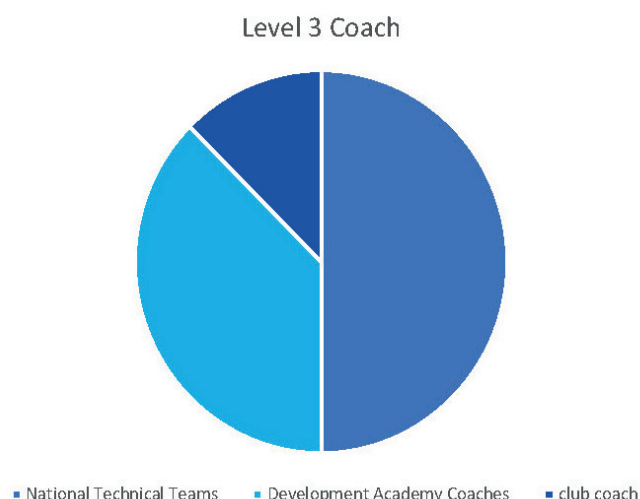
# EDUCATION

Education has had another successful year. Our UKCC Level 1 has grown in demand and it is fantastic to see the number of both Level 1 and 2 qualified coaches across the country increase.

Through our new mentoring programme, we have supported umpires taking the first step onto the pathway. We continue to enhance the work we do with Local Associations to assist them in growing a qualified workforce to support local leagues.

Thanks to our Tutor Workforce who continue to uphold Netball Scotland values and support the volunteers that deliver our sport. Your continued support has been key to the growth of our sport.

## LEVEL 3 COURSE



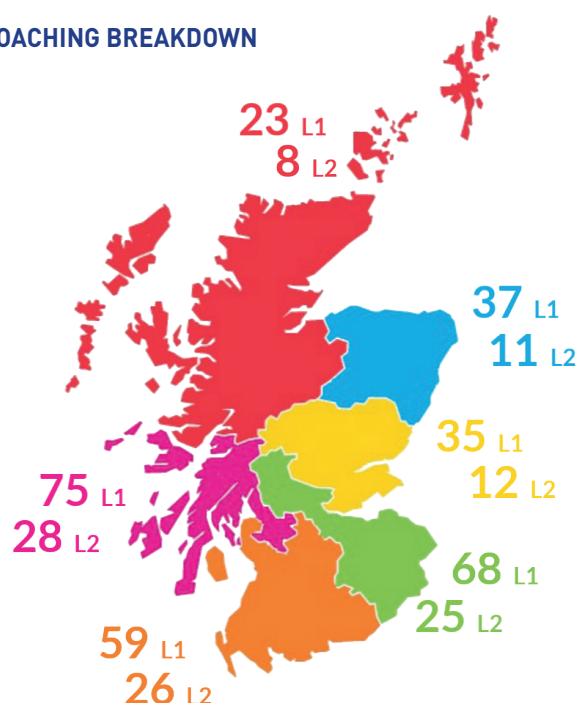
Coach Development is something we at Netball Scotland are extremely proud to drive forward, whilst supporting our coaches at all stages of the pathway.

This year has been no different, our Level 3 course, aligned to the UKCC framework, is ongoing with 7 candidates involved and on track to achieve their SQA Certificate. Netball Scotland is currently supporting these coaches through the assessment criteria and preparing them for their practical assessment.

Candidates are finding the process valuable alongside their coaching. Many of these coaches are working with Future Thistles and Thistles.



## COACHING BREAKDOWN

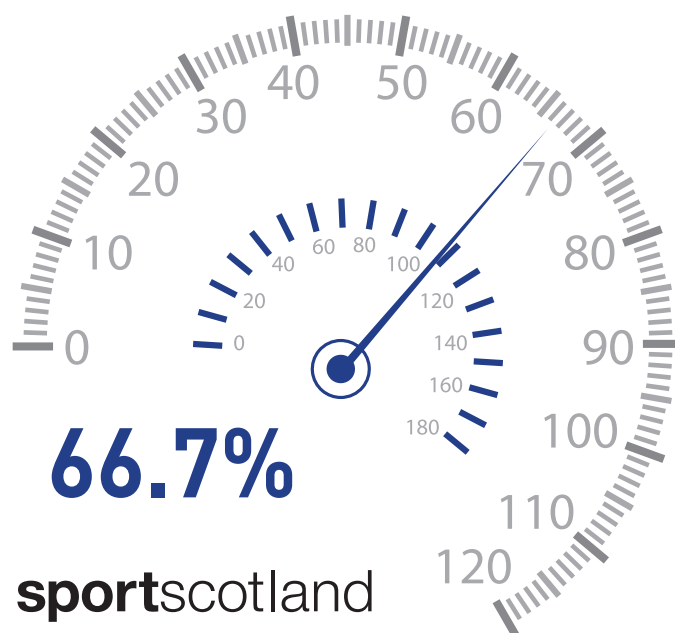


## UKCC QUALIFICATION

From August 2020 Netball Scotland will be adopting the NEW Scottish Coaching Awards.

All previous UKCC Netball Qualifications will be automatically recognised within the new qualification framework, therefore no additional training is required for any coach who currently holds a UKCC qualification.

**INCREASE COACHING SCORECARD TO 64%:** Netball Scotland has achieved a further 2.7% increase on the Coaching Scorecard and is now sitting at 66.7%. The Coaching Scorecard is a tool used by sportscotland to measure growth and sustainability of coach education.







