



NETBALL QUEENSLAND

**GAME 20**  
ANNUAL REPORT  
**ON 19**



## 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 REPORT

### THERE IS NO DOUBT THAT 2019 WAS AN OUTSTANDING YEAR FOR NETBALL QUEENSLAND.

From the move of our offices to the then-named Queensland State Netball Centre, to the opening of the facility by the Premier of Queensland, the funding of our BIOME operating model by the Queensland Government, the closing of a naming rights deal for the Nissan Arena and the award of the Liz Ellis Diamond to our own Gretel Tippett, these events represented the manifestation of the shared vision of the Board and CEO, Game On, tirelessly implemented by Catherine and her team.

The budgetary deficit that we foresaw and discussed with members at the 2019 Leaders Conference, despite some large unbudgeted expenditure, was brought back to a far smaller figure, a great effort by our management team to win new revenue sources while containing costs.

A disappointing season for our Queensland Firebirds resulted in a decision to conduct a comprehensive external review of all of our high performance systems, the implementation of which has already commenced and will form the basis for improvement in all aspects of high performance.

It is indeed fortunate that Netball Queensland is in such good shape internally, because the external threats have never been greater.

At every Leaders' Conference, we have been talking with members about the imperative for netball to compete in a changing marketplace, and what we needed to do to be successful. The need to operate more efficiently and effectively was the basis for the BIOME model.

The female versions of the traditional male sporting codes are now cool, and are increasingly seen as representing feminist and female sporting success, threatening to usurp netball's traditional position as the top women's sport, devised and developed to give women an opportunity to play a team sport, where none previously existed.

Ironically, I am writing this on International Women's Day, a day for celebration of the achievements of the women who paved the way for us, our children and grandchildren, and on whose shoulders we stand.

Amidst increasing media and government attention, as well as encouraging viewing numbers and growing participation at both grassroots and elite level, sporting organisations have been quick to seize on the opportunity to attract more participants, funding opportunities and fans to their codes.

In the face of this increasing existential threat, we need, more than ever, to approach the ongoing development and maintenance of our sport with a professional and open-minded attitude, rather than the sorts of baseless and uninformed attacks and accusations of poor governance that have, sadly, characterised the lead up to this year's AGM and director elections.

The world has changed and we cannot go back to the way things were. Instead, we must all pull together and support the leaders in our sport who have the courage and vision to do things differently. We must take our rightful place as leaders of the new order, rather than representing the old.

### JANE SEAWRIGHT

#### Chair



## FROM THE CEO

**WHILST 2019 MARKED THE END OF OUR "GAME ON" 2017-2019 STRATEGIC PLAN CYCLE, IT WAS THE BEGINNING OF A NEW ERA OF NETBALL IN QUEENSLAND.**

After four years of hard work, on 24 February 2019 we opened the doors of the Queensland State Netball Centre. This state-of-the-art \$44.6 million venue has been thoughtfully designed to create a place for belonging, connection, wellbeing and achievement. We have waited a very long time for this and our time has arrived. Our moment, our opportunity, is here and we have greeted it with grit and passionate dedication. Managing a venue of this size is incredibly challenging but it truly is a game-changer for our sport.

From 24 February it was full steam ahead. In March we hosted the Inaugural SSN Pre-Season Suncorp Team Girls Cup with all eight SSN teams testing out every single feature of our venue from the gym and recovery facilities to our catering and broadcast capabilities. April saw the venue filled, literally, with the future stars of netball as Nissan Arena hosted the U17 and U19 Australian National Netball Championships. At the same time we hosted the Netball Australia AGM and Members Forum. The list goes on. In our first 11 months, Nissan Arena (yep another big one for 2019 was securing naming rights to our new venue) has hosted a range of events including the Marie Little Shield, seven Queensland Firebirds home games, a Harlem Globetrotters tour, a Volleyball World Cup, 14 Brisbane Bullets games, an Australia Day Citizenship ceremony and much more. In addition to our 5,000 seat show court, we have seven community courts which continue to provide opportunities for a huge array of activities, sports, events and ceremonies as we welcome schools, businesses and community groups into our venue.

Strengthening our capacity to grow netball participation was the focus this year. In addition to running regular weekly netball fixtures at Nissan Arena, we approached participation growth in four ways. Firstly, direct 'hands on' involvement in participation initiatives such as Walking Netball and Diamond Spirit. Secondly, we developed over 2500 coaches and officials through the delivery of courses and training sessions. Thirdly, by creating amazing events for our athletes through Nissan State Age Championship, Vicki Wilson Cup and Primary Schools Cup, all of which set new participation records. We launched the Inaugural HART Sapphire Series which took our

premier state competition to a completely new level. The grand final was absolutely outstanding, on and off the court. Lastly, we need to grow the available workforce to deliver netball. This means finding ways to free up our volunteers to deliver more of what they love - more netty, more coaching, less admin. So we developed and trialled our livescoring (paperless) tech platform and we commenced the rollout of the BIOME capability initiatives and tools. Change can be challenging however we all have a leadership responsibility to continually improve and adapt to our ever-changing operating environment. Pleasingly, by October we hit 102,000 registered participants which means there are more people playing netball in Queensland than ever before. Interestingly but not surprisingly, the growth is predominantly not in traditional 'membership' rather in flexible participation programs.

In the 2018 Annual Report I spoke of my passion for Diamond Spirit, our program for Aboriginal and Torres Strait Island women and girls which started in 2016. The incredible work and milestones I proudly referred to were recognised with Diamond Spirit winning the 2019 Play by the Rules National Award, recognising outstanding initiatives that contributed to safer, fairer and/or more inclusive sport. Shortly after, the Minister for Sport, Hon Mick de Brenni MP, announced that Netball would be the first sport to enter into a historic new partnership with the Queensland Government. This partnership will facilitate growth in participation, delivery of Diamond Spirit, and a implementation of our BIOME operating model. Over the coming years we are committed to working in collaboration with the Government on the implementation of the Activate! Sport and Recreation Strategy.

