

NETBALL QUEENSLAND

GAME 20
ANNUAL REPORT ON 18



OUR 2019 AMBITION

NETBALL QUEENSLAND IS
STRUCTURED, CAPABLE AND
RESOURCED TO OPTIMISE THE
ACCESS, POPULARITY AND
COMMERCIALISATION OF NETBALL
ACROSS QUEENSLAND.

HOW ARE WE PROGRESSING
TOWARDS OUR 2019 AMBITION?



CHAIR'S REPORT

IT IS WITH GREAT PLEASURE THAT I DELIVER THIS REPORT TO YOU, THE MEMBERS, FOR 2018, A YEAR WITH MANY HIGHLIGHTS.

We started early with the Leaders Conference, where we continued to build numbers and where Wayne Goldsmith introduced us all to the mythical 'Deirdre' who has now become a much-loved icon of our sport. The feedback from members at the workshops around our ideal state demonstrated clearly that you were ready to embrace a new delivery model.

A focussed stakeholder engagement effort by Catherine and her team over some months culminated in the Members meeting in October, at which members emphatically voted in favour of continuing to develop the BIOME model.

The move from our own building to a purpose built, 5000 seat stadium represents an entirely new business model for Netball Queensland, and the risks and potential rewards of this venture are taken very seriously by board and management. In preparation for this, the Board undertook a market review to ensure that the sale of the Moorooka property achieved the best possible return. This was successful, with completion of a sale at a substantially higher value than previously estimated, occurring earlier this month.

At many times throughout the year, Board and management reflected on the contribution made by past board members of Netball Queensland to achieve this wonderful result. It is due to the fortitude and dedication of these members that we were free of debt and able to convert a substantial asset into liquid funds, with a strong balance sheet. We truly stand on the shoulders of those who have gone before us.

It is an appropriate point to recognise the challenges posed by change at any time in an organisation's life cycle. The decisions made by those earlier board members, which have shaped our current state, were challenging and in some cases, were made with just one vote separating the 'yes' from the 'no'. It required tremendous courage to make those decisions, just as what we are doing now requires courage and belief in a vision. That is the true test of leadership, to lead in times of uncertainty and doubt.

In the performance space, the Firebirds were successful in making the top four, having welcomed Laura Geitz back from maternity leave. Although Laura has now retired from the playing group, she continues to be an important part of our community and a wonderful ambassador for us and for our sport.

I cannot over-emphasise the importance of the Firebirds to our brand and our revenue. In an era where young people are searching for role models and heroes, and in a fiercely competitive space where netball is fighting for position with other sports, the role played by our Firebirds,

both on and off the court, is essential to how our sport is perceived by sponsors, participants and families.

The Sapphire Series represents a step change in our approach to our player pathway, in that it is intended to create a real stepping stone for our players to Suncorp Super Netball. It is very gratifying to sense the real excitement that is building in our community throughout Queensland for this competition, and it is a testament to the hard work of everyone involved.

Netball Queensland has been active on the national stage, and continues to contribute actively to Netball Australia's agenda and demonstrate leadership in the national environment at both board and management levels.

I would like to thank my fellow directors for their hard work and support over the last year. They are a dedicated and immensely capable group who give their time willingly and tirelessly for the benefit of our sport. They have shown support and loyalty to me and to Catherine at all times, while always being prepared to challenge conventional thinking and to be open to new ideas.

I also thank Catherine for her drive, energy and dedication to the job at hand. She is an exceptional and inspirational CEO, who continually challenges the Board with new thinking and pushes us to be better.

I would also like to thank our staff for their hard work and dedication to Netball Queensland. It is not easy working in a not for profit membership organisation, where you are at the behest of all members as well as external stakeholders. Please remember that when you are frustrated with MyNetball and feel the need to vent!

Finally I would like to thank you, the members, for working with us to create a better future for netball. Never has it been so important to remember that if you are standing still, you are actually going backwards. We are committed to positioning our great sport so that it continues to be the sport of choice for women and girls, transforming lives through netball. That means we have to be prepared to be uncomfortable, having confidence that actions we take now will ensure the future for all those little girls who follow us.

Thankyou.

JANE SEAWRIGHT
Chair



FROM THE CEO

The 2018 - YEAR OF UNITING FLAMES

Round 10 of the Suncorp Super Netball Season in 2018 was the Inaugural Indigenous Round. An incredible young artist, Rachael Sarra designed the Firebirds dress. Rachel is not only a proud Goreng Goreng woman she is also a proud netballer. She understands our history, our culture and our vision for netball. Rachel created Uniting Flames, an artwork that goes well beyond the design for our Indigenous Round. It captured the essence of our purpose to transform lives through netball. The pages of this Annual Report will showcase some of the work that is transforming the lives of participants, coaches, officials, volunteers, fans and administrators.

In many ways 2018 was a period of learning and growth. Growth in our participation numbers, our capacity, our broadcast audience and the general profile of netball in the marketplace. We are relentless in finding ways to support more people across our diverse and vast communities. In 2018 we delivered education to over 2,000 coaches across Queensland and almost 300 coaches attended NetSetGo workshops. 313 umpires achieved national badging and Netball Queensland Bench Officials Zac Dawes and Katrina Taylor were appointed to officiate at the Commonwealth Games.

Official total registrations exceeded 70,000 this year, 712 participants attended holiday clinics, 800 athletes registered for the Emerging Talent Program (ETP) and 252 teams entered the State Age Championship. I am very proud of the opportunities we provide for netballers in our State. From NetSetGO and club competition for all ages, to the State Age Championship, Primary Schools Cup, the Emerging Talent Program, 16U Championship, Queensland Premier League, the Vicki Wilson Cup and Shield, the Queensland State Netball League (QSNL)/Sapphire Series, the Queensland Fusion in the Australian Netball League (ANL), State Representative Teams, the Lorna Jane Queensland Firebirds through to our 65+ years Walking Netball program. We want people to start playing and keep playing - for life. Every year we are continually reviewing and improving these opportunities to provide everyone with access to Netball.