	UKCC LEVEL 1	UKCC LEVEL 2	C UMPIRE AWARD	C THEORY EXAM	C PRACTICAL ASSESSMENT	B UMPIRE AWARD
NUMBER OF COURSES DELIVERED	13	4	11	4	8	4
NUMBER OF CANDIDATES	212	51	199	86	98	46
CANDIDATES COMPLETED/PASSED	201	18	78	61	56	13
COMPLETION PASS RATE	95%	35%	39%	71%	57%	28%

**NOTE:** Some completion rates may appear low due to the time it takes to complete the qualification and the volume of work that is required. Qualifications usually take 12 months. New processes have been identified to increase this figure and support candidates through to completion.

#### NS WORLD CLASS MATCH BENCH OFFICIALS RECOGNISED

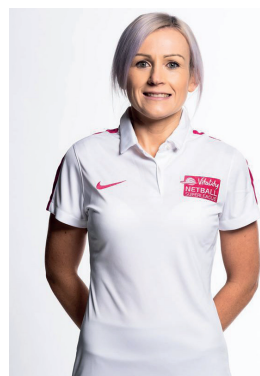
Following the training of numerous Match Bench Officials (MBOs) for the Glasgow 2014 games, Netball Scotland's 2 most experienced MBO's have been invited to both Gibraltar and Isle of Man to train and educate MBOs in these areas.

Netball Europe recognise the expertise in this area, held by Frances Anne Doyle and Jackie Gregory and invited them to deliver in these areas ahead of Netball Europe competition and events. This was a huge undertaking by Frances Anne and Jackie and they did an excellent job in educating and representing Netball Scotland.

Thank you both for your commitment and dedication to developing MBO's not just in Scotland but across Europe.



#### UMPIRES ON INTERNATIONAL STAGE



##### JOANNE LILLY

- Scotland V Uganda (November 2018)
- NE Open Challenge (May 2019)
- Wales v Granada Test Series

##### KATIE HOWELL

- NE U17 Event -- Challenge Section, 8th/10th March 2019, Gibraltar
- Achieved her A Umpire Award 18TH April 2019



##### LYNDSAY KING & KIRSTY CAMPBELL

- NE U17 Event - Championship Section, 1st/3rd March 2019, Huddersfield





# EDUCATION

## UMPIRING MENTORING PROGRAMME

The Umpiring Mentoring Programme, funded by Netball Scotland and supported by **sportscotland**, was launched in August 2018 to support Local Associations with umpire development through their local leagues. We had 2 successful applications, Shetland Netball Association and Dundee Netball Association.



Given the geographical challenges that face Shetland, the Association utilised their funding to send 2 of their highest-level umpires on the Island to attend further mentoring training, which was held in Perth College, UHI. This application of funding has allowed additional learning to take place and increased support for the rest of the umpires on the Island.

**“Delighted to see Shetland being proactive and applying to the Netball Scotland fund for supporting umpire mentors and development. This will help to raise standards locally on the Island. Massive thank you and congratulations to Louise Moar and Beth Mouat for driving this project forward and strengthening the community and standards of umpires in Shetland.”**

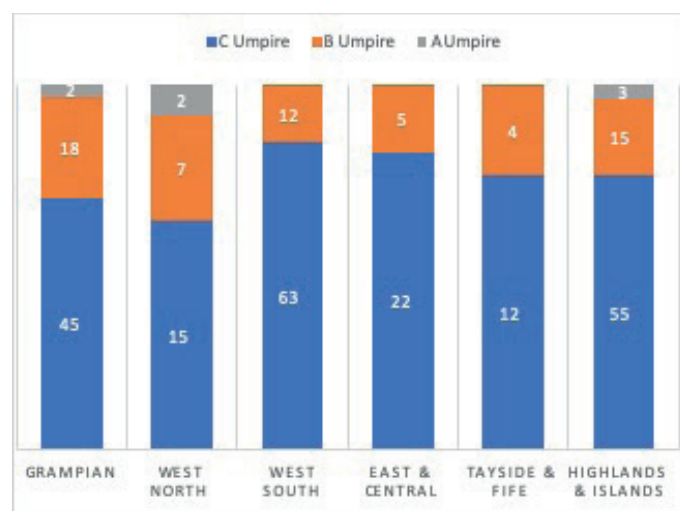
**Caroline Walker, Senior Regional Development Manager.**

Dundee Netball Association was successfully granted £500 and have mentored 3 girls towards their B assessment, as well as mentoring 10 girls from the region that have completed their C theory and are waiting to sit their practical assessment.

Congratulations to Lorraine Bidgood, Beki Thomson and Claire Dick for progressing along the B Umpiring pathway and successfully completing their B Theory.

**“The Mentoring Programme has greatly benefited the development of umpires within the Dundee area. Without the additional support and funding from Netball Scotland and sportscotland we wouldn’t have had the catalyst to make this a focus for the region and support the girls in the way we have done”**

