

Annual Report 2011-2012

All England Netball Association Ltd



LOTTERY FUNDED

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EnglandNetball

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Chairman's Introduction

This past year has been one of great success for England Netball and we should be proud to acknowledge and celebrate our many achievements. Our commercial team have worked hard to engage and inform our members and to raise the profile of netball, through the use of innovative techniques and the benefits of social media channels and online opportunities. Our membership magazine, *netball*, and our digital magazine, have both been vital to connect with our audience. They have delivered regular stories and articles covering both elite netball and grassroots netball right around the country across all our regions, counties and leagues.

In this year of the Olympic Games in London, it is a travesty that netball is not one of the participating sports, but our membership have been playing their part by helping to carry the Olympic torch and some of our dedicated volunteers and staff are working in various capacities as volunteers during the Olympics. I passionately believe that netball should be included in the Olympics. It is a great team game and we will keep lobbying on behalf of our members and colleagues across the 60 plus countries who are affiliated to the International Federation to make this happen.

Netball is working in a challenging economic environment which is forecast to remain for the foreseeable future. It is therefore remarkable that we achieved the targets set in our England Netball Whole Sport Plan 2009-2013. However, we cannot rest on our laurels, we need to keep working with, and listening to, our members to really understand what they expect and want from our

sport. That is why we undertook the Participant Centred Approach research and why we set up the roadshows to consult with our members in the regions and counties to get their input into our next strategic plan titled 'Your Game Your Way'. This forms the basis for our Whole Sport Plan funding submission to Sport England for 2013-2017. In my opinion, the strategic plan that has been delivered

is the most comprehensive, integrated and quality plan that England Netball has ever delivered and will ensure continued growth and excellence in our sport.

So, what are some of our major achievements over the past four years? We have significantly raised the profile of our sport, which has led to us being recognised as a top performing National Governing Body. Our membership figures have increased year on year and we now have over 80,000 affiliated members, our highest ever. Our Back to Netball programme has been an incredibly successful initiative, attracting over 19,000 participants back into the sport and helping to achieve our affiliation growth targets. In 2011, we introduced a free primary school affiliation scheme and as at 31 July 2012 we have over 1,400



England Netball Chairman Cheryl Danson OBE (right) awarding Andrea Eggleton from the East region with the Muriel McNally Award at the Golden Globe Awards in September 2011

schools who have taken advantage of this fantastic scheme. We have achieved a rating of 80.7% in the independent IPSOS/MORI annual survey, which measures participant satisfaction, exceeding the benchmark and the national average set by Sport England. Active People have confirmed that 147,100 adults are regularly participating in netball, above the four-year target of 140,200. Regular participation in netball has grown by 25% since 2008. Our target for regular participation by young people aged 19 and under was 21,655. We have exceeded this target and as at June 2012, we have 23,291 junior members. Also this year we have launched the England Netball Supporters Club, which is a project we hope to build on during the next 12 months.

“We have a really good mix of skills on the Board and I am grateful to every one of the directors for their hard work over the past year. I look forward to working with the existing and new Directors going forward.”
Cheryl Danson OBE, England Netball Chairman

Netball has also been recognised nationally. Our Active Women project (Back to Netball) is included in the final three of the National Lottery Awards 2012 in the Best Sport Project category, beating competition from 501 other nominees. Earlier this year, netball was shortlisted for the Sports Industry Awards 2012, National Governing Body of the Year Award. We've also had success at the UK Coaching Awards 2011, hosted by Sports Coach UK, achieving three nominations shortlisted from amongst a strong field of nominations across other sports. Anita Navin was successful and recognised as the Coach Educator of Year Award winner. The success continued as one of our great coaches, Maggie Jackson, received an MBE in the Queen's Birthday Honours list.

On the court, England are World Netball Series champions at the Fast Net format of the game, winning our 1st gold medal at International level in November 2011. In the Netball Europe Championships, England were crowned champions across all three age groups at under 21, under 17 and at Open Championships level, a fantastic achievement by all the squads.

In addition, in July 2012, a Great Britain team, which included eight players from the England under 21 squad and led by Colette Thomson, the England under 21 coach, won the inaugural World University Netball Championships held in South Africa.

The FIAT Netball Superleague season was launched with the Cathedral City

Lighter Fast Net Grand Prix, sponsored by Dairy Crest, which was a great start to the season. This was followed by the FIAT Netball Superleague, which was in a revised format for the 2012 season and produced some fantastic competitive matches. Over an exhilarating weekend during the FIAT Superleague Showdown in May, Northern Thunder repeated their success from the Fast Net Grand Prix with victory against Surrey Storm, completing a remarkable double and being crowned FNSL Champions 2012.

Our Board members have continued to work hard on behalf of our members to provide strong strategic leadership for the Association. A Board retreat and six Board meetings were held during the year and a Board induction programme was introduced. England Netball has signed up to the Sport and Recreation Alliance Voluntary Code of Good Governance for the sport and recreation sector. We are currently reviewing our governance structures and will work with our regions and counties through the Regional Chairs Forum to ensure that we continue to improve our governance at all levels of the Association. Bill Alexander resigned from the Board just after the last AGM and was replaced by a co-opted director Fran Steele, who is standing for election this year. Andy Borrie is standing down after three years as an appointed director. I thank both Andy and Bill for their contribution to the Board and England Netball. This year, our audited accounts show that we have made a

small deficit of £490, which is explained in more detail in the AGM notices. We are also grateful for the ongoing financial support from our sponsors and partners, particularly Sport England, FIAT Group Automobiles UK and Dairy Crest.

I am now looking forward to our 'Make the Game Live' weekend of netball which is being held in September and includes the England v Jamaica International at the LG Arena in Birmingham, followed by our AGM, an Honorary Life Members lunch, a National Coaching Conference and the Golden Globe Awards 2012. This promises to be a great opportunity to come together and celebrate netball and our wonderful volunteers. At our Golden Globe Awards 2011, Mary French was awarded a Lifetime Achievement Award for her commitment to netball, including the unique achievement of attending every World Netball Championships since the event started in 1963.

Finally, I would like to pass on my sincere thanks to everyone involved in netball in England, including our volunteers, staff, Board and President. We are One Team, One Vision, working together to make our great sport even better.



Cheryl Danson OBE
Chairman, England Netball

A message from your Chief Executive

Two years ago we recognised that post London 2012, Government investment in sport would probably decline. We therefore implemented a plan to ensure we reached the end of the current funding cycle in good shape by achieving our targets and preparing a strategy for the 2013/17 cycle. Our rationale was that a great track record plus a great strategy would equal a great funding award; we have achieved the 1st two parts of the equation but will need to wait until December 2012 to learn of our reward.

In her report, Cheryl has eloquently celebrated our successes over the last 12 months, confirming that we have met or exceeded all but one of our Whole Sport Plan targets and established netball as a top performing sport in England. That was all about part 1 of the equation – building the track record.

We wanted to develop a strategy that was real rather than a strategy that sat on the shelf. We placed the participant at the heart of that strategy as part two of the equation. To achieve this we embarked on an extensive programme of research and consultation to better understand the sporting landscape and the needs and expectations of existing and future participants. This process culminated in 9 interactive Regional Road shows where thoughts and ideas on the future direction of netball were discussed.

Our understanding of both the sporting landscape and the expectations of the participants identified 10 categories or segment of participants. Our strategy is to develop programmes and activities that meet the bespoke needs and expectations of each of those market segments. Each programme will be activated through an individual marketing and communications campaign aligned to the recently launched My Game branding. We will also be looking to launch a new range of merchandise to support each programme.

The strategy is framed by a new vision ... 'Your Game Your Way', which reflects the essence of the Participant Centred Approach; a mission that strives to "establish England Netball as a top performing, financially sustainable

National Governing Body that promotes 'Netball for Life' and develops more world class athletes." We have re-calibrated our 10:1:1 goals to:

- Grow participation by an average of 10,000 participants per annum
- Deliver a 1st class Member and Participant service
- Establish England as No 1 team in the world by winning the World Netball Championships.

A fourth goal has been added to reflect the changing nature of sport and the 'top performing, financially sustainable' element of our mission. It is to:

- Lead an effective and progressive infrastructure enabling all involved in the netball experience to collaborate as one team aligned to one vision. The strategy is underpinned by a set of fundamental principles that will influence the development and delivery of the sport as we transition into the next funding cycle including:
 - Embracing and actively supporting the provision of netball in England rather than just focus our influence on direct England Netball activities.
 - Recognising that one size does not fit all, so resources will be targeted and scaled where needed and where the level of impact can be clearly demonstrated.
 - Continuing to use marketing and communications messages and images to change perceptions of the sport, drive engagement and increase revenues.
 - Establishing high standards of leadership and governance throughout the sport.

While the sport is going through a significant and prolonged change process we view this as an evolution over time rather than a revolution. A summary of our Strategic Plan that we will make available to stakeholders and members is currently being prepared.

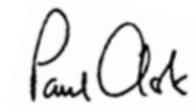
Following consultation, England Netball has reviewed and revised its core values. For those involved in the administration of the sport they are: Leadership, Excellence, Participant Focused and Integrity; for the



sport in general will promote Respect, Teamwork, Achievement and Fun.

This has been an outstanding year for netball in England significantly raising the profile, reputation and credibility of the sport and the NGB. This is great news, especially as Sport England is currently considering our application for funding for the next four years. Enormous credit for this must be given to the staff and volunteer team. Without your passion, commitment and sheer hard work none of this would have been possible and we would have all been feeling a little less optimistic about the future. So I applaud and thank you all, you really have made a difference. We have some challenges ahead but I am confident that we can maintain the momentum, build on our successes and establish netball in England as a world class sport.

At a recent regional road show a volunteer coined the phrase "one team, one dream" and I am confident that we can build on our successes and work together to make the netball 10:1:1 dream come true. These are exciting times for netball in England and that excitement has been created by your passion and commitment so a big, big THANK YOU. Together we can make the next four years very special for netball in England.



Paul Clark
Chief Executive Officer, England Netball

Education and Training



A coach from Broxbourne School at the National Schools Finals in March 2012

The past 12 months have been both rewarding and extremely exciting within the Education and Training Department. There have been a number of personnel changes, we have introduced innovative job roles and strategies, and are restructuring using several fresh initiatives. We have planned to set aside some time during the restructuring process to review and evaluate our systems within the department and assess our processes and structures. This process has been vital for us as a department to take stock and look at what we can do better. The changes have helped us to become more efficient in our approach and to improve our delivery, and will see us better placed to provide a high-quality customer experience whilst becoming more cost-effective in our approach. We are listening to feedback and constantly striving to improve our services.

As a department we have modernised, and become Education and Training. The restructuring process, which encompasses Coaching, Officiating, Volunteering and Workforce (tutors, assessors, trainers), allows for a more holistic approach to the planning and execution of all individual and collective Education and Training programmes. This coherent and collective approach between all sections of the department has already yielded benefits in a relatively short period of time. As we move forward, we are focused on offering a first-class service to our members and participants. As a result of the restructuring process, the Education and Training department has created innovative new roles and we are now looking to build upon the momentum and links within the department.

Our Officiating Manager leads the strategic development of Officiating and works alongside a strong department, aiming to further the growth of



training and learning for officials at all levels within England. Our Volunteering Development Manager leads the strategic development of volunteering across all groups - we are all aware how important the selfless and tireless work of our volunteers is - and works alongside the youth workforce that has become vital to our progress. The development of our workforce is essential and strategic development for tutors, assessors and trainers is led by the Workforce Development Manager. We have been able to focus our resources on the recruitment, training and development of tutors and assessors and give greater focus on this area across Education and Training.

To function effectively, each area within the department works closely together and our Coaching Development Manager organises the development and strategy for Coaching. Each area within Education and Training works as a unit to progress the services England Netball supply. A large percentage of our time this year has been spent developing detailed and thorough plans for Education and Training in support of our overall funding application for the next Whole Sport Plan.

Through the Participant Centred Approach (PCA) research we have been able to draw out key themes relating to coaches, officials and volunteers and this has shaped and supported our research and development for Education and Training programmes. We have also undertaken a review of our workforce to strengthen our intelligence. We have been conducting surveys, asking questions and listening to feedback from everyone involved within the game to ensure that we are building programmes that really meet the needs of our participants.

Another focus area has been increasing the profiles of our coaches, officials and volunteers by gaining



more coverage within *netball* magazine and our digital communications to members. Campaigns have been organised to promote each area within the department and to raise not only awareness of the game but also gain exposure for grassroots and elite participants within each section. Social media has also been a great channel for us to utilise, with many coaches, officials and volunteers using their own social media accounts for promotional purposes. This has been beneficial across all forms of the game, from grassroots to the elite levels of Education and Training. In June 2012, we completed a campaign to 'Find the Face' of coaching, officiating and volunteering. We received an extraordinary response and obtained some really inspirational stories. At present, we are finalising the participants and the chosen individuals will be the basis of our future marketing, promotion and resource development to emphasise the importance and variety of people involved within netball.



Coaching

Our coaching department continues to deliver a range of coach education training programmes with over 500 new Level 1 and 200 Level 2 coaches qualifying since September 2011 and 76 coaching workshops being delivered across the country. The strength of our qualifications programme

has been recognised with a successful re-endorsement by our awarding body to continue delivering UKCC coaching courses.