One area where we had a lot of work to do was for the Aboriginal and Torres Strait Islander community. We began our creative process back in 2016 and from this Diamond Spirit was born. It remains a passion for me and in 2018 we were able to engage over 2,500 students across seven remote communities in playing netball. Additionally, 55 Aboriginal and Torres Strait Islander coaches achieved Foundation coach accreditation. For the first indigenous round in the history of Netball's national league, 16 young women from the seven remote communities involved in our Diamond Spirit program, travelled to the Gold Coast for a life-changing Leadership Camp. It was fantastic to meet this amazing group of girls and their families. These are great results however we are working very hard to secure ongoing funding so Diamond Spirit can continue to grow.

The 2018 Suncorp Super Netball Season was preceded by a home Commonwealth Games, here on the Gold Coast. For most this would have been a once in a lifetime opportunity to see world class athletic performance on the world stage. I was incredibly proud to be a Queenslander and proud of our Diamonds team. Our Lorna Jane Queensland Firebirds had a much improved season and played some outstanding netball. The highs like beating the undefeated Fever at home and in Perth were outweighed by the curse of one-goal losses, including our Semi-Final. The Australian Diamonds suffered the same fate in their Grand Final match against England losing by one goal in the final minutes of the game.

The Netball world said goodbye to a Queensland Firebirds legend and Diamonds Captain in Laura Geitz, and welcomed to the world stage a new GA star in Gretel Tippet. Gretel shone on the court for the Firebirds (playing her 50th game in the purple dress) and for the Australian Diamonds alongside team-mate Gabi Simpson (Vice Captain). I want to congratulate Gabi, Gretel, Laura, Roselee (Assistant Coach) and Nannette Rigoni (Manager) on their international achievements this year. Also, the breakout seasons of Kim Jenner and Tara Hinchliffe resulted in their inclusion in the Diamonds program squads and the Australian Fast Five team. I am very proud that the Queensland Firebirds have recruited home-grown Queensland talent, providing the opportunity for our players that have come through our system to shine on the world stage. Special mention to Romelda Aiken who played her 150th game for the Firebirds and Jenny Brazel who clocked up 50 games as Firebirds Assistant Coach.

Our H2 and H3 conversations this year have been focused on how we strengthen and better support the netball system, particularly for future growth, and how we create unity across our membership to improve efficiency, collaboration and the customer experience for every netballer.

COMPANIES DON'T FAIL BECAUSE OF CHANGES IN THE ENVIRONMENT, THEY FAIL BECAUSE THEIR LEADERS ARE EITHER UNWILLING OR INCAPABLE OF DEALING WITH SAID CHANGE. IN FACT, COMPANIES DON'T CHANGE. PEOPLE DO. WHICH MEANS THAT TO STAY COMPETITIVE IN TODAY'S ENVIRONMENT WARRANTS NOT ONLY THE SKILL AND WILL TO ADAPT TO CHANGE BUT ALSO THE FORESIGHT TO ANTICIPATE IT. -JEFF BOSS

CATHERINE CLARK

Chief Executive Officer



UNITING FLAMES

You are more than the seven players on the court at one time. Every step or pass you make, is ignited by those who have come before you and the people who show support. It is the strength in diversity that fuels unity, maintaining balance and harmony on and off the court. You are vessels for change, awareness and equality, each pass connecting different stories and identities. Your roots strong in the Queensland landscapes. With every game you bring fire, and at every final buzzer, comes new growth.

—
RACHAEL SARRA

PRINCIPAL PARTNER



MAJOR PARTNERS



OFFICIAL PARTNERS





2,000+ COACHES

DEVELOPED OR ACCREDITED



313 BADGED UMPIRES



FAST 5 TEAM

KIM JENNER
TARA HINCHLIFFE
NANNETTE RIGONI



72,636
TOTAL REGISTRATIONS
(+17%)