**Lynda Sim, RDM -Tayside & Fife**

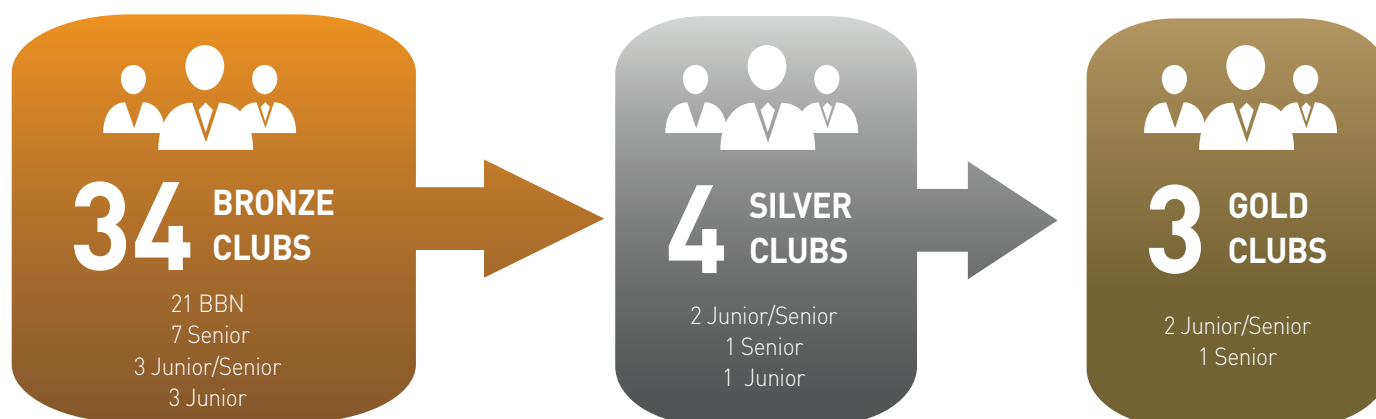


# THE THISTLE MARK



The Gold Thistle Mark was achieved by 3 clubs this year; East Dunbartonshire netball club, Dunedin netball club and Helensburgh netball club. A further 4 clubs achieved the Silver Award; St Mirren NC, West Edinburgh NC, Caledonian NC and Bridge of Earn NC. The entry level Bronze Award was granted to 34 clubs across Scotland.

The Thistle Mark Award is accredited for 2 years and many clubs are in the process of renewing their application and status. It is anticipated that the overall number will increase significantly at the start of the new season, as the clubs supported by the Regional Development Managers begin the renewal process.





# PATHWAYS DEVELOPMENT

## PATHWAYS DEVELOPMENT MANAGER Lesley MacDonald

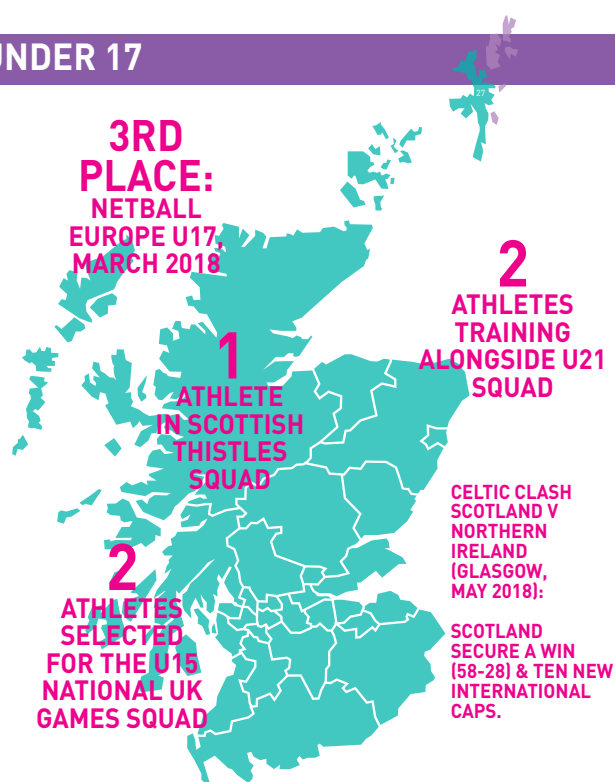
Netball Scotland have continually evolved the pathway programme over the past 10 years to help support the development of both athletes and coaches through their respective pathways. At the beginning of the 2018 season we gained the support from **sportscotland** to undertake a pathway review, with the aim to create a world class performance pathway. We are now 10 months into the review, and we will start to deliver on our performance outcomes related to; enhancing our high-performance training environment and facilitating an improved competition calendar across all age groups.

The district programme, as always, is an integral part of the pathway. We have attended a number of school, club and district events this season to ensure we are seeing as many junior athletes as possible. I would like to thank all districts and their management teams for their dedication and commitment to developing their athletes.

This season the academy programme was reduced to 3, with South and West joining together to form an academy hub. The aim for the season was to maintain the current programme during the pathway review. We continued to support the development of Scotland's young athletes and provided an introduction into the training and competition environment.



## UNDER 17



The U17 Netball Europe tournament saw a change in format, involving 5 teams in the championship's selection. Emirates, having won the challenge section previously were promoted up a division. This now means playing 4 matches in 3 days, which is extremely tough for players and management. Nonetheless, the experience our young players gain in this competition is essential for their development. Finishing 3rd in the Netball Europe Under 17's Championships in Huddersfield, England, means we remain in the championship's division.



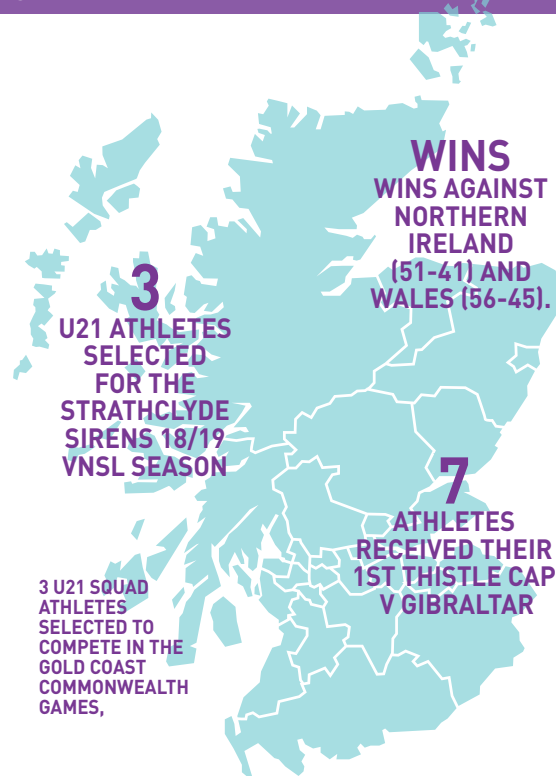
### SCOTLAND U17 MANAGEMENT 2018/19

Head Coach – Kym Wharton  
Assistant Coach – Frances Anne Doyle  
Team Manager – Jayne Duncan  
Physiotherapist – Jacqui Anderson





## UNDER 21



The U21 national squad is the tier below the Scottish Thistles, with many of the 21s training within the Scottish Thistles squad.