Three out of the four nominations we submitted in application for the UK Coaching Awards 2011, hosted by Sports Coach UK in November 2011, were eventually shortlisted from a strong field of nominations across

other sports. This was a great achievement for netball and further evidence that the quality of our coaches is at the highest level and equal to many other sports. Following her nomination, Anita Navin was awarded the Coach Educator of the Year Award at the ceremony, which was a fantastic achievement and further recognition of the standard of netball coaching within England.

Anita Navin - Coach Educator of the Year
(winner)

Patricia Balcombe - Participation Coach of the Year
(shortlisted)

Back to Netball - Coaching Intervention of the Year
(shortlisted)

November 2011 saw the launch of our coaching conference held in Liverpool alongside the World Netball Series. In all, 55 coaches attended, from as far afield as Canada, and presentations included thought-provoking material from Chris McLeod and Maggie Jackson. The conference received great feedback and as a result an improved national coaching conference was put in place for September 2012.

We have now embarked upon an extensive piece of research with our coaches, similar to that we carried out with our participants. We launched a coaching development survey in December 2011, where we asked coaches to provide their thoughts and feedback regarding their development and how England Netball could support them further in the future. Over 700 coaches were involved in this process and their invaluable feedback is being used to help shape the coach education programme for the future. Alongside this research, we have undertaken an in-depth study into the development of coaching expertise and differentiated coaching roles aligned to our participant profiles. As a result of this work, we are now working towards a model that allows coaches to take different routes in their development, dependent on the audience they are working with such as children, adult participation or talented athletes.

Officiating

We have been heavily involved with the Netball Europe Technical Support Group carrying out a review of the new awards, which are due to be launched in September 2012. As a result of this review, a working group has been formed to review the current England Netball Officiating resources and courses including the C and B award and Match Bench Officials training.



for the IFNA International Umpire Award, Gary Burgess being appointed to officiate in a test series in Australia and two umpires invited to attend the inaugural World University Netball Championship, with Bill Alexander attending as part of the Umpire Appointments Panel. We have also had representation at the World Netball Series, the British Invitation Tournament in Glasgow, the Netball Europe under 17 and under 21 Championships and the Netball Europe Festival in Gibraltar. A number of volunteers have supported the development of officiating abroad with trips to Gibraltar, Malawi and Tanzania to tutor aspiring officials.

Volunteering

Volunteering is a new addition to the Education and Training department following our re-structuring process. We aim to continue

to work with and completely support our volunteers who are vital to the game. A volunteering plan is in process and we are beginning to review our current programmes to see how we can improve our recruiting, training and support for our volunteers.

The Pass on Your Passion scheme continues to grow, with current figures

for youth volunteers registered on the programme reaching 1,000 in total. All volunteers on the scheme are working towards delivering over 400 hours of volunteering within netball. We have also engaged with the Sport England national volunteer programme called Sport Makers, which encourages people to take part in and make sport happen as a volunteer for others. By becoming one of the 40,000 Sport Makers, netball volunteers have become part of the London 2012 Olympic and Paralympic sports legacy.

As a consequence of this programme, volunteers have been encouraged to promote ladies into the game via our Back to Netball scheme and also support and promote netball at Cancer Research UK Race for Life events.

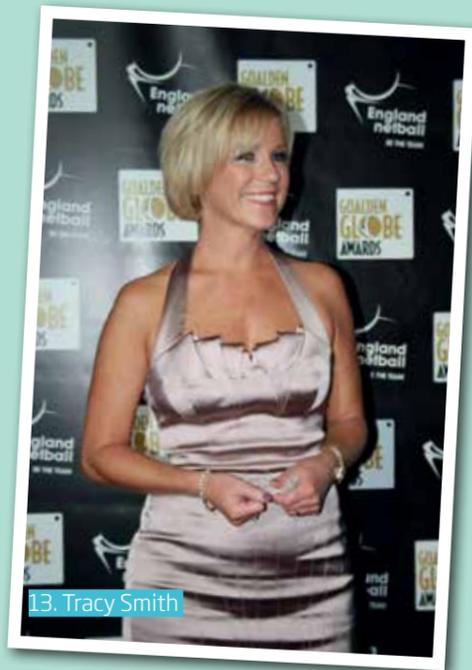
“For me volunteering is a way of giving something back to the sport I love. I think my netballing CV would have made me stand out from other candidates as I had been involved in so many aspects of netball.”
Sam Hickman, P.E. Teacher at Thornton College Schools for Girls



The Youth Umpire Award continues to be popular with a large number of young officials attending the course. With the introduction of a moderation process for assessment, we have been able to establish a more user-friendly approach to assessment, with approximately 45 young people gaining the award courtesy of this process. In early September 2011, we ran a National Training Course for aspiring B Award umpires looking to take the next step on their umpiring journey. It was a great success, with over 40 umpires attending and gaining practical experience working with mentors and assessors across the weekend.

We continue to consistently position officials in many of our national and major events, with 66 umpires being deployed at the Premier League Play Offs in April, supported by a number of assessors, in preparation for the 2012/13 season. We have also deployed officials to support the BUCS finals, Police Sport UK Championships and national squad training sessions.

Our umpires continue to feature prominently on the international scene, with Kate Wilcox being screened



13. Tracy Smith

GOALDEN GLOBE AWARDS 2011

Congratulations to all the winners below and all the nominees for the Goalden Globe Awards 2011, which took place on the evening of Saturday 18 September 2011 in Leicester.

England Netball's annual Goalden Globe Awards is one method by which we thank our valued and amazing volunteers for the hard work they put in throughout the year. This highly successful and prestigious event has previously enjoyed healthy sponsorship, which has allowed it to evolve into the quality event it has become. The event was themed as a masquerade evening and there were plenty of exotic masks, flowing dresses and black ties on show as the guests made their way into the impressive auditorium for the awards ceremony.

The winners on the night were:

1. Performance Umpire of the Year

Gary Burgess

11. Coach Award

Suzy Chapman

2. Performance Coach of the Year

Maggie Jackson

12. Young Volunteer of the Year Award

Sophie Coventry

3. Long Service Awards

Shelia Price, Lesley Jones, Sue Collin, Andrea Scigliano and Carol Shaughenessy

13. IFNA International Award for Umpiring

Tracey Smith

4. Mary Bulloch Administrator Award

John Pitts

14. National Coach Award

Sue Hawkins

5. Officials Award

Pauline Kinder

15. Muriel McNally Award

Andrea Eggleton

6. Grassroots Coach Award

Patricia Balcombe

16. Lifetime Achievement Award

Mary French

7. England Netball Inclusive Volunteer Award

Julie Hunt

8. Netball Teacher Award

Steven Cotton

9. Rose Award

Copeland Borough Council

10. Outstanding Netball Club Award

Turnford Netball Club



11. Suzy Chapman



15. Andrea Eggleton



Sian Foley and Sara Bostock with their Pass on your Passion awards



10. Turnford Netball Club



8. Steven Cotton



12. Sophie Coventry



16. Mary French (centre) receiving her award



9. Copeland Borough Council



Oliver Hooper with his Pass on your Passion award



3. (from left to right) Sue Collin, Andrea Scigliano and Sheila Price



7. Julie Hunt



4. John Pitts

Growth Implementation

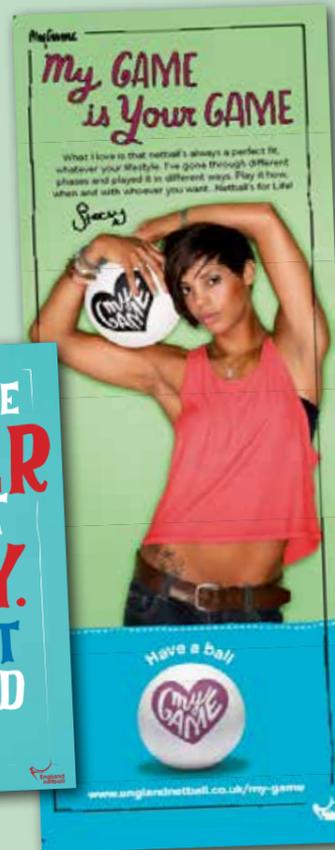
Back to Netball continues to be a huge success for us. As of the end of March 2012, 19,136 women had returned to the sport since the national implementation of the scheme back in January 2010. Over the last 12 months, innovative campaigns, modern branding featuring 'real' Back to Netball participants and a new membership category have been launched. The Growth Implementation department has also grown significantly. Having only previously consisted of one National Development Manager (NDM), upon receipt of the Active Women funding we employed ten full time Netball Development Community Coaches (NDCCs). The NDCCs' primary function is

Throughout the summer holidays, a number of mother and children summer activities were piloted as part of the wider local authority programmes. A proportion of the women who attended these pilots have now transitioned into attending ongoing Back to Netball sessions. An additional focus for the summer was raising the profile of the sport in each of the NDCC's local areas. The team were tasked with staging local launches to promote the September sessions and attract local and national press to attend their project. These launches occurred during the last week of August and the beginning of September. Although the focus for the launches were localised, a number of high profile venues including

the Trafford Centre (Trafford), Cabot Circus (Bristol) and Wembley Central Station (Brent), were secured and 10,000 leaflets were distributed, promoting the netball opportunities to women within the local community. These promotional

launches have helped us to attract both local and national media attention for Back to Netball.

Following a summer of sustaining our activity, the focus for the NDCC team was to launch a holistic range of opportunities within their local delivery areas, with these all due to begin in early September 2012. Each NDCC was tasked with implementing between 8 and 10 sessions within their area and to include traditional Back to Netball sessions, morning Back to Netball sessions for mums, mother and children after school sessions and FE based sessions. In total, 30 new Back to Netball sessions, in addition to the 76 current programmes running,



were introduced, resulting in 534 new participants joining Back to Netball in September alone. Between September and December 2011, the team continued to promote Back to Netball activity locally, increasing participation numbers by a further 662 participants. This success resulted in increased publicity within local media channels.

In December 2011, Back to Netball Christmas festivals were implemented in all local areas and regions, providing participants with an opportunity to experience playing netball socially. Our NDCCs also encouraged their participants to organise Christmas social events and a number were held across the country. This further emphasised the social and friendly atmosphere that these sessions provide. During January 2012, 27 new sessions were launched and all current sessions received a promotional push to capitalise upon making Back to Netball the New Year's resolution of choice for women and eventually attracting 444 new participants during this time. NDCCs have created Twitter and Facebook accounts and these outlets

have enabled them to push the online marketing campaigns for Back to Netball and become interactive with new participants whilst also increasing the social element of the sessions for those already participating.



with local teams and clubs. Where there is capacity locally, those participants that wanted to complete the transition straight into the traditional netball infrastructures and clubs have been signposted and supported to do so.

However, in the majority of areas, due to the city-based nature of the delivery locations, there is a lack of exit routes. Therefore the NDCC team have been tasked with the creation of sustaining products, including new teams and clubs, and also in two particular areas, we have supported volunteers to submit small grant bids to establish a new local netball league. Significant funding has been contributed towards workforce education, particularly for new volunteers that have grown from within Back to Netball sessions, to then support the development of enhanced infrastructures. In the 1st

year, 8 participants have been funded to attend a UKCC Level 1 course, 15 to attend a Level 2 course and 4 to attend CPD courses. NDCCs are also informally mentoring coaches and volunteers within the sessions.

Due to the success of the project, Sport England invited England Netball to bid to increase the numbers of NDCCs we employ. Following another successful bid, in December 2011 we recruited an additional 9 NDCCs to deliver extended Back to Netball opportunities in the following areas: Birmingham, Buckinghamshire, Central London, East London, Hertfordshire, Liverpool, Preston, Southampton and West London. A Growth Delivery Manager was also recruited to manage all north-based members of the NDCC team whilst the National Development Manager continued to manage the south-based members. In February 2012, all the new NDCCs attended a residential induction with their delivery of Back to Netball beginning in March 2012.

"I LOVE Netball as it has turned my life around. For the last two years I've suffered from severe depression and when I started playing netball again (after a 13-year break) in May of this year, I started to get my life back. I started in a Back to Netball scheme to start becoming active again (it took my friend two months to convince me to go) and to start to make some friends as my depression had stopped me from socialising as I lost all of my confidence and put on four stone. I started to make friends, which in turn made me a little more confident and happier. So over the last five or six months through playing netball I have dropped two dress sizes, become a lot happier and made a lot of new friends. My depression has started to subside (slowly but surely) and I've reduced my medication to nearly coming off it! Thanks to everyone who has supported me in my quest to get my life back!! I ♥ netball" xxxx
From one of our many Back to Netballers

"Back to Netball means to me the chance to re-live my primary and secondary school days and have the fun I did back then. It's also allowed me to get my skills up and learn new things that I didn't think existed, so much so I was able to achieve player of the tournament!"
Lorraine Hinds

to develop and deliver Back to Netball opportunities to women living within the most deprived districts in the country and/or caring for children.

Following an extensive one-month induction, the NDCCs were tasked with developing a traditional evening Back to Netball session, a morning session targeting mothers after the school run and an FE based session in a deprived ward. In April 2012, 5 NDCC delivered sessions commenced, with a further 32 following in May and 27 in June. Once these initial sessions were underway, our NDCCs were tasked with extending the ongoing menu of opportunity to 6 sessions based upon the needs of the local area. At the end of August, 76 new Back to Netball programmes had been initiated, attracting a total of 1,232 participants into netball.