DIAMOND SPIRIT

2500 STUDENTS FROM
7 REMOTE COMMUNITIES



WALKING NETBALL

PROGRAM LAUNCHED



**QUEENSLAND
PREMIER LEAGUE**

118 TEAMS
43 ASSOCIATIONS



**TARA
HINCHLIFFE**

WORLD YOUTH CUP
PLAYER OF THE YEAR



**QSNC NETBALL
COURTS**

275,625 PIECES OF
MAPLEWOOD



28% INCREASE

IN AVERAGE FIREBIRDS
HOME GAME ATTENDANCE



**NISSAN STATE AGE
CHAMPIONSHIP**

2300+ PLAYERS
43 ASSOCIATIONS
200+ OFFICIALS



**FIREBIRDS
HOLIDAY CLINICS**

712 PLAYERS

KEY ACHIEVEMENTS

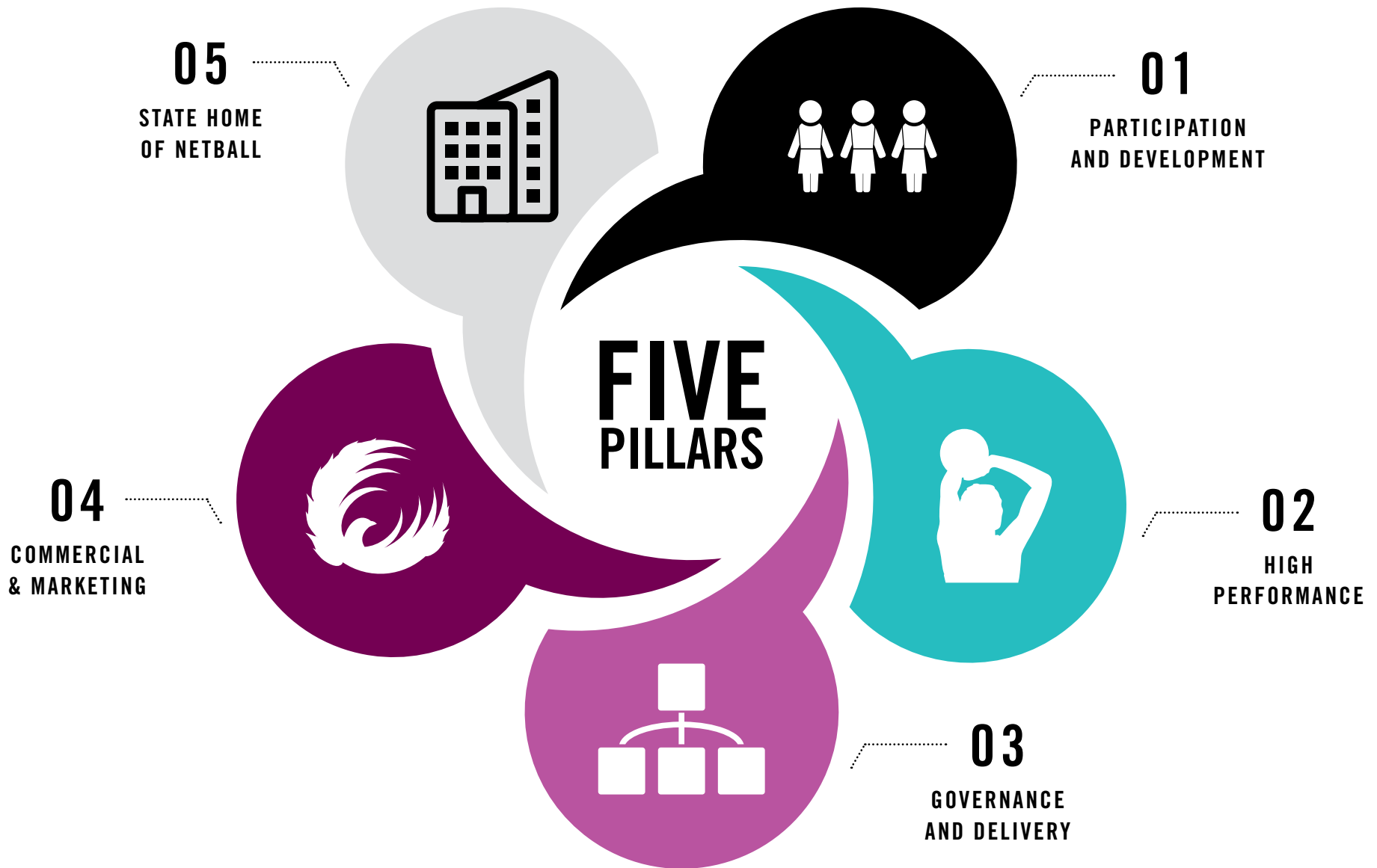
KEY ACHIEVEMENTS

STRATEGIC PILLARS

To achieve our 2019 Ambition, this Strategic Plan is built around five Pillars:

- 1. PARTICIPATION AND DEVELOPMENT**
- 2. HIGH PERFORMANCE**
- 3. GOVERNANCE AND DELIVERY**
- 4. COMMERCIAL AND MARKETING**
- 5. STATE HOME OF NETBALL**

Within each Pillar, the Focus Areas and specific Goals for the next three years are defined. Against these Focus Areas, we have identified Key Activities and the mechanisms for measuring performance. The Goals will be assessed against pre-defined performance targets (KPIs) specified in underlying annual Operations Plans. This level of clarity and accountability will drive continuous improvement.



01

STRATEGIC PILLAR
**PARTICIPATION
AND DEVELOPMENT**

PARTICIPATION AND DEVELOPMENT

An ongoing measure of our success is ensuring that all those who have touch points with netball especially the players, enjoy their netball experience at a level that suits their skills and lifestyle. More participation by more people from all walks of life, over a longer period, is a key focus of ours. Below we outline some of the major achievements of 2018 which seek to extend the reach of netball into our community.

STRATEGIC FOCUS AREA 1: CREATE A WORLD-CLASS COACHING ENVIRONMENT

Growing the network of Coach Developers and taking more Accreditation courses and workshops into regional areas was the focus for 2018. In total, 40 Associations from Brisbane to Cairns and throughout the western corridor including to Mt Isa, Longreach and St George hosted these development opportunities. Having more Coach Developers available as well as encouraging Associations to work together in clusters, provides greater access to both formal and informal coach development opportunities.

- More than 2000 coaches attended accreditation courses and workshops across the state.

- 14 coach developers across Queensland- minimum of one Coach Developer in each major regional city.

- 55 Aboriginal and Torres Strait Islander coaches achieved Foundation coach accreditation.

STRATEGIC FOCUS AREA 2: ATTRACT, NURTURE AND RETAIN PARTICIPANTS

2018 saw the introduction of 8 Development Officers including staff based in Cairns, Townsville and Rockhampton. This provided more touchpoints with Associations, Clubs and Schools across Queensland to support the growth and sustainability of netball.

- Total Registrations: 72,636. 17% increase on last year. Including 15,653 NetSetGO.

- 297 Coaches attended NetSetGO practical coaching workshops

- Holiday clinics - a total of 712 young players took part in the clinics and enjoyed getting up close and personal with the Firebirds. Commonwealth Games in the April holidays reduced the number of clinics held during this period.

- Diamond Spirit continues to have a positive impact within schools and communities, providing participation pathways to students living in some of Queensland's most remote communities. In 2018 over 2500 students across 7 remote communities were provided with some amazing opportunities to play netball. Undoubtedly one of the major highlights was the Inaugural Diamond Spirit Leadership Camp which brought 16 girls from 7 remote communities to the Suncorp Super Netball Indigenous round on the Gold Coast. An additional highlight saw 10 students from Cairns State High attend the Constellation Cup between Australia and New Zealand played in Townsville.