The 2018 U21 Netball Europe tournament, held in Antrim - Northern Ireland, saw us maintain our 2nd position within Europe. The team returned home with a silver medal in their grasp, with strong wins against Wales and Northern Ireland respectively. We continue to blend the squad with youth and experience as our key focus going forward will be the World Youth Championships which is now confirmed as Fiji in 2021.

### SCOTLAND U21 MANAGEMENT 2018

Head Coach – Rachel Cremin

Assistant Coach – Gillian Crozier

Team Manager – Elena Morris

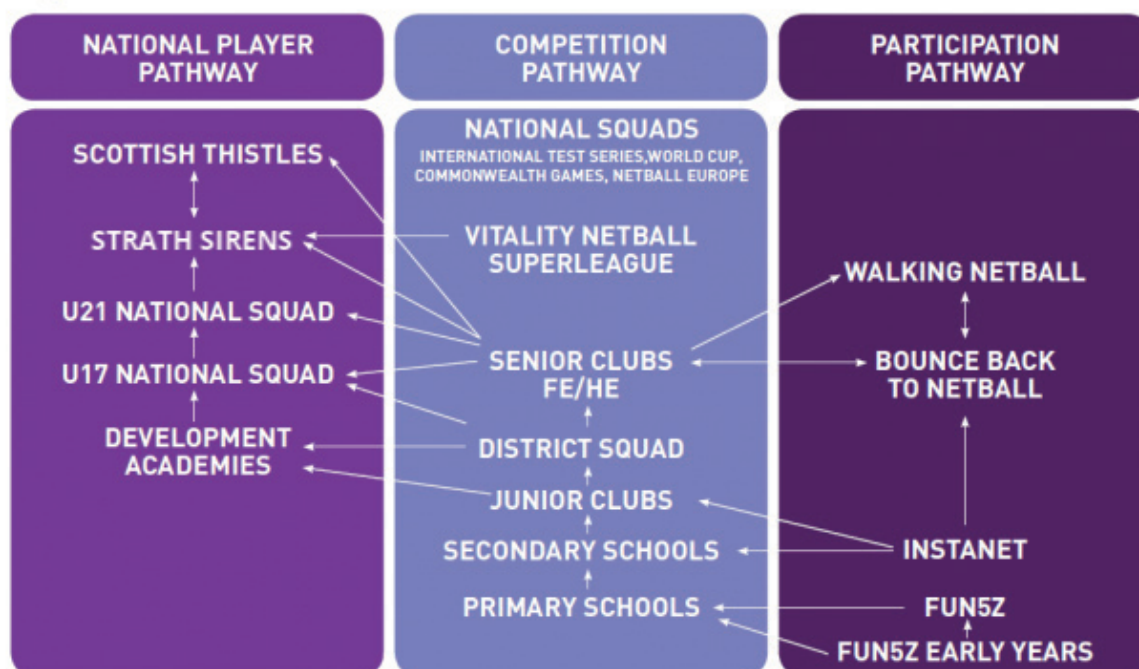
Physiotherapist – Bruce Mutch

Technical advisor – Lesley MacDonald



## NETBALL SCOTLAND PLAYER PATHWAY

The Player Pathway provides a clear framework of potential participation opportunities and competition. The Player Pathway framework will continue to be developed throughout the pathway review. Stay tuned!





# PERFORMANCE

**HEAD OF PERFORMANCE**  
Gail Parata

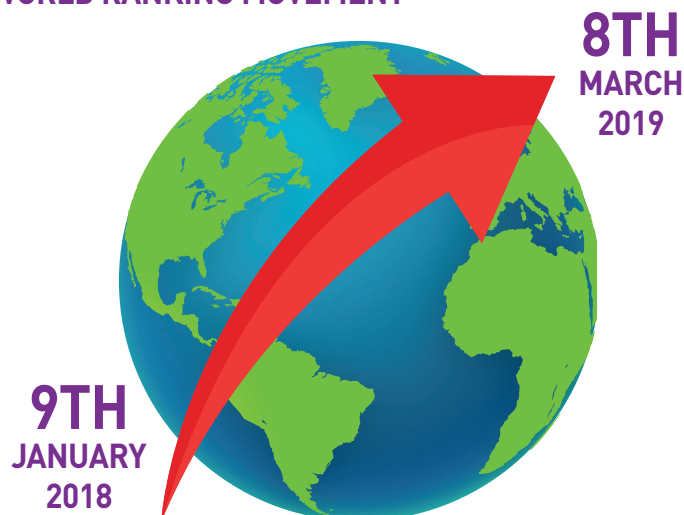
**PERFORMANCE COORDINATOR**  
Elena Morris

The 2018/2019 Performance year was another good year for the national programme. Key highlights were achieving a 9th position at the Gold Coast Commonwealth Games (CWG) after starting the competition in 12th position. During this year we also ensured that a strong training and competition programme was in place in the lead up to the Netball World Cup and both the Strathclyde Sirens programme and the introduction of a Scotland A team played key roles in helping to achieve this. From the results of the CWG and a one-off test against Gibraltar assisted in the Scottish Thistles achieving their best world ranking of 8th position and finishing the year on a high.