2019 was a tough year for our Queensland Firebirds on court, but there were also many things to celebrate. This season our captain Gabi Simpson notched up 100 national league games. Gretel reached 1000 goals and became the first Australian to shoot 100 consecutive goals without a miss. Gretel was named in the Australian Diamonds team which claimed a silver medal at the World Cup and her stunning year was rewarded with a Liz Ellis Diamond Award. Fellow Firebirds Romelda Aiken, Lenize Potgieter and Erin Burger also played at the Constellation Cup and World Cup for their respective countries. Four Firebirds were also named in the Australia A Squad – Tara Hinchliffe, Kim Jenner, Gabi Simpson and Jemma Mi Mi. Continuing with milestones, 2019 saw

us celebrate Roselee Jencke's 10-year anniversary as Queensland Firebirds Head Coach. Thank you Roselee for your commitment to our club and congratulations on an amazing track record – 5 grand finals appearances and 3 premierships. We farewelled retiring Firebirds, Caitlyn Nevins and Laura Clemesha, two long term Firebirds who showed passion and commitment to our Club.

The 2019 results for both the Queensland Firebirds and Fusion teams were not where we wanted them. Inconsistent performances, injuries and disappointing ladder positions. The great coach John Wooden is quoted with saying "Adversity is the state in which man most easily becomes acquainted with himself" and I believe this holds equally true for Teams and Clubs. Pressure reveals areas for improvement and things that sustained success can mask. It was time for an independent review of our high performance programs. A review was undertaken by three independent and qualified individuals. High performance success requires brutal honesty, adoption of world-class standards and the leadership courage to make tough calls - as well as talent, tactics and arguably some good luck. One amazing thing we take forward, born of the adversity, is the incredible solidarity and belief our Club showed throughout the season. Our whole Queensland Firebirds Club – fans, players and staff – pulled together tighter than ever. Queensland does that, especially in the rough times. 2019 fostered a deep sense of unity, a strength of belief that can only be revealed when the chips are down. We will honour the loyalty of our fans by leaving no stone unturned as we prepare for SSN season 2020.

An exciting final chapter to the year was the development of our plan for the next H2 cycle - Netball United. Every team, sporting organisation or business is stronger and more competitive when it is united in working together towards their purpose. We also believe that embracing diversity is vital to netball's future. So Netball United is our plan to ensuring netball is thriving on and off the court. Thank you to everyone - players, volunteers, fans, staff, partners, sponsors and our Netball Queensland Board – for your contribution to this vision and for your role in transforming lives through netball.

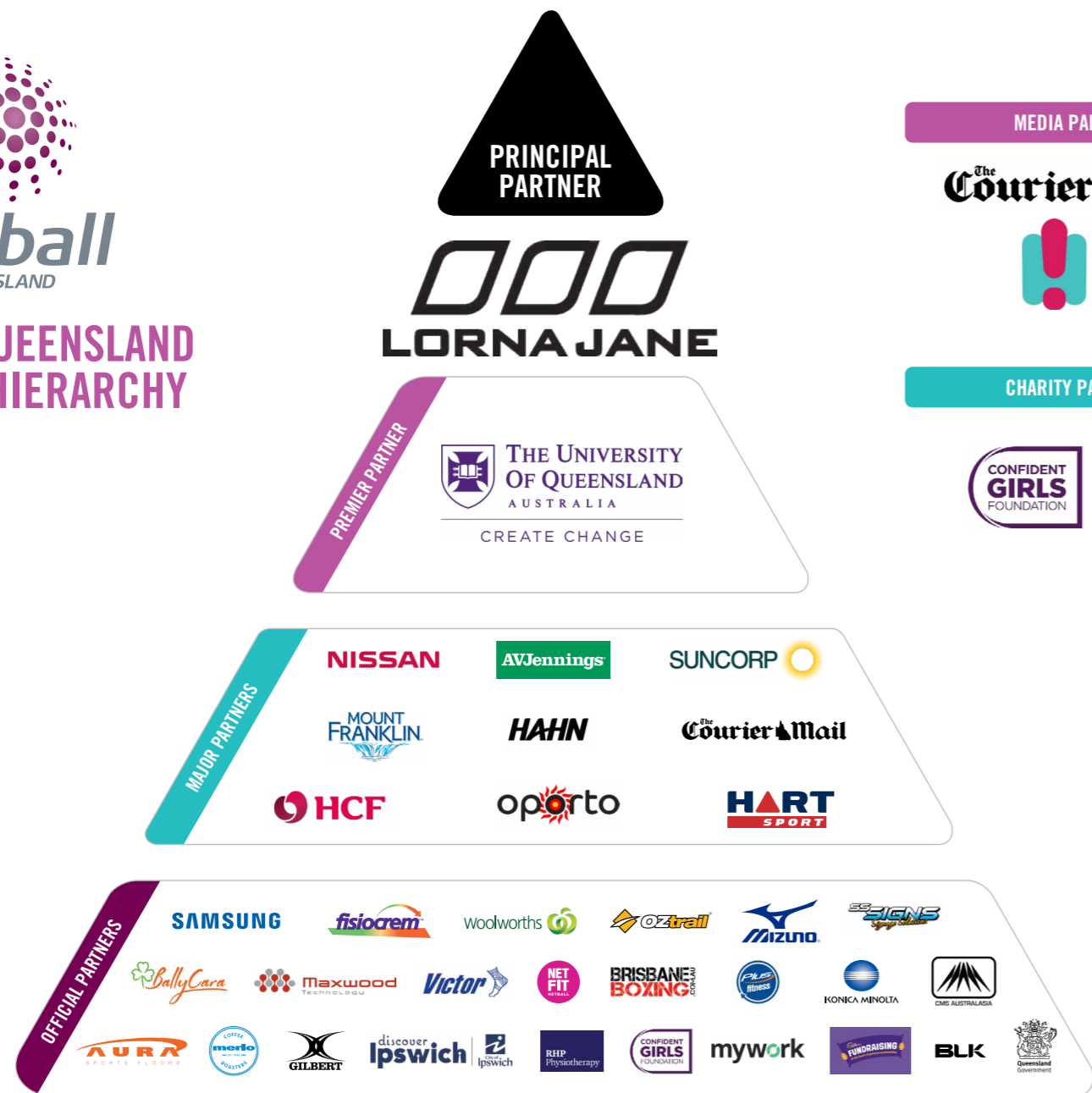
Yours in netball,

**CATHERINE CLARK**





### NETBALL QUEENSLAND PARTNER HIERARCHY



OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.