- Netball Queensland also launched our Educate hubs in 2018 at Bremer State High and Cairns State High. Funded by Education Queensland the Educate program provides educational and mentoring support to 100 Aboriginal and Torres Strait Islander students from year 7-12.

- Diamond Spirit has received wonderful support from Queensland State Government over the past 3 years and we look forward to continuing our strong relationship as the program continues to grow into 2019 and beyond.

PARTICIPATION AND DEVELOPMENT (CONTINUED..)

STRATEGIC FOCUS AREA 3: ENSURE COMPETITION OPPORTUNITIES MEET PARTICIPATION DEMAND

In 2018 Netball Queensland continued to provide experiences for its participants by offering a variety of competitions to enable player, coaches and officials a level which they can suitably participate in and continue their growth in Netball.

STATE AGE CHAMPIONSHIP

In 2018, Ipswich Netball Association partnered with Netball Queensland and the Ipswich City Council to host the Nissan State Age Championship. This event was delivered over four days, hosting over 250 teams and making it the largest Netball Queensland grassroots State event in history. Netball Queensland would like to recognise the efforts of the Ipswich Netball Association State Age Committee in representing and leading their community and volunteers throughout the preparation and delivery of the event.

- 252 teams competed from 44 Associations.
- 6 Boys teams competed in our inaugural boy's competition
- 1724 Games played over four days.

QUEENSLAND PREMIER LEAGUE - QPL

The QPL in 2018 was run over 6 Zones which spanned the entire state. With the assistance of Netball Queensland, a volunteer Committee was established in each Zone to organise and deliver each QPL Competition. Winners of the divisions in each Zone then came together to compete in the QPL State Finals held in Caloundra. Netball Queensland would like to thank all those who volunteered their time to ensure the QPL was able to be the great competition it was in 2018.

- 118 teams.
- 43 Associations.
- State Finals.
- Opens: Champions - Goodna defeated Northern Gold Coast.
- 18U: Champions - Downey Park defeated Hinterland District.
- 16U: Champions - Northern Gold Coast defeated Caboolture

QUEENSLAND STATE NETBALL LEAGUE

2018 saw 12 Licenses compete across four divisions. This was the first year that the Division 2 Country was contested with Marlin Coast Marlins, Magnetic North Steelcats, Whitsunday Sharks, Capricorn Claws and Wide Bay Thundercats competing. The remaining Licenses competed across South East Queensland in Division 1, Division 2 and 19 and Under.

- Division 1: Champions - Brisbane North Cougars defeating Goodna Services Brisbane Lions.
- Division 2 City: Champions - Goodna Services Brisbane Lions defeating Bond University Jaguars.
- Division 2 Country: Champions - Marlin Coast Marlins defeating Whitsunday Sharks.
- 19U: Champions - Brisbane North Cougars defeating Golden South Jaguars.

SCHOOL-BASED COMPETITIONS

398 teams from across Queensland participated in the Vicki Wilson Cup qualifying events to gain a place in the finals for either the Cup or Shield divisions. The Vicki Wilson Cup was won by Somerset College and the Vicki Wilson Shield was won by Palm Beach Currumbin State High School.

This year the Primary School Cup headed out of the South East corner for the first time, hosted by the Bundaberg Netball Association. 78 teams entered with St Francis College winning the title in an entertaining final against Narangba Valley State High School.

MARIE LITTLE SHIELD

Netball Queensland hosted the national Marie Little Shield for the first time; welcoming representative teams from NSW, VIC, SA, WA and NT. The Netball Queensland team performed well over the three-day competition, maintaining their national ranking of fourth. The highlight of the event was to see the gold medal match played as the curtain raiser to the Constellation Cup game between the Diamonds and Silver Ferns. Teams were recognised during the half time break with Netball Queensland's Nicole Skerman awarded the competitions Most Valuable Player for the third year running.

SOCIAL NETBALL

Monday nights with 5 division's and Wednesday nights with

3 divisions at the Hibiscus Stadium provided both social and competitive elements for participants ranging from 18 – 64 years.

2 seasons made up the year; with 58 teams in participating in Season 1 and 52 teams in Season 2.

Survey results returned an 80% satisfaction rate among team captains for the overall social netball experience and 85% satisfaction with Netball Queensland staff performance.

WALKING NETBALL

The phenomena of walking netball hit Queensland mid-way through the year, much to the delight of many past, present and new to netball players. Pilot programs were run in several Associations and indoor sport facilities around Brisbane to gauge interest and test playing formats. Rhonda Newton oversaw these programs and in doing so brought a lot of joy and smiles to many who got back out or ventured onto the court for the first time.

OFFICIALS DEVELOPMENT

Umpire coaching was Netball Queensland's focus in 2018. Michelle Phippard, Netball Australia's Emerging Talent Umpire Coach travelled to Brisbane providing valuable insight and information to NQ's umpire coaches through workshop and practical umpiring feedback sessions. Former Queenslander and NA National Assistant Umpire Coach, Raechel Richards, supported our umpire coaches during State Age Championships with coaching strategies and techniques.

- 3 Netball Queensland umpires were selected to attend the National 19U and 17U championships in Adelaide. Two of whom gained selection as umpires in the Deakin University Australian Netball League.
- Netball Queensland continues to be represented by 3 of our experienced umpire coaches at National level.
- 313 umpires achieved national badging.
- 25 PCYC Sport and Recreation Officers attended umpire development workshops.

Netball Queensland Bench Officials Zac Dawes and Katrina Taylor were appointed to officiate at the Commonwealth Games. Development opportunities for aspiring and progressing Bench Officials were provided at a pre-season Suncorp Super Netball weekend and the Vicki Wilson Finals weekend.



02

STRATEGIC PILLAR
**HIGH
PERFORMANCE**

STRATEGIC FOCUS AREA 4: IDENTIFY, DEVELOP AND POLISH TALENTED QUEENSLANDERS TO SUCCEED AT THE ELITE LEVEL. SUCCESS AT THE ELITE LEVEL INVOLVES NOT ONLY OUR ELITE PLAYERS, BUT OFFICIALS AS WELL.