## SCOTTISH THISTLES NATIONAL TEAM MANAGEMENT AND PERFORMANCE STAFF

<b>Head Coach</b>	Gail Parata
<b>Assistant Coach</b>	Jill Anderson
<b>Assistant Coach</b>	Lesley MacDonald
<b>Team Manager</b>	Karen McElveen
<b>Performance Coordinator</b>	Elena Morris
<b>Physiotherapist</b>	Sarah Chambers
<b>Strength &amp; Conditioner</b>	Darren Hide
<b>Physiologist</b>	Cian McGinley
<b>Performance Lifestyle</b>	Shirley Addison
<b>Sport Psychologist</b>	Laura Carey
<b>Performance Analyst</b>	Simon Lovelock

## WORLD RANKING MOVEMENT



## SCOTTISH THISTLES (62) V GIBRALTAR (33) (Test Match – March 2019)

The international test match against Gibraltar was the match that helped seal our 8th position. Due to athlete availability and Sirens commitments, selections for the Scottish Thistles versus Gibraltar test match were made from the Thistles long squad. This also allowed selectors to see long squad athletes in an international event ahead of selections for the World Cup and as a result 9 new caps were inducted.

## SCOTTISH THISTLE NEW CAPS

Abbie Acheson	Savannah Antoine
Cerys Cairns	Rachel Conway
Rebecca Edgar	Emma Love
Rebecca Metcalfe	Nina Mowatt
Bethany Weir	



## COMMONWEALTH GAMES 2018

Aiming to finish in the top 8 at the CWG was always going to be tough with Team Scotland Scottish Thistles being pooled with 5 teams ranked higher than them. However, the Team Scotland Thistles were able to achieve two wins from 6 matches finishing in 9th position following a win against Barbados in extra time and delivering performances to be proud of in other matches.



## CWG POOL & PLAYOFF RESULTS

V England 74 – 28 (Loss)

V Wales 47 – 51 (Win)

V New Zealand 60 – 29 (Loss)

V Malawi 51 – 50 (Loss)

V Uganda 57 – 37 (Loss)

**PLAYOFF FOR 9TH**

V Barbados 48 – 50 (Win)



## #ROADTOLIVERPOOL

A squad of 21 athletes was selected in September 2018 and started immediate preparations for training match play against Uganda and England A in November 2018. Both these matches allowed the national coaches to experiment with combinations and expose the Scottish Thistles athletes to two different styles of play.

## SCOTLAND A

Scotland A was introduced to provide another vehicle where Scottish Thistle World Cup squad members could train as part of a squad whilst the bulk of the Scottish Thistles trained in the Sirens programme. Training matches were played against Republic of Ireland and a Scottish Select team.

## SCOTLAND A NATIONAL TEAM MANAGEMENT

**Head Coach – Jill Anderson**  
**Assistant Coach – Lesley MacDonald**  
**Team Manager – Yvonne Creighton**  
**Physiotherapist – Bruce Mutch**



## SCOTTISH THISTLE ATHLETES SELECTED FOR THE STRATHCLYDE SIRENS

The introduction of two quality imports to the Strathclyde Sirens Season 3 team brought new ideas, drills and strategies that would help the Scottish Thistles-Sirens athletes. But it would be the 2019 Vitality Netball Superleague competition that would be an important enabler in preparing the national athletes for the NWC, providing quality match play every week and testing all our athlete's under pressure.





## WHAT OUR SEASON LOOKED LIKE



### STRATHCLYDE SIRENS 2018/2019

Claire Maxwell – Captain  
 Gia Abernethy  
 Cathrine Tuivaiti  
 Kelly Boyle  
 Nicola McCleery  
 Emily Nicholl  
 Hayley Mulheron  
 Bethan Goodwin  
 Niamh McCall  
 Ella Gibbons

### TRAINING PARTNERS

Lynsey Gallagher, Emma Barrie, Sarah McPhail,  
 Bethany Weir, Savannah Antoine,  
 Rebecca Edgar, Lauren Tait

### HEAD COACH

Gail Parata

### ASSISTANT COACHES

Sharyn Lyon & Sandra Frame

### TEAM MANAGER

Ladonna Hardie

## WHAT'S NEW

- Season Ticket Packages: Improved season member offering by creating a Gold, Silver and Bronze package.
- Sirens attended New Zealand's Super Club tournament and the British All Stars Fast 5 Netball which was held in the Copper Box in London October 2018.
- Branded Sirens Cars were introduced into the business
- Strathclyde Sirens hosted the inaugural BIG Easter Weekend in the Emirates Main Arena, co-funded by Glasgow Life and Event Scotland.

## SIRENS IN THE COMMUNITY



## OPERATIONAL EXCELLENCE

- New minimum 3 year title partnership with the University of Strathclyde
- 2nd highest total match day spectators in the Vitality Netball Superleague
- 52% increase in ticket sales compared to 2017/18
- Organisational independent Audit score of 96%
- Delivered 150+ Sirens Camps, Coaching Sessions and School Visits through NSPCC & SATPE Assemblies.
- 32% increase in attendance at Sirens Camps and Coaching Sessions.
- 96% match day satisfaction rate
- 39% increase in social media following
- 26% increase in official merchandise sales

## MATCH DAY EXPERIENCE



"Loved the atmosphere on bigger crowd days, audience participation at half time, the players taking time out after to meet their young fans - all brilliant!!"

"The atmosphere as soon as you walk through the door is amazing!!"

