

# NETBALL UNITED.

## NETBALL QUEENSLAND ANNUAL REPORT 2020.



An aerial photograph of a wide, sandy beach meeting the ocean. The water is a deep blue-green color, and the sand is a light tan. Several people are scattered across the beach, some standing and some sitting. A large, light-colored tent is visible on the right side of the frame. The overall scene is peaceful and scenic.

## ACKNOWLEDGEMENT OF COUNTRY

We pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. Our First Nations peoples give strength, inspiration and courage to current and future generations of Queenslanders, both Indigenous and non-Indigenous.

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# OUR VISION

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

## CHAIR & CEO REPORT

2020 will no doubt live long in our memory.

The global COVID-19 pandemic disrupted our entire society, around the world, and of course sport was certainly not immune. Play was suspended and courts closed at the very time of year that is usually our busiest. The health and safety of our community was, and continues to be, our greatest priority. For a long time, there was no clear end date in sight, the future filled with uncertainty.

It would have been easy to sit and wait, but that's not in our nature, and what followed will be something we reflect on as a truly seminal time for our sport in Queensland.

Netball's core values of teamwork, resilience, determination and support all shone bright, as we collectively navigated a constantly evolving situation. Netball Queensland was committed to fostering connection, physical and mental wellbeing, and finding a way to play the game we love despite lockdown and the forced isolation. We reimagined the delivery of netball to a digital environment with the Netball Queensland App, providing members with a platform for training, nutrition, and friendly competition all in the palm of their hand. It was wonderful to see players, coaches, umpires, officials and volunteers from all levels of our game, from the Firebirds to the grassroots, contribute to this platform in a meaningful and engaging way. We want to recognise all our Netball Queensland staff who, during this difficult time, placed hundreds of calls to Netball Queensland members and participants across Queensland to "check in" and see how they were doing.

As we know, the situation continued to evolve and we switched our focus to Return to Play. We must pay tribute to the dedication of our Return to Play workgroup ably led by Deb Eastlake, who developed a suite of compliance and support documentation. It was a tremendous effort and Netball got the greenlight to play. Returning to the courts mid-year, we were buoyed by the commitment of our community, namely our army of more than 200 volunteer COVID Safety Coordinators who enabled our safe return to play. We must also recognise Laura Rathgeber for her leadership of this initiative. The contribution of COVID Safety Coordinators cannot be understated, as without their dedication to ensure the health and safety of our members through training and compliance we simply wouldn't have seen a ball passed in 2020. In total, 76 of our Associations returned to play across Queensland, thanks in no small part to this incredibly dedicated group.

Far from a gradual return though, once we hit the courts, we did so at full speed. Queensland literally became the centre of the netball universe in 2020.

The resumption of community competition was accompanied by the announcement that the 2020 Suncorp Super Netball season would transfer to a hub environment. Uncertainty and rapid pivots intensified, and just days before the first game, the entire first round was moved to Nissan Arena. Across a condensed 10-week season the Netball Queensland team, assisted by another remarkable army of volunteers, delivered 34 games including the Grand Final and an entire round in regional Queensland. To put that in perspective, Netball Queensland hosted 5 years-worth of SSN games in 10 weeks. We

couldn't have done it without such a dedicated and passionate staff and Board. We would like to acknowledge and thank Danielle Smith and the staff at Sunshine Coast Lightning for working with us so closely and collaboratively throughout 2020. We also want to recognise and thank the staff at SSN and Channel 9 who made Nissan Arena their home for the 2020 Season. There would not have been a season - no netball on TV - if not for the sacrifices made by many people to get it done. The pace, the intensity and the hours required to deliver the SSN hub was an enormous task and we say a sincere thank you to everyone involved.

The Queensland Hub gave the Queensland Firebirds a rare opportunity to play most matches at home in front of their Purple Family. Despite a slow start to the season, the team finished with six wins from their last nine games, including victories over three of the top four teams, to place just outside the finals. The team's exciting brand of netball was also appreciated by fans across the country, with more than 1.2 million people tuning into Firebirds games across the season, making them the most watched Suncorp Super Netball team in 2020.

We want to take this opportunity to thank Roselee Jencke for her service as Head Coach. After 11 years in the top job, Rose made the decision to step away at the end of the 2020 season. Rose's tenure included three premierships, five Grand Final appearances, an undefeated season in 2011, consecutive ANZ Championship Coach of the Year awards in 2015 and 2016, and the second highest total of games as Head Coach in National League history. She made an invaluable contribution to the culture of success we have built at the Queensland Firebirds and we are grateful for all she has given the Club, both on and off the court.

A conscious decision was also made to bring the HART Sapphire and Ruby Series' competitions forward in 2020 to coincide with the Suncorp Super Netball competition. The vision for this league is to raise the next wave of players, coaches and umpires to a bigger and brighter stage, and in just its second season we were presented with a unique opportunity to inspire future generations to step up to the national level. This platform certainly paid dividends, particularly for young Ipswich Jets defender Bridey Condren, who made her Suncorp Super Netball debut as a replacement player for the West Coast Fever in the opening rounds of the national competition.

Major events and competitions like Suncorp Super Netball and the HART Sapphire Series were the driving force in an outstanding period of patronage for Nissan Arena, with 183,000 people across 70 events passing through the doors in just its second year of operation. This headlined an impressive year for our facilities across the state, despite the challenges presented by COVID-19, with new courts opening in Wakerley, and facility upgrades at a variety of sites including Underwood Park, Redcliffe, Longreach and Blackwater. State of the art facilities are a major driver in the growth of our game, serving as the focal points in passionate netball communities across Queensland.

At the community level, the impact of our great game continued to leave its mark on a range of participants, both long

serving and new, despite the impacts of COVID-19. Some of the highlights from this extraordinary year include:

- More than 700 young players participated in clinics and camps;
- Almost 13,500 children participated in NetSetGo programs across Queensland;
- Over 200 coaches and umpires were supported through mentoring
- 151 people achieved Umpire accreditation with over 2000 games allocated umpires;
- 1,500 students participated in Diamond Spirit Netball clinics and school based programs;
- Partnerships with Deadly Choices and Multicultural Australia to further enhance opportunities for Aboriginal and Torres Strait Islander people and other culturally diverse groups;
- Continued work on the innovative new registration solution including a pilot program and training for Associations and Clubs and;
- Major community events including the Nissan State Age Championship, at that stage the single largest community event approved by Queensland Health under COVID Guidelines.

Players, coaches, umpires, officials, spectators and volunteers all voted with their feet in the face of uncertainty as evidenced above, and our ability to adapt, survive and ultimately thrive in a COVID-19 environment, both as individuals and as a collective Netball Queensland community, is something we should all reflect upon with pride.

