



**NETBALL
SCOTLAND**

ANNUAL REPORT 2019-20

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CHAIR'S WELCOME

Welcome to the Netball Scotland Annual Report – at the time of writing, we are still living with a lot of uncertainty around our sport as we continue to feel the effects of the global pandemic. And whilst it has been an exceptional year, I would like to focus my summary here on what we have been able to achieve this season, despite the considerable challenges put in front of us by COVID-19.

Much of Netball Scotland's success to date is thanks to the dedication of our staff team, athletes and, of course, all of our members and volunteers – without whom none of our achievements as a sport would have been possible. Thank you for giving so generously of your time and expertise to help us achieve our mission.

You, our wonderful members, have been right by our side in the face of adversity and have supported us through this challenging time, thank you. We continue to look for ways to improve our membership proposition and your contribution to this is appreciated.

Thanks also to our network of supporters and partners who share our commitment to developing netball in Scotland and its contribution to the physical and mental wellbeing of Scottish society. You have played an important role in ensuring Netball Scotland's sustainability during this difficult time whilst strengthening our plans for growth in the future.

To ensure that we do continue to grow, we are in the process of rebuilding our Board to bring in greater diversity of skills and experiences. This will allow us to support our CEO, Claire Nelson, and her team to really drive the sport forward.

It's a challenging but exciting time ahead – as someone once said – we will be back!

Pam Radage, Interim Netball Scotland Chair



CEO WELCOME

Season 2019/20 marked the first year of this new Strategic Plan as we work to grow, develop and improve our sport at every level for our current, and future, Members. Our two strategic aims are to Strengthen the Organisation and Enhance the Pathway in order to enable our sport and our people to realise our collective ambitions and potential – on and off the court.

We started strong with a highest ever **World Ranking** position of **7th**, moving into **8th** place following an exhilarating Netball World Cup in Liverpool where our Scottish Thistles made an entire nation proud. Following this competition we said a fond farewell to our National Coach of 7 years, Gail Parata, who had achieved so much with our National team, and we welcomed in **Tamsin Greenway** to lead us into our next phase of growth and development on the World Stage. Tamsin has huge plans for our Thistles and is building an exciting training and competition programme in the lead up to Birmingham 2022 – I for one can't wait to finally see her and our team in action!

We also welcomed **Karen Atkinson** into our Performance Team last year as our Strathclyde **Sirens Technical Director**. Karen has focused on building the best performance programme in the Vitality Netball Superleague and secured some of the world's top coaching experts to work with our athletes in the pre-season. With our very own Lesley MacDonald appointed to Head Coach we saw huge improvements from our squad, and so we were all disappointed not to be able to see how the Team progressed across the Season when the League was (rightly) cancelled due to COVID-19. That first home win in front of a sell-out crowd was sublime, and we are determined to continue this momentum into next season! #EverybodyIn #WeAreSirensTribe

Off the Court, as our Membership has continued to grow, we have delivered more education courses, development programmes and skills workshops to Players, Coaches, Officials and Volunteers than ever before. By innovating new products and programme content, and moving so much of what we do online, we have been able to make your personal netball journey and development experience more flexible and accessible, and we will be building on this as we move into the new Season. We also brought on a new **Membership Coordinator, Amanda Muirhead**, who has transformed our Membership processes, services and communications, and we are excited to be able to bring so many more improvements and enhancements to you all over the coming months.

A key priority for us as a business has been commencing our Consultation with our Local Associations. This has provided critical insight and feedback to help shape the plans for our sport – both in terms of returning to court and recovery from COVID-19, and also in creating a strategy for Clubs, Competition and Pathway moving forward. We have never felt more connected to our regions and membership as a result of this process and feel privileged to be able to collaborate with our local leaders on developing our roadmap for the future. Thank you to you all.

Our **Regional Development Team** have been developing even more tools and resources to support our Clubs to grow, develop and operate safely, and through our Club Forums and local networks have empowered more Members than ever before, helping to strengthen the backbone of our sport. The upcoming launch on our **Club Development Framework** and a new look **Thistle Mark** will also strengthen our clubs ensuring they provide safe and inclusive environments within which the Netball Family can succeed and thrive.