## SIRENS IN THE MEDIA



REACH - OVER 3 MILLION ACROSS DIGITAL AND PRESS



86% ENGAGEMENT RATE

sky SPORTS

84,000 VIEWERS WATCHED SIRENS ON SKY SPORTS



35% ENGAGEMENT RATE



206,000 LISTENERS - CLYDE 1 HOME RUN SHOW CAMPAIGN

CLYDE 1

INCREASED NATIONAL REACH WITH NEW MEDIA PARTNERSHIPS WITH METRO AND DAILY RECORD

Daily Record

THE SCOTTISH Sun

BBC RADIO

sky SPORTS

BBC

The Herald

## INTRODUCING SERENA SIREN

### THANK YOU

HUGE THANKS TO ALL OUR VOLUNTEERS WHO TURN OUT IN FORCE TO DELIVER OUR AMAZING MATCH DAYS. ALSO, THANK YOU TO ALL OUR SPONSORS FOR THEIR CONTINUED SUPPORT.

University of Strathclyde Glasgow

CLYDE 1

newcode<sup>UK</sup>

sports scotland institute of sport  
high performance expertise

OOSH ENTERTAINMENTS  
FUEL THE SPORT

Emirates ARENA

VIPER 10<sup>®</sup> SPORTSWEAR

Glasgow sport

NSPCC SCOTLAND

**The Road to Liverpool** - The 2019 VNSL Season played a critical role in preparing our national athletes to compete at this summer's Netball World Cup. 11 out of the 12 Thistles players selected for the NWC team were also 2019 Strathclyde Sirens squad members, with Gail Parata coaching both teams and the University of Strathclyde's logo positioned on the front of both match dresses.



# GOVERNANCE

## POLARIS 2015-19

Not only have we come to the end of another successful Season, we have also come to the end of our 4-year strategic plan, Polaris, and investment cycle, and we are proud to say that we achieved all but one of our long term investment outcomes as agreed with **sportscotland**. Below is what we said we were going to do and how we performed, both across the cycle and during the 2018/19 Season.

## POLARIS LONG TERM OUTCOMES 2015-19

To be achieved by 31st March 2019

1. Maintain development audit (satisfactory)
2. Achieve the intermediate equality standard
3. Increase membership by 86% to 7,800
4. 6 under 23 athletes to be promoted to the Scottish Thistles Squad
5. Achieve a top 10 finish or better at the NWC 2015
6. Achieve a top 8 world ranking by 31st March 2019
7. Achieve a 20% increase on the coaching scorecard result to 58% in 2019
8. Design and implement a workforce plan which integrates the development of coaches and officials, and delivers on key outputs



## OPERATIONAL EXCELLENCE (OpEx)

In order to deliver the highest standards of organisational governance and operations to support the ever-growing ambitions and potential of our NGB, we began a programme of Operational Excellence in 2018 to strengthen our capability and resource. Focussing on 4 key areas of **FINANCE, SYSTEMS, CAPABILITY & PROCESSES** we deployed an independent industry expert to review and analyse the current business operation in order to recommend a plan for continuous improvement. Aligned to our audit standards this is an on-going project which has already yielded significant improvements, including:

- Integrated processes across functional stream
- Improved financial visibility, reporting and controls; including reduced aged-debt & improved cash-flow efficiencies
- Standardised reporting processes & enhanced data analysis
- Enhanced resource capability & staff engagement
- Increased efficiencies and productivity savings

## ANNUAL TARGETS 2018-2019

### EFFECTIVE ORGANISATION

Achieve an assessment of Satisfactory in the development audit by 31st March 2019	Achieved satisfactory in Jan 2019 (with comments)
Demonstrate progress towards meeting the requirement of the Standards for child wellbeing and protection in sport by 31st March 2019	On track to achieve 100% compliance by Dec 2019. All requirements being met
Gain compliance with GDPR legislation by 25th May 2019	All guidelines followed and fully compliant
Maintain intermediate level of the Equality Standard for Sport by 31st March 2019	Achieved in Feb 2017 with acknowledgement of best practice process and programmes. Ongoing development to maintain standard

### DEVELOPMENT

Increase membership from 7,287 to 7,800 (7%) by 4th February 2019	Achieved 8137
Qualify and deploy 8 level 3 coaches by 31st March 2019	8 coaches currently going through their level 3. Due to changes in UKCC they are scheduled to be assessed and qualified by June 2020
Train and deploy 8 new Umpire Assessors by 31st March 2019	8 successfully trained, 7 currently deployed. 1 relocated down south.

### PERFORMANCE

Achieve a Top 8 world ranking or better by 31st March 2019	Achieved. March 2019. INF Official World Rankings.
Achieve top 8 finish at Commonwealth Games 2018	Finished 9th. Date evidence significant improvements in ST performance against previous Commonwealth Games

## STRATEGIC PLAN 2019-23

Following a significant period of growth and development, and with on-going consultation with our members, partners and stakeholders, Netball Scotland has created a new long-term strategy which is wholly inspired by the ever-growing needs and ambitions of our members. The new strategy focusses on two core principles - **STRENGTHEN THE ORGANISATION** and **ENHANCE THE PATHWAY** - and is a continuation of the work already started, building on our achievements to date. As we head into our next cycle there will be change required as well as challenges to face and overcome, but the spirit of this strategy is consultation, collaboration and connectivity, and so we will drive our sport forward together and **#SucceedAsATeam**.

Netball in Scotland is full of potential and has an incredibly bright future, and it is our job here at Netball Scotland, as the entrusted custodians of the sport, to ensure that our sport is underpinned by a strong, safe and sustainable organisation that is fit for the future.

Take a look at the plan that you helped us to build on our website:

<https://www.netballscotland.com/about/vision-and-strategy/>

## SAFEGUARDING & WELLBEING

Every young person has the right to enjoy our sport free from harm or worry and so Netball Scotland has made protecting the welfare and wellbeing of all young people in our care a core priority. We are currently on track to achieve 100% compliance in the new Standards for Child Wellbeing & Protection in Sport by December 2019, and we have introduced expert resource into the business to ensure that we are leading the way in providing a safe, fun and inclusive environment for all young people taking part in netball.