"I started playing netball only recently in August 2011 after I saw it advertised on the Haringey website. For a long time I had been looking for a team sport which I would enjoy and which would help me get fit. I joined in the local Back to Netball scheme and found that not only did I start to get fit but I began to fit in with my community. Through netball I have made friends and now feel more involved with my community as the sessions are for ladies of all ages, from as young as 14 to over 60s. As a 30 year old it was good mixing with both the youth and the mature ladies and I feel through netball our community is coming together and it gives us pride, especially after the trauma of the riots. I am grateful to netball for bringing variety to my life. My job can be very demanding and netball allows me to loosen up! I would recommend this sport to any woman from any background as it is a bonding sport."
Irene Faith Moore, 30, Tottenham Hale.

Children and Young People



Free primary school membership

Back in September 2011, we launched our new free primary school membership. It has been an overwhelming success with nearly 1,500 schools affiliated to date. As part of their membership package, schools receive a High 5 poster and rulebook and an e-newsletter for each school term, aimed specifically at primary schools.

Find a Face campaign

During June 2011 we launched our Find a Face campaign, where we were looking for young netballers to be part of a campaign to represent our game. Those entrants chosen for the campaign were all invited to a photoshoot and are being featured in current and new marketing campaigns such as our new High 5 resources, the schools e-newsletters, online and incorporated into content within *netball* magazine.

High 5

As part of the Participant Centred Approach (PCA) we received overwhelming feedback about High 5 which has resulted in us updating the design and branding of the resources (using our Find a Face campaign winners) and providing more free downloadable information such as a rulebook, rotation sheets and centre pass marker sheets. We have also provided an 'Introduction to High 5' video, which is available on the England Netball website, providing information on how to play the game and the rules involved. These have proved extremely popular with schools and clubs and we have received positive feedback.

The School Games

Within the School Games, our focus age group is year five and six through High 5. Alongside the new High 5 resources available, we provided School Games organisers with a competition pack to support them in running High 5 leagues and the County High 5 Final. With the aid of our Netball Development Officers (NDOs), we were able to successfully engage the Local Organising Committee in 50 CSP areas to offer High 5 at a local and county level, with our NDOs assisting at the County Finals.

Consultation with Young People

Our Youth Advisory Group (YAG) and Youth Advisors have continued to support us to ensure that our communications and new programmes and products are suitable and will appeal to young netballers. They have been instrumental in providing feedback and input into our new junior membership packs, schools e-newsletters and the youth section in *netball* magazine and the development of the Be Safe cards.

Our Key Achievements

- 43 Clubs have achieved Bronze CAPS
- 43 new junior clubs have been established
- 94 school to club links were formalised
- 1,469 Primary Schools have affiliated (up from 214 during 2010-2011)

Safeguarding

Since the achievement of the Advanced Standards for child protection in June 2011, our safeguarding team's commitment and hard work has not wavered. England Netball now sits on a pilot group of NGBs and County Sport Partnerships who are working their way through the safeguarding framework for sport. This ensures that the learning and process from the Child Protection Standards is not lost, and is a way for the organisation to self-assess its progress against key safeguarding targets and action plan accordingly.

Our relationship with the Child Protection in Sport Unit is a positive one. Other sports wish to know about our fantastic work in engaging with young people, the Youth Advisory Group (YAG), our social media guidance, the framework pilot group and we have presented at the last three Lead Officer Forums. In addition to this, an article written by the Youth Advisory Group was published in the CPSU e-newsletter *Relay* in December last year.

Our key safeguarding achievements include the launch of the Be Safe card. Designed with input from the Youth Advisory Group, this contains information on keeping safe online, what to do if you are being bullied and also England Netball contact details. The card also taps into the government's 'This is Abuse' campaign, which is targeted at

"I have been involved with the junior section of my netball club for a number of years and through coaching and volunteering I became interested in the role. I wanted to ensure the safety of the young members and help promote good practice throughout both junior and senior sections of the club".

Carrie Humphreys, Club Safeguarding Officer, Chipping Sodbury Netball Club

teenagers to stop teen on teen abuse. The Be Safe card has so far been distributed to 25,000 junior members and has been a huge success.

Particularly pleasing is the fact that the Home Office selected netball to work with them on this campaign via a 'desk exercise'. Our commitment to engaging with and listening to our young people and our safeguarding developments were seen in a very positive light and from the start we were keen to emphasise that work with this campaign must be led by our young people as the messages are for and about them.

The Time to Listen training is now steadily rolling out and since we trained a team of 8 tutors and developed our supporting resources, 115 people have benefited from the excellent training provided. The feedback we have received about the workshop has been very positive, with attendees saying it prepares them with the necessary skills and practical examples of how to deal with safeguarding issues within their club.

The online EN Safeguarding training continues to be a popular tool for our beginners as an introduction to safeguarding and it forms part of the induction with the safeguarding department and in addition, we are now licensed workshop partners with Sports Coach UK to deliver 9 certified courses by our own Safeguarding Tutors.

The numbers on our database of Club Safeguarding Officers is steadily increasing and we remain committed to keeping them up to date with quarterly newsletters informing them of the latest in safeguarding best practice, from within netball and from our supporting partners and other sports.

We are actively involved in working out how the changes to the Criminal Records Bureau (CRB) process will affect netball over the next 12 months. We have been communicating via the website, newsletters, *netball* magazine and our digital magazine and will continue to do so as we become more aware of the impact. Essentially, it is the following three areas that will need to be planned for in the future:

- The continuous updating of the CRB and how this works in practice
- The issuing of a disclosure with content direct to the individual and how we can risk assess this process
- The change in the application of the definition of Regulated Activity and the legal requirements to check some roles.

This next 12 months should see a greater emphasis on netball for disabled people as we work to increase the number of entrants for The Marion Smith Netball Championship, our national learning disabled tournament. The event in June this year was held at the Soar Valley College in Leicester and benefited from Sport News coverage throughout the day courtesy of their 'Get involved' campaign. We had 4 live news feeds during the Championship on the day, repeated on Sky Sports News the next day. In total, 5 teams participated and the response was enthusiastic, with all entrants keen to play more netball in the future. We are also keen to look at the creation of resources which promote and support disability inclusion in netball and to do some targeted project development with deaf netballers.

More recently, we have been working with a number of other NGBs supporting the 'love sport, hate homophobia and transphobia in sport' Home Office campaign where we paraded a multi-sports banner during the Pride London event on 7 July. We also completed a social media campaign to attract willing volunteers and were astounded with the quality of entrants we received. We were supplied with an array of positive stories about the reduction of homophobia in netball and the love of netball from lesbian, gay, bisexual and transgender (LGBT) participants. Many comments have been circulated on social media channels about how positive it is that netball is involving itself in such a campaign.



Youth Advisory Group

The Youth Advisory Group (YAG), now entering its 4th year, aims to increase the impact of netball by using the experiences, opinions and ideas of young people. The YAG aspire to cover all aspects of netball that affect young people, such as leadership, volunteering, players and fans. They also aim to encourage more participation and want to acknowledge young people's commitment, passion and achievements within netball.

During the past 12 months we have continued to develop and improve our existing programmes such as the rewards and recognition scheme for young people, Pass on your Passion, and the Youth Advisors concept. The latter is an important vehicle for consulting with a large number of 9-26 year olds, as well as driving the YAG concept forward strategically by developing strong links with our Board of Directors and broadening the understanding of the YAG across our regions.

The YAG has worked hard to create opportunities, develop awareness and inspire young people, as well as becoming a benchmark for other National Governing Body (NGB) youth groups to work towards. As a group, the YAG has continued our self-awareness by unanimously agreeing to reduce the age limit of our members to 24, to ensure we are as focused on young people as possible. We have also recruited 4 new members.

Youth Advisors

We have continued to utilise our Youth Advisors by consulting them on matters ranging from a possible new branding for the England senior squad, to our schools e-newsletter and our *netball* magazine. We have also been asked to nominate one of our members to be on the Golden Globe Awards Selection Panel. In total we now have 382 Youth Advisors across our 9 regions and they have each worked on The Big Netball Conversation, Youth Membership Packages and our schools e-newsletters, amongst many other projects.

This year saw the 2nd edition of our Be Safe card. We consulted and advised on the redesign, resulting in the addition of a cyber-bullying section, a revised format and use of our popular 'My Game' branding. The language and context of the content is relevant and understood by its audience and the information is informative and visual.



Our involvement with the Participant Centred Approach (PCA)

The PCA affects young people directly and we have been heavily involved in the My Game strategy. We have aided with the re-branding of Social Netball and High 5, and were also involved in the 'Find the Face of Netball' campaign, which originated after The Big Netball Conversation occurred. In total, we conducted over 500 Primary and Secondary surveys, and advised on design, the language used and the overall message conveyed. We are fully aware that 13 people cannot fully represent the range of views a young audience possess and we took this back to the target audiences and collated opinions face-to-face.

Specialised affiliation

We have reviewed the affiliation packages on offer for under 18s, resulting in key age groups being identified and bespoke packages being created. From September, any members in the Under 11s and Under 14s categories will receive a unique folding magazine relevant to their needs, whilst the Under 18s will have the youth section in *netball* magazine focused towards their requirements. We hope this will challenge the 'drop off' age in our sport to a degree and, again, nurture the relationship between England Netball and its younger audiences. We have also developed the secondary and primary schools e-newsletters, entitled "High Fives" and "Netball Rules", which are provided to all affiliated schools to distribute to their pupils.



Further support for Young Leaders and Volunteers

Pass on your Passion, our rewards and recognition scheme for young people, has now been running for over 2 years. We currently have 1,336 volunteers signed up, and 5 of them have reached 400 hours voluntary work, with their work being recognised at the Golden Globe Awards 2011. Recognising achievements by volunteers is vital to foster and maintain the relationship England Netball has with our young volunteers, hence our current discussions considering what happens when the Pass on your Passion scheme ends, to try and ensure our volunteers continue into adulthood.



Young Leaders Camp

The Young Leaders Camp in August 2011 had an average staff age of just 21 and was led by young people for young people. The YAG reviewed previous camps and looked to improve the experience for all involved by introducing new roles such as graduate mentors and youth managers to create a productive, nurturing and safe environment for those 16-19 year-old young leaders who want to improve their skills.

Showdown Weekend

In May 2012, the YAG volunteered at The FIAT Superleague Showdown weekend. We held meetings in the mornings, followed by volunteering at the event in the afternoons of both Saturday and Sunday, distributing 'I Heart Netball' stickers to the fans in the Youth Stand; supporting the England Netball Volunteer Manager by leading the programme sellers, ball girls and team mascots; photographing and interviewing various FNSL players for content for the youth section of the summer edition of *netball* magazine; and selling tickets to the event at the venue during the weekend.

We also supported the Children and Young People department to work alongside Youth Sport Trust on the Schools Sport Clubs Programme and helped design the content and concept of the new "Spread the Love" Resource.



Our link with the Board of Directors and England Netball departments

One of our focus points over the previous 12 months has been the increase in the impact the YAG could have across the organisation and to work more strategically with the Board of Directors and with each EN department to improve our channels of communication. We have now created and implemented a process which any department can access in order to gain mass youth opinion. England Netball's Chairman, Cheryl Danson OBE, attended one of our meetings in November 2011, where we discussed the progress and needs of the group. The YAG also invited Anabel Sexton to be our 'Youth Champion' on the England Netball Board of Directors and Anabel attended our YAG meeting in February.

We have made vast improvements to ensure that the Board of Directors are fully aware of the YAG's current agenda by providing a summary before every Board meeting, whilst also being invited to attend a Board meeting to observe. A great step forward for us was to be asked to have a YAG member on the interview panel when recruiting for the new Children and Young Person's Manager role. This emphasises just how accepting and eager the Development department and England Netball are to ensure young people are completely involved across all plans within the department.

Regional developments

In December 2012, we presented to the Regional Chairs Forum, which was a great platform to emphasise the importance of consulting with young people. We then delivered a presentation explaining who the YAG are, our purpose and what we do, to each individual Regional Management Board (RMBs), and simultaneously challenged them on how they engage their young people. The feedback has been fantastic and mutually beneficial to both parties as both the YAG and the RMBs are aware of how to improve for the future.

“ Young Leaders Camp is the most amazing experience anyone can have. You only realise how much you've learnt when you get home, because all the time you're there you having fun and don't realise. The camp made me gain so much confidence and experience!”
One of our young leaders who attended the YLC 2011

YAG ♡ x x





The victorious England squad celebrating with the World Netball Series trophy

England Senior Squad

Well what a year the England squad have had. With media activity and exposure on the rise, our national squad have never been more in demand for promotional and media work. As more opportunities have arisen, so has the commitment of our national squad to show off netball at its best. Players have been very accommodating and this has been greatly appreciated. Our England athletes are role models for our members to aspire to and now offer frequent interviews and insights into their lives and schedules, either through England Netball communication channels or via their own individual accounts on social media.

Following the World Netball Championships in July 2011, Sue

Hawkins left her role as Head Coach and was replaced by Anna Mayes, with Maggie Jackson MBE also joining the senior coaching team. The Under 21 Performance Programme began its new cycle with Head Coach Colette Thomson leading the team in readiness for the World Youth Netball Championships in 2013. New faces have also joined the Sports Science and Medicine Team and with the right personnel in place, we can continue to build towards the World Netball Championships in 2015 in Sydney and the ultimate goal of becoming world number one.