# KEY ACHIEVEMENTS

  
**2,500+ COACHES**  
 DEVELOPED OR ACCREDITED

  
**287 BADGED UMPIRES**

  
**1,000+ PEOPLE PLAYING WALKING NETBALL**

  
**101,081 TOTAL PARTICIPANTS**

  
**DIAMOND SPIRIT**  
 1,800 STUDENTS FROM 7 REMOTE COMMUNITIES

  
**INAUGURAL SAPPHIRE SERIES SEASON**

  
**243,860 TOTAL VISITORS TO NISSAN ARENA**

  
**1,300+ PLAYERS PARTICIPATED IN OVER 18 CLINICS THROUGHOUT THE STATE**

  
**DIAMOND SPIRIT PROGRAM AWARDED PLAY BY THE RULES AWARD FOR OUTSTANDING INITIATIVES TO SAFER, FAIRER AND MORE INCLUSIVITY IN SPORT**

  
**25,290 FANS ATTENDED FIREBIRDS HOME GAMES**

  
**NISSAN STATE AGE CHAMPIONSHIPS**  
 2,700+ PLAYERS  
 1,746 GAMES  
 46 ASSOCIATIONS

  
**GRETEL TIPPETT NAMED 2019 LIZ ELLIS DIAMOND WINNER**

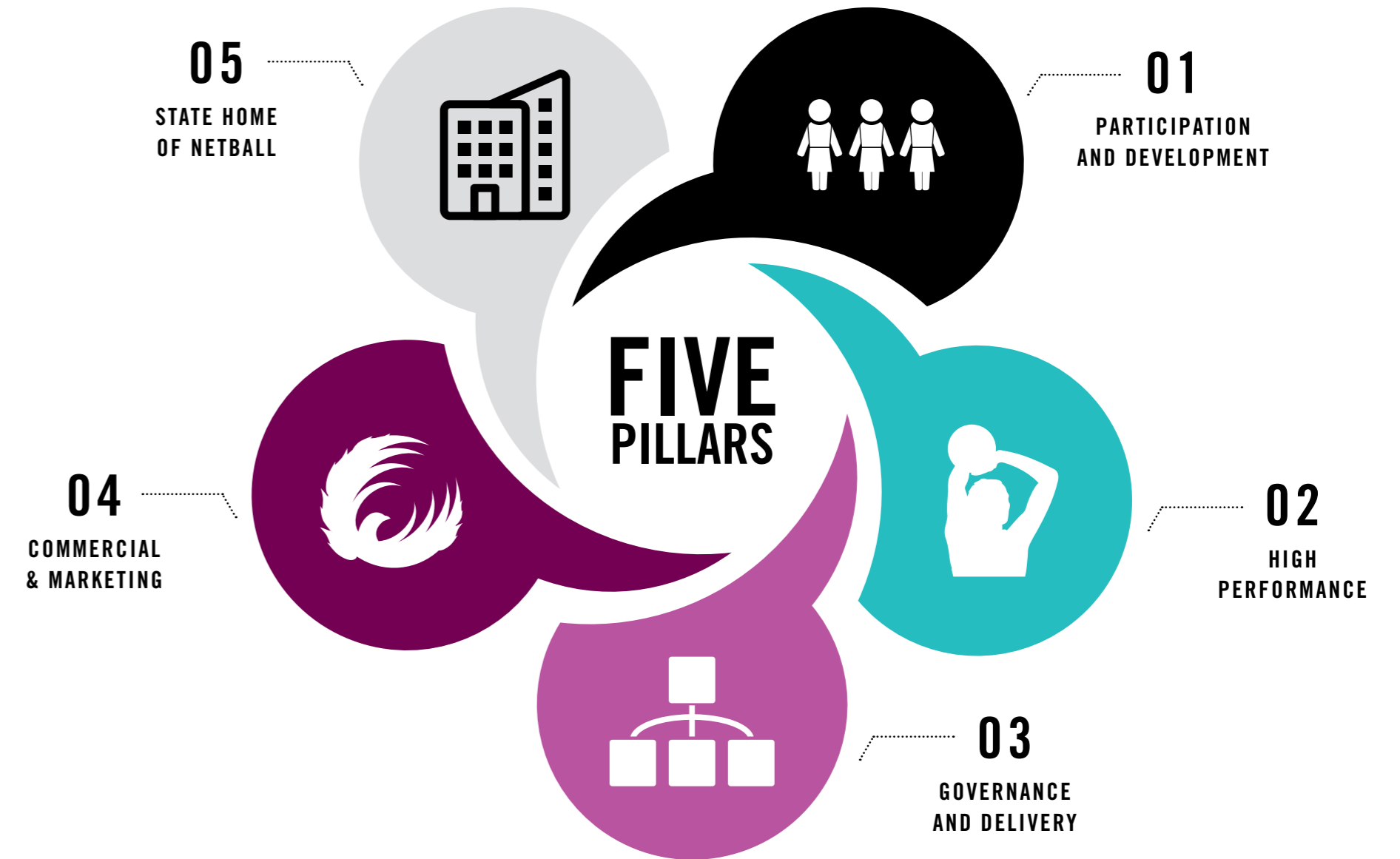
OUR VISION: To become a world-leading sports organisation, respected for transforming lives through netball.

# 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 past three years were defined. Against these Focus Areas, we identified Key Activities and mechanisms for measuring performance. The Goals were assessed against pre-defined performance targets (KPIs) specified in underlying annual Operations Plans. This level of clarity and accountability drives continuous improvement.