2020 was also an important year from a governance perspective with a number of major milestones including the launch of Netball United 2020-2022 Strategic Plan, our very first online Annual General Meeting, and 40% of our Associations transitioning to XERO and/or Process PA. The next 12 months shapes as another significant period in this space, particularly with national initiatives including the State of the Game Review and Declaration of Commitment moving into the implementation phase, led by Netball Australia. We eagerly await further information from Netball Australia on the proposed timeline for implementation and look forward to working with our stakeholders in Queensland to ensure Netball continues to serve the evolving needs of our thriving community.

2021 shapes as another big and exciting year for netball, at local, delivery network, state and national levels. As we continue to navigate the year together, we must remain mindful that COVID could further impact our community, and ensure safety and wellbeing continues to be our priority. Last year provided many valuable lessons, the most important being the significance of belonging and togetherness that sport provides. Whatever challenges lay ahead, and whatever opportunities await, let us always remember how much stronger and more effective we are when we work together.

You need only look back at 2020 to see why being united is so important.



**Eugenie Buckley**  
Chair Netball Queensland and Queensland Firebirds



**Catherine Clark**  
CEO Netball Queensland, Queensland Firebirds, and Nissan Arena



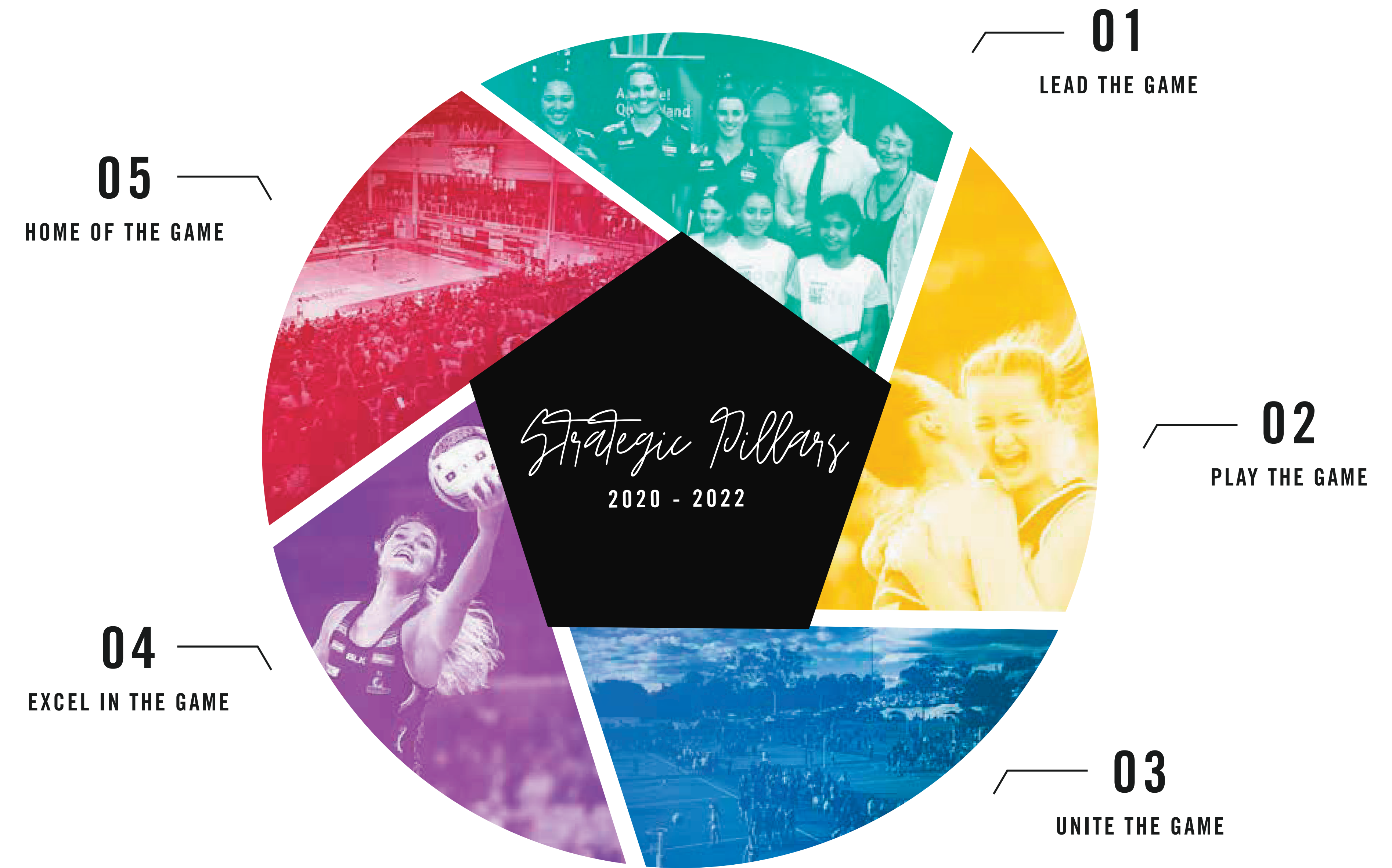


# OUR VALUES

We have a values-driven culture of excellence based on trust.

- COLLABORATIVE
- BRAVE
- AUTHENTIC
- INCLUSIVE
- INNOVATIVE





# FIVE STRATEGIC PILLARS

# LEAD THE GAME

## LEAD THE GAME

Netball Queensland is committed to strengthening values-based leadership capability at all levels of the sport. The COVID-19 pandemic provided fertile opportunities to test our leadership capacity and the genuine buy-in of our people to our values. From an internal workforce perspective, our staff have demonstrated the ability to perform their roles through ambiguity, to rapidly adapt plans and execute in a constantly changing environment, and to operationalise Suncorp Super Netball competition decisions at short notice whilst remaining professional and living the Netball Queensland values. In 2020 we also had the opportunity to recruit and establish a new line of community leaders in our COVID Safety Coordinators across Queensland. Our community coordinator model allowed us to promote a netball-wide working environment through knowledge transfer and systemic collaboration to ensure netball could safely return to play in 2020.

In 2020 the Board underwent a skills matrix evaluation to ensure future appointments and election of Directors are based on skills aligned to strategic priority areas. The promotion of best practice governance through skills-based Board composition and an environment where Board and Committee leaders' model positive change, is a critical element of Netball Queensland's Strategic Plan.

Netball Queensland is committed to increasing the number and quality of coaches and officials at every level of the game. We continue to grow our program that attracts, retains, and celebrates an extensive community-level coaching and officials workforce and lead the delivery of quality, accessible and contemporary coach and officials development.

