

ANNUAL REPORT 2016



netball
AUSTRALIA



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1. VISION, MISSION AND VALUES

2. STRATEGIC PRIORITIES SUMMARY

VISION

Everyone in Australia Values their Connection with Netball.

MISSION

We will know we have achieved our vision when:

- Everyone in Australia has an opportunity to be involved in netball in a way that brings them good health, recognition, achievement, enjoyment and a sense of belonging.
- Netball builds communities of healthy, confident and resilient girls and women through participation and world class competition.
- Netball is a fun, social game that caters for Australia's diverse population.
- Netball has a seat at the table and is a thought leader for sport, women and community issues.
- We retain world number one with athletes who inspire everyone in Australia.
- ANZ Championship and international tests showcase outstanding sport entertainment and netball is a valued product for broadcasters.
- Netball is the vehicle by which corporate and government choose to reach women.
- We sustain a culture that preserves our heritage and celebrates women.
- Netball is known for outstanding leadership, governance and workforce opportunities.

VALUES

Passion

We care about our game, our people and our purpose.

We are motivated, high achievers and celebrate great outcomes.

Teamwork

We work together for a common goal and create a harmonious environment by contributing as individuals, being adaptable and flexible and supporting others.

Integrity

We uphold the principles of fairness, respect, responsibility and safety.

Excellence

We perform at the highest level and benchmark against the best.

We aim for continuous improvement and innovation in everything we do.

Accountability

We are responsible and take ownership for outcomes.

We are solution focused and resolve problems.

We are clear about our roles and responsibilities and decision making authority.

These priorities are consistent with netball in Australia's vision and mission, and focus on strategies that will grow the game.

Position the sport so that it broadens the appeal and increases the engagement with Australia's diverse population.

Netball Australia in partnership with Australia Post and the Member Organisations, continue to make netball more accessible to the diverse needs of our changing population. The One Netball program seeks to engage two key audiences; the netball community and diverse communities to build the capacity of the existing netball community - to support the development and creation of more inclusive and diverse netball environments. One Netball works with Indigenous and multicultural communities, people with disabilities and regional and remote communities in Australia as well as with identified countries in Asia and the Pacific.

Meet the demand for contemporary, consumable and convenient sport products.

The Fast5 Participation product has been developed throughout 2016 with roll out scheduled for April 2017. Key areas for development included the technology platform, branding, marketing and communications strategy, product content and implementation plan and financial modelling. The Fast5 Participation product has been developed to provide a more flexible, social and shorter version of the game.

Invest in partners with a footprint that helps to extend netball's connection with communities.

Under the new broadcast agreement with Nine Network and Telstra, Netball Australia has redefined the sport's commercial proposition and is focused on extending existing, and securing new partnerships that drive value to the sport and amplify the netball brand. The innovative broadcast partnership with Nine and Telstra, launch of Suncorp Super Netball, hosting rights of the Fast5 World Series and launch of the Fast5 participation program will provide further commercial growth opportunities for netball in Australia.

Use the Commonwealth Games 2018 on the Gold Coast to deliver a sustainable legacy for Australian netball.

Netball Australia continues to build on the strong partnerships with Events Queensland, the Gold Coast Organising Committee 2018, Commonwealth Games Australia, the Gold Coast City Council and Netball Queensland. These partnerships will provide the perfect platform to ensure netball can secure legacy from Commonwealth Games 2018.



3. CHAIR AND CHIEF EXECUTIVE REPORT

3: CHAIR AND CHIEF EXECUTIVE REPORT

AT YEAR-END IT IS IMPORTANT THAT WE TAKE THE TIME AS A SPORT TO REFLECT ON THE IMPACT NETBALL HAS HAD ON OUR COMMUNITY, TO CHECK OUR PROGRESS AND TO CELEBRATE ACHIEVEMENT.

The Board decided in July 2015 to invest in 2016 from cash reserves into products and projects that would deliver sustainable growth for netball nationally. In one of the most significant developments for netball, Netball Australia and Netball New Zealand ended their ten-year partnership in the ANZ Championship. The business case for investing in a new league was compelling and over \$1.7M has been expended by the organisation on preparing for the launch of Suncorp Super Netball. This included a one-off grant of \$100,000 for each of the eight Suncorp Super Netball Clubs.

In addition, the Board approved investment of \$348,000 to establish the Fast 5 Participation product, a national program aimed at delivering an exciting, fun form of the game to broader markets.

The importance of the Australian Netball Players Association was recognised through an investment of \$181,000 to assist in appointing an administrator and to establish programs and services for athletes. This funding will support further implementation in 2017.

The Board approved an investment of \$275,000 to establish the Netball Foundation. The Foundation's main social impact program, Confident Girls, is committed to providing girls and women in Australia who lack the opportunities to grow, develop and prosper, with the chance for improved mental, physical, social, psychological and emotional health and wellbeing through netball.

There is no doubt that 2016 was one of the most challenging for the sport nationally as the establishment of Suncorp Super Netball became a priority. Importantly, a landmark five-year broadcast deal was secured that will provide netball fans with unprecedented access to domestic and international games. Fans will be able to watch all Australian netball content live



on a multitude of devices - from the big screen to mobile and everything in between - including Suncorp Super Netball, Fast5 World Netball Series and Diamonds international test matches. Suncorp Super Netball will see two live games and two delayed games on the Free to Air (FTA) Nine Network and the remaining two live games will be available on Telstra TV, who also have rights to two delayed games. Telstra will broadcast all games live through the Netball Live App.

Critically, a landmark pay deal was struck with netballers that also delivered significantly improved remuneration and terms and conditions of employment around maternity leave and childcare. Netball also welcomed Suncorp to the netball family along with Samsung and Nissan.

The Samsung 'Rethink Role Models' campaign was awarded the number two ranked Australian advertisement of the year. An inspiring story of a young girl's netball journey, hundreds and thousands of people watched the campaign. Individual cameos of athletes gave an insight into the challenges faced by athletes to perform and achieve on the international stage.

It is a credit to the sport that at the same time, strong outcomes were achieved across the business. Record numbers of NetSetGO participants, record broadcast and spectator numbers for the ANZ Championship, the Diamonds retained the Constellation Cup and won the inaugural Quad Series. The Netball Sporting Schools program was amongst the most successful in the nation with over 423,000 participants, and new technologies were engaged to support our education programs.

Close to 6,000 coaches and 2,000 umpires were accredited through the year, with coaches and umpires taking advantage of Netball Australia's newly developed on-line accreditation programs.

Australia hosted the Fast5 World Netball Series at Hisense Arena in Melbourne in October for the first time with the support of the Victorian Government, over 11,500 boisterous fans enjoyed the action live and 1.4 million viewers tuned in to the Nine Network across the weekend. Thank you to the Victorian Minister for Tourism and Major Events John Eren for his support of this exciting event which will be hosted again in 2017 and 2018.

Netball Australia partnered with Our Watch, the Australian Football League, National Rugby League and Australian Rugby Union, to help drive nation-wide change in the culture, behaviours and attitudes amongst our sporting communities that lead to violence against women and their children. Our Watch is an independent, not-for-profit organisation, which provides national leadership to change structures, norms and practices that drive violence against women and their children.

One Netball Asia and One Netball Pacific are initiatives of Netball Australia made possible with funding from the Australian Government Department of Foreign Affairs and Trade through their Sports Diplomacy Strategy. This year Netball Australia partnered with Netball Samoa, Tonga Netball Association, Nepal Netball Association, the Foundation of Goodness in Sri Lanka, Netball Federation of Timor-Leste and the Naz Foundation in India. This saw over 5,600 participants take part in netball programs that improve access for women and girls to physical activity which contributes to improved physical and mental wellbeing, and leadership opportunities.

Netball is grateful to long standing partner ANZ who invested significantly in the sport at both the elite and community levels. In 2016, the final chapter of the ANZ Championship ended after nine action-packed seasons of trans-Tasman competition. Since 2008, over 1.7 million fans have attended games in 34 venues across Australia and New Zealand to cheer on their teams. The League recorded a live television audience across Australia and New Zealand of 54.3 million viewers over its duration. The 2016 Grand Final alone saw over 411,000 fans tune in to watch the Queensland Firebirds and NSW Swifts battle into extended extra-time.

There were 292 talented athletes who took to the court, with 27 athletes recording 100 games or more, showing extraordinary commitment to the game. Our goalers shot a staggering 65,494 goals over 294 games across the league's history and 28 coaches were at the helm over the League's history, with five teams based in Australia and five teams based in New Zealand.

Netball Australia was awarded an excellent measure on the Australian Sports Commission's, Sports Performance Review. This review assesses the sport against governance principles and high performance and participation targets.

Congratulations and thank you to the State and Territory Netball organisations. They have made a significant contribution to the establishment of Super Netball while delivering on participation, development, and pathway objectives.

STRATEGY

The Board and Executive participated in a facilitated workshop to review changes in the current environment and explore strategic opportunities. A similar session was facilitated at the December Strategic Forum with the Member Organisations.

The output of both workshops has been collated for further collective consideration in 2017. Priority areas for investment will be further determined. Potential projects for consideration include stakeholder engagement, new commercial revenue streams, participation growth, competitive balance and technology. One of the most important projects is to determine more effective ways in which the national system can work together.

EVENTS

The Australian Diamonds farewell retiring Captain Clare McMeniman by retaining the Constellation Cup with a 49-45 win in the final Test in Invercargill. A true leader on and off the court Clare represented Australia and the Queensland Firebirds with pride.

The Diamonds also won the inaugural Quad Series, a new International series between Australia, New Zealand, South Africa and England.

The Queensland Firebirds won the final ANZ Championship title, over the NSW Swifts 69-67 in extended extra time. Kim Ravallion was named Finals Series Most Valuable Player, for her exceptional performances across the entire Finals Series, including two match MVPs in the Australian Conference Final and Semi-Final.

Victorian Fury (53) defeated NSW Waratahs (46) in the Australian Netball League grand final. The Australian Netball League is designed to help bridge the gap between the ANZ Championship and State Leagues for athletes, coaches and officials.

Congratulations to the three National Netball Championship winners - New South Wales who were crowned 21/Under National Champions following a 49-46 win over Victoria, Victoria who defeated New South Wales 31-27 in the 19/Under Grand Final and South Australia who defeated New South Wales 29-24 in the 17/Under Grand Final.

PARTNERS

Netball is in a sound position commercially, with strong support from our partners. Thank you to the Australian Sports Commission, the Australian Institute of Sport, the State and Territory Institutes of Sport and Academies, the Australian Government, State and Territory Governments, Commonwealth Games Australia, Our Watch, ANZ, Telstra, Chemist Warehouse, STA, San Remo, Australia Post, Asics, Swisse, Gilbert, Beiersdorf, 2XU, Leading Teams, Rebel, Goodlife and BLK, along with our broadcast partners Network 10, Fox Sports and Telstra (ANZ Championship and Test Series), Nine and Telstra (Fast5 Netball World Series).

AWARDS

As part of the changes to the national calendar because of the introduction of Suncorp Super Netball it was agreed that the 2016 Netball Awards should be deferred and held directly following Suncorp Super Netball. The profile of netball is at its strongest at the end of our major national league (as evidenced by the ANZ Championship) and this will allow netball to maximise this opportunity.

Congratulations to Sharni Layton (ANZ Championship Player of the Year), Michelle Phippard (ANZ Championship Umpire of the Year) and Roselee Jencke (AIS Australian ANZ Championship Coach of the Year).

The Liz Ellis Diamond, Australian International Player of the Year, the Joyce Brown Coach of the Year and the Lorna McConchie Umpire of the Year will be presented at the Awards in 2017.