FINDING AND DEVELOPING DIAMONDS

2018 EMERGING TALENT PROGRAM (ETP)

The Emerging Talent Program (ETP) was run over two phases in 2018 and just on 800 registrations were received from players to attend the 24 clinics run throughout the State from Cairns to the Gold Coast. In a new initiative in 2018, a 16U representative team was selected from each of the 12 regions to participate in the inaugural and highly successful Nissan 16U State Titles held in Toowoomba in October 2018.

2018 NISSAN 16U STATE TITLES

A member of the State 17U Selection panel was present at each ETP clinic around Queensland and worked with the 16U Head Coaches from each region to identify and select 12 promising athletes in each region (born 2002 and 2003). Their brief was to identify players who demonstrated both the on and off court attributes to be candidates for selection in the 2019 Queensland 17U State Team. A squad of 26 players was announced at the conclusion of the Nissan 16U State Titles and it was great to see these players acknowledged in front of their team mates, families, supporters and other teams. The value of this format was evident when the Capricorn Claws from Central Queensland defeated several highly regarded metropolitan based teams to make the semi-finals. The Grand Final was a showcase of netball talent, a thrilling game that was eventually won by Brisbane East Tigers who showed great persistence in coming from behind to beat Suncoast Lynx by two.

NISSAN 18U CITY V COUNTRY SERIES

Alongside the Nissan 16U State Titles some of Queensland's best 17 and 18 year olds competed in the 18U City v Country Series with games played each evening, supported by the 16U teams. 2018 19U State team players did not play in this series to allow State Selectors to look at the next group of players who were on the fringe of selection in 2018. While it was a 3-0 clean sweep for the City Team, Country challenged hard in game two, only losing by one and narrowly missing pushing the third game to a decider. Several players were then added to the 2019 Queensland 19U Squad of 25 on the back of strong performances at this event.

2018 NATIONAL NETBALL CHAMPIONSHIPS

The Queensland 17U & 19U Teams had mixed results at the 2018 National Netball Championships held in Adelaide in April. Both teams

were impacted by serious injuries to key players that ruled them out of the Championships, despite this, both teams performed strongly with the 17U Team placing 3rd. The 19U Team developed great resilience over the week, coming within two goals of all the top four teams despite finishing fifth. Six players from the 17U Squad were selected in the Australian 17U Squad and four players selected from the 19U Squad.

COACH DEVELOPMENT PROGRAM

While there was considerable focus on player development, another priority for 2018 was on coach and umpire development. The ETP clinics also had a coach and umpire development component and many local coaches also attended each clinic to work with the Netball Queensland appointed coach developers. Some of these coaches have now picked up Head and Assistant Coach roles with the 16U State Titles Teams, building the base of quality, aspirational coaches in the system. In a departure from recent years, two Assistant Coaches have been appointed to each team for 2019, providing additional opportunities for talented coaches to work at State level and reflecting the calibre of applicants for these roles. Over the past four years the number of applicants for the State roles has tripled which is a good sign for coaching in Queensland.

ELITE DEVELOPMENT PROGRAM (EDP)

The EDP program is a shared initiative between Netball Queensland and the Queensland Academy of Sport. Led by Jenny Brazel, the Elite Development Program (EDP) provides holistic development and education for players considered to have the potential to one day play in the Suncorp Super Netball and beyond. The emerging elite netball athletes selected in this group undergo a tailored development program designed to ensure they are building for the on and off court requirements of an SSN contract. Players in this program have either been Nationally Talent Identified (NTID) or identified within Queensland as having potential to play at SSN level or considered a special project player who may be switching sports or have some other unique or rare situation (3-5 years). The EDP program focuses on the development of the individual athlete and includes a thorough technical, mental and physical development program, combined with tailored education sessions. Education sessions span self-management, time management, brand awareness, internet safety, alcohol and drug awareness and guide players in establishing routines and performance behaviours which enable them to succeed at the highest level. It has been pleasing to observe the smooth transition of recent EDP graduates, Tara Hinchliffe, Kimberley Jenner and Tippah Dwan into the SSN and Firebirds environment. While the EDP program has only contributed a small amount to their technical development along with the coaches who have supported them

through their career, the program has developed a range of off court skills to prepare them well for life as a professional athlete.

THE LORNA JANE QUEENSLAND FIREBIRDS

The Lorna Jane Queensland Firebirds entered their 2nd year of the Suncorp Super Netball (SSN) aiming to improve on their 5th place in 2017. Veteran and legend of the game, Laura Geitz returned, Mahalia Cassidy returned from her ACL injury and young gun, Tara Hinchliffe, was elevated from Queensland Fusion. Gabi Simpson and Caitlyn Nevins were selected by the playing group as Captain and vice-Captain again in 2018. The Firebirds season was ultimately determined by 4 games where we lost, in the dying seconds, by 1 goal. After not making finals the previous year, the first time in 4 years, we made it back into 3rd position on the ladder after the home and away rounds were completed. During the season there were outstanding wins against Fever (who had been undefeated until they played us), and great wins against all the teams who were above us on the ladder during the season including defending and ultimately back to back premiers the Sunshine Coast Lightning, Melbourne Vixens, GWS Giants and West Coast Fever. Unfortunately, eventual winners, the Lightning played their best game of the season in the semi-final to end the Firebirds season early with a one goal victory at the Brisbane Entertainment Centre.

During the season, members of the Firebirds family achieved significant milestones, including:

- Romelda Aiken – 150 Games for the Firebirds.
- Gretel Tippett – 50 Games for the Firebirds.
- Jenny Brazil – 50 Games as Firebirds Assistant Coach.