We also welcomed a new Competitions and **Events Manager** this year, **Jo Foster**, who has been reviewing and redesigning our portfolio of national events and competitions to deliver an enhanced Member experience, improve our Pathway and create more opportunities to experience our sport at every level. She was disappointed not to be able to implement many of these improvements in the 2019/20 season due to the impact of COVID-19 suspending all netballing activity, but is working on a modified plan for the season ahead as we know all of our Playing Members love taking part in competition. Watch this space!

As a business and organisation, we continue to operate with the highest standards of Governance and are proud to be fully compliant with Child Welfare Standards for Sport and GDPR. We have also maintained our Audit and Equality Standards and have reviewed and updated 75% of all of our core Policies and Processes. Furthermore, we introduced expert Advisory Panels across Wellbeing and Protection, are in the process of recruiting an external Equality Advisory Group, strengthened our Finance resource through the appointment of a **Finance Officer, Julia Brown** and are currently in the process of rebuilding our Board through the recruitment of a new Chair and the appointment of new experts who can lead the sport and organisation through this next significant phase.

We also continue to build up our network of partners, stakeholders and sponsors who support our ambition to grow this sport across our nation and thank each and every one of them for the contribution they make. Our local authority, leisure trust, FE/HE and third sector partners ensure we bring a wide range of expert resource to support all of us to realise your potential.

So, as I wrap up my reflections on the 2019/20 Season, I must acknowledge the magnitude of what we have all experienced over the past few months as a result of COVID-19. Never did I think that I would have to shut down our sport and business due to a global health pandemic. Never did I think that I would have to prioritise the protection of lives over all else. And never for one second did I think that we would be moving into this next Season fighting to survive as a sport and business. It wreaked devastation and destruction across our nation and our lives, and we all face a long road to full recovery ahead of us. But recover we will if we remain connected, supportive and open minded – and right now your Membership has never mattered more. This next season is going to look and feel a little different, but my amazing Team has worked tirelessly over the last 4 months to create a new, improved and enhanced Membership experience that will enable all of our Members to continue to enjoy our sport in confidence and safety. We will share our plans with you over the coming weeks and look forward to seeing you all back on court at some point, hopefully in the not too distant future. But for now, thank you for your courage, resilience and strength – I am proud to lead this organisation of **#GameChanging** people, and we will continue to weather this storm together. The future of Netball in Scotland depends on it!

#SucceedAsATeam...Always



Claire Nelson, CEO Netball Scotland





A YEAR IN REVIEW

This year Netball Scotland Membership increased by **14%** from 7079 in 2019 to 8074 in 2020, with Schools Membership increasing **4.5%** from 814 in 2019 to 851 in 2020. Club growth has also risen considerably with an almost **16%** increase on last year. Overall, we have seen a fantastic **82%** growth since 2015 with total membership reaching **8,925** this season.

With this, we have concluded the first year of our 2019-23 Strategic Plan and now enter into an extensive membership category review, informed by the 2019 Membership Services and Equality Surveys. Our aim is to deliver a thriving, engaged, diverse and empowered Membership that feels valued, has access to appropriate and relevant opportunities to develop and enjoy the sport, and feels connected to the wider netball community. We hope to not only further empower our members to take control of their own membership journey but provide them with enhanced services, benefits and flexibility to truly tailor an experience informed by and created for them.

Looking ahead our focus for the new Season and for the remainder of our Strategic Plan will be to enhance our offering to meet the current and future needs of our people and our sport because we can only **#SucceedAsATeam**

A YEAR AT A GLANCE

4.1 ★★★★★

Members Rated our Membership Services 4.1 out of 5 Stars

8,925+

Total Membership increased by 13% from March 2019, with an 82% growth since 2015

14% ↑

Overall membership increase from March 2019

16% ↑

Overall club growth from March 2019

SOCIAL MEDIA

A linked approach across our Netball Scotland and Strathclyde Sirens channels has allowed us to tailor the experience, news, events, information and partnerships presented across social media, e-mails and our website. With more exciting, fun and innovative content planned for the coming season to keep our members engaged, entertained and informed.