ACKNOWLEDGEMENTS

Long serving Chair Noeleen Dix completed her final term in March 2016. Noeleen was elected as President and Chair of Netball Australia in 2006. This voluntary position requires a significant amount of time and commitment to fulfil. During this period Noeleen was instrumental in leading governance reform in netball across the system, establishing the Netball Australia Nomination and Remuneration Committee and playing a major role in the establishment of the ANZ Championship as well as serving as a TTNL Ltd Director from 2006 to 2013 and inaugural Chair from 2007 to 2010. Noeleen represented Australia as an International Delegate to the International Netball Federation Board at three International Congress meetings and acted as the Honorary Secretary of the Asian Netball Region. A member of the successful Netball World Cup 2015 bid team, Noeleen assumed the role as Chair of the Organising Committee.

Congratulations to Sharelle McMahon who was inducted in the Sport Australia Hall of Fame.

Congratulations to Deputy CEO Marne Fechner who was named Sport and Recreation CEO of the Year and to Director Karen Stocks who was runner up in the Managing Director section of the CEO Magazine Awards.

Thank you to Janine Wood for her long service as a TTNL Ltd Director.

Thank you to independents who serve on Board sub-committees Clive Driscoll (Audit and Risk), Noeleen Dix and Maree Sidey (Netball Foundation), Kathy McLean (Nomination and Remuneration), Keeley Devery, Marg Molina, Sue Taylor and Wendy Archer (History and Tradition).

Thank you to Sally Judd (Chief Operating Officer) who resigned after five years at Netball Australia.

In December 2016 CEO, Kate Palmer resigned after 10 years at Netball Australia to take up the role of CEO of the Australian Sports Commission. The netball community is indebted to Kate for her vision for the sport and the way in which she shaped and led the organisation with distinction. Some of Kate's achievements included NetSetGO, the Trans-Tasman Netball League, Australian Diamonds brand and Australian Netball Hall of Fame, free to air broadcasts, purchase of Netball Headquarters in Fitzroy, One Netball, Netball World Cup in Sydney and Fast5 Netball World Series in Melbourne. Kate also served on the International Netball Federation Board. We thank Kate for her vision, advice, tenacity and leadership.

Thank you also to the Netball Australia Directors for their leadership, the Netball Australia Executive and staff members for their terrific work, and our Member Organisation Boards and Management teams.



Anne-Marie Corboy
Chair



Marne Fechner
Acting Chief Executive

4. GOVERNANCE



4.1 DIRECTORS



NOELEEN DIX, PRESIDENT

A former Australian player and Executive Officer of Netball Australia, Noeleen Dix is a highly respected sports administrator who has held senior management positions across a range of sports and sporting events. She is currently the General Manager of Masters Swimming Australia, was Manager of the 1991 World

Netball Championships in Sydney, and Program Manager – Competitions for the 2006 Melbourne Commonwealth Games. Noeleen was a Director of Netball Australia from 2002 until 2005, and was elected President in 2006. She served as the inaugural Chair of the TTNL Board, was Treasurer of the Asian Netball Federation and Australia's delegate to INF from 2006. Noeleen was instrumental in establishing the ANZ Championship which created a significant step change for the sport – domestically and internationally – and is a highly regarded statesperson of the game. She retired in April 2016 after 13 years on the Board to which she brought a cool head and exceptional people and communication skills.

Director appointed: April 29, 2006; Retired April 2016



PAOLINA HUNT, DIRECTOR

Paolina Hunt is a Business Manager with operational and strategic experience across a number of industries. The combination of her law degree, extensive business background and creative approach make her a valuable member of the NA Board. She currently Chairs NA's Nomination and Remuneration Committee and is a member of the Audit and Risk Committee. Paolina

is passionate about the contribution netball makes to the social fabric of communities and the support network it provides for young girls and women at every level of the sport. A former AIS scholarship holder, she grew up in Sydney, has spent time in Canberra, Perth, Adelaide and Melbourne, and was involved in netball at some level in each of those states – either as a player, coach, umpire and/or administrator. Paolina has a Law degree and an MBA.

Director appointed: June 1, 2012



KATHRYN HARBY-WILLIAMS, DIRECTOR

One of the modern day greats, Kathryn Harby-Williams played 94 Tests for Australia between 1990 and 2003, captaining her country for four seasons. She was a member of Australia's triumphant 1995 and 1999 World Championship, and 1998 and 2002

winning Commonwealth Games teams. Kathryn was named inaugural captain of the Adelaide Thunderbirds, retaining that position from 1997 until her retirement. She holds a Bachelor of Management and has worked extensively in sport and the media – as Sponsorship Manager at the AFL's Adelaide Crows, in radio and television in New Zealand, and as part of the Fox Sports commentary team upon her return to Australia in 2012. Kathryn's involvement in netball has now come full circle with her daughter's participation in the game. Kathryn established the East Brighton Vampires Netball Club and filled the non-negotiable role of her daughter's first ever netball coach – a challenge she considers much greater than captaining her country! Kathryn is Head Coach at Firbank Girls Grammar School overseeing 32 teams.

Director Appointed: April 27, 2013



GEOFFREY PARMENTER, DIRECTOR

Geoff Parmenter has more than 20 years executive and general management experience in Australia and internationally. Between 2007-2011 he was Chief Executive of Events NSW, a State Government-owned company responsible for developing the first structured annual

events calendar for Sydney and New South Wales. He is currently the Group Executive General Manager, Marketing and Corporate Affairs at The Star Entertainment Group. Geoff has significant experience in the events industry having worked on three Olympic Games, two FIFA World Cups and four Rugby World Cups between 1990 and 2006. He has also successfully operated his own consultancy business where his clients included the Istanbul 2020 Olympic Bid Organisation, the New South Wales Government and the Dubai Government. During his time as Chief Executive Officer of Events NSW, he was closely involved in securing the 2015 Netball World Cup in Sydney.

Director appointed: September 16, 2014



ANNE-MARIE CORBOY, DIRECTOR

Anne-Marie is a current Director of Utilities of Australia, Bank Australia, the Mother's Day Classic Foundation, the Australian Commonwealth Games Foundation and TTNL. She is also a member of the Commonwealth Games Australia Board of Management and Vice-President of the Asian Netball Federation. Anne-Marie

is the former CEO of HESTA, the industry superannuation fund for health and community services, and former Company Secretary to its trustee company, H.E.S.T. Australia Ltd. Anne-Marie has over 20 years' experience as a Director for a range of organisations including the Peter MacCallum Cancer Centre, Victorian Superannuation Board, the Australian Council for Superannuation Investors, and was a trustee on the MCG Trust. She has twice been recognised as one of Australia's 100 Women of Influence by Westpac and the Australian Financial Review (2013, 2014) and in 2014 was awarded the Board/Management Category. In 2011, Anne-Marie was also listed as one of Australia's True Leaders by the Australian Financial Review.

Director appointed: February 1, 2014; elected May 2, 2015; appointed Chair in April 2016.



CHERYL MCCORMACK, DIRECTOR

Cheryl McCormack is a former Australian representative in netball and touch football who brings a wealth of experience in Sports Management and Marketing to the Board. Cheryl played nine Tests for Australia during 1985 and 1986, making her International debut against

Trinidad and Tobago in Melbourne. Cheryl has held Senior Management positions in the key professional sports of AFL, NRL, Rugby Union, Racing and Cricket. She has also worked in Paralympic sport and has experience working on major events including the IRB Rugby World Cup. Cheryl has an unparalleled understanding of the economic, technological, regulatory and commercial factors influencing sport. In 2015 she was Project Director for the ICC Cricket World Cup 2015 while working for Destination New South Wales. She served as a Director of Netball NSW from 2013 to 2105 and is currently the General Manger of Oceania Rugby – one of six Regional Associations of World Rugby.

Director appointed: May 3, 2015



KAREN STOCKS, DIRECTOR

Karen Stocks was the founding MD of Twitter Australia and set up the local operations including its advertising business. Under her leadership, Twitter experienced significant growth, that placed Australia within the fastest growing region globally for Twitter. During this time she was instrumental in supporting

netball's growth on the popular social media platform and was an ambassador for Netball World Cup 2015 (Sydney). Karen was the 2014 Patron for Go Girl – an initiative encouraging young women to work and study within business and/or IT. She is a member of Chief Executive Women and an ambassador for Business Events Sydney. In 2016 Karen was Runner-up for the CEO Magazine Managing Director of the Year and since 2015 has been included in the annual BandT Magazine's Most Influential Women in Media. Karen has previously worked at Google and Vodafone and has a passion for bringing new technologies to enhance the customer experience. Karen has a degree in Financial Administration, an MBA, and is a Fellow of CPA Australia. She is an avid netball follower who is excited to contribute to the sport's increasing popularity.

Director appointed: August 29, 2015



GLENN RUSSELL, DIRECTOR

Glenn Russell is a practicing Chartered Accountant and Solicitor and is a Partner of global advisory firm PricewaterhouseCoopers. Glenn has extensive experience advising Senior Management and Boards of public and private companies in relation to strategy

and matters of financial management. He is a Queensland State Council Member of Chartered Accountants Australia New Zealand and also a member of the Queensland Exploration Council's Investment Committee. Glenn is passionate about societal relevance and is actively involved in a number of charities and not for profit organisations such as the Starlight Children's Foundation, the Smith Family and JDRF. He has formerly served as a Board member of the Queensland Rugby Club and as a committee member of the Forum for Executive Women in Jakarta. Glenn currently chairs Netball Australia's Audit and Risk Committee and recently chaired the Evaluation Panel for the selection of additional franchisees for the Suncorp Super Netball League.

Director appointed: August 29, 2015



ROBERT SHAW, PRESIDENT

Robert Shaw is a successful business entrepreneur and avid supporter of industry related not for profit organisations. He started his career in the building industry as a trade qualified carpenter at the age of 16 and has maintained a lifelong learning philosophy within the building

industry. He currently owns and is a Director of five successful businesses within this sector. In 2003 Robert joined the Housing Council of Master Builders WA and in 2011 became President, serving a 3-year term. He concurrently held office as a Director of Netball WA for seven years, the last four as President. Robert's passion and interest in netball started when his two daughters started playing 22 years ago, and his ongoing commitment stems from an enthusiasm to share private enterprise learnings with the not for profit sector. He is a Director of Master Builders Australia and WA Renovations Pty Ltd.

President appointed May 1, 2016

4.2 CORPORATE GOVERNANCE

GOVERNANCE

Netball Australia is committed to high standards of corporate governance and applies the Australian Sports Commission mandatory and non-mandatory principles wherever practicable.

At present Netball Australia complies with all the mandatory Australian Sports Commission Governance principles with the following exception:

Chair is elected by the Board - The Netball Australia Chair is elected by the Board, however under the current Constitution the members also elect a President.

At present Netball Australia complies with all the non-mandatory ASC Governance principles.

AUSTRALIA SPORTS COMMISSION SPORT TALLY REPORT

Netball Australia was the only sport to receive an 'Excelling' rating in the ASC's Sport Tally. This rating demonstrates exceptional performance; seeking innovative solution to further improve performance outcomes and setting a standard for others to aspire to.

The Report also noted that Netball Australia demonstrates industry-best practice for governance in many areas, setting the benchmark in adopting the Mandatory Sports Governance Principles (MSGP). Netball Australia is operating on a continuous improvement model for several implemented and established governance practices. This includes the operations of the Nominations and Remuneration Committee and Audit and Risk Committee, board performance evaluation, and annual reporting. The sport will continue to work on improving governance by undertaking constitutional review which will include removing the duplication of the roles of chair and president.