A hectic season began in September 2011 with intensive training for England before they travelled Down Under for their tour to Australia and New Zealand.

The squad consisted of some new players and coaches, with the focus firmly on building for the next four-year cycle. Taking on World Champions Australia and Commonwealth Champions New Zealand was a chance for some of England's rising stars to tackle the 2 best national teams in the world rankings and to continue their development as athletes. Despite 2 defeats to the Silver Ferns, 62-40 and 53-32 respectively, the series offered court time for younger athletes. Kadeen Corbin, Emma Dovey and Rachel Shaw all made their international debuts and Ama Agbeze made a successful return to the side. It was a series that offered much promise ahead of travelling to Australia for the 2nd leg of the tour.



Lessons had been learnt from the matches against the Silver Ferns and optimism spread throughout the squad that we could challenge Australia in all areas of the court during the 3 game series. England showed they were closing the gap on Australia and at times matched their opponents point for point but the home team's experience told in the end as they ran out winners in each of the three games. More court time and exposure for England's younger players will see the national side reap the benefits in years to come. Indeed the youngsters showed even in the 3rd game of the series that we should be very optimistic about the future, going down to a narrow 45-41 defeat, with pride and passion very much in evidence and the squad growing in stature all over the court.

Upon returning home, the focus immediately switched to Fast Net and preparations for the World Netball Series at the Echo Arena Liverpool in November. Fast Net has grown in popularity amongst spectators and players alike, with the option of Powerplays and rolling substitutions offering a fantastic experience for viewers and a different dimension to the game. England were looking to build on their runner-up placing in 2010 and the squad welcomed back Sara Bayman following serious injury. Once again England included youth in their squad with Emma Dovey, Laura Malcolm and Kadeen Corbin making their World Netball Series debuts.

Defeats to New Zealand, Jamaica and Australia meant England only just squeezed through to the semi-finals, finishing in fourth place, but the team

was starting to gel and show class in patches. In front of a raucous crowd England took on the unbeaten Fast Net Diamonds in the semi-final. It was an opportunity to produce something special and this England squad duly delivered.

The inspirational defensive duo of Eboni Beckford-Chambers and Stacey Francis pressured their opponents into mistakes and England were clinical with their chances, recycling the ball expertly with fantastic movement in the mid-court.

With New Zealand edging out Jamaica 30-29 in a fantastic semi-final, the scene was set for England against the Fast Net Ferns in a mouth-watering final. The noise inside the Echo Arena was deafening as the game got underway. Both sides chose the 3rd quarter for their Powerplay and the shooting of Pamela Cookey and Joanne Harten proved decisive. As New Zealand began to miss their chances due to great defensive pressure, England started to build a lead. A 29-22 scoreline going into the final 6 minutes was enough and a mature 4th quarter display by Mayes' side ensured England were crowned World Netball Series Champions with a 33-26 victory. IFNA president Molly Rhone handed out the winners' medals, and a jubilant England captain Jade Clarke lifted the trophy. It was a joyous and momentous occasion to witness.

A feelgood factor following World Netball Series success spread within England Netball and across our membership while training resumed as normal ahead of the new season. The International Netball Series series against Barbados in April 2012 was hosted at the University of Bath,

Surrey Sports Park and the LG Arena in Birmingham, with the Surrey Sports Park selling out within hours of going on sale. The squad was once again a healthy mixture of youth and experience, and the spotlight turned to younger players who had made their mark during the FNSL season and from within the Under 21s set-up. Naida Hutchinson was also selected and joyfully welcomed back into the squad following knee injuries that had hampered her career over the previous 2 years.

Pamela Cookey took on the captaincy due to Jade Clarke's presence at the ANZ Championships and Northern Thunder's Laura Malcolm and Kerry Almond won their 1st full international caps. The 1st game in Birmingham saw a final score of 72-41, despite England only really playing to their potential in patches. The home side struggled in Bath in the 2nd game, in which Mia Ritchie made her debut and Tamsin Greenway won her 50th cap, lacking fluency and edging out a victory 53-48. In the 3rd game, at the Surrey Sports Park, England delivered a more comfortable victory with plenty of the squad getting court time. Player of the Match was awarded to Naida Hutchinson while Pamela Cookey collected the trophy on behalf of her team. After the series, Anna Mayes was quick to point out that improvements are still to be made but that the squad is moving in the right direction. Another great challenge lies ahead in September 2012 when we welcome Jamaica for a three match series, with eyes then turning towards the Commonwealth Games in 2014 and ultimately the World Netball Championships in 2015.

National Excel programme



England celebrating with the fans during the Netball Europe Open Championships

The National Excel programme has developed and progressed immensely in the previous 12 months. Our focus has been on improving our talent development and environment and the processes for the identification and development of talented players from the very earliest stages through to the elite programmes for the national squad. The Netball Excel Pathway is the process for developing athletes with the attributes to attain excellence. The programmes within the pathway are focused on developing athletes to reach their potential and to breed players who will become senior internationals.

The National Excel Pathway and The Regional Excel Pathway are programmes which provide specialist training for individuals. Athletes participate outside the Excel Pathway Programmes, in clubs within county and regional leagues and school competitions. The National Excel Programme consists of the under 17s and under 19s, which then progresses into the Excel Plus Programme (the under 21s and national squad).

In August 2011 we travelled to Jamaica on only our 2nd Excel tour, where we played 4 tests and 4 practice matches. This tour was vital for the athletes to gain a knowledge and understanding of the Jamaican style of play. We achieved our objectives and all the athletes experienced the same intensity

of training and playing on a daily basis as they would within a tournament schedule. In such a climate, we focused on hydration and adapting to the increased heat and humidity, alongside working on the strategies of play we developed at the Excel summer camp.

In similar circumstances to the senior squad, Excel players and staff were exposed to increased media interest across newspaper, radio and television outlets, where various interviews occurred for promotional opportunities. Athletes also appreciated the importance of mental preparation ahead of each match. The key messages obtained from the tour were once again shared by the athletes to the rest of the Excel squad to have maximum impact on the programme as a whole.

Within the regions, the Regional Excel Coaches (REC's) have continued to work with the national Excel players to provide regular skill-based sessions and focus on targeted areas for each individual athlete. The regional programmes continue to flourish courtesy of summer camps, tri-regional events and the national match day. The addition of early morning training sessions are helping us move towards creating more opportunities for our athletes and increasing their training hours.



In March 2012, 52 athletes were selected from the national screening weekend in Loughborough for the National Excel Programme, and as a result, now every region is represented in the squad within the Excel programme. Alongside the national screening weekend, Maggie Jackson organised a scout training workshop attended by the regional head scouts and all our RECs. We also received some great news during the Queen's birthday honours list when Maggie Jackson was awarded an MBE for her services to netball.

Later in March, the Netball Europe Championship took centre stage with the under 21s and under 17s looking to retain both trophies. The under 21s headed to Belfast, along with the under 19 squad, as they joined Malta, Wales and Northern Ireland in a Development Section of the tournament. A strong under 21 squad were determined to retain their title and a mixture of FNSL, England players and emerging athletes did not disappoint.

A crushing victory over Northern Ireland was followed by a tighter, but still comfortable, win against Scotland, setting the scene for a final day showdown against Wales. There was a boisterous crowd in attendance and a physical game saw England run out winners to retain the Netball Europe title and give themselves a stepping stone to challenge at the World Youth Netball Championships in 2013. The under 19s took on Wales, Malta and Northern Ireland over the weekend aiming for success in the development section, and a 100 per cent record meant England left Belfast unbeaten.

The under 17s travelled up to Glasgow for Netball Europe, led by coaches Denise Ellis and Tracey Neville. The team, including 11 uncapped players and only one player ineligible for next year, captured the trophy on Sunday morning following a convincing 70-10 win over Northern Ireland, after they had disposed of Scotland and Wales with increasingly fluent displays.

For these talented England squads, there was the opportunity to accept an invitation to the British Invitational Tournament during May 2012 in Glasgow and compete against Northern Panthers, Glasgow Wildcats and a BUCS



side over a weekend's competition. This gave them great exposure to tournament play and one win and two defeats in a very competitive group was an indication of the talent that exists within the Excel programme.

As we neared the end of the season, the focus turned to the Netball Europe Open Championship in May 2012 at the EIS, Sheffield, where a strong England squad aimed to complete a clean sweep of Netball Europe titles and win the title for a phenomenal twelfth successive time.

The reigning champions rarely got out of 3rd gear in their opening game against Northern Ireland but managed to do enough to win comfortably. They had plenty to work on ahead of the encounter with Wales and an improved performance all round saw them run out easy winners. On the 3rd day, a dogged Scottish side pushed Anna Mayes' side all the way but England retained their title with a 66-42 victory. Captain Pamela Cookey led her side forward at the presentation ceremony as the team tasted victory once again and continued their recent run of collecting silverware. The debutants for England, Parsons, Gibson and Mulloy were awarded their 1st caps. It was a fantastic 3 days of netball and gave the coaching team a wonderful chance to test out new players and work on new combinations.

The players selected to represent England for Netball Europe are as follows:

U21s: Amanda Davis, Beth Cobden, Eleanor Cardwell, Jodie Gibson, Lauren Potter, Natalie Haythornthwaite, Rachel Shaw, Sophia Candappa, Stephanie Burt, Yasmin Parsons (C), Sam Cook

U19s: Ami Pickerill, Amy Potter, Claire Brown, Freya Thompson, Francesca Desmond (C), Hannah Joseph, Jordan Moxey, Kathryn Turner, Leah Collins, Olivia Mason, Rachel Mulloy, Shaunagh Craig

U17s: Alice Travis, Alima Priest, Amelia Grigg, Ashleigh Stock, Brie Grierson, Caroline Tarnowski, Clare Drakeford, Courtney Savage, Georgie Webster (C), Honor de Winton, Jess Shaw, Megan Clark

Open Squad: Kerry Almond, Pamela Cookey, (C), Kadeen Corbin, Sasha Corbin, Emma Dovey, Rachel Dunn, Gemma Fletcher, Jodie Gibson, Naida Hutchinson, Laura Malcolm, Mia Ritchie, Rachel Shaw



Competition and Events



It has been a special season, providing enormous excitement and tense competitions at all levels and age groups which has led to an increase in media exposure both on and off the court, where interest in promotion and development in all competitions has risen greatly. The competition calendar is built around improving performance and development of players across all competitions and providing a successful pathway for athletes to progress. Over the course of a season, our competitions and events cover both the elite and junior ages, with the ultimate aim of providing a route for players to continue to achieve and develop their skill, while also celebrating participants' success.

The season began in earnest with the Premier League in September 2011. Premier League 3 is still in its infancy after a successful 1st season and continued to demonstrate the strength in depth of the teams within the regional leagues, especially those that had achieved promotion via the Play Offs. This season we welcomed Leamington, Telstars and Grangetown into Premier 3 via the play-offs from their respective regional leagues. In Premier 2, Cumberland and

Evesham Reds began their campaigns following promotion the previous season from Premier 3 and Thoroughbreds and The Downs joined the ranks of Premier 1.

After a gruelling season, Oldham were crowned Premier 1 Champions, finishing 13 points ahead of runners-up Academy, and only suffering 1 defeat all season. It began what was to prove an incredibly successful season for the club and netball within the North West as a whole. In Premier 2, Leyton took the title, having defeated runners-up Linden in the penultimate round of fixtures and eventually finish 4 points clear. Telstars continued their success by taking the Premier 3 title by 13 points and remaining unbeaten throughout the season.

An unpredictable season showed how tightly matched teams were and the Play Offs in April 2012 at Redbridge Sports Centre provided a fitting finale. Following two tough and competitive days of competition, we welcome Ryland, Norfolk United and Roman Glass into Premier 3 for next season. All other teams retained their current division status, apart from Grangetown from the North East, who achieved promotion from Premier 3.



The EIS, Sheffield was the host for the Netball Talent League (NTL) Tournament, which was the curtain-raiser for the NTL season in November 2011. Mavericks Youth continued their form from the previous NTL season, remaining unbeaten throughout the weekend and finishing top after 9 games. This proved the perfect appetiser for the league season as well as giving NTL teams more court time and a chance to develop their players. The NTL season officially began in December, with Northern Thunder Youth inflicting an opening weekend defeat upon Mavericks Youth to indicate that the season was to be more open than many expected. Thunder Youth maintained their level of performance and following a return for all sides to the EIS in March for the final weekend of competition, the North West side finished as NTL Champions with a 100 per cent record, ahead of Surrey Storm Youth in 2nd. It was noticeable that many NTL athletes progressed into their FNSL franchise's squad, notably Mikkaela Austin, Stephanie Burt, Shaunagh Craig and Danielle McFarlane, who made the step up for Hertfordshire Mavericks and Samantha Cook, Yasmin Parsons and Kate McGinley, who followed suit for Team Bath. Other franchises have also invested in youth, which is not only a reminder that the NTL is a great breeding ground for future FNSL athletes but also that FNSL franchises are looking to develop their own talent.