FOLLOWERS

10,568

GROWTH

13%

FOLLOWERS

9,034

GROWTH

24%



FOLLOWERS

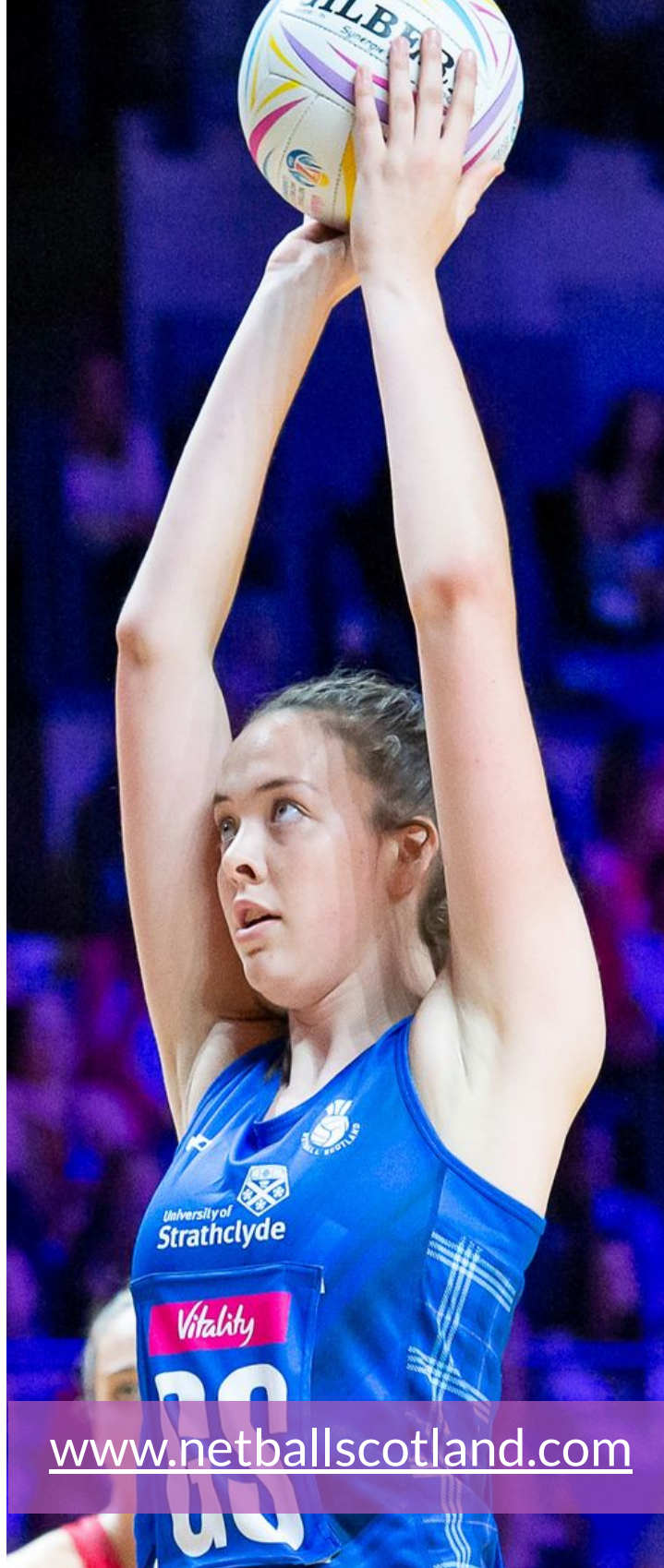
3,890

GROWTH

94%



*Figures for Netball Scotland as of March 31st 2020



www.netballscotland.com

A YEAR AT A GLANCE

410,449+

Monthly Reach across Netball Scotland Social Media Platforms

40%



Digital Audience Growth average across NS & Sirens channels

DIGITAL

This year we enhanced Netball Scotland's digital offering in what is the first stage of a business wide digitisation process. With the introduction of digital courses and greater information sharing, the Netball Scotland website has seen an increase in site visitors with an average of **16,500** page views a month, an increase of **4%** on last years figures.



A YEAR IN REVIEW

This year we were delighted to appoint Tamsin Greenway as Scottish Thistles Head Coach. Working closely with Strathclyde Sirens Technical Director Karen Atkinson and Netball Scotland's High Performance Coaching Group led by Lesley MacDonald, Tamsin will design and deliver a world class training and competition programme that enables and empowers Scotland's national athletes to achieve their performance ambitions on the world stage.