BOARD PERFORMANCE

2016 was the final year in turnover of Directors which commenced in 2012 with a change in the Constitution to limit the number of terms/years Directors can serve concurrently. As a result, the Board was cognisant of potential loss of corporate knowledge due to departure of long standing Directors and has enhanced processes to assess potential Directors to ensure they continued to perform at a level that the business required to be successful.

The Netball Australia Board appointed Thoughtpost Governance in 2016 as a follow up to sessions held in 2015 to undertake a Board review. The project identified a range of recommendations that have been updated in a Board Plan. The objective is for the Netball Australia Board to be a 'high performance' Board. The Plan identifies clear actions and time lines to enhance Director performance.

OTHER ENTITIES

Netball Events Pty Ltd is a shelf company that is not currently used by Netball Australia.

The Board appointed the Chief Executive, an Independent Director and one Director from the current Netball Australia Board to the Trans-Tasman Netball League Ltd Board which is a Company registered in New Zealand. This Board is responsible for the governance of the ANZ Championship and is supported by a Constitution and a Shareholder Agreement.

As ANZ Championship no longer exists, TTNL Ltd will continue to operate with two Directors (one from Australia and one from New Zealand) until all matters related to the ANZ Championship have been resolved and will be wound up in early 2017.

FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

The Board is accountable to Netball Australia and its Member Organisations for the pursuit of its purpose and the performance of the Company.

The role of the Board and the general principles upon which the Company governs its operations are set out in the Governance Principles Policy. The Board is responsible for establishing the strategic direction, reviewing and monitoring the performance of the Company, the effectiveness and efficiency of management and overseeing the compliance of the Company with relevant legislation and regulations. Netball Australia is committed to working closely with the Member Organisations to achieve national priorities that grow the sport of netball.

The Board has approved a range of policies to provide direction to the Chief Executive and management.

A schedule of delegated authority from the Board sets out staff decision making responsibilities and financial thresholds for appropriate levels throughout the Company.

The Board delegates responsibility to the Netball Australia Board sub-committees to oversee aspects of the Company's operations and administration in the area of finance, audit, risk, integrity, Board nominations and governance and executive remuneration. Each Committee operates under approved terms of reference that are reviewed annually and updated by the Netball Australia Board.

BOARD STRUCTURE

The Board consists of eight Directors, including the Chair who is appointed by the Board, the President who was elected by the Member Organisations and two Appointed Directors who were appointed by the Board.

The Company inducts all Directors to ensure that new Board members are fully informed about the specific details, characteristics and culture of Netball Australia.

ETHICAL AND RESPONSIBLE DECISION MAKING

The Netball Australia Code of Conduct, Integrity in Netball Framework and Rules and Member Protection Policy applies to the Board, management and staff. These codes and policies outline standards necessary to maintain confidence in the organisation's integrity.

The Integrity Framework strikes an appropriate balance between rules based and values based approaches that will prevent serious integrity violations on the one hand, and promote integrity through stimulating understanding, commitment and capacity for ethical decision making on the other.

Netball Australia has adopted the Australian Institute of Sport Sports Science and Sports Medicine Best Practice Principles.

Directors are required to apply their independent judgement to Board decisions, to question and seek information or raise any issue of concern to them in order to fully explore all aspects of the major issues facing the organisation. In accordance with the Governance Principles Policy the Directors are required to keep Board discussions confidential and support all decision of the Board.

INTEGRITY IN FINANCIAL REPORTING

The Netball Australia Audit and Risk Committee is responsible for assisting the Board to fulfil their corporate governance responsibilities regarding oversight of the:

- Enterprise Risk Management plan and risk treatment plans
- Adequacy of the National Insurance Program
- Reliability of the financial statements
- Effectiveness of the external audit process
- Currency of Netball Australia's policy framework.

MANAGING RISK

The Board is responsible for oversight of high level enterprise risk and is assisted by the Audit and Risk Committee in this role.

The Strategic Risk Register and Risk Treatment plans are reviewed and updated annually by the Board and the Executive team members take responsibility for implementing treatment plans and monitoring the risk management plan.



ENGAGEMENT WITH STAKEHOLDERS

Netball Australia has many stakeholders including the eight State and Territory Member Organisations, the Australian Sports Commission, Australian Institute of Sport, National Institute Network, Commonwealth Games Australia, Governments at the local, State and Federal levels, Corporates, other national netball Federations, individual members, volunteers and suppliers. The organisation adopts a consultative approach in dealing with its stakeholders. Netball Australia conducts research, evaluates programs and reports on achievement of contracted terms. The organisation ensures that the government at all levels, including the Australian Sports Commission, are aware of and understands main areas of concern and achievements.

REMUNERATION

The Nomination and Remuneration Committee is responsible for determining the remuneration of the CEO. The CEO is responsible, within the organisations agreed salary bands, of determining the remuneration of employees.

MEMBERSHIP FEES

The Board approves, monitors and is accountable for the financial and non-financial performance of the organisation, including setting fees. Across 2013 and 2014, following a review of the national model by Ernst and Young, Netball Australia and the Member Organisations agreed to move from a capitation fee model (the number of members set the fees) to a contribution fee which has been agreed by the sport and increases annually by CPI or 5%, whichever is lesser. The model was implemented in 2015.

DIRECTORS FEES

Any increase in the total quantum for Directors fees is determined by the Member Organisations at the AGM and reimbursement is made to Directors for reasonable expenses directly related to Board activities including travel, accommodation and meals.

4.3 FINANCIAL REVIEW

KPMG has completed an audit for the year ended 31 December 2016 and provided an unqualified opinion on the Financial Report 2016.

REVENUE

2016	\$15,853,286
2015	\$27,563,112
2014	\$16,358,596
2013	\$20,584,663
2012	\$11,806,095

INVESTMENT IN NETBALL

2016	\$18,974,228
2015	\$27,185,587
2014	\$16,124,443
2013	\$14,648,148
2012	\$11,186,616

NET FUNDS AS AT 31 DECEMBER

2016	\$7,546,484
2015	\$10,598,412
2014	\$10,220,887
2013	\$9,986,734
2012	\$4,050,218

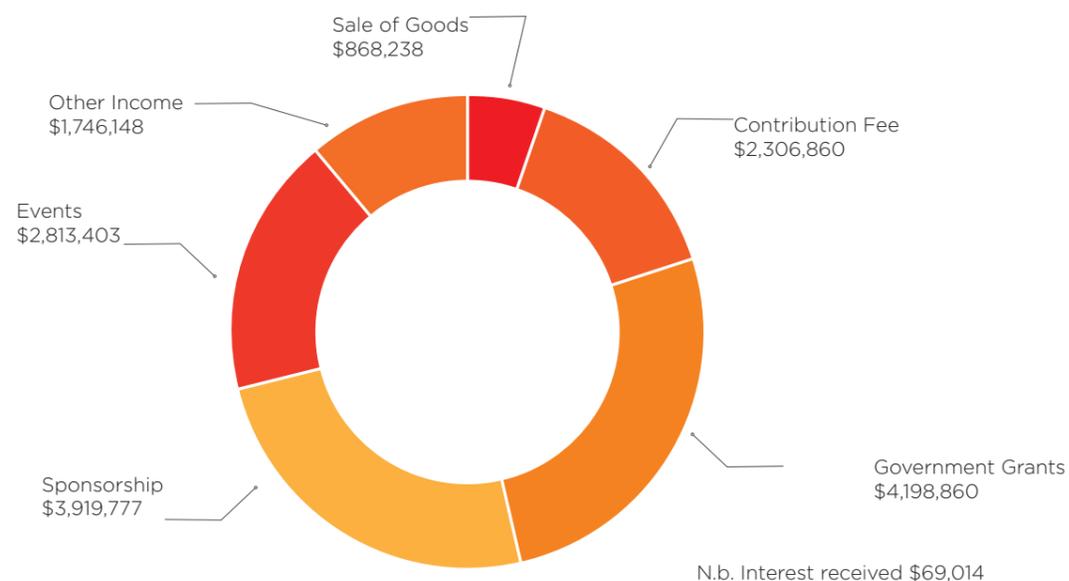
EXECUTIVE REMUNERATION

2016	\$1,714,929
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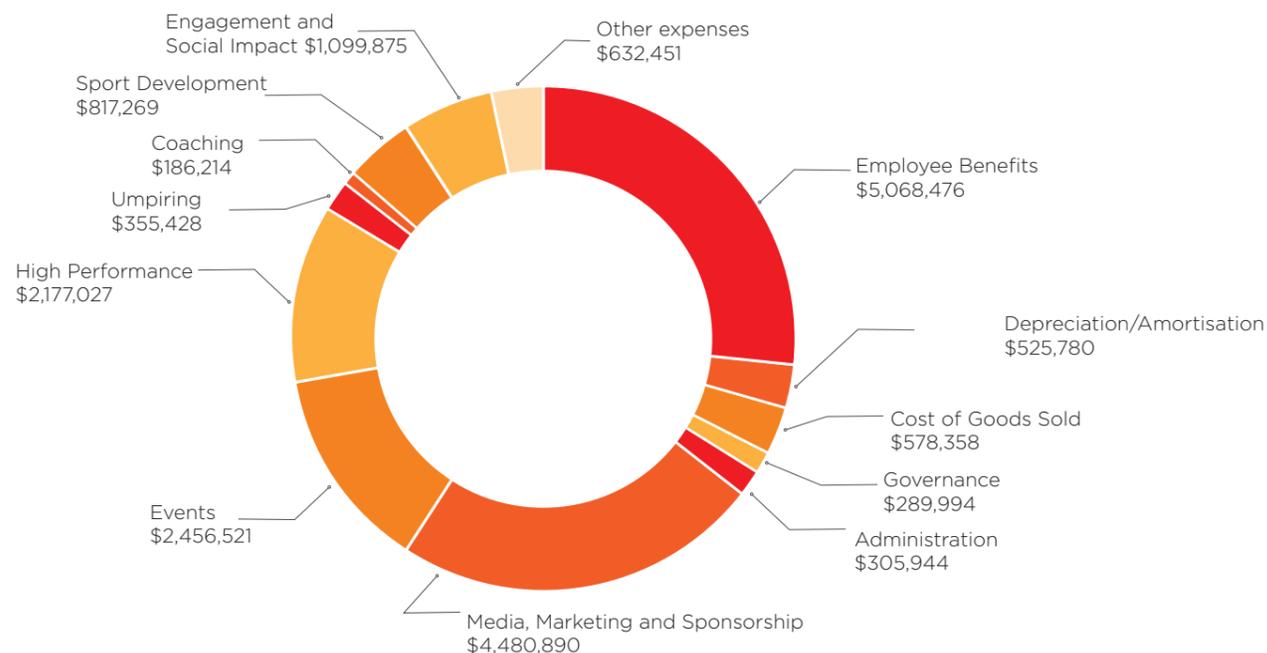
OVERALL RESULT

Deficit of \$3,051,928, against a budget deficit of \$3,199,610.

REVENUE SPLIT



INVESTMENT SPLIT



4.4 NETBALL AUSTRALIA 'INNOVATE' RECONCILIATION ACTION PLAN (RAP) 2015-2018 - SUMMARY

Since Netball Australia's inaugural RAP was launched in November 2015, progress has been made nationally towards the actions outlined across the four focus areas of Relationships, Respect, Opportunities and Tracking Progress.

Netball Australia has worked closely to support State and Territory-based initiatives, relevant to the needs and feedback of their Aboriginal and Torres Strait Islander netball community. RAP Working Group members Karen Milward (Chair), Marcia Ella-Duncan OAM, Sharon Finnan-White OAM, Melina Saunders, Dr Richard Walley OAM, Carl Currey and Julia Symons convened in Darwin, Brisbane and Adelaide to learn more about local activities to increase participation in netball amongst Aboriginal and Torres Strait Islander communities.