Netball Queensland has also continued its commitment to promote and drive social impact and inclusion outcomes through netball. The impact and outcomes achieved in this focus area were significant in 2020 and included:

- Established a two year partnership with Multicultural Australia to deliver the Connecting Through Sport program with nine Clubs and Associations.
- Establishing a formal partnership with Deadly Choices that supported health promotion outcomes through COVID-19 with our two Queensland Firebirds ambassadors Jemma Mi Mi and Romelda Aiken.
- Securing funding to expand our Diamond Spirit programs to an additional three remote communities in Cape York, bringing our total to seven remote communities in Far North Queensland.
- Increasing the number of Aboriginal and Torres Strait Islander staff in Diamond Spirit roles.
- Delivering the Engaging Asian Communities project in partnership with Netball Australia which enabled us to understand how to better engage our diverse communities across Queensland.
- Partnering with PCYC to deliver the Yarrabah Dalari Carnival with 12 teams participating in Far North Queensland.

In addition, Netball Queensland staff attended the Indigenous Education Forum over two days in Quarter Four. The highlight of the forum was enabling staff to examine in more detail best practice frameworks across industries. Netball Queensland is committed to implementing best practice with its newly established Aboriginal and Torres Strait Islander Advisory Committee.

Netball Queensland is committed to being tech-enabled and working together with our members on customer-centred digital transformation. NetballConnect (Netball Live Scores) launched for Netball Queensland events and a selected number of trial Associations across the state in 2020. A comprehensive training plan was created and commenced in October so that full deployment of NetballConnect could take place in time for season 2021. Netball Queensland continues to identify and implement technology solutions through our digital roadmap and newly established Technology and Digital Committee to ensure we optimise operational efficiencies and leverage emerging content distribution options as a mechanism for growing our economy and brand.

Another key priority area is our commitment to embed a learning culture, where collaboration, professional development and ritualising continual improvement is valued and practised. The delivery of the annual Netball Queensland Leaders Conference was a demonstration of that commitment.

The annual conference has become one of the most important ways to bring our community together each year. In addition to providing an opportunity to network and develop shared understanding of the complex community sport landscape in which we operate, our conferences have provided us with unique access to a wonderfully diverse range of expert panellists and presenters. Many members of our community have also shared their insights, solutions and experiences, forming a valuable component of our conferences.

While the 2020 Leaders Conference planned for March was postponed, over 150 people attended the conference when it was rescheduled to October with COVID safe protocols. One of the highlights from the 2020 Conference was the presence of Hannah (and her supportive father) who demonstrated the value of having a strong youth voice in our sport. Members of the netball community also shared insights and learnings from delivering community netball and the 2020 SSN season during the pandemic, and we discussed the need to be proactive, bold and brave to support the growth of our sport.

Panel sessions were also held focused on topic such as Crisis Communications and Reputation Management, Netball Queensland's High Performance Strategy and Diversity and Inclusion in our sport. Attendees had the opportunity to participate in targeted workshops on strategic planning, governance in sporting organisations and the NetballConnect app.

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 HART Sapphire Series league and clubs. All partners for 2020 are



acknowledged in the hierarchy in this report.

2020 was a tough year for attracting new partners with the uncertainty of the landscape in relation to COVID-19 (namely activations and events). A shift was made to retention with a focus on adapting deliverables to provide full value to all partners. Working closely with our partners, we managed to pivot activity through our social and digital channels to offset any assets we were unable to deliver. We managed to retain most partners throughout 2020, which was an amazing result.

Investment from Brisbane City Council and Martin Brothers Soul Safe was secured to see us through the COVID period. The Brisbane City Council worked with Netball Queensland and the Queensland Firebirds to assist in funding the Suncorp Super Netball into our state. This partnership guaranteed business to Nissan Arena and provided the opportunity for our athletes to compete and our community to engage. Martin Brothers aided hygiene education and supplies to our community to help us navigate the needs for a COVID-safe environment.

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 intellectual property, and a new and fresh focus on delivering a personalised offering for each partner.

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 an extension of funding to support the transition of our new BIOME Operating Model.



# PLAY THE GAME

## PLAY THE GAME

Netball has long played an important social, health and wellbeing role in communities across Queensland. It provides a form of social glue, binding our members and creating a broader, more unified community. This was clearly demonstrated in 2020, a year that experienced significant disruption, created a new spirit of netball: keeping members engaged and physically active, while retaining a sense of community and togetherness.

In March 2020 the suspension of community Netball due to COVID-19 was just one of the many challenges faced by our players, coaches, officials, committee members and volunteers across Queensland. Community sport experienced unprecedented restrictions impacting the ability to train, participate and play.

In the absence of being able to play, we used technology to stay connected. Our community developed and shared content to help sustain and restore our netball community's resilience. The online skills, drills, games and challenges were well received by our members and often adapted for individual and team requirements during lockdown.

While COVID-19 restrictions impacted on the planned delivery of netball programs, competitions and products by Netball Queensland and affiliated Clubs and Associations across Queensland, we had a very positive response with 76 of our Associations returning to play during the second half of 2020.

Courts were busy again from July 2020, when our 62,000 registered members returned to play under the guidance of COVID-19 safe requirements.

We forged a state-wide community of 235 COVID-19 Safety Coordinators to lead our netball community through the pandemic. In collaboration with Queensland Health and the Queensland Government, Netball Queensland supported and upskilled COVID-19 Safety Coordinators for every Club and/or Association.

These volunteers oversaw the development and implementation of Association or Club Return to Play arrangements and periodically reviewed and adapted COVID Safety procedures within an ever-changing climate. Netball in Queensland would not have resumed without the extraordinary efforts of the COVID-19 Safety Coordinators.

Netball Queensland was one of the first state sporting organisations to implement a QR code check-in system for contact tracing purposes, which ensured our community could confidently and safely return to training, coaching, umpiring and playing.

At the time of the 2020 Nissan State Age Carnival in September, it was the largest community event approved in Queensland in accordance with COVID-19 regulations, with Netball Queensland, in conjunction with the Sunshine Coast Public Health Unit, ensuring the health and safety of all attendees remained the highest priority. The annual event was delivered over four days, hosting almost 1,300 games across 20 courts, with 215 teams from 34 Associations. Results for

the event included the Sunshine Coast Netball Association receiving the 2020 Championship Association and Highfields District Association Awarded 2020 Performance Award.

All attendees, whether on the court or not, adapted successfully to the unique conditions of the carnival and underlined the netball community's ability to thrive in the face of any obstacle. Netball Queensland would like to recognise the efforts of Tanya Elms and the Sunshine Coast Netball Association State Age Committee in representing and leading their community and volunteers throughout the preparation and delivery of the event.