AUSTRALIAN DIAMONDS

Queenslanders were well represented in the Australian Diamonds squads:

- 2018 Quad Series - Gabi Simpson (v/c), Gretel Tippett, Roselee Jencke (Assistant Coach).
- 2018 Commonwealth Games – Gabi Simpson (v/c), Laura Geitz, Roselee Jencke (Assistant Coach).
- Constellation Cup – Gabi Simpson, Gretel Tippett, Kim Jenner (invitee) .
- Fast 5 - Kim Jenner, Tara Hinchliffe, Nannette Rigoni (Manager)

03

STRATEGIC PILLAR
**GOVERNANCE
& DELIVERY**

STRATEGIC FOCUS AREA 5: BUILD WORKFORCE CAPABILITY AND CAPACITY, REDUCING OUR RELIANCE ON VOLUNTEERS FOR DELIVERY

Netball Queensland continue to travel extensively to support, develop and engage with our Association members, players and officials across the state. Additionally, in the second half of 2018, Netball Queensland staff and Horizon Three committee members attended more than 20 Associations across the state conducting workshops and gaining input into the proposed Biome. This was one of the largest collaborative undertakings ever conducted and the information gained is invaluable in guiding the future direction of our sport.

The 2018 Leaders Conference was again a key deliverable for this Strategic Focus area. Wayne Goldsmith was keynote speaker and was one of several thought provoking speakers that encouraged delegates to challenge their traditional views of the sport and encouraged us to think about what our sport could be in the future.

An Organisational Design review was completed in addition to the gaining of the Populous Stadium Report to ensure that the appropriate capability and structure was in place for the imminent move to the new Queensland State Netball Centre in early 2019.

STRATEGIC FOCUS AREA 6: OPTIMISE THE DELIVERY OF NETBALL

2018 saw the purchase and implementation of Netball Queensland's first Customer Relationship Management (CRM) system. The CRM will enable Netball Queensland to better understand our netball community in whatever capacity an individual engages with our sport

and more able to offer the right service or product at the right time. 2019 Lorna Jane Queensland Firebirds memberships were sold via the CRM and all participation data from MyNetball has been migrated. 2019 will see the use of the CRM system expanded with improved targeting of communications.

MyNetball 'Self Registration' continued to increase with 70,732 members or 97% of total registrations being completed in this way. This is a growth of 48% on an already strong result in 2017.

Netball Queensland welcomed Clermont Netball Association as an affiliated Association in 2018.

Working Groups such as the Sport Governance and Leadership Group continue to strive for efficient and effective netball delivery for the benefit of players, administrators, staff and volunteers. These working groups have representatives from Netball Queensland, Associations and Clubs and make recommendations designed to deliver a better netball experience.

STRATEGIC FOCUS AREA 7: PROVIDE ADVOCACY TO ENSURE QUEENSLAND NETBALL HAS A STRONG VOICE WITH GOVERNMENT AND STAKEHOLDERS

Netball Queensland continues to work with all levels of Government in support of our strategic purpose. This is completed in various forms of private meetings, speeches and presentations with and on behalf of the broader Netball Queensland community.

Netball Queensland or the broader netball community across the state have received many forms of assistance, including:

- Department of National Parks, Sport and Racing Funding;
- State Development Program (SDP),
- Indigenous Sports Grants (Diamond Spirit)
- Championship Event Program
- Commonwealth Games Funding Programs / Legacy Programs
- Asset Legacy Program

Netball bodies throughout Queensland received funding under the Get Playing Places and Spaces program or the Get Going Clubs program.

Additionally, the Community Gambling Benefit Fund continues to provide extensive funding direct to local netball bodies.

Netball Queensland continues to deal extensively with Netball Australia around topics as varied as Suncorp Super Netball, to insurance for participants at clubs and associations. These conversations are broad-ranging and often extend to other state-based netball organisations.

04

STRATEGIC PILLAR
**COMMERCIAL
& MARKETING**

COMMERCIAL OPERATIONS – NETBALL QUEENSLAND

STRATEGIC FOCUS AREA 8: DIVERSIFY AND INCREASE REVENUE STREAMS

Netball Queensland continues to identify and cultivate new and existing partners across a broad range of opportunities through the Netball Queensland landscape, from participation and grassroots-based competitions and events, High Performance profile and broadcast related assets, through to our newest asset, the Queensland State Netball Centre.

Principal, Premier, Major and all supporting official partners are acknowledged in this report, however 2018 saw significant introductions and uplifts and increased investment across a spectrum of categories from health insurance, fitness, hydration, Fast Moving Customer Goods, real estate and more.

Lorna Jane continued their unique naming rights principal partnership of Netball Queensland, which is the only naming rights designation in the National league. We welcomed numerous new brands into the Netball Queensland partner suite, with International, national and some local organisations all committing to new partnerships. HCF was a notable addition, along with the University of Queensland who elevated to Premier Partner from Major, whilst AVJennings, Mount Franklin and Powerade, and Suncorp all announced long term renewals.

HART Sport committed to naming rights of the newly created, innovative State Netball competition which will be known as the HART Sapphire Series moving forward and will see the best local and at times global talent competing in the strongest state-based competition on the country. HART Sport will be joined by the likes of MIZUNO, Lorna Jane, Powerade and Mount Franklin water in supporting this competition.

The addition of our new home – the Queensland State Netball Centre, provided significant opportunities for new commercial revenue and

partnerships, with the like of LION, Australian Catering Services, MERLO Coffee, Coca-Cola Amatil, AURA Sports, MAXWOOD Flooring and more, all joining the Netball Queensland family.

Whilst we understand the imperative for our commercial partnerships to deliver clear value and benefit to both parties and have implemented one of the most intelligent sports Customer Relationship Management systems to support the analysis and facilitation of best practice sponsorship management, we continue to strive for the next level of commerciality, which includes a strategic approach to the identification of new revenue streams, the incremental and ongoing increase in the value of our IP, and a new and fresh focus on delivering a personalised offering for each partner.