Progress has also been demonstrated in the engagement of Member Organisations with their State and Territory based Aboriginal and Torres Strait Islander stakeholders, from Aboriginal netball clubs, to Land Councils, health service providers and Elders, to guide the development of their State and Territory-based strategies.

Through initiatives of the Australia Post One Netball program, Netball Australia has supported a number of community-driven events and activities. Six Aboriginal and Torres Strait Islander women were appointed as One Netball Ambassadors in 2016, lending their support and skills to events such as the ACT Aboriginal and Torres Strait Islander Netball Tournament in Canberra, the Sharon Finnan Development Cup in Cairns and the Murrun Dhelk Senior Indigenous Football and Netball Carnival in Bendigo, Victoria.

Acknowledging the significant number of RAP actions aligned with High Performance outcomes, a High Performance Subcommittee of the RAP Working Group was created and convened three times from June to November 2016. The Subcommittee provides guidance and support to Netball Australia and the Member Organisations to increase awareness, establish connections and provide opportunities for Aboriginal and Torres Strait Islander athletes in High Performance Pathways and programs.



With 2016 being the first full year of RAP activity delivery, the foundations have been laid to progress a number of new and exciting initiatives in 2017. Highlights of 2016 RAP activities include:

- Subsidised Coaching and Umpiring Accreditation courses for Aboriginal and Torres Strait Islander communities has seen 78 Umpires and 141 coaches at different levels receive their accreditations.
- Three One Netball Community Award recipients recognised for efforts to increase and engage Aboriginal and Torres Strait Islander communities in netball, including Tuggeranong Netball Association in the ACT, Cairns Netball Association and Christine Glenn from Andrews Farm in South Australia.
- Cultural Protocol Guidelines embedded across national events, including Welcome To Country performances at 2016 Quad Series matches and Fast Five World Series.



- 16 Unconscious Bias, 'Cultural Perspectives' and Cultural Competency and Awareness sessions held across Netball Australia and Member Organisations.
- NAIDOC Week and National Reconciliation Week events held at Netball Australia.
- Staff Reconciliation Action Plan Work Group formed to support RAP actions, convened monthly.
- An Aboriginal and Torres Strait Islander Cultural Protocol Guide developed for Netball Australia and the Member Organisations.
- Netball Australia's Junior Policy was updated to include cultural considerations for the engagement and support of Aboriginal and Torres Strait Islander players.
- Netball NT launched their own RAP in September, during the NT Links Championships in Darwin.
- Netball SA formed their RAP Working Group and have committed to complete their own RAP in 2017.
- RAP Working Group member Melina Saunders briefed the Diamonds during National Reconciliation Week.



**Reconciliation
ACTION PLAN**
INNOVATE RAP

5. STRATEGIC
PLAN REPORT



5.1 – VIBRANT COMMUNITY SPORT

GROWING AND SUSTAINING PARTICIPATION

Deliverable:

Ensure ANZ NetSetGO is the single authorized national introductory program for netball

Netball has a strong presence in schools.

Provide a range of contemporary, consumable and convenient participation products.

A facilities blueprint that enables participation growth and provides a quality netball experience for all participants.

Comment:

ANZ NetSetGO continued to expand its footprint throughout Australia with another year of growth in delivery centres and participants.

ANZ NetSetGO grew 8.4% across all program types with 201,667 children experiencing netball's introductory program. Further to this, there was a significant increase (65%) in the number of centres/programs running across the year.

The MyNetball self-registration module saw 46.7% NetSetGO registrations completed online in 2016, up from 23% in 2015.

Launched this year, the Getting to Know NetSetGO e-learning tool has seen 669 coaches, parents, teachers, club and association members complete the online education module.

Netball Australia continues to engage with teachers via the Teacher Ambassadors program, with 2,099 teachers registered.

Netball has been one of the most popular sports delivered as part of the ASC Sporting Schools Program delivered by the Member Organisations, with 576 programs and 45,226 participants taking part in a 4 week NetSetGO tester program.

The Fast5 participation product was launched in October alongside the Fast5 Netball World Series. Fast5 pilot programs have been conducted in New South Wales, Western Australia, Victoria and South Australia and a Participation Manager was employed by Netball Australia to work on the operational delivery of Fast5 with the Member Organisations.

Netball Australia and Indoor Netball Australia have established a working group to explore the opportunities and implications of a partnership, including governance structure, commercial opportunities and use of national programs.

The National Facilities Policy was updated to reflect the changes to the INF Official Rules of Netball.

NetSetGO	2015	2016	%
Net Tier Full Program	23,637	23,503	-1.0%
Set Tier Full Program	51,123	57,539	12.6%
Clinics	17,330	24,102	39%
Schools Programs	62,525	59,272	-5%
One Netball Indigenous Full Program	5,186	7,103	37%
One Netball Disability Full Program	4,252	3,649	-14%
One Netball CALD Full Program	8,466	8,061	-5%
One Netball Clinics	15,558	18,532	19%
TOTAL PARTICIPANTS	188,077	201,761	7.3%

NetSetGO	2015	2016	%
Net Tier Centres	920	1,358	48%
Set Tier Centres	1,166	2,240	92%
Inclusion Centres	235	263	12%
TOTAL CENTRES	2,321	59,272	-5%

Membership/Participation	2015	2016	%
Senior Members	109,697	111,937	2%
Other Members	14,989	17,231	15%
Junior Members	176,331	181,791	3%
Program Participants	14,450	21,326	48%
Competitions/Events Participants	21,326	29,287	37%
Schools (MO Conducted)	40,632	57,103	41%
Schools (School Managed)	64,118	67,328	5%
TOTAL PARTICIPANTS	441,543	486,003	10%

Umpires	2015	2016	%
C Badge	1,744	1,664	-5%
B Badge	223	233	4%
A Badge	10	14	40%
AA Badge	0	2	200%
IUA Badge	0	0	0
TOTAL ACCREDITATIONS	1,977	1,913	-3%

Bench Officials	2015	2016	%
State Bench Official	34	44	29%
National Bench Official	23	13	-43%
TOTAL ACCREDITATIONS	57	57	0%

Coaches	2015	2016	%
Foundation Coach Accreditation	4,455	4,685	5%
Development Coach Accreditation	740	1,017	37%
Intermediate Coach Accreditation	222	218	-2%
Advanced Coach Accreditation	20	34	70%
Elite Coach Accreditation	1	5	400%
High Performance Coach Accreditation	1	5	400%
TOTAL ACCREDITATION	5,439	5,964	10%

ONE NETBALL

Deliverable:

Netball is an inclusive sport.

Netball develops people through high quality programs and effective international engagement.

Comment:

Australia Post One Netball program

Following the employment of five Member Organisation-based Community Engagement and Legacy Officers employed by Netball Australia from August 2014 to December 2016, these positions were extended for a further year with support from Australia Post, renamed as One Netball Coordinators. These roles focus on increasing connections, partnerships and programs with Indigenous, Culturally and Linguistically Diverse (CALD) and disability communities to increase their engagement and participation in netball. As at 30 November 2016, more than 50,000 people across Australia had engaged



directly in diversity and inclusion initiatives run by the One Netball Coordinators from nearly 300 suburbs throughout metropolitan, regional and remote communities.

As part of Netball Australia's partnership with Australia Post, a series of initiatives continued to be delivered to engage the netball community to create more inclusive netball environments, as well as connecting with new communities. Through the engagement of 19 One Netball Ambassadors, 110 community visits took place nationally across all eight States and Territories at Indigenous netball tournaments, Come and Try programs for refugee groups, disability school gala days and many other community events.

The annual Australia Post One Netball Community Awards 2016 were given to eight individuals, Clubs and Associations across NSW, QLD, Victoria, South Australia and the ACT for their efforts to create more inclusive netball environments in their local community. The number of Award nominations increased by 10 percent from 2015. With Australia Post media support, the Community Awards generated 118 articles nationally across radio, online and print media coverage, with an audience reach of 1,026,070. Each of the Community Award Winners received a visit from a One Netball Ambassador throughout September and October.

In partnership with local community brokers including an Islamic College, disability service provider and migrant resource centre, eight Come and Try programs were delivered for eight weeks to diverse community groups.

Australia Post One Netball was the community inclusion partner of the Constellation Cup Series with matches between Australia, New Zealand, England and South Africa played in Adelaide and Melbourne.

The Connected Clubs and Communities (CC&C) inclusion education program for Clubs and Associations expanded in its national reach, content development and sustainability. A further 42 CC&C workshops were delivered to 45 Clubs and Associations across all eight States and Territories, after further 'train the trainer' sessions were held with Member Organisation staff, with 593 Club and Association committee members attending workshops nationally.

To complement the workshop delivery, an Inclusion Action Plan (IAP) was developed in partnership with Play By The Rules, providing Clubs and Associations with a list of short, mid and long term actions to make their netball environments more inclusive. An online measurement tool of the IAP was then developed for the One Netball website, in the form of the Inclusion Action Survey, enabling Clubs and Associations to track their inclusive actions and measure their progress.

Australia Post One Netball was a silver sponsor of the inaugural

National Multicultural Women's Conference. 340 delegates attended the conference where One Netball had a stand in the conference marketplace and Netball Australia's General Manager of Community Engagement presented on 'understanding barriers and opportunities for increasing participation in organised sport for multicultural women and girls'.

One Netball 'Diversity and Social Cohesion' program, Department of Social Services

With a 'Diversity and Social Cohesion program' grant from the Department of Social Services, Netball Australia supported Harmony Day through social media and at the Underage National Championships, as well as supporting the 'Racism. It Stops With Me.' Campaign.

Eleven cross cultural awareness and unconscious bias training sessions were run for more than 400 board members, staff and coaches nationally.

To improve inclusion and diversity practices at grassroots level and to complement the existing inclusion education programs, an eLearning version of the 'Connected Clubs & Communities' workshop content was delivered in March 2016, in the form of the free 'Netball Inclusion Course' which was completed by 123 community members across 2016.

Through the provision of subsidised coaching and umpiring accreditation courses for CALD and Indigenous community groups, 97 coaches received coaching accreditations and 253 umpires completed umpiring courses.

Subsidised transport to netball events and programs was also provided, enabling disability schools to attend netball gala days in Brisbane and Sydney, as well as multicultural groups to attend netball matches in Sydney and Melbourne.

Marie Little OAM Shield

Netball Australia's national tournament for women with intellectual disabilities, the Marie Little OAM Shield, was delivered in partnership with Sports Inclusion Australia in Sydney from 20 - 21 August. Queensland and Western Australia's representation increased the competition to five Member Organisations, up from three in 2015. New South Wales won the Shield for the second time, followed by South Australia and Victoria, with Nicole Skerman from Queensland named as the inaugural Most Valuable Player.

One Netball Asia and One Netball Pacific

Through One Netball Asia and One Netball Pacific, Netball Australia partnered with Netball Samoa, Tonga Netball Association, Nepal Netball Association, the Foundation of Goodness in Sri Lanka, Netball Federation of Timor-Leste and the Naz Foundation in India, to contribute to positive social outcomes through high quality development programs and partnerships.