With the cancellation of the regional preliminary rounds and a postponed finals date, 2020 saw a restructure to the Vicki Wilson Championship. This resulted in Nissan Arena hosting a three-day tournament for schools from all over Queensland. Schools competed in a pool based round robin with the top 16 schools going into an elimination finals series on the third day. For the second consecutive year the competition held a boys division which ran in conjunction with the final series. Congratulations to Moreton Bay College winning the Cup Final and Canterbury College taking out the Shield Final.

While COVID-19 restrictions impacted on the delivery of netball in communities across Queensland, it also provided opportunities for Netball Queensland to establish programs and partnerships that would enable more people to participate in netball.

The development of the new Wakerley District Sports Park, in Brisbane's bayside provided Netball Queensland with an opportunity to partner with the Brisbane City Council to manage the six state-of-the-art netball courts within the park. Since the first netball game was played on the new courts in early July, the facility has been well utilised by local clubs and schools, and participation in netball continues to grow in the local area.

These new courts and community facilities also enabled Netball Queensland to partner with Queensland Suns Men's and Mixed Netball, who now call Wakerley District Sports Park home. With a focus on fostering inclusion and developing men's, mixed and boy's netball, we look forward to working with the Queensland Suns to increase opportunities for men's, mixed and boys' competitions and participation in our Clubs and Associations.

For many, netball is a lifelong love, even if their circumstances limit their ability to play. The introduction of Netball Queensland's Walking Netball program provided new and inclusive opportunities for people to participate in netball. Walking Netball welcomes people of all ages, regardless of ability or fitness levels, and is a great way to stay active, increase fitness, strength, balance and coordination and make new friends, all with minimal risk of injury

With the assistance of our 12 Walking Netball Coordinators, the program expanded to include 28 programs across 14 locations in 2020. With more than 1,450 people participating in Walking Netball programs, including 150 over 65 years of age, and a successful Walking Netball Carnival in December 2020, there continues to be a strong interest in the program.

The Netball Queensland Social Netball competition continues to provide a fun and inclusive environment for all netballers regardless of experience, gender or age. In 2020, Social Netball Season one was cancelled due to COVID-19 restrictions, but returned for Season two at Nissan Arena.

Netball Queensland is very proud of our Diamond Spirit program which continues to go from strength to strength.

Our vision for the Diamond Spirit program is to empower more Aboriginal and Torres Strait Islander girls and boys to become the strong, healthy, empowered young people they were born to be. It's a holistic development program that encompasses teamwork, family, community, mentoring, academic support, social-emotional well-being, physical health, and spiritual support.

Since the program began in 2017, it has created opportunities for children and youth in some of Queensland's most remote communities to participate in netball. The program also funds education hubs at Cairns and Bremer State High Schools, which have supported more than 150 students through direct mentoring and educational support, resulting in improved school attendance and academic outcomes amongst program participants. A partnership with the Queensland Department of Education ensures each of our education hubs has a full-time teacher dedicated to leading the Diamond Spirit program.

More than 800 students in remote communities attended school and community netball programs, through the Diamond Spirit program in 2020, including 75 students who attended a cultural camp at Sugarbag Station, Far North Queensland.

In 2020, a new partnership with Deadly Choices saw the Queensland Firebirds become the first ever national netball franchise to partner with Australia's most successful and recognisable preventative health brand among Aboriginal and Torres Strait Islander communities. The partnership also enables Netball Queensland to expand the reach of our Diamond Spirit program and support Deadly Choices to continue to deliver positive health outcomes for Aboriginal and Torres Strait Islander people.

Although on hold for the beginning part of the year, we continued our promotion of Queensland Firebirds school holiday clinics and camps with more than 700 participants taking part in 2020. These programs provide an independent funding stream back to Netball Queensland to support netball participation.

#### **Vale Joan Pentecost**

In 2020 we celebrated the life and contribution of Netball Queensland Life Member Joan Pentecost.

Joan's impact to the game, as both an official and administrator, spanned several decades and played a significant role in the growth of the game, particularly at the Downey Park Netball Association.

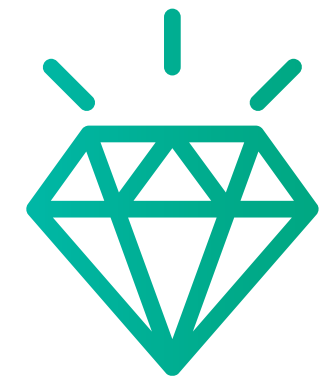
Her significant service to the game was acknowledged with Netball Queensland's highest individual honour, Life Membership. Netball Queensland is indebted to Joan for her lifetime commitment to the betterment of our game.