As we continue our full pathway review, this year we launched the National Hub programme, an addition to our player pathway which encompasses the previously known Development Academies and U17 programme. There has also been an extension of the Strathclyde Sirens brand to encompass an U21 team providing U21 athletes with an enhanced competitive training and competition environment.

To deliver against key strategic objectives and support the delivery of a world class sporting system for netball, Rachel Cremin was appointed to a newly created post, a dual role as Strathclyde University Director of Netball/NS Performance Pathway Coach.

Finally, this season our U21 and U17 National Squads attended the Netball Europe Championships. Both squads returned home with a bronze medal while 14 players recieved their first cap.

A YEAR AT A GLANCE

8th 

Scottish Thistles Ranked 8th in the INF World Rakings

Scottish Athletes selected into Strathclyde Sirens squad

11



NATIONAL HUB Launched to expand and develop NS Player Pathway

SIRENS U21 Launched expanding training and competitive opportunities



19 +

Athletes Selected for inaugural Sirens U21 Squad - [read more about the squad here!](#)

APPOINTMENTS 2019/20



TAMSIN GREENWAY
Appointed Scottish
Thistles Head Coach

KAREN ATKINSON
Appointed Strathclyde
Sirens Technical
Director



LESLEY MACDONALD
Appointed Strathclyde
Sirens Head Coach

RACHEL CREMIN
Appointed to Dual Role
with University of
Strathclyde



"TO WORK WITH SUCH A
FORWARD-THINKING NATION
IS THE PERFECT OPPORTUNITY
TO GET BACK TO DOING WHAT
I LOVE BEST!"

Tamsin Greenway, Head Coach

100 **CLAIRE MAXWELL**
Achieved 100th Cap
Scotland v Uganda

001 **EMMA BARRIE**
Achieved 1st Cap
Scotland v Samoa



12 Athletes Selected to
represent Scotland at
the 2019 World Cup



NIAMH MCCALL
Awarded Player of the
Tournament, Netball
Europe

11th



11th Placed Finish at the 2019
Netball World Cup in Liverpool,
improvement on 2015 result

7th



Scottish Thistles Peaked 7th in
the INF World Rankings July 2019



A YEAR IN REVIEW

Demonstrating the importance and value members place in gaining skills, knowledge and qualifications to strengthen their clubs and leagues, coach education has continued to flourish with 200 new Level 1 & 31 new Level 2 coaches and 73 new C Award & 14 new B Award umpires gaining their qualifications this year.

We also celebrated the passion and determination to progress and succeed from our performance umpires and officials with representation at both the World Cup in Liverpool in July 2019 and Netball Europe competitions where our umpires and match bench officials represented Scotland with distinction. Congratulations also go to Katie Howell who achieved her A Umpire Award and a special mention to Anne Abraitis who has been promoted by INF to the International Testing Panel (ITP) through to January 2022. The role provides exposure to elite level umpires across the world allowing Anne the opportunity to share learnings with our Scottish umpires who aspire to achieve international recognition.

With the retirement of the UKCC Framework earlier this year, our Education & Development Manager, Rebecca Hope has been leading the creation and development of the new awards ensuring the needs of the netball family are met. We are delighted to announce the new Level 1 qualification will be rolled out from 1st October 2020.

A YEAR AT A GLANCE



KATIE HOWELL
Achieved her A Umpire
award in 2019/20

ANNE ABRAITIS
Promoted to INF
International Testing Panel



200 ↑ **New Level 1
Coaches awarded
in 2019/20**

**New Level 2
Coaches awarded
in 2019/20** **31** ↑

73  **New C Award
Umpires awarded
in 2019/20**

**New B Award
Umpires awarded
in 2019/20** **14** 

DIGITAL EDUCATION

The Education Department have been exploring different digital learning opportunities and are delighted to announce that NS will be offering a range of virtual and e-learning modules for our members launching in the 2020/21 season. This is linked to our strategic objective to provide a diverse range of educational opportunities allowing all to enjoy the sport of netball for life.