This saw over 5,600 participants take part in netball programs that improve access for women and girls to physical activity that contributed to improved physical and mental wellbeing, and leadership opportunities to impact on their social, political, economic, education and health status. Highlights include:

- 63 participants undertook good governance, child protection, and strategic planning training and are now equipped with the tools and knowledge to establish best practice netball clubs that offer safe, inclusive community spaces for women and children to develop skills and social networks.
- Over 165 participants took part in coach training that highlighted inclusive, positive coaching practices, good communication skills, basic motor skill and junior player development.
- 162 participants undertook leadership training through One Netball Asia programs. In Nepal, 58% of these participants had never taken part in leadership training before, highlighting how netball improves women's potential to access leadership and decision making opportunities.
- 74% of participants in Nepal reported that they would run leadership activities with their players following the sessions through One Netball Asia, and 78% reported that they would share what they had learnt with their wider community, increasing the reach and sustainability of the program.
- Leadership training in Sri Lanka established coaches as agents of change, with 70% reporting they would use what they have learnt to teach younger generations, and to develop leadership and cooperation skills in their players, and 90% reporting that the main thing they had learnt was 'how to work with other communities'. This promotes the importance of netball in developing skills that are widely applicable to other aspects of participants' lives, community development and social cohesion.
- A forum on women in sport and a netball clinic for 50 girls introduced Timor-Leste to the sport of netball. This established a partnership with the local peak body for women's organisations, and governance training with the Netball Federation will support the growth of the sport.
- To build on this, and to move more women into leadership roles in sport to influence decision-making, Netball Australia partnered with the International Cricket Council and Cricket Australia, to run the Pacific Women's Sports Leadership Program in Port Moresby. The program was funded through the Department of Foreign Affairs and Trade and brought together 20 women representing 16 different sporting organisations and six Pacific Island nations, for the first time. Program participants returned home to apply their learnings to motivate more women in sport and sports leadership.

One Netball Asia and One Netball Pacific are initiatives of Netball Australia made possible with funding from the Australian Government Department of Foreign Affairs and Trade through their Sports Diplomacy Strategy, reinforcing our effective engagement with the Australian Government.

Netball Australia continues to build the capacity of international netball nations through support to Asian Netball Federation members, reinforcing our strong relationships with global governing bodies for the sport. An Australian Coach completed an international development coach placement with the Malaysian Ministry of Education, funded through the Australian Government, to upskill netball coaching capacity at sports schools throughout Malaysia.

A Sports Envoy involving Australian Diamonds players Caitlin Thwaites and Natalie Medhurst, travelled to India to build people-to-people and organisational links, and engage key demographics including women and girls, through sport. The envoy met with the Deputy High Commissioner and ran sessions with Netball Australia's partner, the Naz Foundation, a Delhi-based NGO working on issues of health and sexuality. This visit built on the work Netball Australia has been doing with the Naz Foundation to provide technical input and coach training for the program to ensure that all girls receive high-quality, positive netball instruction. This included a visit to the program earlier in the year by Australian Diamonds Coach, Lisa Alexander.

VOLUNTEER WORKFORCE DEVELOPMENT

Deliverable:

A capable and well supported coaching, umpiring, officiating and volunteer workforce.

Comment:

There was an overall increase in coach accreditations awarded in 2016 of 10% (Foundation 6%, Development 37% and Intermediate -1.8%) with a total of 5,997 accreditations awarded.

The Foundation Coach Accreditation course moved online, with 3,355 coaches completing online and 1,363 being accredited through the face to face format.

The Development Accreditation course is next to be transitioned to online delivery. Technical consultants have been engaged to determine what content should be delivered online versus face to face. The new format will be rolled out in 2017.

The High Performance Coach Accreditation course has been updated with current adult learning practice and other high performance sport course content used as a reference point.

Congratulations to Briony Akle (NSW), Jenny Brazel (QLD), Melinda Clarke (ACT), Moria Gaha (NSW) and Nicole Richardson on achieving their High Performance Coach Accreditation.

1,272 coaches have completed the Coaching Our Way online, which is an interactive coach learning tool, designed to give coaches education on the player centred coaching philosophy and how they can implement it with their playing group.

In partnership with the ASC, Netball Australia is working on a Coach Development project, which will form a major part of the Presenter/Assessor/Mentor strategy.

Umpires continued to engage in education through Netball Australia's e-learning platform (MyNetball Learning) with 4,105 participants completing the Level 1 umpire education course and 16,616 completing the Section 1 Theory Examination.

There were 1,913 badges awarded in 2016 - C badge (1,664), B badge (233), A badge (14) and AA badge (2). Congratulations to Emma Davey and James Matthews on being awarded the AA badge.

142 indigenous/CALD participants were funded to attend a Member Organisation delivered umpire course in 2016.

Netball Australia has developed an Umpire Badge Competencies Matrix that describes the knowledge, skills and techniques an umpire must demonstrate to achieve a specific badge level. These competencies are a continuum from basic level to expert execution.

This resource has been developed to assist testers and umpires coaches understand the competency standards established for each badge level, and make their assessment based on the criteria provided. It also clearly articulates the distinctions between the different badge levels, and the advancement in skill and understanding that an umpire must display in order to progress.

731 participants completed the online Bench Officials Education Course in 2016, with 57 Bench Officials Accreditations awarded (44 State and 13 national).

Law firm, K&L Gates completed a review of the Member Protection Policy. The complaints handling process is being updated to provide greater guidance to personnel managing Member Protection related complaints.

716 participants attended/completed the Connected Clubs and Communities workshop.

5.2 - THE NETBALL TRIBE

BRAND

Deliverable:

A clear brand position that engages fans, sponsors and players.

Diamonds are recognised as one of the top five Australian teams.

Comment:

Netball Australia completed an overarching review of Netball's brand position, along with the various programs and events. The review of the sport's visual identity is ongoing and underpinned by brand.

The ANZ Championship continued to draw more fans to the game with over 250,355 fans attending matches across the season and cumulative broadcast audiences of 4.9M with League broadcasters', Network Ten, Fox Sports and Sky Sports in New Zealand.

Queensland Firebirds defended their 2015 title, defeating the NSW Swifts 69 - 67.

The Australian Netball Diamonds were named the People's Choice Team of the Year Award at the AIS Sport Performance Awards, co-won the Team of the Year Award at the AIS Sport Performance Awards and were named the favourite Sports Team (Australia/New Zealand) at the Nickelodeon Kids' Choice Awards.

Past Australian Captain, Sharelle McMahon was inducted as an athlete member into the Australia Sports Hall of Fame.

Netball Australia partners continued to use Diamonds and ANZ Championship athletes as brand ambassadors - ANZ, Chemist Warehouse, Swisse, Asics, Gilbert and Australia Post.

The Australian Diamonds in-conjunction with the Netball Foundation, hosted two Female Sport Champions of Change luncheons in Melbourne and Sydney. More than 250 guests, representing 15 corporate organisations, many of whom have not been involved with netball before, gained an insight into the inner sanctum of the Australian Diamonds and what it takes to develop a high performing culture, team and leaders both on and off the netball court.

MEDIA, PR AND COMMUNICATION

Deliverable:

Strong relationships with the media that expands netball's coverage.

Expand Netball's reach through digital and social channels.

Comment:

Netball Live engaged with 79,729 downloads, 19,462 subscribers, 78, 592 live streams and over 16M page views.

Netball Australia continued to grow its capability to develop and deliver content for various owned and earned media channels.

Netball Australia:

Facebook 26,041 (138.01% yearly growth)
Twitter 37,900 (25.75% yearly growth)
Instagram 21,200 (105.83% yearly growth)

Diamonds:

Facebook 136,863 (11.30 % yearly growth)
Twitter 61,980 (53.71% yearly growth)
Instagram 64,400 (35.86% yearly growth)

ANZ Championship:

Facebook 96,734 (12.93% yearly growth)
Twitter 23,100 (26% yearly growth)
Instagram 32,000 (90.79% yearly growth)

Fast5 Netball World Series:

Facebook 18,355 (88.06% yearly growth)
Twitter 3,902 (38.47% yearly growth)
Instagram 4,200 (new channel)

Suncorp Super Netball:

Facebook 8,819 (new channel)
Twitter 1,283 (new channel)
Instagram 2,600 (new channel)

NetSetGO:

Facebook 7,562 (94.3% yearly growth)

Netball Live:

iPhone total downloads - 88,400
Android total downloads - 25,425
Cumulative page views from start of 2016: 20,546,741
Cumulative Unique Visitors from start of 2016: 79,600
Cumulative repeat visits from start of 2016: 1,499,290
iPhone subscriptions annual: 2,880
iPhone subscriptions weekly: 974
Android subscriptions monthly: 101
Android subscriptions annual: 673

HISTORY AND TRADITION

Deliverable:

Treasure netball's icons.

Celebrate Champions.

Preserve and Protect netball's heritage.

Comment:

In 2015, Netball Australia initiated a program to recognise all former nationally capped athletes. Launched alongside Netball World Cup 2015 in Sydney, all past athletes were presented with a specially designed pendant, engraved with the South Cross and recording the cap number and debut date.

In 2016, Netball Australia hosted functions in Perth and Adelaide to present the pendant to past National athletes that were unable to attend the function held alongside the World Cup.

The Netball Australia History and Traditions Committee met on two occasions throughout the year.

With the launch of the Suncorp Super Netball, the Australia Netball Awards function was deferred until 2017. The 2016 ANZ Championship Awards were acknowledged as follows:

ANZ Championship Player of the Year
Sharni Layton

ANZ Championship Umpire of the Year
Michelle Phippard

ANZ Championship Coach of the Year
Roselee Jencke OAM



5.3 – FINANCIAL SUCCESS

THE NETBALL BUSINESS

Deliverable:

A National Insurance Program.

Research that underpins evidence based decision-making.

A technology platform and systems that support the sport and improve business performance.

Financial efficiencies and growth.

A sustainable positive culture to risk.

Comment:

The sport continued to work cooperatively, completing the tender process for the National Insurance Program for 2017 and beyond.

Gemba was appointed to conduct a data audit of each Netball Australia Business Unit to determine where data gaps and / or inefficiencies occurred. The recommendations will support Netball Australia's objective to consistently collecting structured data from multiple sources, which enable the organisation to plan and forecast more effectively.

Netball Australia continues to invest in the MyNetball technology platform. Online self-registration continued in 2016, with over 40% of members self-registering. MyNetball Learning enhancements included the automatic awarding of accreditation once the online course had been satisfactorily completed. The participation portal was enhanced, enabling greater functionality and the MyNetball App was launched.

Netball Australia was invited to work with the Australia Sports Commission on the Digital Transformation Strategy.

BROADCAST

Deliverable:

A broadcast rights deal that underpins Netball's commercial and marketing strategies.

Comment:

A new broadcast partnership with Nine and Telstra was finalised and commenced with the Fast5 World Series in October. The five-year deal will include Suncorp Super Netball, International Tests played by the Diamonds and the Fast5 World series.

The landmark deal will see Nine and Netball Australia working collaboratively to maximise the commercial outcomes for the sport.

COMMERCIAL GROWTH

Deliverable:

An expanding number of long term corporate partners.

A single commercial platform that delivers outcomes nationally.

A Licensing program that delivers netball product across a range of platforms.

Comment:

Telstra continued to increase its investment in Netball, extending the partnership to become a broadcast partner with Nine.

ANZ's long term partnership with Netball in Australia concluded in October.

The new partnership between Nine and Netball Australia, has delivered a strong platform for commercial growth.

Suncorp came on board as the new Principal Partner of Netball, which included naming rights to Super Netball and NetSetGO.

Samsung confirmed their commitment to Netball with an increased investment in the Diamonds, Suncorp Super Netball and with a number of Clubs.

Nissan has made a major commitment to the sport, through a partnership that includes both Netball Australia and a number of Member Organisations.

Asics and Gilbert renewed and extended their partnership with Netball Australia.