KEY ACHIEVEMENTS



**95,000**  
TOTAL PARTICIPATION



**AUSTRALIAN DIAMONDS**  
GRETEL BUETA, GABI SIMPSON & KIMBERLEY JENNER

**3,330+**



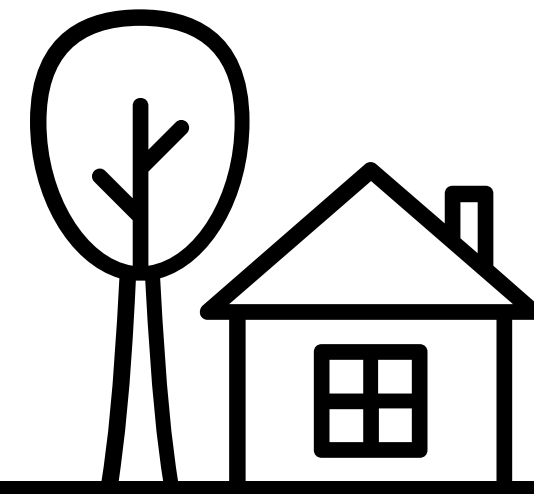
UMPIRES AND OFFICIALS PARTICIPATED  
IN ONLINE DEVELOPMENT

**9.5% INCREASE**  
IN SPORTING SCHOOLS  
PROGRAMS



**2,000+**  
**COACHES**  
DEVELOPED OR  
ACCREDITED

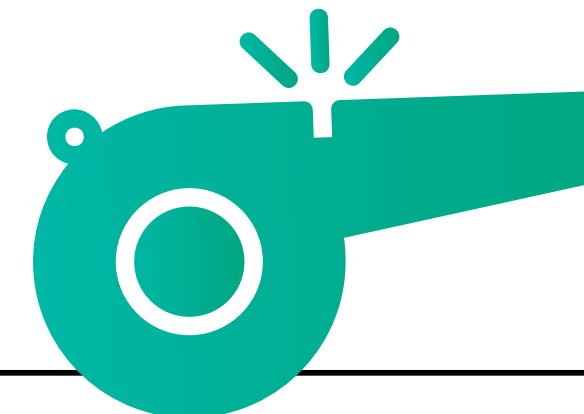
NETBALL CLINICS TO OVER  
**2,500** STUDENTS IN REMOTE  
COMMUNITIES



**235**  
COVID SAFETY  
COORDINATORS

**DIAMOND SPIRIT**

DIAMOND SPIRIT EMPLOYS 4  
ABORIGINAL AND TORRES STRAIT  
ISLANDER STAFF AND HAS TRAINED  
OVER 80 COMMUNITY COACHES



**WALKING NETBALL**  
17,472 PARTICIPANTS

**200 PLAYERS**  
ATTEND ANNUAL REMOTE  
COMMUNITY CARNIVALS  
IN WEIPA AND YARRABAH  
EACH YEAR

**NISSAN STATE AGE CHAMPIONSHIP**

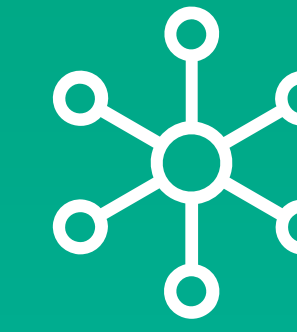
23,000+ PEOPLE ATTEND AND PARTICIPATE AT  
NISSAN STATE AGE  
(QUEENSLAND'S LARGEST COVID SAFE EVENT AT TIME OF EVENT)



**1000+**  
PARTICIPANTS IN DIAMOND  
SPIRIT PROGRAMS



**34**  
SUNCORP SUPER NETBALL  
GAMES AT NISSAN ARENA



**102,047**  
COMMUNITY ATTENDANCE AT  
NISSAN ARENA



**12,819**  
ATTEND SUNCORP SUPER  
NETBALL GAMES AT  
NISSAN ARENA

IN 2018, NETBALL QUEENSLAND LAUNCHED THE **DIAMOND SPIRIT EDUCATE HUBS** PROVIDING OPPORTUNITIES FOR ABORIGINAL AND TORRES STRAIT ISLANDER STUDENTS IN YEARS 7 – 12 WITH A FOCUS ON IMPROVED SCHOOL ATTENDANCE, ACADEMIC OUTCOMES AND YEAR 12 ATTAINMENT.

COMMUNITY NETBALL INDIGENOUS PARTICIPATION 2020

**5.04%**  
NETBALL  
MEMBERSHIP  
IDENTIFY AS  
INDIGENOUS

**TOP 5 ASSOCIATIONS**  
% INDIGENOUS  
PLAYERS

CAIRNS NETBALL ASSOCIATION	12.2%
TOWNSVILLE NETBALL ASSOCIATION	9.9%
CABOOLTURE NETBALL ASSOCIATION	7.8%
TWEED NETBALL ASSOCIATION	7.3%
MACKAY NETBALL ASSOCIATION	7.1%



# UNITE THE GAME



## UNITE THE GAME

Netball Queensland's focus on unifying and strengthening our diverse and geographically dispersed netball delivery network, saw the continued implementation and adoption of the BIOME operating model in our Associations and Clubs across Queensland during 2020.

The appointment of four Delivery Network Leads at the beginning of 2020, provided Netball Queensland with greater capacity to assist Clubs and Associations in the key areas of governance, strategy, finance and workforce, including supporting volunteer committees to improve governance, leadership and business continuity and providing them with tools and training for improved financial administration and data analysis.

Prior to and following the easing of COVID restrictions, our Delivery Network Leads sought opportunities to connect with Associations, Clubs and local Councils across our eight Biome Groups, with a focus on understanding local needs, promoting the Biome Operating Model and Netball Queensland's Strategic Plan and to identify where they can best support the growth and capability of netball.

The disruptions to our sport arising from the COVID-19 global pandemic, including a delayed start to the netball season, provided many of our Associations and Clubs with the chance to transition to the Biome's platforms for transformation and to access the resources and online workshops that were offered by our Delivery Network Leads.

By the end of 2020:

- 41% of our Associations have adopted the financial management platform Xero, and associated chart of accounts;
- 36% of our Associations had adopted the governance platform, Process PA;
- A suite of resources and templates had been developed to assist Clubs and Associations with strategic planning, risk management, recruitment and sponsorship.

The use of Xero to replace other financial software used by our Associations has been very well received by our community. The ease of use compared to other financial software solutions, the assistance provided by the Xero Support team, and the reduced risk to committee members where finances are managed via excel worksheets is significant. The introduction of a common chart of accounts has also been well received by Associations and will provide greater visibility of the potential opportunities for bulk buying and sponsorship aligned to the common expenses and needs of our associations and clubs.

*"At Metropolitan Districts Netball Association we were using MYOB until we made the decision at the beginning of our current financial year to jump on board with Xero so we could align with Netball Queensland. Although I am a qualified bookkeeper I was thinking that I would have to go do a course to learn to navigate around Xero but found that I didn't need to as Xero*

*is a very user friendly accounting software program. Netball Queensland provided me with the Chart of Accounts and the conversion process. I actually made a decision to not use the conversion process and set up MDNA from scratch on Xero. I did this for two reasons, one that it made me learn the Xero software from every set up aspect and number two, our customer contacts and supplier contacts needed a clean out from over the years. I found the Xero Help website excellent as they have simple instructions to follow on everything. I love Xero and the time it has saved me especially with receiving payments, payroll and depreciation. I know that there are still things I can learn on Xero to save me more time which with time I will learn and use."*

Process PA is an online tool that helps to streamline Board and Committee governance, with a secure and easy-to-use portal. The online platform, which utilises cloud technology ensures that the extensive corporate knowledge often held by committee members can be accessed anywhere, anytime, and can easily be transitioned when there are new committee members. The Associations, Clubs and Netball Queensland committees who are already using Process PA, have found it to be particularly useful and efficient for managing agendas, minutes and meeting actions.

*"Just a quick email to touch base and let you know that we LOVE Process PA. We are now a couple of meetings in and getting the hang of everything. It is awesome, thank you soooooo much"* - President, Biloela Netball Association.

Our Delivery Network Leads took on additional responsibilities to help the netball community navigate the restrictions associated with the COVID-19 global pandemic and to ensure a safe and supported return to play.

The reprioritisation of resources and work across 2020 which enabled Netball Queensland to proactively respond to the impacts of COVID-19 on our netball community, resulted in a delay to the planned roll-out of innovations to support the netball workforce. This continued focus on enhancing our capacity and capability of our coaches, umpires and officials resulted in a 90% increase in people participating in online development workshops and accreditation programs during 2020.