This further development of digital education will allow us to improve the accessibility of our courses, which we know has been a concern for participants in the past, as well as making course and module participation much more flexible for our members, empowering them to engage in whatever way feels right for them. We will have over 15 (full or part) qualifications & CPD opportunities available through our new digital learning platform launching in the new 2020/21 season.

[VIEW OUR EDUCATION CALENDAR](#)



A YEAR AT A GLANCE

4.0 ★★★★★

Members Rated our Education Services 4.0 out of 5 Stars

78% 

Agree current education offering meets their development needs

NEW

15 New Full or Part Qualifications & CPD Available Digitally

Development of new coach qualification framework

NEW

NEW

E-Learning platform in development, launching 2020/21



A YEAR IN REVIEW

The Regional Development Managers work across 30 of the 32 local authorities in Scotland, developing robust, connected partnerships to support growth at both local and regional level. The emphasis of their work, in line with the new strategic plan, has been both on providing expertise and developing quality resources to support the growth of strong, safe, and inclusive clubs.

The design of the Netball Scotland Club Framework has been finalised and will provide a structure for club development. In addition, a review of the club accreditation programme, Thistle Mark, has been undertaken and a new standard established. The network of both local and regional Netball Forums continues to grow to facilitate collaborative working and identify action plans specific to the development needs of each area. Recognising the pivotal role that the local associations play in the development of our sport, and being directly connected to them, the Regional Development Managers have had a key role in the Local Association Consultation project.

This season has been a period of review, planning and development as we work towards delivering a world class system for netball from local to national level. In line with this, the structure of the RDM team has changed to reflect a more strategic approach going forward and ensuring support to the netball family across the length and breadth of the country.

A YEAR AT A GLANCE

"OUR CLUBS ARE THE BEATING HEART OF OUR SPORT AND IT IS THE POWER OF PARTNERSHIP THAT ENABLES OUR SPORT TO FLOURISH"

Caroline Walker, Senior Regional Development Manager

RDM Areas: North East, East, West Central and West

NEW

NEW

Partnership with Perth Ladies League - All players Affiliated

Launch of Local Associations Consultation in January 2020

NEW

NEW

Design for new Club Development Framework finalised

CLUB FRAMEWORK REVIEW

The creation of the new **Club Framework** is the first outcome from a suite of club development projects led by the Regional Development Team. The overall aim is to ensure a more consistent approach to netball club development across the country. The purpose of the framework is to support a network of **strong netball clubs** which is essential to ensuring netball in Scotland achieves its full potential. The framework has established three main pillars:

1. **Culture:** Create and embed a club culture which promotes positive values, attitudes and behaviours in a thriving, safe and inclusive environment.
2. **People:** The appropriate recruitment, development and recognition of all people contributing to the clubs' ambitions both on and off court.
3. **Management:** Putting everything in place to make the day to day running of the club more efficient and effective.

The framework will conclude its pilot phase in August 2020, with a soft launch in 2020/21 season before we open up to wider club engagement across Scotland.



THISTLE MARK REVIEW

Throughout Season 2019-20, the Regional Development Team have been reviewing and updating Netball Scotland's accreditation scheme, **Thistle Mark**. We are delighted that this season we have created the final version of what will now be the Thistle Mark Standards for clubs. These standards are aligned to the new **Club Framework** and together will be launched for Season 2020-21. The new standards have been piloted with 14 netball clubs across the country, ranging in maturity, size, and geographical location to ensure the standards are achievable for all 221 affiliated netball clubs.

**Resources & Templates
for clubs and Local
Association to use and
implement**

NEW

NEW

**Digital tools to empower
our clubs & support their
development**

**Created a range of CPD
for off-court club
volunteers to support
club development**

NEW

A YEAR IN REVIEW

Local Associations (LAs) are at the heart of domestic netball in Scotland and are critical to the delivery and development of our sport throughout the pathway and across our communities.

One of Netball Scotland's key strategic aims in this cycle is to actively partner with our LAs in order to create an empowered and connected network that delivers quality consistent domestic development, league and competition opportunities to a thriving Club and Membership infrastructure.

This critical piece of work commenced with a national consultation process in January 2020 and we have so far engaged with each of the 14 LAs either in person or, more recently, via Zoom video calls. Formal consultation will be undertaken and completed over a two year period.

Our collective ambition is to enable and empower netball in Scotland to succeed and thrive at every level of the pathway.