Netball Australia commenced an overarching review of the licensing strategy, including the ANZ Championship/Suncorp Super Netball, Diamonds and grassroots.

The National Commercial Framework continued, with Netball Australia and Member Organisations working cooperatively to enable opportunities for brands to connect and partner with netball from grassroots to the elite.

INTERNATIONAL EVENTS

Deliverable:

The Constellation Cup and International Quad Series are a showcase for the passion, pride and rivalry of International Netball.

Leverage the Fast5 Netball World Series to increase the profile of the sport and deliver new commercial opportunities.

Comment:

Australia, New Zealand, South Africa and England joined forces to launch the international Quad Series. The landmark agreement between the four Nations will see Australia host the annual Quad Series for the next three years. The inaugural Quad Series was staged in front of sell-out crowds in Melbourne and Adelaide. The South Australian and Victorian Governments continued to be wonderful supporters showcasing netball in their respective states.

In a rematch of the Netball World Cup 2015 (NWC2015) gold medal game, the Diamonds took on the Silver Ferns in Sydney for the first match of the 2016 Constellation Cup, which was followed by a Test in Launceston. It had been 30 years since the Diamonds faced the Silver Ferns in Tasmania, and fans relished



the opportunity, with tickets to the game exhausted in minutes. Thank you to the Tasmanian Government for their support of this Test Match.

With support from the Victorian Government, Netball Australia will host the International Netball Federation's Fast5 World Series for three years, 2016 to 2018.

The Fast5 World Series was staged on the 29 and 30 October at Hisense Arena, Melbourne showcasing six of the best netball nations, Australia, New Zealand, England, South Africa, Jamaica and Malawi. After 18 games across the two days including finals, New Zealand retained the Fast5 World Series crown defeating Australia 41-16 in the Gold Medal game.

The Official Travel Package (OTA) program, introduced several new experiences to the Fast5 World Series including the stage show "Centurions", performed by Sharelle McMahon, Cath Cox, Liz Ellis and special guest Irene Van Dyk, and a Finals Day breakfast which was attended by over 550 fans. Other successful initiatives from NWC2015, such as behind the scene tours, an OTA lounge, ball deliverer and coin toss were also implemented as part of the OTA program.

There were 915 packages sold through Official Travel Agents and an overall attendance of 11,570 across the two days of the Fast5 World Series.

NEW NATIONAL LEAGUE

Deliverable:

Confirm the structure of the ANZ Championship / National Club based competition for 2017 and beyond.

Comment:

In May 2016, Netball Australia, in partnership with Netball New Zealand, announced that the ANZ Championship format would discontinue after the 2016 season.

On the back of the new five-year broadcast deal, Netball Australia confirmed it would move forward with plans to launch a new eight team, Australian only national netball league, that would include three new Clubs.

GIANTS Netball (NSW), Magpies Netball Club (VIC) and the Sunshine Coast Lightning (QLD) were announced as the three new Clubs joining the five existing Australian Clubs -

the Adelaide Thunderbirds, Melbourne Vixens, NSW Swifts, Queensland Firebirds and West Coast Fever - in the new all-Australian league.

Netball Australia confirmed it would lift the restriction on the number of international athletes each team could contract, in line with the aspiration to attract the world's best athletes. Following the contracting window, 64 Australian and 16 international athletes were contracted.

A new Collective Players Agreement was finalised, confirming that the 80 athletes contracted across the eight teams would share in a total player payment pool of \$5.4 million. Each team would have up to \$675,000 to spend on its list of 10 contracted athletes, with the average salary increased to \$67,500. The minimum salary more than doubled, from \$13,250 to \$27,375.

Suncorp was announced as Netball Australia's new Principal Partner from 2017 to 2021, with the agreement including naming rights to the new league.

In November, the league name was revealed as Suncorp Super Netball, in conjunction with the 2017 fixture announcement, marking the start of the countdown to a new era for Netball in Australia.

5.4 - WORLD NUMBER ONE

The Netball Australia High Performance Plan was developed using the Australian Institute of Sport performance drivers with a focus on athlete pathways, the daily training environment, competition, coaching, research and innovation and leadership. The following elements are the key deliverables from that plan.

TRAINING AND PERFORMANCE ENVIRONMENT

Deliverable

Deliver a world class training environment to win milestone events.

Comment

Alignment of the Netball Australia high performance system is critical to ongoing success. Netball Australia delivered a presentation on its vision and strategy for high performance success for the next four years to representatives of the Australian Institute of Sport, and State/Territory Institutes and Academies of Sport to ensure effective partnerships are in place for the next performance cycle.

Work commenced on new partnership agreements between Netball Australia, Member Organisations and State/Territory Institutes and Academies of Sport to deliver daily training environments to nationally identified athletes. This included an agreed set of national key performance indicators that align with Australian Institute of Sport performance requirements from Australia's Winning Edge as well as Netball Australia's new national performance support standards.

To improve coordination and support for key athletes throughout the entire year integration of Australian Diamonds coaching and support staff with coaching and support staff in the ANZ Championship was implemented, along with collective engagement of national and State/Territory high performance managers and staff through face to face meetings, including the annual program review in October. A key strategy moving forward into Suncorp Super Netball will be enhancing these partnerships and supporting clubs in delivering world class, integrated training environments.

Australian Diamonds squad and ANZ Championship athletes were monitored daily by Australian Diamonds staff and ANZ

Championship staff to ensure effective management of training load, injury prevention and injury treatment. Nationally identified athletes further down the pathway and athletes competing in the Australian Netball League also received daily or weekly load monitoring. Netball Australia worked with the Australian Institute of Sport on developing the Athlete Management System (AMS) high performance athlete database to bring together performance, injury and well-being data into one application for use across the entire high performance system. AMS is now used nationally by all Suncorp Super Netball clubs, State/Territory Institutes and Academies of Sport and by Member Organisation in supporting pathway development.

An analysis of performance support services in each member organisation, including Suncorp Super Netball Clubs, was also undertaken during 2016 and results of this data has been shared throughout the system.

Individualised athlete performance plans against national benchmarks were prepared and monitored for all Australian Diamonds and Netball Centre of Excellence athletes. Working in partnership with Member Organisations and State/Territory institutes and academies of sport these individual plans have been extended to include all nationally identified athletes. Progress against the plans is monitored and reported on twice annually.

Partnerships were entered into with the Australian Institute of Sport for delivery of performance support services to the Netball Centre of Excellence program and to support Netball Australia's development, leadership and delivery of personal excellence services to athletes through the pathway.

ATHLETE IDENTIFICATION AND DEVELOPMENT

Deliverable

Identify and develop the next generation of high performance athletes.

Comment

The Netball Centre of Excellence continued to provide access to world leading coaching and support services for some of

Australia's best netball talent as well as specialist camps with a focus on athlete and coach development. Programs were run for talent groups at the Australian Institute of Sport in Canberra at 17 and under level, for targeted "tall" athletes, 19 and under squad. In addition, an intensive specialist camp for athletes on the fringe of the Diamonds squad selection was also held.

The first draft of the netball athlete pathway framework that maps out the key technical, tactical, physical and wellbeing requirements for development of future Australian team athletes was completed. This work was complemented by a data analysis project to profile historical performance data to better understand elite athlete progression in the netball system. The future focus of the netball athlete pathway framework will be developing tools and resources that make this key information available to athletes, parents, coaches and support staff through an online application.

Reform to underage national selection processes as implemented in 2016. In addition to using AMS as a repository of selection data, information on competition performance was supplemented by a broader athlete profile looking at a range of physical and off court characteristics to better profile and enhance the talent identification process.

The online talent scout and selector education resource was implemented as was the Develop a Diamond Academy program with the support of member organisations around the country for over 2000 developing athletes.

HIGH PERFORMANCE COACHING

Deliverable

Establish a pool of world class high performance coaches working in the Australian system.

Comment

Individual coach development plans are in place as part of the Coach Excellence program for Australian Diamonds coaching staff and ANZ Championship coaches. These coaches were also targeted for development opportunities in partnership with the Australian Institute of Sport Centre for Performance Coaching.

The Targeted Coach Program was implemented for State/Territory based coaches and former national team players to provide a range of coach development experiences in the national program. In 2016 the program provided 91 coach mentoring, assessment and development experiences integrated into various Netball Centre of Excellence developmental opportunities.

Netball Australia delivered a new High Performance Coach Accreditation course in November 2016. The course has been modelled on contemporary adult education principles. Eight (8) participants were involved in the course and each is now involved in an ongoing mentoring program to further develop competencies prior to achieving their high performance coach accreditation.

COMPETITION

Deliverable

Deliver an effective domestic and international competition program to prepare athletes for benchmark events.

Comment

Reform to the Netball Australia high performance competition pathway continued in 2016. A key initiative was the closer alignment of the Australian Netball League with the ANZ Championship. This reform process will continue in 2017 with the establishment of Suncorp Super Netball, and its further alignment to the Australian Netball League as well as changes to the National Netball Championships.

The Diamonds had an enhanced competition program in 2016 commencing with an undefeated 3 match tour of England. In August the Diamonds participated in the inaugural Quad Series that commenced against New Zealand, England and South Africa and finished the international year with a 3-1 series defeat of New Zealand to retain the Constellation Cup.

The Fast5 national team came together for the first time in two years to participate in the Fast5 World Series held in Melbourne in October. Despite remaining undefeated during the preliminary

rounds the team went down in the final to New Zealand.

With planning underway for the Netball Youth World Cup in 2017 in Botswana the Australian 20 and under squad and a SIS/SAS invitation team were involved in matches against New Zealand 20 and under team, a NZ Maori team as well as the England 20 and under team.

Netball Australia, with member organisations, coordinated the delivery of the Australian Netball League, national 21 Championships (in Launceston) and national 17/19 under national championships (in Perth).

LEADING A NATIONAL SYSTEM

Deliverable

Provide leadership that supports an aligned, coordinated and effective national system.

Comment

Netball Australia finalised and commenced implementation of its next four year high performance strategy. The key focus areas of the strategy are:

- Leading and aligning the high performance netball system;
- Setting standards that enhance athlete performance, development and progression;
- Identifying and supporting our best talent; and
- Harnessing and sharing our knowledge.

Netball Australia has developed minimum standards for medical and physical screening for all athletes participating in Suncorp Super Netball. This includes compulsory Sport Concussion Assessment Tool (SCAT 3) scanning which is part of an updated Netball Australia Concussion Policy that will be finalised in early 2017.

The National program review was held in Melbourne with representatives from every Suncorp Super Netball team, Member Organisations and State/Territory institute and academy coaches. The 2017 national program calendar was also finalised.

With the establishment of Suncorp Super Netball, Netball Australia high performance staff assisted clubs in the recruitment of coaching, performance and administrative staff to support new and existing teams in preparation for the 2017 season.

RESEARCH AND INNOVATION

Deliverable

Identify opportunities to innovate, conduct research and solve performance problems.

Comment

Netball Australia has driven the implementation of the innovative online KNEE program aimed at reducing the incidence of knee and other lower leg injuries in netball. The program was designed by Diamonds Head Physiotherapist Alanna Antcliff and was rolled out extensively across the netball community in 2016. This included significant education and support to Member Organisations in delivering the program in their jurisdiction as well as the development of an approved provider network.

Netball Australia finalised its high performance research agenda with a primary focus on developing a greater understanding of injuries in netball, quantifying and developing tools to better interpret the performance and injury components of athlete load and to develop a more robust understanding of game demands and movement patterns in elite netballers. Netball Australia presented its priority areas to a knowledge forum of potential research partners and is working on developing partnership opportunities with universities and other research bodies.