# 01

STRATEGIC PILLAR

## PARTICIPATION AND DEVELOPMENT

### PARTICIPATION AND DEVELOPMENT

Providing positive experiences for all those who connected and engaged with Netball Queensland continued as a major focus in 2019. The benefits of this were seen in the growth in participation numbers across programs, activities and Netball Queensland competitions.

Below we outline some of the major achievements of 2019 which seek to extend the reach of netball into our community.

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

Increased access to development opportunities for coaches with courses and workshops being hosted by 45 Associations from Brisbane to Cairns, the western corridor and remote communities including Weipa. This was enabled through continuing to increase the network of Coach Developers across the State. Many coaches benefited from mentoring provided at NQ events including Nissan State Age, Nissan 16s/18s State Titles, QPL Finals and Hart Sapphire & Ruby Series. Events such as the Professional Development Day for coaching, umpiring and Net Set Go coordinators along with the Coaching & Officiating Forum provided diverse opportunities to grow coaching knowledge and capabilities from grassroots through to High Performance.

- More than 2500 coaches attended accreditation courses and workshops across Queensland
- There are 21 Coach Developers across the state
- Through the Diamond Spirit program, 18 Aboriginal and Torres Strait Islander coaches achieved Foundation coach accreditation
- 366 coaches attended 27 NSG coaching workshops across the state

#### Number of coaches involved in both online and face to face development

Accreditation (formal): 1,185

Workshops (informal): 1,407

**Total 2,592**

#### STRATEGIC FOCUS AREA 2: ATTRACT, NURTURE AND RETAIN PARTICIPANTS

The Development Officers continued to play an important role in increasing Netball Queensland's footprint across Queensland by connecting with members and supporting the delivery of a wide variety of programs and activities. NetSetGO and Sporting Schools programs, often the first touchpoint for netball, are vital opportunities to ignite a lifelong love of the game. 2019 saw 209 Sporting Schools programs delivered throughout Queensland. In addition, an increase in teacher delivered Sporting Schools programs was also very pleasing.

**NSG numbers: 15,871**

**Total Registration numbers: 71,576**

**Holiday Clinics** – Hosting most of the clinics at our new home – the Queensland State Netball Centre and the introduction of 5-10 years clinics to align with NetSetGO, provided pleasing increases in numbers. Fifteen clinics were held throughout 2019, as well as the two-day camps at the end of the year, saw a total of 1364 participants taking part.

#### Officials Development

A highlight of 2019 were the workshops that were held involving former Queenslander and Suncorp Super Netball umpire, Tim Marshall and Netball Australia's High-Performance Umpire Program Head Coach, Jacqui Jashari. Both workshops provided key strategies, techniques and insights for our umpire coaches and umpires.

- Three NQ umpires were selected to attend the National 19U and 17U championships held at the Nissan Arena. Two of whom gained selection as umpires in the Deakin University Australian Netball League.
- 287 umpires achieved national badging.
- Five Netball Queensland Bench Officials were appointed to officiate at the Suncorp Super Netball Finals Series.
- Development opportunities for aspiring and progressing Bench Officials were provided at a pre-season SSN Team Girls weekend and the Vicki Wilson Finals.

#### Diamond Spirit

2019 was an exciting year for Diamond Spirit with continued growth and recognition for the amazing work in supporting Aboriginal and Torres Strait Islander women and girls living in regional and remote communities. Through the generous support from our partners we were able to achieve our vision of transforming lives through netball, delivering participation opportunities across Queensland and supporting students through their education journey. To top off this amazing year, Diamond Spirit won the National Play By The Rules Inclusion award 2019.

#### Engage, Empower

- 1800 students participated in netball programs across seven remote communities including Aurukun, Mapoon, Napranum, Yarrabah, Weipa, Bamaga and Injino.
- 350 players attended Weipa Carnival and Deadly Choices Murri carnival hosted at Nissan Arena
- 3.8% increase in the number Aboriginal and Torres Strait Islander players attending phase two Emerging Talent Program (7.9%)

#### Educate

- 100 students enrolled in our Diamond Spirit hubs at Cairns and Bremer State High
- 14 students attended the Diamond Spirit Leadership camp and SSN Indigenous round
- 7.7% improved school attendance amongst program participants
- 4.4% improvement in academic outcomes amongst program participants

#### Partnerships and Awards

- Play By The Rules National Inclusion and Diversity award
- Funding support through the Confident Girls Foundation to support Diamond Spirit Educate Hubs
- Partnership with Rio Tinto to support the expansion of Diamond Spirit to additional communities in Cape York
- Partnership with Deadly Choices which will further enhance the reach of netball and build the capacity of netball deliverers in schools

#### STRATEGIC FOCUS AREA 3: ENSURE COMPETITION OPPORTUNITIES MEET PARTICIPATION DEMAND

##### Nissan State Age Championship

In 2019, Pine Rivers Netball Association partnered with Netball Queensland and the Moreton Bay Regional Council to host the Nissan State Age. This event was delivered over four days, hosting over 260 teams and making it the largest Netball Queensland grassroots State event in history. Netball Queensland would like to recognise the efforts of Rachelle Swan and the Pine Rivers Netball Association State Age Committee in representing and leading their community and volunteers throughout the preparation and delivery of the event.

- 260 teams competed from 46 Associations
- Four Boys teams
- 1,746 games played over four days

#### Queensland Premier League - QPL

The QPL in 2019 was run over five 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 our very own Nissan Arena. 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 2019.

- 94 teams
- 40 Associations

#### QPL State Finals

- Opens: Champions - Goodna defeated Northern Gold Coast
- 19U: Champions - Downey Park defeated Tweed
- 17U: Champions – Metropolitan Districts defeated Northern Gold Coast

#### HART Sapphire Series

2019 saw the inaugural year of the HART Sapphire Series. Building on the preceding QSNL competition, the HART Sapphire Series is a semi-professional league, championing local heroes by developing the next wave of netball players, coaches and umpires to step up to the highest level. Both the HART Sapphire Series and its underpinning competition, the Ruby Series, were contested by seven teams. While the Ruby Series North saw teams from Cairns, Townsville and Mackay compete in a series of cluster weekend rounds.