LOCAL ASSOCIATIONS AT A GLANCE

14

Member Local Associations across Scotland

4

Local Association Consultation Cycles over 15 months

3



3 out of 14 Local Association Consultations undertaken by 31st March 2020

60



Total number of Volunteers across 14 Local Associations



A YEAR IN REVIEW

Little did we know when we launched our series of national competitions that we would be facing the most challenging season in our history. With high engagement across the country, we welcomed over **260 teams** into the **Scottish Schools Cup**, **86 Junior teams** into the **Youth Cup** and **24 Senior teams** into the **Scottish Cup**. As our teams navigated their way through the initial rounds and with exciting plans in place to host our Scottish Cup final as a curtain raiser to the Strathclyde Sirens v Celtic Dragons match at the Emirates Arena, providing a platform fit for national champions our season got off to a flying start. However, it was not to be and with only days before we were due to host our Scottish Schools Finals at Oriam, COVID-19 took hold and our competition calendar was abruptly drawn to a close. Whilst this was a highly disappointing end to our year, the wellbeing, health and safety of our netball family took precedence and will remain so.

Although the 2019-20 Competitions Season did not conclude in the normal fashion it did play host to the launch of the Competitions Review allowing us to commence an extensive research and consultation process of surveys, focus groups and direct conversations with our participants. This information gleaned will be taken into consideration as we aim to complete the research stage and work towards laying the foundations for a strong and engaging portfolio of competitions.

A YEAR AT A GLANCE

3.8 ★ ★ ★ ★

Members Rated our Competition Services 3.8 out of 5 Stars

439

Competition entrants across 4 competitions, minor decrease of 4% from March 2019

94% 

Overall membership aware of NS National Competitions

67%

Of membership would like more local competitions

DISTRICT REVIEW

This year **33 U15** teams and **24 U17** teams competed across the country to become District Champions.

The U15 District competition was unaffected by the lockdown and was able to play until completion, with our district performance final being held in the Regional Performance Centre, Dundee.

Edinburgh A finished **runners-up** with **Glasgow A** being crowned 2019/20 **U15 District Winners**. **East Renfrewshire Green** were crowned **Development Final Winners** with **Dumfries and Galloway A** taking the runner-up position.

The **U17 Performance Competition** also managed to conclude ahead of the Covid-19 lockdown, the Performance **runners-up** were **Borders** and the winners **East Renfrewshire Blue**. Unfortunately due to lockdown the final day of the regional U17 Competition was unable to take place but would have seen 15 teams battle it out for glory across both the Regional Performance Centre in Dundee and the Dundee International Sports Complex.



D&G A
Development Winners
Season 2019/20



EAST REN GREEN
Development Runners-up
Season 2019/20

GLASGOW A
U15 District Winners
Season 2019/20



EDINBURGH A
U15 District Runners-up
Season 2019/20

EAST REN BLUE
U17 Performance
Winners Season
2019/20



BORDERS
U17 Performance
Runners-up Season
2019/20

998+

Total membership,
down 67 from 2019

53

Registered BBN
Clubs in 2019/20

18

Local Authorities
Engaged in 2019/20

A YEAR IN REVIEW

This year Netball Scotland have experienced a decrease in membership by 7.8% from 1065 members in 2019, to 998 members in 2020. As a result of this, we have identified a 4-year strategic plan which will aim to increase membership by **19%** through additional festivals, camps and CPD opportunities.

Over the past year, we have connected with our members on numerous occasions and through consultation have identified the need for more playing opportunities. As a result of this, Netball Scotland are aiming to host more regional festivals throughout the year, allowing for more opportunity to play against local teams and keep our communities connected.

Our Bounce Back to Netball education programme also continues to grow & develop. In May 2019, **22 members** came together in Glasgow to develop their knowledge and gain experience in facilitating a netball club – our highest number of workshop entrants to date!

Our aim for the season ahead and the future of BBN is to enhance our programme for our members by introducing more playing and CPD opportunities.



BOUNCE BACK TO NETBALL AT A GLANCE

Summer Nights Netball was launched in the Summer of 2018 in Edinburgh, and as a result of the high demand for the programme, we expanded to give our members in the West of Scotland this same opportunity and experience in 2019. Looking ahead, we are working on increasing coverage across Scotland and are developing a strategy for a national roll out of summer leagues across the country. We will update on our plans in due course.