Around 30% of total revenue was derived through commercial sponsorship investment, and we increased our focus on staff resources to support our commercial program, all whilst striving to identify new, traditional and digital assets, and thereafter innovative ways of delivering value to our partners.

We maintain our focus also, around partnership with our communities, including supporting them through local and state-based funding opportunities from government, applying guidance and support in applications, along with developing submissions for funding that focus on Netball Queensland programs in larger scale.

STRATEGIC FOCUS AREA 9: DEVELOP 'FIREBIRDS' AS AN ICONIC SPORTS BRAND 2018

In 2018, we saw the continuation of the five-year 'Free-to-Air' broadcast rights agreement with the Nine network. Two primetime matches each week were elevated to the main Nine station. This had a positive impact on audiences with the Firebirds average viewership increasing from 95,000 to 125,000, this is an overall increase of 290% since 2016.

Social media continues to evolve and is our number one way

of engaging with our fan base. In 2018 we focussed on creating compelling social media content, backed by strategic advertising spend to attract new audiences and grow our owned channels. The Firebirds' following across Facebook and Instagram has increased by 31% over the past 2 years; seeing the Lorna Jane Queensland Firebirds hit number #1 in engagement across both channels when compared with other Suncorp Super Netball teams in 2018. Netball Queensland increased average match attendance by 11% on prior year with an average of 4,973 fans attending each home game.

STRATEGIC FOCUS AREA 10: CULTIVATE A PASSIONATE, LOYAL AND HIGHLY ENGAGED FAN BASE OF THE FIREBIRDS

In 2018, we continued to refine the value of membership packs to create a 'sea of purple' at matches and Firebirds events. There was a focus on mobilising the Netball Queensland community with the launch of the inaugural Firebirds Association Membership and growing our non-ticketed membership base in the regions. This was all launched pre-season during the inaugural Suncorp #TeamGirls regional tour, with Firebirds visiting Cairns, Townsville and Mackay. We grew our family significantly, with a total of 59 associations coming on board for the Firebirds Association Membership and increasing non-ticketed membership by 140% on prior year. The Lorna Jane Queensland Firebirds spent more time visiting associations to connect with the local netball community.

A huge focus was placed on match day experience, bringing match day to life with more entertainment, pyrotechnics, music and activations resulting in an overall increase of game day satisfaction. This saw a lift in most metrics on the end of season brand survey. Firebirds Net Promoter Score increased from 67 in 2017 to 79 in 2018. 93% of Firebirds fans now consider themselves 'avid fans', an increase from 77% in prior year. 93% of attendees say they would come again, (a 16% increase from prior year and well above national average).

05

STRATEGIC PILLAR
**STATE HOME
OF NETBALL**

STRATEGIC FOCUS AREA 11: USE THE STATE HOME OF NETBALL AS A PLATFORM TO DRIVE NEW AND IMPROVED REVENUE STREAMS

Following all of the planning and groundwork of the previous 12 months, 2018 saw the Queensland State Netball Centre (QSNB) really begin to take shape. After years of hard work and lobbying by many people across the netball community, a structure that will become the “home” of netball in Queensland began to take on a true physical form.

A number of key milestones occurred as part of the build, including:

- Pouring of the slabs,
- Completion of the roof structure,
- Laying the timber for the seven (7) community courts,
- Installation of the permanent 2000 seats in the show court,
- Commissioning of the 3000 retractable seats,
- Signing of the Management Agreement,

- Laying the playing surface for the Show Court,
- Completion of the neighbouring Translink “Park ‘n’ Ride” facility,
- Installation of ancillary event and game day infrastructure including; large video screens, sound and audio systems.

Netball Queensland engaged Populous Activate to develop a commercial and operations framework for the venue. This report highlighted the need for the venue to be a commercially driven operation, while balancing the need to deliver on strategic objectives, including participation growth and elite player development pathways.

The appointment of a General Manager – Venue Operations and a General Manager – Commercial during the second half of 2018, greatly assisted in Netball Queensland’s ability to deliver on this framework for the benefit of netball.

With the building taking shape there has been a strong commitment

by the Venue Operations and Commercial departments to appoint founding vendors and partners, ensuring we capitalise on the new commercial landscape that lies ahead and the exciting opportunities that this venue can offer.

There have been a number of key events locked in for the QSNB during 2019, including: Firebirds Suncorp Super Netball Home Matches (April to August), 17/U & 19/U National Netball Championships (April), Sapphire Series Fixtures (June to October) and the Harlem Globetrotters (April) with many more exciting events to come.

We look forward to welcoming you all to the venue, whether as a participant in a competition or cheering on the Firebirds at a home game, this is a venue for all of netball to be proud of.

FINANCIAL REPORT 2018

Financial report for the year ended 31 December 2018

DIRECTORS' REPORT

Your directors present this report on the company for the year ended 31 December 2018.

Directors

The names of each person who has been a director during the period and to the date of this report are:

Seawright, Dorothy Jane (Chair; elected director)
Devitt, Kristin (appointed director)
Fullagar, Ian (appointed director)
Jermyn, Anthony (Tony) (appointed director)
Kavanagh, Marie (elected director)
King, Christopher (elected director)
McLeod, Mark (elected director)

Directors have been in office since the start of the period to the date of this report unless otherwise stated.

Principal Activities

The principal activity of the company during the financial year was providing leadership and growth of the sport of netball in Queensland, through encouraging participation and development from community to elite levels.

Purpose and Vision

The company's purpose, as embodied in the Strategic Plan 2017-2019, is to be a unifying leader responsible for the growth, sustainability and success of netball.

Our vision is to become a world-leading sports organisation, respected for transforming lives through netball.