In addition, Netball Australia continued to support a research project with Victoria University to analyse movement patterns of elite netballers and other research programs in areas of athlete transition to retirement and injury prevention.



MAJOR ACHIEVEMENTS

Constellation Cup - Gold (Retained trophy 3-1)

9 October	Qudos Bank Arena, Sydney	Diamonds 68 def NZ Silver Ferns 56
12 October	Silverdome, Launceston	NZ Silver Ferns 53 def Diamonds 51
15 October	Vector Arena, Auckland	Diamonds 62 def NZ Silver Ferns 50
20 October	ILT Stadium Southland, Invercargill	Diamonds 49 def NZ Silver Ferns 45

Quad Series - Gold (Inaugural champions remaining undefeated in Quad Series)

31 August	Adelaide Entertainment Centre, Adelaide	Diamonds 66 def England Roses 46
4 September	Margaret Court Arena, Melbourne	Diamonds 60 def NZL Silver Ferns 55

Diamonds England Tour (undefeated in 3 match series)

20 January	Echo Arena, Liverpool	Diamonds 58 def England Roses 52
22 January	Copper Box Arena, London	Diamonds 60 def England Roses 44
24 January	Copper Box Arena, London	Diamonds 55 def England Roses 41

Fast5 Netball World Series (Hisense Arena, Melbourne) - Silver

29 October	Australia 24 def Malawi 23
	Australia 35 def Jamaica 19
30 October	Australia 32 def New Zealand 29
	Australia 26 def England 20
	Australia 31 def South Africa 14
	New Zealand 41 def Australia 16



5.5 - INSPIRED LEADERSHIP

UNIFIED, COLLABORATIVE AND ALIGNED SPORT

Deliverable:

A unified, collaborative and aligned sport.

Comment:

Netball Australia conducted two Strategic Forums with Member Organisation delegates, one Member Organisation CEO / GM Meetings and numerous operational meetings with Member Organisation representatives in all functional areas.

A special meeting of Netball Australia and the Member Organisations was held in May to discuss the launch of the new Australian Netball Premier League.

Regular Member Organisation CEO / GM Meetings were held across 2016 to contribute to the development of the underpinning League documents including the Team Participation Agreement, Collective Players Agreement, Commercial Manual, Event Operation Manual, Competition Rules and Compliance Rules.

INTEGRITY AND INFLUENCE

Deliverable:

Strong relationships with Government, Corporate and community leaders.

Processes and systems to improve efficiencies and effectiveness across netball.

An integrity framework that protects the integrity of netball and health and wellbeing of athletes.

Comment:

Netball Australia provided input to several Parliamentary consultations, including the Commonwealth Government's Interactive Gambling Amendment Bill 2016 and the Discussion Paper: A National Consumer Protection Framework for Online Wagering in Australia.

The Diggess Cup was played between the Parliamentary Owls (the Australian parliament netball team) and the parliaments of New Zealand and NSW at Netball Central in NSW prior to the Constellation Cup between the Diamonds and the Silver Ferns in 2016. The Parliamentary Ferns retained the Cup.

The Netball Australia Integrity Unit successfully rolled out the Integrity in Netball Framework and Associated Rules. There were no reportable incidents under the Integrity in Netball Framework in 2016.

Netball's Integrity and Product Fee Agreements were renegotiated with fifteen approved betting operators to protect the ongoing integrity of netball's competitions and events.

The Netball Australia Integrity Unit completed an annual review of the Integrity in Netball Framework. Subsequently the Board approved minor changes to the Terms of Reference to account for the creation of Suncorp Super Netball.

SOCIAL RESPONSIBILITY

Deliverable:

Netball impacts on the social, political, economic, education and health status of women and girls.

Comment:

Netball Australia has partnered with Our Watch, the Australian Football League, National Rugby League and Australian Rugby Union, to help drive nation-wide change in the culture, behaviours and attitudes amongst our sporting communities that lead to violence against women and their children. Our Watch is an independent, not-for-profit organisation, which provides national leadership to change structures, norms and practices that drive violence against women and their children.

Netball Australia led a 16 Days of Activism campaign against gender-based violence, from the International Day for the Elimination of Violence Against Women (25 November) until International Human Rights Day (10 December), which reached over 95,000 people. Mary Barry, CEO of Our Watch, presented to the Netball Australia Board, and Netball Australia is currently pursuing White Ribbon workplace accreditation. This ensures that Netball Australia is providing a leading voice in promoting gender equality and how this links to preventing violence against women.

Netball Australia contributed to the UN Secretary General's High Level Panel on Women's Economic Empowerment.

SUCCESSFUL INTERNATIONAL SPORT

Deliverable:

A strong and influential relationship with the International Netball Federation.

A vibrant and engaged Asian Region.

Comment:

- One Australian representative is a current member (Vice President) of the International Netball Federation Board.
- Three Australian representatives are current members of the International Coach Advisory Panel.
- One Australian representative is a current member (Vice President) of the Asian Region.
- Four Asian International Testing Panel members are Australian.
- All eight Australian IUA umpires were selected to officiate in International Tests.
- Three Australians were selected in the Fast5 World Series umpire pool.
- One IUA secured in the Asian Region.
- Established the OneNetball Asia Program.

PEOPLE AND CULTURE

Deliverable:

Employee development programs that deliver a talent pipeline and builds a high-performance culture.

An environment that promotes a high level of employee engagement.

Comment:

The Employee Collective Agreement was finalised for a four-year term, 2016 until the end of 2019. With the new agreement in place, the Netball Australia Employee Manual was also reviewed and reissued, with changes to reflect the employee terms and conditions and to ensure compliance with all relevant state and federal employment legislation.

Netball Australia continued to review and benchmark salaries against market data to ensure our remuneration strategy remains current and relevant to the industry.

The OH and S committee facilitated first aid training, with 10 staff members completing Level 1/2 First Aid training.

The Performance Review Process (PRP) was rolled out in 2016. The process is designed to develop and manage Netball Australia's people development strategies more consistently.

6. MEMBER ORGANISATIONS



NETBALL AUSTRALIA

The relationship between Netball Australia and each of the Member Organisations exists at three levels – governance, senior management and operations.

A range of opportunities, including Strategic Forums, CEO and operational personnel meetings allow netball to review progress against plans, discuss issues of strategic importance and agree on a way forward.

The Member Organisations are closely involved in determining the strategic priorities for netball nationally and therefore there is a significant amount of strategic alignment of all plans.

The Member Organisations played a vital role in leading, managing and delivering netball in their respective state or territory. 2016 has been a year of growth, development and innovation across all aspects of netball.

Member Organisations delivered substantial achievements through:

NETBALL ACT



President:
Lauren Gale

Delegates:
February Strategic Forum – Paul Donohue and Liz Murphy
December Strategic Forum – Lauren Gale, Lissa Meggs, Erin Taylor

CEO:
Adam Horner

Mission:

Netball ACT will know when we have achieved our vision to be a leader in the ACT, when netball is the sport of choice for young girls and women of all backgrounds across the ACT and everyone has the opportunity to be involved in the sport in a way that brings them engagement and belonging. Netball ACT will operate under leading business practices and good governance models and in doing so will be a leader with influence in the ACT sporting industry.

Highlights in 2016:

- Announcement of GIANTS Netball hosting 2 Suncorp Super Netball Games in Canberra in 2017 and subsequently fostering a relationship with Netball NSW to provide improved pathway opportunities for ACT athletes.
- Canberra Darters played 6 sold out games at the SolarHub ACT Netball Centre.
- Completed an upgrade of all court surfaces, lighting and security for all District Associations across the ACT.
- Live streaming of Netball ACT's Senior State League Grand Final.
- Tuggeranong Netball Association being recognised as an Association Winner in the 2016 Australia Post One Netball Community Awards.

NETBALL NSW



President:
Wendy Archer

Delegates:
Wendy Archer, Janet Drakos

CEO:
Carolyn Campbell

Mission:

Netball NSW will provide to the NSW community sporting leadership and partnership through netball education and training programs, an extensive range of competitions and national success. It will be achieved through professional management and support to all administrative levels involved with the game so that these entities are financially viable.

Highlights in 2016:

- NSW Swifts membership record of 2,400 with an ANZ Championship record regular season single match attendance of 13,314 at the Swifts V Queensland Firebirds fixture on 29 May 2016 at Qudos Bank Arena.
- NSW Swifts reached the ANZ Championship Grand Final in back-to-back seasons, narrowly losing a thrilling over-time clash to the Queensland Firebirds in Brisbane, 67-69.
- Record Schools Cup participation figures in season 2016 with 9200 Year 5 and 6 students.
- The Samsung Premier League enjoyed its inaugural season featuring 8 new franchises.
- 11,843 NSW school students participated in the Sporting Schools program in 2016.
- 2,031 people obtained coach / umpire / or bench officials accreditation.
- Revenues for Netball NSW rose to \$11.44M compared to \$9.81M for the 2015 year an increase of 16.6% (these amounts exclude grant revenues related to Genea Netball Centre). Expenditure rose to \$11.2M compared to \$9.27M in the 2015 year (increase of 20.8% and excludes depreciation and sunk costs).
- The major areas of revenue improvement were: Sponsorship and Swifts events where revenues rose by \$620K (40.5%); Competition revenues with a rise of \$186K (29.5%); and Genea Netball Centre revenues with a rise of \$190K (28%).

NETBALL NORTHERN TERRITORY



President:
Catherine Norton

Delegates:
Trish Crossin, Catherine Norton

CEO:
Shelley Haynes

Mission:

To administer Netball in the Northern Territory through the provision of an identified pathway for players, coaches and umpires while seeking the continuous improvement of netball in the Region.

Highlights in 2016:

- Announcement of Karyn Bailey as Netball NT's Ambassador.
- Netball NT 17U team winning the play off for 7/8th at the National underage championships in Perth, making it their highest finish in more than 14 years.
- Nationally Identified athletes - 17U and 20U SIS/SAS Gabby Coffey, 17U Elizabeth Paice; 19U Isabella MacDonald (Talls program).
- Debra Gray, 17U Coach gaining her Elite coaching accreditation at National Championships.
- Ronelle Van Dongen achieving her Elite coaching accreditation.
- Visit in June by Diamonds Coach, Lisa Alexander.
- \$8m Federal and \$10m NT Government funding announcements in July and August for a new multi-court indoor netball facility in Darwin.
- Launch of NNT's Reconciliation Action Plan at NT Championships in September in presence of NA RAP Working Group.
- Introduction of Volunteer of the Year Award presented at NT Championships.
- Completion of construction of new 4-court indoor netball facility in Alice Springs in October.
- Involvement in delivery of Netball Indonesia program in Lombok.
- \$150K infrastructure grant for additional shade areas at Marrara facility.
- Launch of a Fast5 Pilot competition in November.
- A forecast profit for the 2016 Calendar year.

NETBALL QUEENSLAND



President:
Jane Seawright

Delegates:
Jane Seawright and Chris King

CEO:
Catherine Clark

Vision:

Netball – Belong – Enjoy – Develop – Excel

Highlights in 2016:

- Secured a total of \$1.47million from State Government over three years for the State Development program.
- Secured an additional \$10million from the Federal Government towards the construction of a State Home of Netball.
- The Queensland Firebirds were crowned Champions in 2016 and set some impressive records in the process: the most ANZ Championship games won in a row, the first team in history to win back to back grand finals, and the most amount of people to attend a Netball game in Queensland with 10,312 at the ANZ Grand final.
- Obtained Company Limited by Guarantee status.
- At the 2016 Queensland Sport Awards Catherine Clark was named Queensland Administrator of the Year, Elizabeth White was named Volunteer of the Year, and the ANZ Championship Grand Final was named Event of the Year.
- Significant growth in the use of MyNetball with an increase of 1417% in Online Self-Registrations.