On a brisk Saturday morning in March, the focus turned to the National Schools Finals in Essex where 54 schools had qualified for what is one of the most celebrated competitions in the national calendar. With the atmosphere off court built around providing a great experience for all in attendance and involving selected England Netball sponsors and partners, the action on court was fierce. A jubilant Saddleworth side became under 14 champions, defeating Brighton College in the final while in the under 16 age group, The Grammar School at Leeds defeated Hulme 12-9 and the under 19 title went to Barking Abbey, following a 20-13 victory over King's Worcester. Other winners on the day were English Martyrs, who were awarded the Endeavour Trophy for showing excellent sportsmanship throughout the day. The Grammar School at Leeds under 16s collected the Defensive Trophy to complement their achievement as under 14 champions and King's Worcester received the Goals Trophy after scoring 127 times in the group stage.

The under 14 and under 16 National Clubs Finals were

“Our promotion to Premier League 3 in 2010/11 was a result of three years of hard work. And this season that hard work paid off. We were undefeated, winning all our games with no one coming within 8 goals of us. And we had the best defence, with only 573 goals against. Pretty impressive.”

Laura Pettet, Telstars NC, being crowned Premier 3 Champions 2011/12

held in Bath and Norwich respectively. The Sports Training Village welcomed 18 teams to the South West as two representatives from each of the nine regions challenged to become under 14 National Clubs champions. Following a close competition, Oldham defeated Woodley 24-9 in the final and remained unbeaten throughout the competition. In the under 16s National Clubs Finals, it was a similar outcome as Oldham secured the club's double, with a narrow 32-31 victory over Tameside in a thrilling final in Norwich. A three-stage competition and play-off structure remained, which ensured that all 18 teams could experience the maximum amount of court time and players could display their abilities to the full.

The Marion Smith Netball Championship for People with a Learning Disability took place in May at the Soar Valley College, Leicester as we continued our partnership with sponsors F.A.S.T. Ambulance Ltd. Alfriston over 17s secured 3 victories from 3 games to remain undefeated and take the crown, pipping Ellesmore Port, Chester and Neston Dynamos to the title. It was another fantastic occasion and some additional glamour was brought to proceedings with the visit of Sky Sports News, who came along as part of their 'Get Involved' week, and FNSL players Lindsay Keable and Alex Sinclair. Alfriston also brought along an under 17 team to experience the day, meet the stars and to play in some friendly fixtures.



The FIAT Netball Superleague



Double delight for Northern Thunder



An impressive season for the Storm attack of Rachel Dunn and Pamela Coockey

What a season we had for The Fiat Netball Superleague 2012 (FNS)... there was drama, there were nail-biting finishes and then there was the emergence of Fast Net. We entered our 2nd season with Fiat Group Automobiles UK Ltd as title sponsor and welcomed a new partnership with Dairy Crest as our Official Dairy Partner. As the 2010-11 season drew to a close, all franchises began their preparations for the 2012 season immediately. This led to a wealth of activity during the close season as franchises looked to strengthen their squads ahead of the new season.

As players moved franchises and squads were assembled, several players took the opportunity offered to them by the ANZ Championships. Geva Mentor, Sonia Mkoloma, Eboni Beckford-Chambers, Jade Clarke, Jo Harten and Stacey Francis all left our shores and have made significant impacts in Australia and New Zealand. This departure of England players offered the chance for young players to get significant court time and FNSL experience, opportunities which were seized with both hands, which

was fundamental to the success of the franchises, both on and off the court.

The abundance of coaching talent within the FNSL was clearly evident, with Karen Atkinson taking over the reins at Hertfordshire Mavericks, supported by Amanda Newton. These two Mavericks stalwarts and former England captains formed a formidable coaching set-up which also included Maggie Jackson as Director of Coaching. Tracey Neville made the move from Team Northumbria to Northern Thunder to build a strong coaching team and ignite their hopes of challenging for the title after also welcoming back Sara Bayman and Karen Greig from injury.

We also welcomed a new franchise into the FNSL, as Leeds Carnegie remodelled as Yorkshire Jets and managed to retain the core of the squad they had the season before. Lisa Stanley replaced Neville as Head Coach at Team Northumbria and Olivia Murphy entered her 2nd season in charge of Loughborough Lightning. Melissa Hyndman was optimistic of her Celtic Dragons' chances at the start of the season and Jess Garland had a mix of youth and

experience in her Team Bath squad, with several players having progressed from within their NTL squad. Tamsin Greenway took up the role of Player/Head Coach at Surrey Storm, who completed the major signing of Pamela Coockey from Team Bath to join England colleague Rachel Dunn in a powerful attacking partnership.

With strategic changes in place for the 2012 season, the Superleague Management Committee continued as an efficient and effective group, pushing the FNSL forward in its development, performance and commercial status. The committee had to deal with a change in General Manager before the season began, but a smooth transition occurred and the plans for the season remained unchanged.

One of the main changes strategically was the introduction of the Cathedral City Lighter Fast Net Grand Prix, the 1st national domestic Fast Net tournament involving the FNSL franchises. Fast Net has rapidly become a popular version of the game, and the committee were determined to incorporate it into the FNSL modal.

With a January launch date, just before the FNSL season began, the Cathedral City Lighter Fast Net Grand Prix began with a Manchester and Surrey conference, splitting the 8 franchises geographically into groups of 4. Northern Thunder overcame Yorkshire Jets in the Manchester conference final and both teams progressed to the Finals Night in Surrey. They were joined by Surrey Storm and Celtic Dragons as the Finals Night in front of a fanatical crowd proved a great success both on and off the court in Surrey. Northern Thunder began what was to turn out to be a rewarding season for them by being crowned Champions on Finals Night, defeating their northern counterparts Yorkshire Jets in a thrilling final.

The FNSL season began the following weekend and in a replay of the Grand Final fixture from last season, Surrey Storm gained some measure of revenge against Hertfordshire Mavericks with a 62-47 victory. Northern Thunder replicated their success at the Fast Net Grand Prix and remained unbeaten until April, when two defeats back to back against Surrey Storm proved to everyone involved in the FNSL that all the teams were capable of beating each other.

This season's FNSL had been restructured to provide all the teams with a chance to reach the play offs at the finale of the season. Halfway through the season, the league was split into a top and bottom tier, consisting of teams placed 1st-4th and 5th-8th after the completion of Round 7. Rounds 8-13 in each tier consisted of each team playing each other in their respective tier home and away in a mini-league format. At the end of Round 13, the teams in 1st, 2nd and 3rd in the top tier (Surrey Storm, Northern Thunder and Hertfordshire Mavericks) qualified for The Fiat Superleague Showdown while Team Bath, who finished 4th in the Top tier, won a Play Off against Celtic Dragons, who had topped the bottom tier by 6 points and remained unbeaten during their 6 games.

Sporthouse in Dagenham played host to The Fiat Superleague Showdown on the weekend of 19 and 20 May. This fresh format drew a great response from FNSL fans and the experience of watching two games on each day left the crowds exhilarated with the levels of skill and ability on show. Hertfordshire Mavericks and Team Bath were defeated in the semi-finals and battled it out on the Sunday in the 3rd/4th place play off, with Mavericks earning victory with a 46-39 victory over their south west counterparts.

The Grand Final was a magnificent occasion and a fierce clash between two teams, Surrey Storm and Northern Thunder, who had been closely matched all over the court throughout the season. Thunder were eventually crowned champions following a 57-55 victory which had the Dagenham crowd on the edge of their seats right up until the last seconds of the game. The skill and pace of the games on show during the Showdown made for a great spectacle for all FNSL followers, with the matches broadcast on Sky Sports.

In October 2011, we sadly lost Mike Greenwood following a long illness. The Northern Thunder and Oldham coach was a very popular and respected coach who started Oldham Netball Club 25 years ago. Mike had also coached Northern Thunder previously for a season when the competition was called the Super Cup. Mike will be sorely missed as a coach and as a colleague within the FNSL.

Membership



The England squad and two lucky International Series ticket draw winners ahead of the opening game in the series at the LG Arena in Birmingham

In the last complete membership year ending 31 August 2011, England Netball can report growth in overall membership of 3.2%.

The membership numbers have continued to increase during 2011-2012 with individual membership standing at 78,062 as at 30 June 2012 (an increase of 0.82% compared to 77,424 in June 2011).

The Membership Department is continually working towards reducing paperwork in the affiliation process. Online affiliations went live on 4 July 2011, with around 98% of England Netball's Club members affiliating this way.

“Thank you for a fantastic evening last night. Naomi had an amazing time, as did I! We are both very grateful, and wanted to let you know how much we enjoyed ourselves. It was great to see England win, and a highlight for Naomi to meet Tamsin Greenway. Thank you again.”

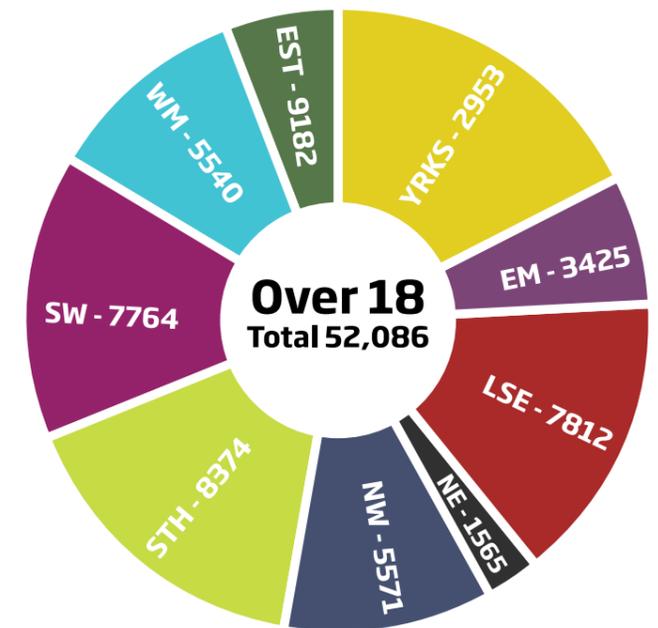
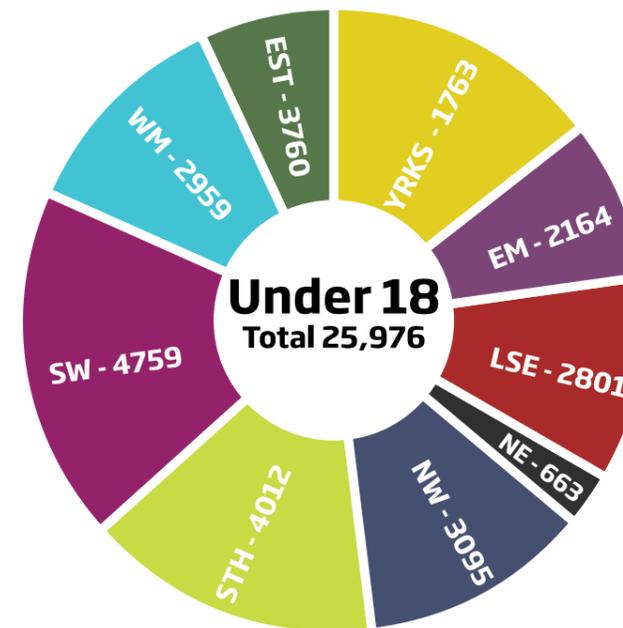
Naomi and Gill Ricketts - Ivybridge Junior Netball Club, West Devon who attended the England v Barbados international match in Bath in April 2012

Membership Key Achievements

48 lucky EN members attended the England v Barbados International Netball Series matches in April as VIPs where they also met various England players

The EN membership statistics as at 30 June 2012 reached 78,062 total registered participants

Taster Rates continue to be a success with 1,903 new or returning members joining since April 2012 in this category



Our total individual membership stands at 78,062 as at 30 June 2012. Here is the breakdown of our membership figures within our regions for over 18 and under 18 members



A group of winners from the International Series ticket draw celebrating England's 3-0 series victory with Sara Bayman and Naida Hutchinson

Back to Netball member and access additional benefits which include Gold Personal Accident Insurance, the *netball* magazine and digital magazines.

JLT Ltd continues to arrange Liability and Personal Accident Insurance Cover as a key and valuable membership benefit for being affiliated to England Netball with 'Gold' Cover for Clubs. 'Silver' Cover continued

At the end of March 2012, England Netball launched its brand new Social and Supporters membership category. This category is for administrators, adult fans and parents who do not play, coach or officiate.

Back to Netballers now have the opportunity to become official members of England Netball. When participating in a Back to Netball session, the individuals are registered as an England Netball Back to Netball participant. They can then affiliate as a

to be provided for groups at no additional cost in 2011-2012.

One of the many benefits of being a member of England Netball is the International Series ticket draw. Every England Netball club member is entered into this draw and five members from each region are selected at random. In April 2012, the 48 lucky winners on this occasion were offered a pair of tickets to see England play Barbados at their nearest venue.

Sponsors and Partners



England squad members during a photoshoot for Maxitone, our Official Nutrition Partner

The emphasis within sponsorship was to begin new ventures and partnerships with brands and products that would benefit our members and provide great offers, rewarding them as part of their affiliation package. As a department, another of our main focuses was to improve our current membership benefits. Amongst others, we have provided benefits and savings for Fiat, screenings with 108 Harley Street, special offers with Superbreak.com and offers for bookings with InterContinental Hotels Group. These membership benefits have been promoted through all our main communication channels, including the England Netball website.