Consultation between Netball Queensland, Associations and Clubs identified the need for a fit for purpose technology-based platform, to optimise the use of technology as a driver of growth, sustainability and customer experience across our netball community.

In all forums, as well as the Leaders Conference, MyNetball has consistently been raised as the number one pain point for the netball community, with clear expectations of the need for a replacement platform that delivers for our sport. In this regard, Netball Queensland sought a partner that could provide a registration and competitions platform that would remove the common frustrations and challenges across our community, delivering a much improved end user experience and saving significant time for our volunteers.

The requirements included:

- The ability to register multiple participants in multiple competitions in the one transaction;
- The opportunity to regrade competitions automatically without having to cancel the existing draw in the system;
- An e-commerce solution so that Associations and Clubs can establish their own shop to sell uniforms etc;
- The ability to create user pay weekly competitions for those that cannot play each week;
- The ability to have participant password reset via SMS.

Following a Request for Proposal process, the solution provided by World Sport Action was identified as the most suitable platform for our sport.

Commencing in June 2020, Associations and Clubs were invited to begin testing the World Sport Action system in the test environment, which helped to customise the platform functionality for the netball context.

Training on the new NetballConnect app, part of the World Sport Action platform, was also offered to Associations and Clubs across the second half of 2020. The live scoring of games will significantly reduce the administrative burden for committees and provide an improved user experience.

Between October and December 2020, over 100 training sessions were offered on the new registration platform, Netball Connect to ensure Associations and Clubs were able to utilise the platform for their 2021 seasons and sign on campaigns. Training opportunities, including a focus on competition management, continued to be offered from January – March 2021.

Throughout 2020, members continued to have opportunities to contribute to and influence the work of Netball Queensland through our committees, including the Horizon Three Steering Committee.

Expressions of interest were sought from the netball community, and more broadly for a number of new committees including the Competition Advisory Committee, the Diversity and Inclusion Advisory group, and the Digital and Technology Board sub-committee. We greatly appreciate the strong interest in contributing to these volunteer committees from across our netball community, from both subject matter experts and members of public. Thank you to those who were selected to be on these committees and for the time and contributions to these important areas of our work.

COVID-19 saw us pivot by launching an app with our partners at iNSPIRE Sport. The purpose of this initiative was to provide a connection point for our community during the uncertainty. There were over 4,000 downloads of this app in a 6-week period with thousands of engagements and hundreds of user-generated content pieces, developed by our wonderful netball community. This was one of the many contributors helping to drive Netball Queensland's brand sentiment to 89% positive

against a target of 85%.

Our Netball Queensland channels were hard at work in 2020 to keep our netball community informed and entertained, showing a 6% increase in engagement, despite the reduced delivery of events including the National Netball Championships, Deakin University Australian Netball League and Marie Little Shield.

During 2020, we achieved a total of 132 separate media engagements (14.67 media engagements per month or almost one every second day). To have achieved this across an unprecedented year is quite a remarkable achievement, and reflective of the enormous collective effort through initiatives such as the initial return to play, hosting much of the Suncorp Super Netball season and running the largest COVID Safe community event in the Nissan State Age State Age Championships, to name a few.



# EXCEL AT THE GAME

## EXCEL AT THE GAME

Inspirational heroes and clear pathways drive sustained success for Queensland teams and athletes.

Nissan Arena once again held the Nissan State Titles in 2020. This year saw twelve U16 teams from across Queensland compete to be the best in the state. While the U18s competitions saw three new teams join in the Panthers, Claws, and the Queensland Suns 17s boys team accepted an invitation to join the competition.

The Queensland Premier League (QPL) in 2020 was run over four Zones, with Zone 1 (Mackay – Cairns) and Zone 3 North (Hervey Bay – Rockhampton) unable to go ahead due to COVID. For the first time, a weekly competition was established on the Sunshine Coast (Zone 3 - South), with the Darling Downs, Brisbane and Gold Coast continuing their weekly competitions. With the assistance of Netball Queensland, a volunteer Committee was established in each Zone to organise and deliver each QPL Competition. Netball Queensland would like to thank all those who volunteered their time to ensure the QPL was empowered to be the great competition it was in 2020.

### Emerging Talent Programme

In 2020 the Emerging Talent Programme (ETP) rolled out across the 12 regions looking to identify and develop emerging player, coaching and umpiring talent at the 15-16 year age bracket as an entry point into the performance pathways. Across a two-phase process, Netball Queensland worked with the seven HART Sapphire Series clubs and five North Queensland regions to deliver two-day skills and match play programmes, as well as online education webinars and personal development sessions. Over 500 hopeful players, coaches and umpires participated in the programme, which eventuated in eight Under 18 and 12 Under 16 teams being selected to compete at the Nissan State Titles.

Thanks to the widespread adaptation of technology through the pandemic, the athlete, coach and umpire development was able to be extended to additional online curriculum during the shut-down of community netball, allowing the ETP to deliver even more value and exposure to high performance development.

### Nissan State Titles (16 and 18U)

Held at Nissan Arena in September, the Nissan State Titles were a highlight event for Queensland's emerging talent who had endured the uncertainty of the COVID -19 affected netball season to finally be able to showcase their talent on court, vying for Championship honours and selection in the Under 17 & 19 Queensland state squads. The Queensland Suns U17 men's team also competed in the 18U division in a first for a pathway championship tournament.

At the conclusion of the two-day competition the Bond University Bullsharks claimed the U16 title, beating Brisbane East Tigers in the final and took a clean sweep of the tournament with a strong wing against Brisbane South Wildcats in the U18s final.

Following the tournament, the 30 player Queensland 17 & Under and 19 & Under squads were selected to head towards the 2021 National Netball Championships.

### Underage (17, 19 and Under) State Teams

Cancellation of the National Netball Championships dampened what had been an incredibly strong preparation for the Queensland 17 & Under and 19 & Under State Teams. Under the tutelage of 19's Head Coach Simone Nalatu and 17's Head Coach Lauren Forbes, the squads held two phase camps in January before final selections, then launched into a solid training programme until the mid-March tournament cancellation.