NETBALL SOUTH AUSTRALIA



President:
Graeme Gilbert

Delegates:
Graeme Gilbert, Susan Comerford

CEO:
Ben Scales

Mission:

As guardians of the sport we will enrich the community through netball.

We will be bold, relevant, inclusive, accountable and enduring.

Highlights in 2016:

- The South Australian 17 and Under State team won the National title, the first time in seven years.
- Participation growth in NetSetGO programs in South Australia increased by 121% in 2016.
- Netball SA completed its first full year delivering the Sporting Schools program with approximately 3,300 students participating across 54 schools.
- Mazda and Burbank Homes joined as Major Partners of Netball SA and the Adelaide Thunderbirds.
- The Adelaide Thunderbirds were the second most watched and followed club in the ANZ championship despite a disappointing season on-court.
- The organisation's social and digital media engagement experienced significant growth across the year with followers on Facebook increasing by 76% across the organisation's sites, Twitter by 33% and Instagram by 142.9%.

NETBALL TASMANIA



President:
Liz Banks

Delegates:
Liz Banks, Marj Kerslake

CEO:
Julia Phillips

Our Values:

Inclusion – We are committed to the principles of respect and equality.

Integrity – We are committed to the practices that are safe, fair, transparent and open.

Professional – We demonstrate our professionalism through our integrity and commitment to continuous improvement.

Leadership – We are the leaders for the sport of Netball in Tasmania and pursue a culture of inspiring and motivating others.

Excellence – We value outstanding performance in ourselves and others.

Highlights for 2016:

- Tasmania was proud to be selected as one of the two Australian venues for the 2016 Constellation Cup. Held at the Silverdome in Launceston, the tickets sold out within 20 minutes of being released and spectator feedback after the event was extremely positive. To support the event an evening was arranged at Wrest Point in Hobart, for netball fans to watch the match live on the big screen.
- Netball Tasmania continued to build on its successful partnership with the State Government with several key projects nearing completion in 2016 for launch in 2017 and beyond.
- The Tasmanian Netball League was reviewed and expanded, with nine clubs (18 teams) being offered licences for the next four year League cycle. The TNL is the longest running sport league in Tasmania and in 2017 celebrates its 30th anniversary.
- The third "Explore Netball" conference was held in September, with over 100 participants and key speakers including Marcia Ella-Duncan OAM and Kristy Keppich-Birrell.
- Two new commercial partners in 2016 were Search Associates and Fernwood.

NETBALL VICTORIA



President:
Jennifer Sanchez

Delegates:
Jennifer Sanchez, Richelle McKenzie

CEO:
Rosie King

Mission:

We exist to enrich Victorian communities through the sport of netball.

Vision:

More people involved in netball more often.

Values:

Teamwork, Accountability, Integrity, Innovation, Empowerment

Highlights in 2016:

- The development and implementation of a State-Wide Inclusion Strategy that involved a collaborative effort by a number of passionate stakeholders.
- Launch of a range of new netball products (RockUp Netball, Net4Kids) across the state of Victoria which allows participants to play netball in new formats.
- Progression of the State-wide Facility Strategy to the implementation phase.

- Through the Inner City Netball Project, 64 courts are now set for development within the Inner Melbourne area.
- Netball Victoria achieved a 'personal best' Employee Opinion Survey result of 79% of employee satisfaction and alignment.
- Published 'Boys Participation in Grassroots Netball - Resource Document' which included the results of NV research commissioned into the gender differences between strength, stamina and physique of early-adolescent males and females in netball.
- The Melbourne Vixens achieved significant growth across all social media channels and remain the best performed club in the competition.
- Due to higher TV audiences in 2016, all Melbourne Vixen sponsors branding has achieved stronger exposure, resulting in significantly higher brand value across the season.
- Continued success in the elite netball pathway with five Victorian athletes selected in the 2016 Australian Diamond squad.
- The Melbourne Vixens hold the highest membership for the league with 3,826 for 2016.

NETBALL WA



President:
Deane Pieters

Delegates:
Deane Pieters and Jill Powell

CEO:
Simon Taylor

Vision:

One Netball Community driving Western Australia's leading sport.

Highlights in 2016:

- Participation rates grew by more than 10% with netball now engaging in excess of 197,000 people the length and breadth of Western Australia.
- A record 107 teams competed in the annual NAIDOC Netball Carnival, making it the largest Indigenous sporting carnival in the country.
- Indigenous education program Shooting Stars now reaches over 200 students across six separate delivery sites, with more than 10% of participants increasing their attendance at school by at least one day per week.
- Netball WA's largest participation event reached new heights with more than 13,000 people converging on the State Netball Centre and Wembley Sports Park for the annual Association Championships.
- Perth simultaneously hosted the 17U and 19U National Netball Championships in April with 6,500 people attending the State Netball Centre across the week-long tournament.
- Successfully implemented initial phase of key recommendations following Organisation's inaugural whole of sport Governance and Membership review.

7. CORPORATE STRUCTURE and MANAGEMENT

In 2016 we continued to drive an organisation with a culture of exceptional high performance, recognising the importance of our people in driving the organisation of the future. The structure evolved as a result of two key strategic projects - Suncorp Super Netball and Fast5 participation.

An ongoing focus on people and development ensures we have an organisation of capable, engaged and talented people.

EXECUTIVE OFFICE

Chief Executive Officer

Kate Palmer (departed 16 December)

Deputy Chief Executive Officer

Marne Fechner (moved into Acting Chief Executive, December)

Head of Government Strategy and Social Innovation

Nadine Cohen (moved into CEO Netball Foundation, May)
Miriam Slattery

Head of People and Culture

Mandy Browne (departed 16 June)

General Manager - Executive Office

Libby Howe

Administration Assistant

Danielle Archer

FINANCE AND CORPORATE SERVICES

Chief Operating Officer

Sally Judd (departed 30 November)

General Manager - Business Analytics and IT

Jessica Davies

Finance Manager

Adrienne Kirby

Management Accountant

Gemma Nuttall (departed 30 June)
Susanne Meier

IT Manager

Nicholas Goodman

IT Infrastructure Manager

Brett Baker

Manager CEO, Board and Office

Scilla Dinnison

Reception (Casual)

Kerryn Falcke
Rachel King
Marcus Scott

COMMUNITY STRATEGY AND NETBALL DEVELOPMENT

Head of Community Strategy and Netball Development

Anne-Marie Phippard

General Manager - Participation Products

Chris Dobson (departed 24 April)
Tim Klar

Participation Manager

Tom Humphries

School Engagement Manager

Trevor Robinson (departed 4 October)

General Manager - Netball Workforce

Lainie Houston (Maternity leave)

Workforce Development Coordinator

Sarah Bland

General Manager - Coach Development

Julia Lawrence

General Manager - Community Engagement

Julia Symons

Community Engagement Coordinator

Stephanie Anderson

Community Partnerships and International and Development Manager

Olivia Philpott

NetSetGO Manager

Rochelle Ellmers (departed 10 June)
Rachel Mulcahy

HIGH PERFORMANCE

Head of High Performance

Andrew Collins

National Coach

Lisa Alexander

High Performance Operations Manager

Julie Richardson

National Pathway Manager

Stacey West

Performance Support Manager

Laura Juliff

High Performance Coordinator

Emily Purchase

National Pathway Coordinator

Alexis Carydis

National Events and Logistics Manager

Hayley Irvine (transferred to Events Unit in May)

MARKETING AND ACQUISITION

General Manager Marketing and Acquisitions

David Lee

Senior Partnership Manager

Sarah McGill

Partnership Manager

Sam Davey

Partnership Manager

Evan Cole

EVENTS

Head of Events

Bill Allen

Senior Event Manager

Kate Grills

Event Manager

Hayley Irvine

Project Manager - Events / National Technical Director

Lindy Murphy

Event Coordinator

Tim Glennane (departed 1 March)

Caitlin Yann

MARKETING AND COMMUNICATIONS

Project Manager NNL / Head of Marketing

Kate Patterson

Marketing Manager - Participation

Bridget Lodge

Marketing Manager - Events and Diamonds

Taryn Kirby

Media Officer

Brad Green (departed 10 June)

Media and Digital Communications Manager

Alex Dandanis

Digital Communications Coordinator

Ashleigh Craven

Digital Communications Coordinator

Jordan Browne

Design and Brand Manager

Vicki Smith

Design Coordinator

Emily Walsh

Licensing Project Officer

Matt Spangher

NETBALL FOUNDATION

Chief Executive Officer

Nadine Cohen

ANZ CHAMPIONSHIP

General Manager ANZ Championship

Andy Crook (departed 15 April)

Head of League Operations

Steven Icke (departed 31 April)

Finance Manager (NZ)

Mark Bailey

8. 2016
PARTNERS

PRINCIPAL PARTNERS



SPONSORS



MEDIA PARTNERS



MAJOR EVENT PARTNERS



HIGH PERFORMANCE PARTNERS



GOVERNMENT PARTNERS/PROJECTS/MESSAGES



Message from the Australian Sports Commission

The Australian Sports Commission (ASC) congratulates our National Sporting Organisations (NSOs) on their achievements this year. In particular, we congratulate all of our athletes who represented Australia in the Rio Olympic and Paralympic Games. You did so with great distinction. The country is proud of your commitment and dedication, and the manner in which you conducted yourself throughout the campaigns.

In the aftermath of the Games, the Board of the ASC has re-committed to the core principles of *Australia's Winning Edge*, the ASC's ten year plan for high performance sport introduced in 2012. The four key principles are: high aspirations for achievement; evidence-based funding decisions; sports owning their own high performance programs; and a strong emphasis on improved leadership and governance.

We are confident these principles serve the long term interests of sporting sector.

We will also use the experience of the last four years to seek to improve implementation of *Winning Edge* in ways that will benefit the sector.

The ASC is equally committed to increasing community participation in sport, particularly amongst our children and youth. We have been pleased this year to see our flagship participation program Sporting Schools reach over 4,300 schools in partnership with NSOs.

Innovations by the ASC this year included the release of our *Integrity Guidelines for Directors and Leaders of Sporting Organisations*, which provides directors with comprehensive and practical guidance for the first time on anti-doping, sport science and medicine, illicit drugs, match-fixing, child protection and member protection – vital issues for maintaining trust and respect in the sporting sector.

We also staged our inaugural Athlete and Coaches Forum, giving Australia's elite athletes and coaches the opportunity to share their experiences and enhance their leadership capabilities.

And we were delighted to see fruits of our efforts to improve female opportunity in sports, with improved elite and participation opportunities in women's sport, better media exposure, some outstanding new commercial deals, and an increase in female representation at NSO board level from 27 per cent to a 39 per cent across the top 23 NSOs.

Looking ahead, ASC priorities include:

- further institutional and governance reform in sport, with an emphasis on increased national integration and alignment
- increased funding for sport, including new non-government sources of funding
- further embedding sport in schools' educational programs
- improved national coordination of sports infrastructure spending, and
- Improved use of data and technology in sports.

Reforms like this are often hard to achieve but have profound long term benefits. The evermore competitive environment in world sport on display in Rio highlights the critical importance of further reform if Australia is to maintain its proud reputation and traditions as a sporting nation.

It is appropriate to use this opportunity to recognise and thank the efforts of the ASC's outgoing CEO Simon Hollingsworth, who has led the Commission very capably and with considerable effect for the past five years.

The ASC thanks all of our sector partners for your effort and contribution to Australian sport. We look forward to continued success and progress together.

John Wylie AM
Chair
Australian Sports Commission





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