Social media has been a vital tool to feed the latest information and deals to our followers. We have taken advantage of commercial opportunities at our competitions and events across the country and also at exhibitions where we can promote the game and the benefits of being a member. We have incorporated these offers into the 'My Game' branding and they have acquired an identity of their own, entitled 'My Benefits'. This has not only made them more visually appealing but has utilised the modern branding we have and the association that these benefits are personal for our members.

Our partnership with Fiat enables members and relatives to benefit from the scheme we have available, particularly for the Fiat Panda. Each member is entitled to up to three cars per year. Fiat offers discounts of up to 35 per cent on

their cars and flexible payment options so members can select the option that suits them best. Allowing members to select the option that suits them best fits within our 'My Game' strategy of understanding that the needs of our members are not all the same. 108 Harley Street offers a variety of health checks, ranging from X-rays and imaging to mammograms. Our main offer was for mole screenings, offered at a rate of £80, a good saving for our members. The medical centre also reduced the cost of mammograms to just £100, which is a saving of 50 per cent. Our aim is to provide a range of offers covering health, fitness and lifestyle, as well as offering links with our current sponsors such as Fiat, Mitre and Kukri. Superbreak supplies hotel and entertainment packages, ranging from short breaks and theatre offers to hotel offers. Our relationship with

GET BEACH BODY-READY from the inside out!

With the summer fast approaching we are all aware of the body parts that need some attention. A pedicure, an all-over body exfoliation and a new hair colour can help you, to feel prepared and polished on the outside. Follow these nutrition tips to ensure that your body has that summer glow from the inside too.

DRINK MORE WATER
Our body is 60-70 per cent water! Water is great for helping us to feel fuller, more alert, energised, and also promotes healthy digestion. A salty diet will make you feel bloated and swollen in areas you don't like. Try to reduce your intake of high-salt foods such as bread, cheese, smoked meats and ready-made sauces and soups.

MEET YOUR PROTEIN NEEDS
Protein is the building block for most parts of the body and this includes our hair, skin and nails! We need to eat enough of it to ensure our body can maintain and enhance our lustrous locks and glowing skin. To help meet your protein needs you could include Maxitone's Definity shake or Crisp bar as a healthy snack each day.

EAT YOUR FIVE-A-DAY (AT LEAST)
Include a variety of fruits and vegetables with each meal to ensure you are getting enough vitamins, minerals and antioxidants: nutrients such as zinc, vitamin C, E and selenium are key for promoting a healthy appearance. If you are not meeting your five a day then include Maxitone's Fierce Active, which provides a healthy dose of zinc, selenium and vitamin C.

Turn up the heat in this...
Maxitone
Protein
Definity
Crisp

InterContinental Hotels Group (IHG) has given us the chance to offer a range of deals during the course of the season. The current package includes a two-for-one offer on bookings at more than 220 participating hotels including the Crowne Plaza, Holiday Inn and Holiday Inn Express right across the UK.

A huge success for us was in September 2011 when we took netball to the centre of London to showcase the skills of some of our national squad. Devonshire Square, near Liverpool Street, played host to an England team who faced local sides in matches played on a specially laid court whilst hundreds of city workers looked on. It was a great display of thrilling netball right in the heart of London. It was also a great chance to promote the game and the benefits of becoming a member with skills sessions alongside competitions and prizes. With fantastic support from our partners Cancer Research UK, Flicx UK, 108 Harley Street and Fiat, who sponsored the event, there was huge interest from a sizeable crowd. The England players were aided by the use of microphones to explain what was happening on court and Geva Mentor acted as match commentator. This made the event a great spectacle and offered interaction between the crowd and the players on court.

At the start of February 2012 we began a new partnership with sports bra brand Freya Active as the Official Sports Bra Sponsor to England Netball, the FNSL and Back to Netball. As the UK's leading sports bra brand, Freya Active launched its sportswear arm in 2008 and offers innovative non-compression, bust separation sports bras with unrivalled fit, support and comfort. Freya Active believes in the importance of wearing a sports bra during exercise and we hope the partnership will be a fruitful one for many years. Since the launch of the partnership we have received over 40 pieces of PR coverage in both print and online media, including *The Evening Standard*. Freya Active has also partnered with Back to Netball in our campaign to get 2,012 women Back to Netball in 2012. Since the launch we have seen press coverage on a number of websites and interest from numerous publications including the BBC.

In April, we were delighted to announce our new partnership with Maxitone, the UK's leading brand for active women. Maxitone have become our Official Nutrition Partner and provide the national team with tailored nutritional support to complement their training and match schedule. Maxitone will also be supporting Back to Netball with great offers, specifically designed for ladies getting back into the game. For our members, both Maxitone and Freya Active have been incorporated into our communications, allowing us to promote health benefits and lifestyle content whilst offering these products to members with great offers. The Maxitone launch also saw great press coverage particularly on a range of sports business websites. Over the coming months, Maxitone will be running campaigns to support the national squad and grassroots netball to ensure maximum coverage of the game.

Fiat has continued as a title sponsor of the Netball Superleague and the FNSL has gone from strength to strength, not only commercially but also in terms of performance and development. Fiat were the title

sponsor for the Showdown Weekend in May, which was an explosive and exciting finale to a fantastic FNSL season and was televised on Sky Sports. Dairy Crest also began a partnership with us as Official Dairy Partner and as title sponsors of The Cathedral City Lighter Fast Net Grand Prix, which involved all 8 FNSL franchises. We are delighted that Dairy Crest has recognised netball as a progressive and exciting sport.

“Netball is a sport I love to watch and at the Fast Net Grand Prix and Netball Superleague level it is extremely quick and skilful. Cathedral City Lighter sees this as an extremely valuable partnership and we look forward to working with England Netball to support the Netball Superleague and the exciting Cathedral City Lighter Fast Net Grand Prix. For those who have long thought of taking in netball at its very best in the UK, I would urge you to head down to your local franchise during the season, as I do, or head along to the new Fast Net format.”
Martyn Wilks, Effective Managing Director, Dairy Crest

We continued our partnership with bet365.com and there is a section on the bet365 website for England Netball members to play bingo. For each member who plays, we receive money to invest back into grassroots netball. The Matalan Reward Card also continues to be popular amongst our members, helping to generate over £8,000 since October 2011 and over £20,000 per annum since the launch of the royalty scheme - we must thank our members who continue to activate and use their reward cards when shopping. Our partnerships with Kukri and ASICS continue to be successful throughout their ongoing contracts until 2016 and 2014 respectively. Their support of our national squad is invaluable for their performance. Mitre have re-signed as our Official Ball Supplier for the next 2 years and have worked with us to create fantastic new ball designs that fit alongside our new branding for the FNSL and High 5. Harrod UK have also signed for an additional 4 years as our Official Post Supplier.

We have seen some great competitions organised for our members in our communications and at the International Netball Series between England and Barbados, including sponsors prize packages worth over £400 and holiday prizes to New York and Dubai, courtesy of Travelbag. We would like to thank all of our sponsors and partners for their continued support and for always aiding us with promoting netball to wider audiences and offering the best products to our members: Fiat, Asics, Kukri, Mitre, Harrod UK, Freya Active, Dairy Crest, 108 Harley Street, Matalan, F.A.S.T. Ambulance Ltd, bet365.com, Maxitone, InterContinental Hotels Group, and Cancer Research UK, our partnered charity.

ALIGNING NUTRITION AND NETBALL
maxitone

FREYA SIGN UP WITH ENGLAND NETBALL

Marketing



Sasha Corbin, Tamsin Greenway, Rachel Dunn, Pamela Coockey and Alima Priest representing England Netball at Sport Relief 2012, where they ran the Sport Relief mile and played on a showcase court at Horseguards Parade.

Great strides have been made during a progressive 12-month period within the commercial department and we have made huge advances with our marketing strategies and plans. Our fundamental aim is to improve our services to our members. With our membership figures rising sharply, we have improved our communication strategy and continue to develop plans to advance this over the next 12 months. Our plans are to improve our targeting of promotion to particular demographics and the needs of our members. This will become active during next season. The commercial department exists to aid the promotion and exposure of all aspects of netball within England across all aspects of the game. From the national squad down to grass roots level, we are very aware that we are the custodians of the game within this country. All our commercial and marketing plans look to capitalise upon new marketing techniques and are constructed with our members' needs in mind.

We always attempt to balance marketing to our members and trying to promote to non-members and encourage interest towards the game and schemes such as Back to Netball and social membership. We have made great strides in encouraging participants to either return to the game or just to begin to play netball. We have encouraged participants who have never played before to begin either within a club or within Back to Netball. The number of players who have previously played and had an interest in netball who have then returned to the game has hugely increased. This rise in participation levels has raised our membership income vastly. Our members still remain core to our communication strategy. As a governing body, our links with our 9 regions is pivotal to our communication success. Our aim is to offer the maximum support possible to all our regions across all marketing and PR opportunities.

This has been achieved and the successes, as well as the latest news from within our regions and counties, have been an important element for content for all our communications to members. Working closely with each of the regions as well as each of the departments within England Netball is crucial for us to reach our membership with the quality of content they expect.

An editorial team for all our communication to members work vigorously to ensure that from grass roots right up to the elite, no potential story or success is cast aside. We realise that our members want to hear a full mix of news and content across all departments within England Netball. Across each of our monthly e-newsletters, our *netball* magazines, and our bi-annual digital magazines, a select group of England Netball staff from various departments ensure that we provide the most current and newsworthy content. Our team work alongside TriNorth Ltd on all our communication. This relationship regarding editorial and design has proved fruitful. We are now into our 2nd year of this partnership and not only has the content and level of communication increased and improved greatly but we have also incorporated a fresh and modern look to our branding and design.

TriNorth are highly skilled with working with NGBs and producing content for sports audiences and we have received very positive feedback from members regarding our rebranding and design. *netball* magazine has become a more commercially viable tool as well as a more rounded publication. We aim to concentrate on pure netball related content as well as becoming a lifestyle magazine and including content regarding health and fitness. This strategy has extended to our e-newsletters and digital magazine, where content such as videos, interviews and audio have further increased the interaction between us as an NGB and our members.

The range of content we have produced has become more stimulating and we have broken barriers that may have previously existed. Behind the scenes videos, interviews with players courtside and post-match reaction, visits to Back to Netball sessions and coverage of press activity is just a selection of the content we have brought to members recently. We provide video and audio content to engage with our audience's needs. As a department we have fully embraced our digital marketing strategy and increased the interaction between England Netball and its members. Due to the diverse levels of membership we offer and the demographics within those, we aim to provide content that engages each targeted audience.

Our commercial revenues have greatly increased across communication channels, allowing us greater opportunities to work with sponsors and partners and to promote our membership benefits. Advertisers and sponsors are, in general, expecting a greater return on investment and we are able to offer digital and interactive advertising opportunities and are always searching for the best deals and offers to provide for our members. We aim to provide offers and partnerships for products and services that would be of interest to our members. With the emergence of tablet devices and smartphones, as a culture we have become used to the notion that we can access information at any time. Technology has enabled us to keep up to date and follow information quickly. Social media has enabled the exposure of information to become instant and as an NGB it is a vital tool for us for promotion and communication. This interaction with social media can also occur with non-members as well, enabling us to promote and reach new audiences.

As of June 2012, England Netball is the most followed netball specific twitter account currently active, ahead of any other across any country. With 8,000 followers and a growth of 200% since June 2011, twitter has been a fantastic tool for us to communicate with followers. The netball community has fully embraced the twitter phenomenon and we have actively encouraged players, clubs, coaches, regions, counties and England Netball staff to invest time in twitter accounts. Ranging from promoting tickets to informing followers when the next coaching session within a region begins, twitter aids the flow of instant communication. It has also engulfed the FNSL and national squad players, giving the chance for followers to gain an insight into players' lives and allowing

followers to witness them balancing work and training and any behind the scenes information.

Facebook continues to be an important tool for us also. As an NGB we use this channel as a more formal and informative tool where we look to get interaction between our audience and where we supply the latest news and reports. These social media outlets complement each other and have allowed us to communicate more frequently and listen to the needs of our audience. We are constantly looking at the reaction and feedback we receive via these channels. We continue to look at improving and embracing new social media opportunities, most notably Pinterest, which we hope will become another important tool for us over the next 12 months. Our YouTube account enables us to instantly upload video content and behind the scenes content immediately after games, competitions and events.

The England Netball website continues to offer users a clear and easily navigated service and provides the latest news and information for anyone to access, be it a long established member or a new visitor. The website aims to offer a great user experience for all. As part of our communication strategy, our website aims to be the source of information for each of our departments and for visitors to find out our latest news, information on national leagues and competitions and how to find Back to Netball sessions, amongst other things. The website is the portal for visitors to find any information they need for netball within England. We also have new phases of development in process for the website where we have listened to feedback from users and aim to build upon the current experience the website offers. These plans are in progress and will become active within the next 12 months. Again, our communication channels have enabled us to receive and process the feedback.

As a department, it is vital we maintain good working relationships with all other departments and regions in order to produce the most accurate and up to date content possible and provide marketing and PR support. We develop our marketing campaigns over a 12-month period and align them to each department's needs and in accordance with the season's calendar. One of our major successes has been the development and launch of the 'My Game' branding which aids as an umbrella for social netball, Back to Netball, High 5 and My Game. In partnership with design agency ideer, we have delivered a vibrant and modern campaign and brand, which is not only used in print, design and online but has become its own identity and a huge component of our design work within our magazine and e-newsletters. It is easily recognisable and has been greatly welcomed.