### 2020 Queensland 17U Team & Training Partners (TP)

- Ava Black - Bullsharks 16U Team | Bullsharks
- Rianah Childs - Tigers 16U Team | Redlands
- Kiara Condon - Jets 16U Team | Ipswich
- Ashleigh Ervin - Bullsharks 16U Team | Northern Gold Coast
- Sarah Harris - Thunder 16U Team | Caboolture
- Larika Malagaoma - Tigers 16U Team | Redlands
- Hayley McGruther - Cougars 16U Team | Pine Rivers
- Losa Niumata - Tigers 16U Team | Redlands
- Martina Reekers - Cougars 16U Team | Cougars
- Olivia Roberts - Jets 16U Team | Western Districts
- Isabelle Shearer - Claws 16U Team | Rockhampton
- Naomi Solomona - Jets 16U Team | Western Districts
- (TP) Kayla Anderson - Wildcats 16U Team | Cornubia
- (TP) Lily McClure - Thunder 16U Team | Sunshine Coast
- (TP) Aleisha Paul - Claws 16U Team | Rockhampton
- (TP) Charlize Sivyver - Cougars 16U Team | Brisbane
- (TP) Chloe Williams - Wildcats 16U Team | Cornubia Park

**2020 Queensland 19U Team & Training Partners (TP):**

- Charlie Bell - Jets | Western Districts
- Rylee Burns - Bond University Bull Sharks | Hinterland
- Lynette Childs - Tigers, Ruby Series | Redlands
- Madison Cooley - Tigers, HART Sapphire Series | Metropolitan Districts
- Olivia Dijkstra - Bond University Bull Sharks | South Coast
- Vivienne Fitzpatrick - Brisbane North Cougars | Sunshine Coast
- Lily Gribble - Tigers, HART Sapphire Series | Metropolitan Districts
- Abigail Houston - Bond University Bull Sharks | South Coast
- Annabelle Lawrie - QUT Wildcats | Northern Gold Coast
- Amy Metcalf - USC Thunder | Caboolture
- Leesa Mi Mi - QUT Wildcats | Cornubia
- Monique Piunti - Tigers 18U Team | Metropolitan Districts
- (TP) Tiarni Fennell - Tigers 18U Team | Metropolitan Districts
- (TP) Nicole Guenther - USC Thunder | Caboolture
- (TP) Hannah Le Sage - Brisbane North Cougars | Logan
- (TP) Kiara Ratu - Bond University Bull Sharks | Hinterland

**Queensland Fusion / Elite Development Programme**

The 2020 Deakin University Australian Netball League (DUANL), which the Queensland Fusion were set to compete in, was cancelled amid the disrupted netball season. The squad was announced in February before the May cancellation of the DUANL. From there the Elite Development Programme (EDP) incorporating the Queensland Fusion squad refocussed their development journey. Under the guidance of Head Coach Jenny Brazel and Physical Performance Coach Daniel Johnson, athletes physical and technical performance capabilities and skills were refined during their HART Sapphire Series season.

From within the EDP / Queensland Fusion a number of players were also called into the Suncorp Super Netball 'hub' to fill additional training partner positions for the Queensland Firebirds and the Sunshine Coast Lightning. This was an incredible testimony to the EDP players and coaching staff.

Mia Stower and Tippah Dwan debuted for the Queensland Firebirds and Bridey Condren for the West Coast Fever.

At the conclusion of the 2020 HART Sapphire Series, Fusion Head Coach Jenny Brazel was appointed Head Coach for the Fijian Pearls national team, an outstanding opportunity for Jenny and credit to her calibre as one of Queensland's best coaching products.

**2020 Queensland Fusion Squad:**

- Nora Misa
- Danielle Taylor
- Rylie Holland
- Ruby Bakewell-Doran
- Jada Gafa
- Amy Sommerville
- Mia Stower
- Bridey Condren
- Maddison Hinchliffe
- Tippah Dwan
- Charlie Bell
- Shenae Grant
- Hulita Veve
- Leesa Mi Mi

Late in the year, Netball Australia commissioned an on-paper selection for the 2020 Centre of Excellence 17, 19 and 21 & Under squads with 16 Queenslanders named. Due to COVID-19 related travel disruptions, the Centre of Excellence camps were held around the country in satellite hubs, with the Queensland and Northern Territory players gathering at USC Stadium and Nissan Arena in December. Queensland Fusion and Elite Development Head Coach Jenny Brazel led the 17 & Under and 19 & Under camp with State Coach Simone Nalatu assisting in the 21 & Under camp.

The 21 & Under camp in December further served as a selection camp for the 2021 World Youth Cup squad, where Reilley Batcheldor and Mia Stower were included and Leesa Mi Mi as a training partner.

**Netball Centre of Excellence Representatives:****17 & Under**

- Hayley McGruther
- Martina Reekers
- Sarah Harris
- Losa Nuimata
- Isabelle Shearer
- Ashleigh Ervin

**19 & Under**

- Charlie Bell
- Annabelle Lawrie
- Rylee Burns
- Abigail Houston
- Lily Gribble

**21 & Under**

- Mia Stower
- Reilley Batcheldor
- Macy Gardner
- Leesa Mi Mi
- Sarahpheinna Woulf

**HART Sapphire Series**

The jewel of the crown for premier netball in Queensland, the HART Sapphire Series managed to be delivered despite pandemic disruptions and the concurrent Suncorp Super Netball season from August to November. Unfortunately, the Northern Rays were unable to compete due to travel restrictions, so the League's second season went ahead with six teams (Cougars, Jets, Wildcats, Tigers, Bullsharks, Thunder) in the Sapphire division and seven teams (Cougars, Jets, Wildcats, Tigers, Bullsharks, Thunder, Panthers) in the Ruby.

Brisbane North Cougars, who made the grand final in both divisions, over ran the USQ Jets 62 – 47 in the Sapphire Series to win the 2020 premiership. With Carina Leagues Club Tigers victors over Cougars 56 – 48 taking the Ruby Series title.

- HART Sapphire Series Grand Final MVP: Ruby Bakewell-Doran, Brisbane North Cougars
- Katie Walker Medal: Ava Black, Bond University Bull Sharks
- Ruby Series Grand Final MVP: Reilley Batcheldor, Carina Leagues Club Tigers
- Ruby Series Season MVP: Naomi Solomona, Ipswich Jets

**Queensland Firebirds**

2020 was a season of many surprises for the Firebirds. During the off-season Champion Goal Shooter Romelda Aiken was rehabbing from major surgery casting doubt on her availability for the season. Then, in March the COVID-19 pandemic started to wreak havoc on season preparations. First the Team Girls Cup pre-season tournament was cancelled, then the Suncorp Super Netball (SSN) season was deferred indefinitely. Players were stood down and had to take significant pay cuts casting enormous uncertainty across the competition and organisation. Thankfully by the end of May, the League confirmed the competition would commence in August.

Not long after the squad returned to normal training, SSN then announced Queensland would host a competition hub with majority of games to be played at Nissan Arena. Following that, one further surprise arose with premiership player and Australian Diamond Gretel Bueta announcing she was pregnant and would be unavailable for the season. This opened up a huge gap and opportunity in the Goal Attack position. Head Coach Roselee Jencke invited Cougars player Mia Stower into the extended training squad, elevating Tippah Dwan into the main squad, where she made her debut for the Firebirds in round 1.