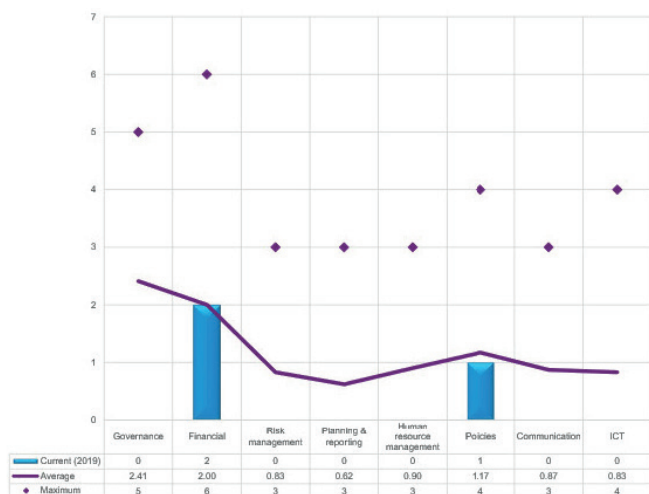
[netballscotland.com/child-protection-wellbeing](http://netballscotland.com/child-protection-wellbeing)



## AUDIT

### Netball Scotland

In January 2019, and in line with our strategic investment principles, sportscotland engaged KPMG to conduct a formal audit of Netball Scotland. Our target was to main a Satisfactory standard, which we achieved, having made significant improvements since our previous assessment. Two areas were identified for improvement, which have been/are being addressed through the OpEx programme but were recognised as low risk. Put Sirens & NS audit results/content in same box, split down the middle



## STRATEGIC PARTNERSHIP

The Netball Scotland Board was delighted to agree a minimum 3 year strategic partnership with the University of Strathclyde and are excited to work together on achieving their shared objectives.



## EQUALITY & INCLUSION

Netball Scotland achieved the Intermediate Standard for Equality in 2017 and has remained committed to ensuring our sport is welcoming, inclusive and accessible to all through its people, programmes, policies and opportunities ever since. As we now begin our journey towards achieving our Advanced Level in the Equality Standards for Sport, we strive to ensure we are making significant progress towards diversity within our workforce, volunteers, members and participants and that equality standards and practices are embedded throughout our organisation's culture, functions, policies and procedures.



## AUDIT

### Strathclyde Sirens

Strathclyde Sirens is a subsidiary company wholly owned, operated and governed by Netball Scotland. Commercially funded through sponsorship investment and income generation, and fully embedded into and supported by the Netball Scotland organisational infrastructure, Sirens is independently audited on an annual basis as part of VNSL regulations. Sirens achieved the highest audit rating in the League and was identified as having the best athlete support services, most professional operation and strong brand/fan engagement.

Topic	Sub heading	Score	Maximum score	Percentage	Weighting	Total Percentage
Performance	Training and Preparation	9	9	100.00%	30%	30.00%
	Coaching and Support Services	9	9	100.00%		
	Talent and Pathway*	0	0	100.00%		
	Total	18	18	100.00%		
Operations	Playing Venue	200	204	98.04%	10%	9.80%
	Total	200	204	98.04%		
Commercial	Commercial	42	51	82.35%	35%	31.72%
	Marketing and Media	45	45	100.00%		
	Total	87	96	90.63%		
Community	Community	60	60	100.00%	5%	5.00%
	Total	60	60	100.00%		
Governance and Finance	Governance and Finance	73	75	97.33%	20%	19.47%
	Total	73	75	97.33%		
* Home Nations not applicable						
Audit Score						95.99%







THANK YOU TO ALL OF OUR MEMBER CLUBS AND SCHOOLS WHO SUPPORT OUR #NSPLAYITPINK CAMPAIGN, RAISING AWARENESS OF CANCER RESEARCH UK AND THEIR RACE FOR LIFE EVENTS.





# FINANCE

**sportscotland** investment of £568,000 was successfully awarded for 2018-19 contributing to 57% of our total income for the year. Alongside this Netball Scotland successfully secured an additional £91.5k from third party investment, 9% of our total income, to drive the delivery of our Community Impact Programs (CIP). This ringfenced investment has supported the staff and programme development for Sirens for Success, Netball in the Community and Walking Netball, which in turn has delivered significant impact across more people in Scotland.

Membership income accounted for 11% of our total income for this period and ensured that 50% of the business overheads required to support the organisation were covered. We thank our membership for their continued support.

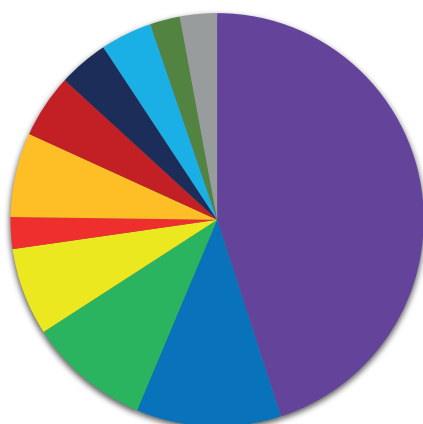
Netball Scotland saw a full year surplus of £18.3k for the year ending 31st March 2019 which was a decrease on the previous year. This is as a result of additional investment made against prioritised core organisational and good governance improvements. These included:

- The appointment of an expert resource Safeguarding Officer (part-time) to the business to ensure the key **sportscotland** investment principle of full compliance to Standards for Child Wellbeing and Protection is achieved.
- Increase in resource allocation of our Book Keeper (part-time) to more effectively support the growing financial operation demands across the whole business, ensuring improved processes, enhanced reporting and tighter controls.
- System and IT improvements to support the growing business.
- Implementation of an Operational Excellence programme to deliver critical business improvements in order to strengthen the organisation and drive improved operational efficiencies.