We currently manage all design and marketing material across three agencies for all our campaigns. Our relationship across all these agencies has strengthened and we have prepared our marketing plans for the next 12 months ahead. Coachwise Ltd continues to work alongside us regarding the development and maintenance of the England Netball online shop and we have plans in place to progress our e-commerce activity in the near future.



An example of our promotional material from our 'My Game' branding

Your Regions

There are nine regional offices in England working with the separate regions across the country. Each office's regional manager and regional support staff work alongside their elected County and Regional Management Boards (RMBs) to develop and facilitate the delivery of all aspects of netball within their region.

Each Region had a very productive year, where improvements and many developments and achievements have occurred and membership figures have risen.

West Midlands Key Achievements

www.netballwestmidlands.co.uk

- Two new Netball Development Community Coaches began their roles in February 2012 to help to increase participation in Back to Netball Programmes in the Birmingham and South Staffordshire counties.
- Across the region 42 new Back to Netball programmes have been delivered with over 650 women returning to netball in total.
- The number of affiliated primary schools within our region has more than quadrupled in the last academic year.
- We held our inaugural Back to Netball Festival which saw 14 teams and over 130 women from around the region take to the court and raised £445 for Cancer Research UK in May 2012.
- We have seen a 5% increase in our affiliation figures from 2011

South West Key Achievements

www.netballsouthwest.co.uk

- 30 Back to Netball programmes have been delivered with 611 participants involved plus 23 NDCC Back to Netball programmes have taken place with 517 participants involved throughout the year.
- 39 Golden Globe nominations and a successful Regional Golden Globe Awards ceremony at Bickleigh Castle in Devon during July 2012.
- A total of £1478.74 was raised through the Net 10 for Life event across the South West in February 2012.

South Key Achievements

www.netballsouth.co.uk

- In June, our region held its 1st ever Golden Globe Awards celebration event. It was held after our AGM, 50 people

attended with the 1st and 2nd nominees being invited along with special guests

- A new six-court floodlit community arena opened in Oxford in January 2012. The courts are a central venue for our county leagues and means the county can host county and regional tournaments. Back to Netball is also held at the arena.
- At the National U16s Clubs Finals in Norwich, our representatives were CD Phoenix NC who finished in 10th and Weston Park who finished 11th, a great achievement by both clubs.

North West Key Achievements

www.netballnorthwest.org.uk

@NW_Netball

www.thundernetball.com

@thundernetball

- 15 athletes were selected into the National Excel programme following the national screening weekend in Loughborough.
- Oldham NC dominated both the National Clubs Finals, securing a double being by crowned U14s and U16s champions and also secured the Premier League Division 1 title.
- As a region, we received 42 applications for various categories of awards at our regional Golden Globe Awards ceremony.

North East Key Achievements

www.northeastnetball.co.uk

@NE_Netball

www.nusportcentral.com

@TN_NSL

- Back to Netball programmes in our region have welcomed 535 new participants between August 2011 and June 2012.
- We had a 10% increase in affiliation numbers between August 2011 and June 2012
- Between August

2011 and June 2012, there has been a formation of two new Technical Support Groups within the Region and a restructure of the Regional Board to include the Technical Support Group Chairs.

Yorkshire Key Achievements

www.netballyorkshire.co.uk

@YorkshireJets

www.yorkshirejets.net

- Our 1st National Schools Finals Champions, The Grammar School at Leeds, won the U16 section in 2012.
- Five new regional athletes attended national screening, with Georgia St Rose in the U19s and Lydia Walker selected in the U17s, joining Claire Wilsher, Brie Grierson and Amy Potter who were re-selected into the National Excel Programme.
- Over 600 women have been involved in Back to Netball schemes across our region.

East Midlands Key Achievements

www.eastmidlandsnetball.co.uk

@LboroLightning

www.loughboroughlightning.co.uk

- We ran very successful County Academy Tournament and Regional Academy matches that were linked to FNSL matches between January and March 2012.



- We had the 2nd Annual Regional Back to Netball Tournament held in Loughborough in February 2012.
- We attended and carried out promotional work at Cancer Research UK Race for Life events in Corby and Lincoln during June and July 2012.
- Our region raised over £500 for Cancer Research UK via our Back to Netball Festival in February and our Regional Celebration events in June 2012.
- We had 39 nominations for Regional and Golden Globe Awards. We ran a very successful Regional Celebration Day with High 5 and Fast Net matches and an Acro-gymnastics display in June 2012.

East Key Achievements

www.netballeast.org.uk

@netballeast

www.mavericksnetball.co.uk

@HertsMavericks

- Norfolk United won the Regional Clubs League Division 1 and successfully navigated their way through the Premier League playoffs to qualify for Premier 3 next season.
- 10 East Region athletes have been selected into the national U17, U19 and U21 England squads following this year's national screening.
- 48 Beginner, 42 C Award, 8 B Award and 2 A awards umpires have qualified in the past 12 months.
- Hertfordshire Mavericks finished 3rd in the FNSL this season and we have improved the match day experience for spectators including the introduction of a team mascot.
- We introduced a new 'Digi-News'. This e-shot is sent out monthly from the regional office to all our regional and social media contacts.

London & South East Key Achievements

londonandsoutheastnetball.co.uk

@LondonSENetball

@SurreyStorm

www.surreystormnetball.co.uk

- The London and South East Regional Management Board helped to launch the Redbridge Sports Centre by organising a day full of netball activity in March 2012. A High 5 tournament, an U16 regional clash between Essex Open and Telstars and an England vs Wales U21 match was organised. We also managed to raise funds via ticket sales and raffle prizes.
- The newest London and South East TSG has been formed with membership from within each county, the Regional Excel Coach and Key Coaching Development contacts including sports coach UK Regional Manager. The TSG has set targets around increasing the quality of coaches and supporting coaches to develop by looking at mentoring schemes and foundation courses.
- We had 11 athletes who were selected in the National Excel programme, the 2nd highest in the country.
- Surrey Storm Youth finished in 2nd place in the Netball Talent League.

A Year In Netball



The Grammar School at Leeds

National Schools Finals

Under 14s

Champions: Saddleworth
Runners Up: Brighton College

Under 16s

Champions: The Grammar School at Leeds
Runners Up: Hulme

Under 19s

Champions - Barking Abbey
Runners Up - Kings Worcester



Barking Abbey



Saddleworth

Premier League

Division 1 Champions: Oldham
Division 2 Champions: Leyton
Division 3 Champions: Telstars

New World Netball Series, New Zealand

New Zealand 62 England 40 - 3 October 2011
New Zealand 53 England 32 - 6 October 2011

Holden Netball Series, Australia

Australia 62 England 47 - 9 October 2011
Australia 67 England 36 - 12 October 2011
Australia 45 England 41 - 17 October 2011

International Netball Series

England 72 Barbados 41 - 10 April 2012
England 53 Barbados 48 - 12 April 2012
England 73 Barbados 32 - 14 April 2012



The Cathedral City Lighter Fast Net Grand Prix

Champions: Northern Thunder
Runners Up: Yorkshire Jets

The FIAT Netball Superleague

Champions: Northern Thunder
Runners Up: Surrey Storm



National Under 14s Clubs Finals

Champions: Oldham
Runners Up: Woodley
3rd: Trafford



National Under 16s Clubs Finals

Champions: Oldham
Runners Up: Tameside
3rd: Leeds Athletic



World Netball Series

England 32 Fiji 15
New Zealand 33 England 16
England 25 Australia
England 26 South Africa 17
England 16 Jamaica 21

Finals Day

Semi Final - Australia 17 England 27
Final - England 33 New Zealand 26

Netball Europe Championships U21 Championships

England 81 Northern Ireland 21 - 9 March 2012
England 59 Scotland 25 - 10 March 2012
England 58 Wales 39 - 11 March 2012

Netball Europe Championships U19 development section

England 51 Wales 35 - 9 March 2012
England 92 Northern Ireland 10 - 10 March 2012
England 65 Malta 22 - 11 March 2012



Netball Talent League

Champions: Northern Thunder Youth
Runners Up: Surrey Storm Youth

Netball Europe Championships U17 Championships

England 67 Scotland 25 - 9 March 2012
England 62 Wales 29 - 10 March 2012
England 70 Northern Ireland 10 - 11 March 2012

Netball Europe Championships Open Championships

England 69 Northern Ireland 54
England 65 Wales 40
England 66 Scotland 42

ALL ENGLAND NETBALL ASSOCIATION LIMITED

Company Information

The Board of Directors at the date of signing:

Mrs C L Danson OBE (Chairman)
Mrs L Carpenter (Vice Chairman)
Mrs L Sartori (Treasurer)
Mr A Borrie
Mr P Clark (Chief Executive)
Miss S Horrox
Miss K Jones
Miss A Navin
Mrs A Sexton
(appointed 17th September 2011)
Ms A Brown
(appointed 17th September 2011)
Ms F Steele
(appointed 27th September 2011)

Company Secretary

Ms V Annis

Company number

01698144

Registered Office

Netball House
9 Paynes Park
Hitchin
Hertfordshire
SG5 1EH

Directors' Report for the Year Ended 31st March 2012

The directors present their report and the financial statements for the year ended 31 March 2012.

Principal activities and business review

The Company has successfully continued to act as the National Governing Body for netball in England; our achievements in 2011/12 are set out earlier in the Annual Report. It is, and remains, a membership, not for profit, organisation covering all aspects of the great game of netball from grass roots to elite athlete participation.

The Company worked in conjunction with Sport England to deliver the 3rd year of a four year Whole Sport Plan with agreed financial and sporting outcomes from April 2009 to March 2013. These outcomes cover both the delivery of the game to the grass roots and elite performance at the highest level. We remain grateful to Sport England for the 2009 -13 Whole Sport Plan Award that assisted in the financing of the England Netball Corporate plan during the year.

Directors' Report for the Year Ended 31st March 2012

This report has been prepared taking advantage of the exemptions available to medium companies under the Companies Act 2006.

Results

The deficit for the year, after taxation, amounted to £490 (2011 surplus £91,523).

Directors

The directors who served during the year were:

Mrs C L Danson OBE (Chairman)
Mrs L Carpenter (Vice Chairman)
Mrs L Sartori (Treasurer)
Mr W Alexander
(resigned 20th September 2011)
Mr A Borrie
Mr P Clark (Chief Executive)
Miss S Horrox
Miss K Jones
Miss E Nicholls
(resigned 17th September 2011)
Mrs A Sexton
(appointed 17th September 2011)
Ms A Brown
(appointed 17th September 2011)
Ms F Steele
(appointed 27th September 2011)
Mrs A Navin

Fixed Assets

Capital expenditure amounted to £174,063 (2011: £43,578). The movements in fixed assets are disclosed in Note 9 to these financial statements.

Charitable Contributions

During the year, charitable donations totalled £1,000 (2011: £6,000) which was paid to the All England Netball Association Youth Trust, a charity set up to develop the educational and research aspects of the Association's activities.

Going Concern Basis

The financial statements have been prepared on a going concern basis since, having made relevant enquiries; the Directors have a reasonable expectation that the Association has adequate resources to continue in operational existence for the foreseeable future.

Volunteers

The Directors would like to pay special tribute to those members who have worked tirelessly for the Association, on all national committees and technical advisory groups, at tournaments and matches, and at other events. These volunteers freely give their time to assist the Association in pursuing its objectives as well

as delivering many of its services. Maintaining the high standards of the Association and the achievements of England Netball would not have been possible without their continued unpaid commitment, loyalty and efforts. We thank each person; their contribution is greatly valued.

Internal Financial Controls

The Directors have overall responsibility for the system of internal financial controls. These are, principally, controls to ensure that:

- the Association's assets are protected against unauthorised use,
- proper accounting records are maintained, and
- the financial information produced is reliable.

Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives. The system can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The Directors rely on the following procedures to ensure effective control over strategic, financial and compliance issues:

- Certain transactions and activities are reserved for approval by the Directors
- Detailed annual budgets, covering all activities, are approved by the Directors
- At Board meetings, the actual results to date are considered against approved budgets and revised annual forecasts
- Evaluation and approval procedures are operated for capital expenditure and substantial revenue projects
- Newly appointed directors follow a formal induction programme
- The skills and experience of the Directors are assessed to ensure the appointed Board members are appropriate for the needs of the business
- Investment of the Association's funds in banks and building societies is reviewed and monitored
- An annual review of corporate governance is undertaken and submitted to Sport England for independent review and periodic reviews by an independent consultant are undertaken on behalf
- of, and for, Sport England
- A risk assessment process is undertaken and reviewed by the Directors to determine if specific actions are required
- The effectiveness of financial controls and procedures are reviewed and updated, where appropriate, by the Directors with the main focus being on perceived risk areas
- The Finance and Audit Committee provide additional scrutiny of financial controls and procedures for the Board and review perceived risk areas.

Corporate Governance Report

The All England Netball Association is a company limited by guarantee. Whilst it is a private company, it operates as a members' Association on sound business principles. We aim to make surpluses from our operating activities to reinvest in future improvements for the Association. We have no shareholders and the Board of Directors, who are responsible for the management and control of the business and affairs of the Association, are directly accountable to members for the performance of the company.