#### 2019 HART Sapphire Series Finals

- HART Sapphire Series:  
Champions – QUT Wildcats defeating Brisbane North Cougars
- HART Ruby Series:  
Champions – Carina Leagues Club Tigers defeating Jets Netball
- HART Ruby Series – North:  
Champions – Magnetic North Steelcats

#### Social Netball

Social Netball at Netball Queensland moved into its new home at Nissan Arena in 2019. The Social competition provides a fun and inclusive environment for all levels of netballer, from as young as 14 and with players into their 50s and 60s.

In 2019 Social Netball was played on Monday and Wednesday nights across two seasons.

- Season 1 = 69 teams
- Season 2 = 80 teams

Season 2 also saw a new Mixed competition implemented and contested against five teams.

#### Marie Little OAM Shield

Nissan Arena provided the venue as Netball Queensland once again played host to the Marie Little OAM Shield. We welcomed state representative teams from New South Wales, Victoria, South Australia, Western Australia, Northern Territory and Australian Capital Territory (attending for the first time). The Queensland Gems welcomed back many returning and new players into the team and expanded their team staff with the introduction of a Developing Coach role. The team performed well at the event and finished fourth. South Australia took out first place defeating Victoria in the Grand Final.

#### Walking Netball

2019 saw the start of 24 programs Queensland wide and an increase in participation numbers. The phenomena of walking netball continued to grow, and it is great to see so many past netballers returning to the court and new players who want to enjoy the social benefits of team sport and improve their general fitness. The first ever Walking Netball carnival was held in September at Nissan Arena with 16 teams entering. The eventual winners were the Gold Coast Calendar Girls.

#### SCHOOL COMPETITIONS

##### Vicki Wilson Competition

425 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 Moreton Bay College and the Vicki Wilson Shield was won by Canterbury College. 2019 saw the introduction of a boy's competition with four teams from around Queensland participating. The Vicki Wilson Boys Division was won by Southport State High School.

##### Primary Schools Cup

This year the Primary School Cup was held on the Sunshine Coast, hosted by the Sunshine Coast Netball Association. 2019 was the largest Primary Schools Cup held since its inception with 159 teams taking part. Rochedale State School won the title in an entertaining final against Peregrin Springs Primary School.





# 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

##### 2019 Emerging Talent Program (ETP)

The Emerging Talent Program (ETP) was again run over two phases in 2019 and saw a further increase in registrations with the program now fully embedded as the key entry point into the Queensland 17U Squad. Over 800 registrations were received from players aged 15 – 16 years to attend the 24 clinics run throughout the State from Cairns to the Gold Coast. In Phase two, each region, supported by Netball Queensland selectors, selected their 16U teams to participate in the Nissan 16U State Titles that were held in the Nissan Arena in September 2019.

The selection brief for each of the 12 16U Teams was to identify and select 12 of the most promising athletes in each region (born 2003 and 2004). Netball Queensland selectors worked with the Head Coach of each region to identify those players who demonstrated both the on and off court attributes required to be considered in the 2020 Queensland 17U State Team. A squad of 25 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 teammates, families, supporters and other teams.

##### 2019 Nissan 16U & 18U State Titles

The Nissan 16U & 18U State Titles showcased the best young talent in the State across both age groups. With the honour of being the top Queensland team in each age group, as well as selection in the Queensland 17U and 19U Squads at stake, all games were highly contested. In the 16U State Titles, Carina Leagues Club Tigers and Bond University Bull Sharks fought out the Final, with Tigers pulling away eventually to win gold for the second consecutive year.

The Nissan 18U State Titles replaced the 2018 City v Country series with seven teams under the HART Sapphire Series clubs each selecting an 18U Team. These seven teams provided players aged 17 and 18 years the opportunity to be seen in front of the State selectors and 26 players were selected into the Queensland 19U Squad announced at the completion of the State Titles. The seven teams were joined by a South African invitation team with the Carina Leagues Club Tigers team showing considerable depth in their club by also taking the gold medal against the spirited and tenacious USC Thunder team in the Final.

##### 2019 National Netball Championships

The Queensland 17U & 19U Teams had mixed results at the 2019 National Netball Championships hosted at our stunning new home of netball in April. The 17U Team was impacted by serious injuries to three key players that ruled them out of the Championships. Despite this, the team performed strongly against all the top four teams, falling short by one goal against eventual winners, South Australia and

finishing in 5th place. The Queensland 19U Team went through preliminary games undefeated before losing also by one goal in the semi-final against the South Australians who took out both titles. The team showed great resilience to bounce back the next day and defeat Victoria for 3rd place. Macy Gardner was named MVP of the 19U Championships and an indication of the strength of both teams was the selection of five players from each team being selected in the Australian 17U and 19U Squads.

##### Coach Development Program

Coach development is an ongoing priority for Netball Queensland with additional opportunities provided to emerging coaches at various levels. The ETP clinics again had a coach and umpire development component and many local coaches also attended each clinic to work with the Netball Queensland appointed coach developers. A number of these coaches were then appointed in Head and Assistant Coach roles with their respective 16U Teams. In addition, talented coaches across each of the seven Sapphire Series clubs were appointed to Head and Assistant coach roles with their respective 18U Teams. Finally, with a Head Coach and two Assistant Coaches appointed to each State Team including Queensland Fusion, Netball Queensland is aiming to build the base of talented coaches exposed to and thriving in the High Performance arena.

##### 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. In 2019, Macy Gardner graduated into the Queensland Firebirds with Ruby Bakewell-Doran, Tippah Dwan and Hulita Veve securing training partner contracts with the Queensland Firebirds.