Strategies

To achieve its stated objectives, the company has built its strategies and operations around the following strategic pillars:

- Participation and development
- High performance
- Governance and delivery of the sport
- Commercial and marketing
- Prepare for our move into the State Home of Netball

Key Performance Measures

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

NETBALL QUEENSLAND LIMITED
ABN 58 429 487 881

DIRECTORS' REPORT

Meetings of Directors

During the reporting period, 11 directors' meetings were held. Attendances by each director were as follows:

	<u>Eligible</u>	<u>Attended</u>
<u>Board</u>		
Seawright, Jane (Chair)	11	11
Devitt, Kristin	11	9
Fullagar, Ian	11	9
Jermyn, Tony	11	9
Kavanagh, Marie	11	9
King, Christopher	11	10
McLeod, Mark	11	11

Finance, Audit and Risk Management Committee

King, Christopher	8	8
Kavanagh, Marie	8	7
Copplin, Steve (Independent member)	8	8

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each voting member is required to contribute a maximum of \$1 each towards meeting any outstanding obligations of the entity. At 31 December 2018, the total amount that members of the company are liable to contribute if the company is wound up is \$92 (2017: \$94).


Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 31 December 2018 has been received and can be found on page 3 of the financial report.

This directors' report is signed in accordance with a resolution of the Board of Directors.

Director:

Director:



Dorothy Jane Seawright

Dated this 25th day of February 2019



Christopher James King

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	2018 \$	2017 \$
Revenue	2	9,326,969	8,525,613
Gain on sale of property, plant and equipment		662,255	0
Other income		80,603	74,028
Cost of goods sold		55,318	44,307
Employee benefits expense	3	4,289,287	3,997,137
Depreciation and amortisation expense	8, 9	124,976	108,161
Consultants and specialists		587,582	178,435
Corporate costs	3	810,675	726,502
Advertising, promotion and sponsor support		519,828	365,483
Event operations	3	1,564,259	1,393,104
Bad debts	5a	51,056	29,267
Bank, credit card and merchant fees (Interest: Nil)		14,849	3,621
IT and communication		179,133	170,619
Insurance		243,552	225,037
Motor vehicle running expense		(3,344)	15,622
Premises and equipment		214,868	170,071
Travel for teams and staff		847,096	597,191
Team operations		538,006	425,561
Profit before income tax		32,686	149,523
Income tax expense		0	0
Profit for the period		32,686	149,523
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss:			
Gains on revaluation of land and buildings, net of tax	8	0	0
Other comprehensive income for the period		0	0
Total comprehensive income for the period		32,686	149,523
Profit attributable to members of the entity		32,686	149,523
Total comprehensive income attributable to members of the entity		32,686	149,523

Full financial statements are provided to members.



NETBALL QUEENSLAND LIMITED ABN 58 429 487 881 **STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2018**

	Note	2018 \$	2017 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	1,243,756	2,586,236
Trade and other receivables	5	3,108,200	298,816
Inventories	6	12,684	32,511
Prepaid expenses and other current assets	7	66,724	150,452
TOTAL CURRENT ASSETS		<u>4,431,364</u>	<u>3,068,015</u>
NON-CURRENT ASSETS			
Property, plant and equipment	8	947,375	1,755,430
Intangible assets	9	56,104	24,450
TOTAL NON-CURRENT ASSETS		<u>1,003,479</u>	<u>1,779,880</u>
TOTAL ASSETS		<u>5,434,843</u>	<u>4,847,895</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	701,007	423,672
Income received in advance		532,056	319,534
Provisions	11	251,656	197,704
TOTAL CURRENT LIABILITIES		<u>1,484,719</u>	<u>940,910</u>
NON-CURRENT LIABILITIES			
Provisions	11	29,470	19,017
TOTAL NON-CURRENT LIABILITIES		<u>29,470</u>	<u>19,017</u>
TOTAL LIABILITIES		<u>1,514,189</u>	<u>959,927</u>
NET ASSETS		<u>3,920,654</u>	<u>3,887,968</u>
EQUITY			
Retained earnings		3,920,654	2,859,133
Reserves		0	1,028,835
TOTAL EQUITY		<u>3,920,654</u>	<u>3,887,968</u>

Full financial statements are provided to members.

NETBALL QUEENSLAND LIMITED ABN 58 429 487 881 **STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31 DECEMBER 2018**

	Note	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from members, sponsorships and other events		7,381,406	7,243,763
Receipts from grants		1,418,070	1,261,561
Payments to suppliers and employees		(9,596,252)	(7,851,319)
Interest received		50,481	51,372
Interest paid		(0)	(0)
Net cash generated by/(used in) operating activities		<u>(746,295)</u>	<u>705,377</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		682	0
Payment for property, plant and equipment		(596,867)	(55,415)
Net cash used in investing activities		<u>(596,185)</u>	<u>(55,415)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of loan		(0)	(0)
Net cash generated by/(used in) financing activities		<u>(0)</u>	<u>(0)</u>
Net increase/(decrease) in cash held		(1,342,480)	649,962
Cash and cash equivalents at beginning of year		2,586,236	1,936,274
Cash and cash equivalents at end of the year	4	<u>1,243,756</u>	<u>2,586,236</u>

Full financial statements are provided to members.



**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF NETBALL QUEENSLAND LIMITED**

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Netball Queensland Limited (the "Company"), which comprises the statement of financial position as at 31 December 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the director's declaration.

In our opinion the financial report of the Company is in accordance with the Corporations Act 2001, including:

- (i) giving a true and fair view of the Company's financial position as at 31 December 2018 and of its performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Australian Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has

been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report



INDEPENDENT AUDITOR'S REPORT-

TO THE MEMBERS OF NETBALL QUEENSLAND LIMITED (Continued)

Auditor's Responsibilities for the Audit of the Financial Report (continued)

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Bentleys Brisbane (Audit) Pty Ltd Chartered Accountants

Stewart Douglas Director

Brisbane

27 February 2019

"IT DOESN'T MATTER WHAT YOUR
BACKGROUND IS OR WHERE
YOU COME FROM, IF YOU HAVE
DREAMS AND GOALS THAT'S ALL
THAT MATTERS."

—

SERENA WILLIAMS





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GAME ON: ANNUAL REPORT 2018