Since incorporation, the company has generated a positive net asset position by an accumulation of surplus income over expenditure. This cumulative net asset position is represented by reserves. Reserves are required to maintain the present and future liquidity of the company so that it can operate on a day to day basis and react to changing business and sporting conditions. Accordingly the Board monitors reserves by a regular review of company financial statements and to ensure government funding is not used to generate reserves. The Board reassessed its reserves policy in the light of the current 4 year financial plan and aims to maintain reserves such that they do not fall below 3 months or rise above 6 months budgeted or forecast overheads excluding depreciation and tax. In 2011/12 the reserves level was 2.6 months. Whilst this is not in our target range, the Board continues to view the future of the sport and the business of England Netball with confidence and targets to increase reserves in each financial year by an amount equivalent to the net investment income earned on its cash balances held less taxation paid on that income until the 6 months criteria is achieved.

The Board considers that good corporate governance is central to achieving the company's objectives and the principle of safeguarding stakeholders' interests.

There are Board sub committees with specific responsibility for Audit and Finance and Human Resources. These committees have responsibility for policy and practice, financial controls, and advise on international matters. These sub committees of the Board have been set up to ensure day to day operational effectiveness and to advise on business and risk management. There are also separate national committees responsible for issues concerning safeguarding, competitions and a Performance and Talent Advisory Group. A Superleague management committee, consisting of England Netball and representatives of each team, also advises on the strategy of this important competition. These committees are advisory and consultative, and provide technical expertise. The remit and terms of reference of the main sub-committees and advisory groups are under constant and regular review to ensure they remain appropriate for the business and the sport.

The Board delegates to the Chief Executive the day to day and business management control. The senior staff, through the Chief Executive, are responsible for implementing the policies set by the Board, for the monitoring and performance of the business and reporting to the Board.

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to Auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

Auditors

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 17th July 2012 and signed on its behalf.



Ms V Annis
Secretary

Independent Auditors' Report to the Members for the Year Ended 31st March 2012

Independent Auditor's Report to the Members of All England Netball Association Limited

We have audited the financial statements of All England Netball Association Limited for the year ended 31 March 2012, set out on pages 37 to 48. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Directors and Auditors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non financial information in the Directors' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2012 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006 In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Jeremy Beard (Senior Statutory Auditor)
for and on behalf of haysmacintyre

Statutory Auditors
Fairfax House
15 Fulwood Place
London
WC1V 6AY

17th July 2012

Report and Financial Statements for the Year Ended 31st March 2012

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2012**

	Note	2012 £	2011 £
INCOME	1	7,981,770	7,616,637
Operating costs		(6,782,001)	(6,158,595)
GROSS SURPLUS		(1,199,769)	1,458,042
Administrative expenses		(1,219,572)	(1,386,073)
OPERATING (DEFICIT)/SURPLUS	4	(19,803)	71,969
Interest receivable and similar income	3	23,891	23,157
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION		4,088	95,126
Tax on Surplus on ordinary activities	8	(4,578)	(3,603)
(DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR		(490)	91,523

All amounts relate to continuing operations.

There were no recognised gains and losses for 2012 or 2011 other than those included in the Income and Expenditure Account.

The notes on pages 44 to 50 form part of these financial statements.

Report and Financial Statements for the Year Ended 31st March 2012

**BALANCE SHEET
AS AT 31 MARCH 2012**

	Note	2012 £		2011 £	
FIXED ASSETS					
Tangible assets	9		190,439		40,524
CURRENT ASSETS					
Debtors	10	900,091		712,172	
Cash at bank		2,121,634		2,655,275	
		3,021,725		3,367,447	
CREDITORS: amounts falling due within one year	11	(2,363,794)		(2,559,111)	
NET CURRENT ASSETS			657,931		808,336
NET ASSETS			848,370		848,860
RESERVES					
Income and expenditure account	13		848,370		848,860
	14		848,370		848,860

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 17th July 2012

Mrs C L Danson OBE (Chairman)
Director

Mrs L Sartori
Director

The notes on pages 44 to 50 form part of these financial statements.

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	Note	2012 £	2011 £
Net cash flow from operating activities	16	(379,866)	538,727
Returns on investments and servicing of finance	17	23,891	23,157
Taxation		(3,603)	(3,236)
Capital expenditure and financial investment	17	(174,063)	(43,578)
(DECREASE)/INCREASE IN CASH IN THE YEAR		(533,641)	515,070

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS FOR THE YEAR ENDED 31 MARCH 2012

	2012 £	2011 £
(Decrease)/Increase in cash in the year	(533,641)	515,070
MOVEMENT IN NET FUNDS IN THE YEAR	(533,641)	515,070
Net funds at 1 April 2011	2,655,275	2,140,205
NET FUNDS AT 31 MARCH 2012	2,121,634	2,655,275

The notes on pages 44 to 50 form part of these financial statements.

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards.

1.2 Regions and Counties

These accounts encompass the activities of the All England Netball Association Limited and do not include the activities and net assets of the autonomous regions and counties, which are constitutionally and financially independent of the company.

1.3 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

- Computer equipment - 33.33% per annum straight line
- Game equipment - Umpiring, events and physiotherapy equipment - 20-33.33% per annum straight line
- Office equipment - 15% per annum straight line
- Software development - 20% per annum straight line
- Trophies - 15% per annum straight line

1.4 Small items of furniture, computers and equipment

Items of furniture, computers and equipment either individually costing £400 or more, or being part of a clearly defined project costing more than £400, are capitalised and are stated at historical cost. Items costing less than £400, and not being part of a scheme costing more than £400, are written off in the Income and Expenditure Account.

1.5 Operating leases

Rentals under operating leases are charged to the Income and Expenditure Account on a straight line basis over the lease term.

1.6 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Income and Expenditure Account.

1.7 Membership subscriptions

England Netball's membership year runs from 1st

September to 31st August. Subscriptions received in the financial year ending 31st March therefore relate to the period before and after the year end. The accounting procedure for membership subscriptions is to carry forward the proportion of cash received in the year that relates to the five months' membership in the following financial year. The amount carried forward at 31st March 2012 was £689,800 (2011: £646,458).

1.8 Government grants

Grants are recognised in the Income and Expenditure Account so as to match them with the expenditure towards which they are intended to contribute, as this is deemed to represent entitlement to the funding.

Where a grant is received as a contribution towards expenditure on fixed assets, the balance sheet treatment is to provide for the grant in full and include in creditors. The grant provision is then reduced at the same rate that the asset is depreciated.

1.9 Development expenditure

Expenditure on development is charged to the Income and Expenditure Account in the period in which it is incurred.

1.10 Income

Income comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

1.11 Bank balances

All bank balances are shown on the balance sheet as one net figure due to arrangements in place with our principal bankers, whereby automatic transfers are made from our deposit accounts to ensure our current account is not overdrawn.

1.12 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

Deferred tax assets and liabilities are not discounted.

Notes To The Financial Statements For The Year Ended 31st March 2012

2. INCOME

Income is attributable to the principal activity of the company, which arose in England, from the following sources:

	2012 £	2012 £
Membership subscriptions and insurance	1,653,873	1,573,408
Sport England Whole Sport Plan	4,733,137	4,570,723
Sport England Netball in the City	300,415	22,475
Sport England Advanced Apprenticeship in Sporting Excellence	54,713	-
Partner funding for regional and national projects	165,479	148,245
High 5 project	4,859	-
National Skills Academy	14,335	8,395
UK Sport International Affairs Grant and bid support	13,364	16,000
TASS	27,978	-
London Active Partnership	29,720	-
Recruit into Coaching	-	20,000
UK Coaching Certificate (UKCC)	-	50,000
Sale of publications, goods etc.	100,297	104,502
Event and course income	604,526	935,068
Sponsorship, advertising and royalties income	265,442	167,821
Sundry income	13,632	-
	7,981,770	7,616,637

Notes To The Financial Statements For The Year Ended 31st March 2012

3. INTEREST RECEIVABLE

	2012 £	2011 £
Bank interest receivable	23,891	23,157

4. OPERATING (DEFICIT)/SURPLUS

	2012 £	2011 £
Depreciation of tangible fixed assets:		
owned by the company	23,994	32,547
Auditors' remuneration	14,550	14,000
Operating lease rentals:		
other equipment	67,644	59,055
land and buildings leases	54,939	62,500

Notes To The Financial Statements For The Year Ended 31st March 2012

5. STAFF COSTS

	2012 £	2011 £
Wages and salaries	2,715,298	2,856,530
Social security costs	230,778	262,678
Other pension costs	-	18,539
	2,946,076	3,137,747

The average monthly number of full time equivalent employees, including the directors, during the year was as follows:

	2012 No.	2011 No.
	116	109

6. DIRECTORS' REMUNERATION

	2012 £	2011 £
Emoluments	84,798	77,995

7. RELATED PARTY TRANSACTIONS

During the year ended 31 March 2012 Miss A Navin received £8,443 (2010: £15,978) for coaching services and Mr W Alexander received £410 (2011: £2,020) for officiating services, on an arms length basis. Both are NonExecutive Directors of All England Netball Association Limited. In addition, a total of £2,780 (2011: £5,608) was paid to the partners of these directors for netball services on an arms length basis.

Notes To The Financial Statements For The Year Ended 31st March 2012

8. TAXATION

The Association is exempt from tax in respect of its mutual activities with members but is chargeable to corporation tax on certain service transactions with nonmembers and on investment income and gains. A corporation tax liability, at an average rate of 21%, will arise on the remainder of the investment income.

	2012 £	2011 £
UK corporation tax charge on surplus for the year	4,578	3,603

Factors affecting tax charge for the year

There were no factors that affected the tax charge for the year which has been calculated on the profits on ordinary activities before tax at the standard rate of corporation tax in the UK of 21% (2011 - 21%).

9. TANGIBLE FIXED ASSETS

	Trophies and President's jewel £	Office equipment £	Computer equipment £	Game equipment £	Software development £	Total £
Cost						
At 1 April 2011	1,526	30,325	196,358	16,086	-	244,295
Additions	-	-	4,563	-	169,500	174,063
Disposals	-	-	(1,155)	-	-	(1,155)
At 31 March 2012	1,526	30,325	199,766	16,086	169,500	417,203
Depreciation						
At 1 April 2011	819	25,698	161,168	16,086	-	203,771
Charge for the year	204	1,455	22,335	-	-	23,994
On disposals	-	-	(1,001)	-	-	(1,001)
At 31 March 2012	1,023	27,153	182,502	16,086	-	226,764
Net book value						
Net book value						
At 31 March 2012	503	3,172	17,264	-	169,500	190,439
At 31 March 2011	707	4,627	35,190	-	-	40,524

Notes To The Financial Statements For The Year Ended 31st March 2012

10. DEBTORS

	2012 £	2011 £
Trade debtors	300,691	345,367
VAT repayable	25,732	30,275
Other debtors	89,945	26,700
Prepayments and accrued income	483,723	309,830
	900,091	712,172

11. CREDITORS

Amounts falling due within one year

	2012 £	2011 £
Trade creditors	417,000	427,214
Corporation tax	4,578	3,603
Social security and other taxes	95,735	78,568
Accruals and deferred income	1,815,117	2,024,844
Other creditors	31,364	24,882
	2,363,794	2,559,111

12. COMPANY LIMITED BY GUARANTEE

The company was incorporated on 10th February 1983 under the Companies Acts as a company limited by guarantee and not having share capital. Each voting member undertakes to contribute a sum not exceeding £1 to the company in the event of it being wound up. The number of voting members as at 31st March 2012 was 5,160.

Notes To The Financial Statements For The Year Ended 31st March 2012

13. RESERVES

	Income and expenditure account £
At 1 April 2011	848,860
Deficit for the year	(490)
At 31 March 2012	848,370

14. RECONCILIATION OF MOVEMENT IN MEMBERS' FUNDS

	2012 £	2011 £
Opening members' funds	848,860	757,337
(Deficit)/surplus for the year	(490)	91,523
Closing members' funds	848,370	848,860

15. OPERATING LEASE COMMITMENTS

	Land and buildings		Other	
	2012 £	2011 £	2012 £	2011 £
Expiry date:				
Within 1 year	12,281	-	13,467	-
Between 2 and 5 years	35,000	27,500	46,643	56,960
After more than 5 years	-	35,000	-	-

Notes To The Financial Statements For The Year Ended 31st March 2012

16. NET CASH FLOW FROM OPERATING ACTIVITIES

	2012 £	2011 £
Operating (deficit)/surplus	(19,803)	71,969
Depreciation of tangible fixed assets	23,994	32,547
Deficit on disposal of tangible fixed assets	154	-
Decrease in stocks	-	20,841
(Increase)/decrease in debtors	(143,805)	182,030
(Decrease)/increase in creditors	(240,406)	231,340
Net cash (outflow)/inflow from operating activities	(379,866)	538,727

17. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN CASH FLOW STATEMENT

	2012 £	2011 £
Returns on investments and servicing of finance Interest received	23,891	23,157
Capital expenditure and financial investment Purchase of tangible fixed assets	(174,063)	(43,578)

18. ANALYSIS OF CHANGES IN NET FUNDS

	1st April 2011 £	Cash Flow	31 March 2012 £
Cash at bank and in hand	2,655,275	(533,641)	2,121,634
Net funds	2,655,275	(533,641)	2,121,634



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