##### The Queensland Firebirds

The Queensland Firebirds entered their 3rd year of the Suncorp Super Netball (SSN) without recently retired legend of the game, Laura Geitz. With the core of players returning to the team and led by Gabi Simpson, the team had high hopes of a

successful season. An early season ending injury to Mahalia Cassidy who had only recently returned from her previous ACL injury, and star shooter Romelda Aiken also unavailable for a number of games due to injury, the team were still chasing their first win when the competition broke for the Netball World Cup. Hopes of starting after the break with a win were dashed and it would not be until Round 13 when the Queensland Firebirds travelled to Perth to secure their first win of the competition. In a promising sign for 2020, the team continued to show tremendous heart and resilience throughout the season and in their final game, fought hard to the final whistle before going down by just one goal against eventual winners, NSW Swifts.

Three players debuted for Queensland Firebirds in 2019, Macy Gardner, Lenize Potgieter and Amy Sommerville while at the end of the 2019 season, the team bid farewell to Laura Clemesha and Caitlyn Nevins. Both Queensland players retired at the end of the 2019 season after several years as loyal Firebirds. Laura and Caitlyn were acknowledged for their significant contribution to the team both on and off the court.

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

- Roselee Jencke (OAM) – 10 years as Head Coach of the Queensland Firebirds
- Gabi Simpson – 100 games for the Firebirds
- Gretel Tippett – 75 games for the Firebirds
- Caitlyn Nevins – 75 games for the Firebirds

##### Australian Diamonds

Gretel Tippett represented the Queensland Firebirds in the Australian Diamonds team that won silver at the 2019 World Cup, with Gabi Simpson selected in the Diamonds Squad.

Kim Jenner, Tara Hinchliffe, Jemma MiMi and Gabi Simpson were selected in the 2019 Australian Development Team that toured New Zealand in October 2019.

At the 2019 Netball Australia Awards dinner, Gretel Tippett was acknowledged as one of the sport's greatest players winning the Liz Ellis Diamond and the International Player of the Year. Gretel was also named in the Suncorp Super Netball Team of the Year for her consistently strong performances at GA.

# 03

STRATEGIC PILLAR  
**GOVERNANCE  
& DELIVERY**

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

Netball Queensland continued the commitment to engagement working extensively throughout the state connecting with association members and clubs gathering information and feedback.

A key priority under this Focus Area is the delivery of the annual Netball Queensland Leaders Conference. In its fifth year, 200 people attended the Conference. The Leaders Conference has three objectives:

- to provide high quality professional development for our Associations and Club personnel,
- to provide a medium for information to be shared, consultation and feedback to be given; and
- to enable our community to come together for networking, collaboration and the sharing of ideas and solutions.

The 2019 Leaders Conference included a pilot, or innovation component, with a half day window opened up to the public for the inaugural Queensland Sports Collective event. Netball Queensland invest about \$60,000 per annum into the Leaders Conference and is committed to keeping costs down for our members. Therefore we are exploring ways to bring in additional revenue to keep subsidising the Conference ticket price. This event was a huge success with the Minister announcing that the Queensland Sports Collective should become a permanent fixture on the sports industry calendar. It is widely recognised that ongoing professional development and training is crucial for future success a rapidly changing sports industry. We must equip our workforce, paid or unpaid, with the knowledge and skills to meet changing demands of consumers, regulators and fans.

## STRATEGIC FOCUS AREA 6: OPTIMISE THE DELIVERY OF NETBALL

In 2019 the Horizon Three committee's maintained focus on the strategic plan for the final phase by driving the implementation of all six transformation platforms.

Netball Queensland are leading BIOME implementation internally with work continuing on the customer relationship management system along with other technology-based solutions including Process PA, Xero and Flare HR. These systems allow Netball Queensland to better support the community through targeted communications and improved business practices.

A number of Associations have signed on as Early Adopters of the BIOME. This successful program has given many insights and provided associations with an opportunity to see the range of benefits available from this operating model.

The second phase of the organisation redesign was completed this year which saw the onboarding of 4 Delivery Network Leads who are a resource for our associations and clubs to assist in the growth of grassroots netball through BIOME implementation, government relations and Association support.

Netball Queensland welcomed Sunshine Mens and Mixed Netball Association as an affiliated Association in 2019.

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

Government engagement remains a core function of Netball Queensland with direct benefits for our Association members. This business is carried out with all levels of government and takes the form of private meetings, speeches and presentations.

A key achievement for Netball Queensland in 2019 was the signing of the Activate! Queensland funding agreement with the Queensland Government. Netball Queensland was proudly the first of six sports announced in the state government's pilot of the new funding model. This funding allows Netball Queensland to fund and subsidise key elements of the BIOME operating model for associations.

Across the state, the netball community has received many forms of assistance including:

- Department of National Parks, Sport and Racing funding
- State Government Program funding
- Indigenous Sports grants
- Championships Event Program funding
- Asset Legacy Program funding

Additionally, the Community Gambling Benefit Fund continues to provide 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**

## STRATEGIC FOCUS AREA 8: DIVERSIFY AND INCREASE REVENUE STREAMS

Netball Queensland continues to identify and cultivate new and existing partners across our entire Netball Queensland family, including participation and grassroots based competitions and events, High Performance and broadcast related assets, assets across Nissan Arena and support for the newly launched HART Sapphire Series league and clubs.

Principal, Premier, Major and all supporting official partners for 2019 are acknowledged in the hierarchy in this report. A pivotal year in securing renewals and new business with the growth in Netball Queensland and the introduction of Nissan Arena and the HART Sapphire Series League. We saw some significant uplifts with existing sponsors including University of Queensland, Suncorp and Nissan and new investment across a spectrum of categories from food and beverage, aged care, entertainment, technology and health care.

Lorna Jane completed their final year with their unique naming rights principal partnership of the Queensland Firebirds and Netball Queensland, which includes the only naming rights designation in the National League. We onboarded numerous brands into the Netball Queensland partner suite. HCF, BallyCara, Australian Catering Services, Lion, LeGassick, NewsCorp, CMS Australasia and Merlo to name a few. A significant uplift in investment was secured by Nissan in the undertaking of a 5-year naming rights deal for our new venue, Nissan Arena.