A YEAR IN REVIEW

WALKING NETBALL has gone from strength to strength over the last year with a **113%** increase in membership figures from 2019.

The “**Walking Netball...More Than A Game**” project funded through the Changing Lives Through Sport & Physical Activity Fund has enabled the continued deployment of our three activators across the country. They have driven the creation of a Walking Netball Community providing our members with the opportunity to be involved in our sport for life. Walking Netball is more than a game, it is a lifestyle which improves confidence, mental and physical health and wellbeing as well as connecting people in communities.

"OUR WALKING NETBALLERS ARE A CONSTANT REMINDER OF THE POWER OF SPORT TO CHANGE LIVES"

Craig Smith, Regional Development Manager

Changing Lives Through Sport & Physical Activity partners:



4

Total number of WN Festivals held across Scotland

36

Total number of WN Clubs across Scotland

113%

Total membership increase from 2019

554



Total Membership, an increase of 298 members from 2019



A YEAR IN REVIEW

The successful recruitment of **Karen Atkinson** as Sirens Technical Director and **Lesley MacDonald** as Sirens Head Coach has been instrumental in driving major improvements on and off the court in the 2020 VNSL Season.

As part of pre-season preparations, and in addition to weekly training and pre-season friendlies, guest overseas specialist coaches Sue Gaudion and Vicki Wilson arrived in Scotland to work with the Sirens squad whilst also delivering a series of masterclasses and observation sessions for NS members. In Partnership with The Corinthian Glasgow and Thompson & Scott we hosted an **'Evening with Sue Gaudion'** attracting netball fans from across Scotland for a fantastic evening of netballing stories and anecdotes.

The VNSL started strong attracting record attendances and TV viewers to the Opening event of the Season. Following that we opened the doors of the Emirates Arena on Friday 6th March for our first home game of 2020 against Surrey Storm and filled the venue with our biggest #SirensTribe audience. Unfortunately, with the arrival of COVID-19, the VNSL and England Netball boards made the decision to declare the 2020 season null and void. Next season we aim to build on this momentum, encourage a safe Return to court for our athletes and return to the Emirates with a vengeance for our fans and members to enjoy the top flight netball we all know and **LOVE!**

A YEAR AT A GLANCE



KAREN ATKINSON
Appointed Technical Director

LESLEY MACDONALD
Appointed Head Coach



SOLD OUT

Sirens Pre-Season event at Oriam,
Edinburgh in Partnership with
Edinburgh City Council

+3  **NEW**

New Recruitments for the 2019-20 season. Welcome, Zanele Vimbela, Taylor Cullen and Natalie Bright



Gia Abernethy
Captain



Nicola McCleery
Vice Captain **19**

A YEAR IN DIGITAL

15% ↑

Social media page growth in line with VNSL/audit requirements

55% ↑

Digital Audience Growth – 55% average across existing channels

2296+

TikTok managed by athletes gained 68.7k likes and 2296 followers since starting in March 2020

15,000+

Followers across social media platforms



MEET THE SQUAD HERE!



STRATHCLYDE SIRENS AT A GLANCE

TITLE PARTNERS:



NEW PARTNERSHIPS:



10 Masterclasses delivered with **Sue Gaudion** and **Vicki Wilson**

16% Increase in Season Ticket Members from 2018-19

8,813+

Record paying attendance for **Super 10** - Arena Birmingham

1,380+

Record paying attendance for Sirens home game - **6th March**

A YEAR IN REVIEW

Now in its third season, the Sirens for Success programme continues to grow its reach and impact across the country. We welcomed imported Sirens athletes **Natalie Bright** and **Zanele Vimbela**, along with **Jennifer Hudson**, previous U21 Scotland athlete to the delivery team this year. Tackling the decrease in physical activity in teenage girls who also have low esteem and challenges with their confidence, the Sirens for Success programme has reached **13 schools**, around **190 girls**, across **5 local authorities**. From our extensive monitoring and evaluation of participants through the programme, we are delighted to see that there has been a positive impact on the girls, with them recording overall, they are happier and more physically active.