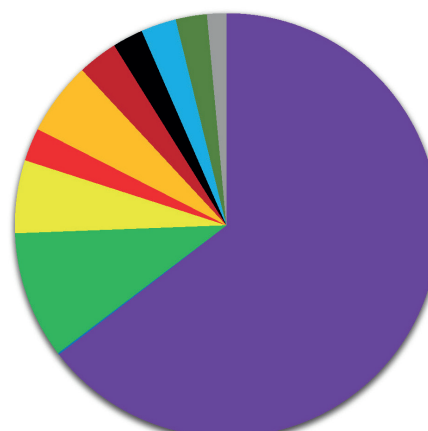
Disappointingly, historic bad debt contributed to 13% of our membership income for the year and was also a significant drain on staffing time and resource as they chased the payments. The investment and upgrades to our financial and membership systems for season 19-20 onwards, working with GoCardless and Stripe via GoMembership, will ensure that the levels of future bad debt will reduce. However, we must focus on ensuring previous aged debt is reduced and collected and that our financial position continues to be strengthened. Moving forwards, we have made the decision to invest in a full time Finance Officer to more effectively support what is now a significantly larger and fast growing National Governing Body.

Scottish Sirens Limited received no cash investment from Netball Scotland in 2017-2018, however in-kind support was provided, as per the previous year, through staffing, programme support and infrastructure. A surplus for the year enabled the business to carry forward an initial investment of £7.1k into Season 3 2018-19 to coincide with the announcement of a new long-term strategic partner, the University of Strathclyde.

## REVENUE 2018-19



## EXPENDITURE 2018-19



■ Salary Investment £448,500  
 ■ Membership £112,924  
 ■ Performance £95,030  
 ■ Education £68,377  
 ■ National Development £24,726  
 ■ Community Impact £65,767

■ Other Income incl sponsorship £49,726  
 ■ Competitions and Events £39,015  
 ■ Officiating £40,285  
 ■ Regional Development £23,293  
 ■ Thistle Camps £28,808  
 ■ Merchandise £120

■ Overheads incl Salary £631,456  
 ■ Membership £1,249  
 ■ Performance £95,030  
 ■ Education £54,493  
 ■ National Development £24,726  
 ■ Community Impact £54,597

■ Other expenditure incl sponsorship £29,823  
 ■ Competitions and Events £22,833  
 ■ Officiating £26,375  
 ■ Regional Development £23,293  
 ■ Thistle Camps £14,315  
 ■ Merchandise £-



# FINANCIAL REPORTS



## INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

	2019	2018
	£	£
<b>Income</b>	<b>996368</b>	<b>1082042</b>
Direct costs	(346734)	(369077)
Overheads	<u>(627379)</u>	<u>(656130)</u>
<b>Operating Surplus</b>	<b>22255</b>	<b>56835</b>
Interest receivable and similar taxation	<u>203</u>	<u>238</u>
<b>Surplus before taxation</b>	<b>22458</b>	<b>57073</b>
Taxation	<u>(4077)</u>	<u>(-)</u>
<b>Surplus for the financial year</b>	<b><u>18381</u></b>	<b><u>57073</u></b>

## STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2019

	2019	2018
	£	£
<b>Fixed assets</b>		
Tangible assets	2634	2260
Investments	<u>2</u>	<u>2</u>
	2636	2262
<b>Current assets</b>		
Debtors	158372	131875
Cash at bank and in hand	<u>292404</u>	<u>301249</u>
	450776	433124
<b>Creditors: amounts falling due within one year</b>	<u>(166465)</u>	<u>(166820)</u>
<b>Net Current Assets</b>	<b><u>284311</u></b>	<b><u>266304</u></b>
<b>Total assets less current liabilities</b>	<b><u>286947</u></b>	<b><u>268566</u></b>
<b>Capital and reserves</b>		
Income and expenditure account	<u>286947</u>	<u>268566</u>

## INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2018



	2018
	£
<b>Income</b>	357245
Interest received	6
Direct costs	(337225)
Tax on profit/(loss)	<u>(1666)</u>
<b>Surplus for the financial year</b>	<b><u>18360</u></b>

## STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2018

	2018	2017
	£	£
<b>Current assets</b>		
Debtors	4389	2356
Deposits & Cash	<u>50553</u>	<u>49734</u>
	54942	52090
<b>Current Liabilities</b>		
Creditors; Short Term	(47835)	(63343)
	<u>47832</u>	<u>63343</u>
<b>Total Assets less total Liabilities</b>	<b><u>7107</u></b>	<b><u>(11253)</u></b>
<b>Capital and reserves</b>		
Called up share capital	2	2
Income and expenditure account	7105	(11255)
	<u>7107</u>	<u>11253</u>

### Summarised Financial Statements

The summarised financial statements set out above are extracted from the annual statutory financial statements which were approved by the Board of Directors on 20th August 2019. The summarised financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the company.

For a full copy of the Directors' Report and Financial Statements, including the Chartered Accountants Report thereon, please visit our website [www.netballscotland.com/governance/corporate-governance/](http://www.netballscotland.com/governance/corporate-governance/) or alternatively contact:

Karen Dunn  
Netball Scotland, Emirates Arena, 1000 London Road, Glasgow G40 3HY  
[karen.dunn@netballscotland.com](mailto:karen.dunn@netballscotland.com)

Signed on behalf of the Board of Directors on 20th August 2019 by

C Mansley  
Director





✉ [membership@netballscotland.com](mailto:membership@netballscotland.com)

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🌀 Affiliated to the International Netball Federation and Netball Europe. Registered Company: SC316349