HART Sport commenced the naming rights of the newly created State Netball Competition; the HART Sapphire Series, which saw the best local and global talent competing in the strongest state-based competition in the country. HART Sport was joined by MIZUNO, Powerade and Mount Franklin water in supporting this competition.

Netball Queensland onboarded 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. QI Media value for partners increased by almost \$250K in 2019, a strong result for our partners.

There was a 46% increase in revenue derived through commercial sponsorship in 2019 when compared with 2018. This figure does not take into consideration the venue naming rights investment from Nissan showcasing a strong result.

We maintain focus on supporting our netball community with 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. A major milestone was securing substantial funding to support the transition to a new operating model for netball in Queensland, the BIOME Operating Model.

## STRATEGIC FOCUS AREA 9: DEVELOP 'FIREBIRDS' AS AN ICONIC SPORTS BRAND 2019

In 2019, we saw the continuation of the five-year 'Free-to-Air' broadcast rights agreement with the Nine network. Two primetime matches each week remained on the main Nine station. This had a positive impact on television audiences with the Queensland Firebirds average audience increasing from 95,000 people to 179,000. This is an overall increase of 88% since 2016. Total audience combining peak viewing and Telstra TV now exceeds 2.5 Million views for the Queensland Firebirds.

Social media continues to evolve and is still our number one way of engaging with our fan base. Our emotional connection research commissioned by True North at the end of the 2019 year indicated that the Queensland Firebirds are leading SSN in social media growth and connection. In 2019 a large focus was placed on maximising growth across Facebook and Instagram, through a carefully curated content strategy, backed by media partnerships and advertising spend to attract new audiences and grow our owned channels. The Queensland Firebirds' following across Facebook and Instagram increased 33% in 2019, resulting in an overall increase of 64% across the past three years of the Game On Strategic Plan, recording the strongest growth when compared with all other SSN teams. With the migration to Nissan Arena, our attendance capability was lowered, however, despite on court performance and the number of Saturday matches clashing with community netball (driven by broadcast and out of our hands), we managed to drive average match attendance of almost 4,000 fans, peaking at 4,578 in Round 2 against Collingwood Magpies.

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

In 2019, we shifted focus to deepening emotional connection with fans. We drove this through social media and our content strategy paired with meaningful experiences on match days, giving back to the community with a pre-season regional tour, netball clinics, an association visitation program and charitable events.

We implemented a "no comment gets left behind" strategy across social media channels – encouraging two-way interaction with fans across our channels. The first SSN Club to implement a focus on fan driven content, increasing the importance of fan presence in imagery and video content. This proved to have great success with social media engagement increasing by 13.6%.

The move to our new venue, Nissan Arena, provided further control over food and beverage options, along with opportunity for pre-game activities and in-match entertainment including pyrotechnics, music and big screen activation. This was well received by our fans and partners alike, with Nielsen research indicating high game satisfaction with 88% of fans saying they would attend again against a benchmark score of 67%.

Our Queensland Firebirds spent just shy of 1,000 hours (990) in the community in 2019 spread across regional and metro Queensland. Preseason, the Queensland Firebirds participated in a regional tour for the second year, supported by Suncorp Team Girls. They travelled to Bundaberg, Rockhampton and Gladstone with netball clinics, signing sessions and community visits. There were various other community initiatives including players visiting remote Queensland for the Diamond Spirit Program and also an association ambassador system undertaken with players visiting the courts across the state during the 2019 Netball World Cup period.

# 05

STRATEGIC PILLAR  
STATE HOME  
OF NETBALL

## QUEENSLAND STATE NETBALL CENTRE (QSNC) – NISSAN ARENA WE HAVE A HOME AND WHAT A HOME IT IS!!

On 24 February 2019, The Hon. Annastacia Palaszczuk, Premier of Queensland, opened the doors on the Queensland State Netball Centre, a real game changer for the sport of netball in Queensland.

For many of the Netball family, this was years of hard work that has finally paid off and it was now up to us at Netball Queensland to deliver on its potential.

In the past 12 months, we have seen Netball at the forefront of all our planning with the Suncorp Super Netball, Suncorp Team Girls Cup, HART Sapphire Series, U17 & U19 National Netball Championships and the Queensland Premier League all shine within the QSNC. We have welcomed Queensland Firebirds training clinics, community and social netball groups and introduced new programs including Walking Netball to the venue which has helped grow the netball footprint.

While netball continues to be our core business, opportunities to commercialise and grow participation and events across a range of other sports started to show dividends.

In February, Australian Catering Services (ACS) and RHP Physiotherapy became long term tenants to QSNC.

In April, we welcomed the world-famous Harlem Globetrotters to the QSNC with a crowd of 3,165 witnessing all of their skills and tricks.

In June, we held the Volleyball Nations League which saw teams from Russia, China, Australia and Argentina all compete on the world stage. This was a terrific event which showcased how QSNC could truly become a world class multi-sport venue.

In October, we joined forces with a new partner to QSNC with the Brisbane Bullets playing their first home game on 11 October and an additional 13 games throughout the 2019/20 season. Their season will finish in February 2020 with the hope that good results will see additional post season games within the finals.

In addition to the Brisbane Bullets home games, a number of training camps and school sessions has added important content to our community courts.

We also saw the INAS Global Games Brisbane 2019 conclude at QSNC in October with a very international flavour Closing Ceremony after seven days of high intensity competition.

The INAS Global Games Brisbane 2019 is a world class sporting competition for elite athletes with an intellectual impairment that represents the peak of sporting achievement.

The Marie Little Shield, the national championships for female netballers with an intellectual impairment which is run annually, was played at the QSNC as an INAS Global Games demonstration sport.

We also held our first lifestyle event with the hosting of Convo 2019, which saw kids from around Queensland come and discuss ways to prevent cyber-bullying and pledge their support to those initiatives.