Netball Scotland are thankful to **Glasgow Sport** for their investment in the delivery to Glasgow schools over the past three years, and **Spirit of 2012** who invested in the programme for 2 years, allowing us to reach more schools across more Local Authorities. We are delighted that we are now in a position to further the reach of this programme, on a self-sustainable financial model moving into academic year 2020-21.

PUPIL COMMENTS

"Body shape doesn't really matter, we should feel good in our body"

"I thought I was fat and unfit, and Jen helped me realise I wasn't."

"Because we learned about it, and it is who you are that matters."



53%

Changed their attitude towards confidence/body-image/lifestyle

5



Local Authorities engaged with the SFS Programme this year

13



Schools Participated in SFS Programme this Year

190



Girls Participated in the 6 week programme



A YEAR IN REVIEW

During the first year of our 2019-23 Strategic Plan, Netball Scotland have achieved the following aims:

WORLD CLASS GOVERNANCE

- 100% compliance with GDPR
- 100% compliance with Child Welfare Standards
- Maintained Intermediate Equality Standard for Sport
- Maintained Audit Standard Satisfactory (with comments)

SUSTAINABLE FINANCIAL MODEL

- Reduction of bad debt to 1% of turnover
- Introduction of online payments across 90% of business
- Launched Business Development & Innovation Working Group

OPERATIONAL EXCELLENCE

- Redesign and centralisation of a standardised financial process and reporting system
- Implemented employee engagement and performance management tool
- Review and update of all key organisational policies and processes

A YEAR AT A GLANCE

100%

Compliance with GDPR

100%

Compliance with Child Welfare Standards

100%

Compliance to maintain Intermediate Equality Standard for Sport



**Online Payments
across 90% of the
business**



**Reduction of Bad
Debt to 1% of
turnover**

A YEAR IN REVIEW

Investment from sportscotland of £602,100 was awarded for 2019-20 to support staffing, development and performance programmes, contributing to **59%** of total programmes.

Membership affiliation growth produced an increased income from 2018-19 of **9%**, to £122,916 for the year, contributing to 12% of business total income. Overheads of £141,383 are in part supported by membership income and supplemented by our commercially driven products through education, competitions and events.

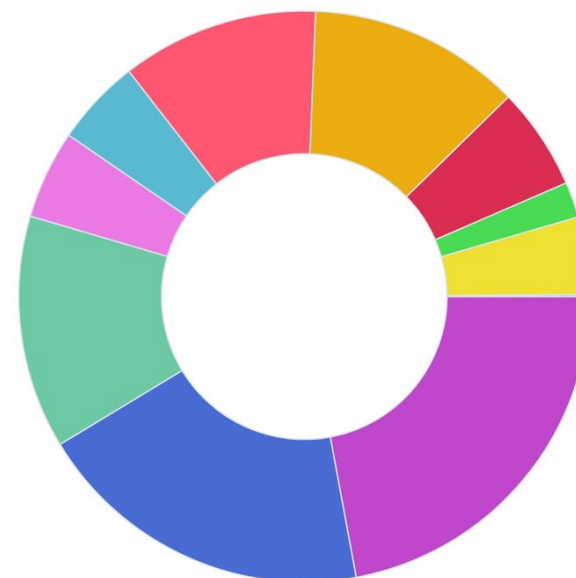
Strathclyde Sirens are a wholly owned commercially funded subsidiary of Netball Scotland, supported by the Scottish Institute of Sport and key partners. Their existence is embedded in our strategy and are integral to achieving key strategic aims across performance, profile and participation.

Working with our Partners we secured additional investment of £82,783 to support various programmes, resources and staffing of 5 posts. This investment is key to supporting the growth, development and diversity of netball throughout Scotland.

Key investments were made on IT system upgrades to enable all staff to work remotely and ensure improved membership systems and processes, and expert resources to support our world class governance aims. Full details of this years approved accounts can be found [here](#).

Revenue 2019-20

Membership	122,916
Performance	107,163
Education	73,478
Officiating	27,926
National Development	27,323
Community Impact	62,148
Other Income incl sponsorship	67,051
Competitions and Events	32,307
Regional Development	11,190
Thistle Camps	24,433
Merchandise	621



Expenses 2019-20