In the community and social competitions area; basketball, volleyball, futsal and pickleball competitions were all added as new sports to the venue with partnerships being created with national, state and local associations to drive content at the QSNC.

In October, we announced an exciting development with Nissan coming on as the inaugural naming rights partner to the venue. Nissan is already heavily entrenched in the netball fabric and it was satisfying to see a reputable brand further their support. We welcome and thank Nissan for their continued support and look forward to having their name on our building for the next three years.

In 2020, the opportunities are endless with two clubs now calling Nissan Arena home with the Queensland Firebirds and Brisbane Bullets competing throughout their respective seasons.

We will add international basketball to the agenda with the Australia Boomers taking on the New Zealand Tall Blacks in February. We also hope to announce a number of other international and national events in early 2020.

Our community and social sports will continue to thrive with most nights booked out at Nissan Arena in 2020. We see huge potential in the venue being utilised throughout the day with a focus on community groups, schools, multi-cultural events and lifestyle events rounding out the content.

The function, conference and seminar business will also be a target for 2020 and beyond with the VIP suites and the showcourt already being requested.

We hope you have enjoyed the rise and rise of Nissan Arena in 2019 and hope to see you all soon, particularly cheering our club, the Queensland Firebirds.

# FINANCIAL REPORT 2018

## NETBALL QUEENSLAND LIMITED

ABN 58 429 487 881

### STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	2019 \$	2018 \$
Revenue	2	12,003,363	9,326,969
Gain on sale of property, plant and equipment		(48,454)	662,255
Other income		112,116	80,603
Cost of goods sold		292,436	55,318
Employee benefits expense	3	5,259,558	4,289,287
Depreciation and amortisation expense	8, 9	280,092	124,976
Consultants and specialists		463,017	587,582
Corporate costs	3	662,187	810,675
Advertising, promotion and sponsor support		617,917	519,828
Event operations	3	1,996,528	1,564,259
Bad debts		(16,065)	51,056
Bank, credit card and merchant fees (Interest: Nil)		7,992	14,849
IT and communication		317,531	179,133
Insurance		250,089	243,552
Motor vehicle running expense		(1,525)	(3,344)
Premises and equipment		645,179	214,868
Travel for teams and staff		808,692	847,096
Team operations		568,033	538,006
<b>(Loss) / Profit before income tax</b>		<b>(84,636)</b>	<b>32,686</b>
Income tax expense		0	0
<b>(Loss) / Profit for the year</b>		<b>(84,636)</b>	<b>32,686</b>
Other comprehensive income for the year		0	0
<b>Total comprehensive income for the year</b>		<b>(84,636)</b>	<b>32,686</b>
(Loss) / Profit attributable to members of the company		(84,636)	32,686
Total comprehensive income attributable to members of the company		(84,636)	32,686

## NETBALL QUEENSLAND LIMITED

ABN 58 429 487 881

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2019

	Note	2019	2018
		\$	\$
<b>ASSETS</b>			
CURRENT ASSETS			
Cash and cash equivalents	4	3,989,688	1,243,756
Trade and other receivables	5	468,106	3,108,200
Inventories	6	3,245	12,684
Prepaid expenses and other current assets	7	224,979	66,724
<b>TOTAL CURRENT ASSETS</b>		<b>4,686,018</b>	<b>4,431,364</b>
NON-CURRENT ASSETS			
Prepaid expenses and other current assets	7	23,726	0
Property, plant and equipment	8	1,348,826	947,375
Intangible assets	9	200,549	56,104
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,573,101</b>	<b>1,003,479</b>
<b>TOTAL ASSETS</b>		<b>6,259,119</b>	<b>5,434,843</b>
<b>LIABILITIES</b>			
CURRENT LIABILITIES			
Trade and other payables	10	989,031	701,007
Income received in advance		1,196,818	532,056
Provisions	11	216,810	251,656
<b>TOTAL CURRENT LIABILITIES</b>		<b>2,402,659</b>	<b>1,484,719</b>
NON-CURRENT LIABILITIES			
Provisions	11	20,442	29,470
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>20,442</b>	<b>29,470</b>
<b>TOTAL LIABILITIES</b>		<b>2,423,101</b>	<b>1,514,189</b>
<b>NET ASSETS</b>		<b>3,836,018</b>	<b>3,920,654</b>
<b>EQUITY</b>			
Retained earnings		3,836,018	3,920,654
<b>TOTAL EQUITY</b>		<b>3,836,018</b>	<b>3,920,654</b>

## NETBALL QUEENSLAND LIMITED

ABN 58 429 487 881

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	2019	2018
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from members, sponsorships and other events		10,554,607	7,381,406
Receipts from grants		1,731,374	1,418,070
Payments to suppliers and employees		(11,279,919)	(9,596,252)
Interest received		62,357	50,481
Interest paid		(0)	(0)
<b>Net cash generated by/(used in) operating activities</b>		<b>1,068,419</b>	<b>(746,295)</b>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		2,423,300	682
Payment for property, plant and equipment		(745,787)	(596,867)
<b>Net cash used in investing activities</b>		<b>1,677,513</b>	<b>(596,185)</b>
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of loan		(0)	(0)
<b>Net cash generated by/(used in) financing activities</b>		<b>(0)</b>	<b>(0)</b>
<b>Net increase/(decrease) in cash held</b>		<b>2,745,932</b>	<b>(1,342,480)</b>
Cash and cash equivalents at beginning of year		1,243,756	2,586,236
Cash and cash equivalents at end of the year	4	3,989,688	1,243,756

**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 2019, 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 2019 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, 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.



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- ▶ Advisors
- ▶ Accountants
- ▶ Auditors

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



**Auditor's Responsibilities for the Audit of the Financial Report (cont'd)**

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  
28 February 2020



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- ▶ Advisors
- ▶ Accountants
- ▶ Auditors

"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







[QLD.NETBALL.COM.AU](http://QLD.NETBALL.COM.AU)



[FIREBIRDS.NET.AU](http://FIREBIRDS.NET.AU)



*GAME ON: ANNUAL REPORT 2017*