The Firebirds finished the season with 6 wins, 1 draw and 7 losses whilst debuting Tippah Dwan, Mia Stower, Ruby Bakewell Doran, Ine-Mari Venter, Rudi Ellis, and Lara Dunkley. Despite not hitting their targets on the competition ladder, the team displayed incredible growth and gained encouraging momentum towards the back end of the season; with six wins from their last nine games, including victories over three of the top four teams.

As the 2020 season came to a close, the Firebirds farewelled a number of long-serving team members. After 11 seasons and 162 games including three premierships at the helm, Head Coach Roselee Jencke departed the club. Roselee has left an incredible legacy at the Queensland Firebirds, delivering not just Championships but playing an enormous role in the development of champion players such as Laura Geitz, Clare Ferguson (nee McMeniman), Romelda Aiken and launching the careers of Gretel Tippet, Gabi Simpson, Kim Ravaillion and many more. Also retiring with an equal legacy was long-serving Team Manager Nanette Rigoni. 'Nan' managed 141 matches in her tenure as team manager and mothered just as many champions as Roselee produced. The Firebirds also thank departing players Mahalia Cassidy and Ine-Marie Venter for their dedicated contribution to the Club.

**2020 Queensland Firebirds Squad:**

- Gabi Simpson
- Gretel Tippet
- Romelda Aiken
- Tara Hinchliffe
- Kim Jenner
- Mahalia Cassidy
- Jemma Mi Mi
- Ine-Mari Venter
- Macy Gardner
- Rudi Ellis

**Training Partners:**

- Tippah Dwan (elevated into squad)
- Lara Dunkley (elevated into squad)
- Ruby Bakewell-Doran
- Hulita Veve
- Mia Stower

**2020 Firebirds' Award Winners:**

- Laura Geitz Medal presented by LeGassick – Romelda Aiken
- University of Queensland Players' Player Award – Romelda Aiken
- Queensland Firebirds' Spirit Award presented by Coca-Cola Amatil – Romelda Aiken
- Queensland Firebirds' Members Player of the Year presented by Suncorp – Kim Jenner

**Suncorp Super Netball Team of the Year**

- Gabi Simpson - WD



With the global restrictions on travel and continued cancellations of major events, all Australian Diamonds tours and series' were postponed for 2020. Notwithstanding the lack of match scheduling, three Firebirds were named in the 2020/21 Australian Diamonds squad and five in the Australian Development Squad. Romelda Aiken was named in Jamaica's squad to tour England, which was also postponed.

#### 2020 Australian Diamonds

- Gretel Bueta
- Gabi Simpson
- Kimberley Jenner

#### 2020 Australian Development Squad

- Mahalia Cassidy
- Lara Dunkley
- Tippah Dwan
- Tara Hinchcliffe
- Jemma Mi Mi

With the support of Brisbane City Council, we were able to deliver a full season of Suncorp Super Netball to our Purple Family in 2020, the only Club in the league able to provide a seat at every home game for our valued members.

We saw gross TV viewership for the Queensland Firebirds reach 1.21 million, a 4% increase on the 2019 season. Peak viewership reached 2.56 million viewers. The Queensland Firebirds have retained their top spot as generating the highest TV viewership of all Suncorp Super Netball Clubs for the third year in a row, benefiting from the most broadcast matches on the Nine Network of all Clubs in the league. Our average Free to Air viewership ranked higher than the Brisbane Roar (A League and W League) and the Brisbane Lions in the AFLW.

We also saw the introduction of mid-week matches on Netball Live in the condensed season, with viewership reaching almost double that of weekend time slots on the same platform.

Queensland Firebirds social channels to the end of December showed a decline of 22% in reach against prior year though experienced an uplift of 0.8% in engagement. The impact of COVID-19 on pre-season saw us start the year with a decline of more than 40% across both reach and engagement. Ending the year in a positive position for engagement represented a strong result. Queensland Firebirds won seven months of follower growth against all teams in the league, however this growth was overtaken towards the end of the season by the teams in finals contention, showcasing the importance of on court success.





# HOME OF THE GAME

NISSAN ARENA

## HOME OF THE GAME

Nissan Arena's first full calendar year of operation opened in January, hosting the Brisbane Bullets and their National Basketball League (NBL) season. The Bullets played six home games across January and February, narrowly missing out on the NBL Final Series on goal difference.

In January we also welcomed the Volleyball Queensland Junior Pirates camp for its first year at the venue, before ending the month with a citizenship ceremony with 2,500 new Australians celebrating a special milestone.

International Basketball headlined February action at the Arena, as Australia's Boomers faced New Zealand and Hong Kong in a two-game series just as COVID-19 began to take effect across the world. Then, on March 21, we closed our doors as a result of the to the pandemic, the first time operations ceased at Nissan Arena since its official opening. The forced lockdown did present a silver lining for the venue though, fast tracking our annual floor maintenance that allowed all courts to remain at their best, and completing other essential maintenance on grandstands and court netting.

As we looked to reopen our doors, venue staff were implementing Queensland Health rules and Industry plan, as well as establishing our own policies and procedures for Nissan Arena to ensure the venue met the strictest health and safety standards. On June 9, Nissan Arena officially reopened to operate five community courts under the guidance of COVID safe procedures.

All eight courts were operational from July, with major, and the venue's first COVID site specific plan approved to host major events. Little did we know at the time that Queensland would go on to host the Suncorp Super Netball (SSN) season Hub, with 34 matches including a Grand Final to be played at our venue, a truly magnificent performance from all the team to make this happen.

August was by far our biggest month with 11 SSN event days and 22 matches which saw crowds at 50% capacity in the venue supporting the Queensland Firebirds, as well as the other visiting Clubs. Queensland's premier netball competition, the HART Sapphire Series, also returned to the court in August, with the next generation of stars playing alongside the game's elite right here at Nissan Arena.

The SSN season began its charge to finals in September, with a further five event days including 11 matches across the month. September also delivered several representative and community netball carnivals, including the Met East Schools Carnival and the Nissan State Titles, with the best emerging talent from around the state converging on Nissan Arena.

The Vicki Wilson Cup was played over October's long weekend, with the organising team forced to be dynamic by utilising carparking areas for warmups and team chill out zones to ensure social distancing was maintained.

Nissan Arena was then announced to host the Suncorp Super Netball Grand Final on 18 October, where the Melbourne

Vixens defeated the West Coast Fever 66-64 in a nail-biting game. This was a perfect exclamation mark on a unique season. In a perfect illustration of the venue's versatility, just three days prior to the Grand Final we hosted Stretton College's 'Night of stars' Awards night, turning the show court into a function space for 950 students and parents to celebrate their year.

In November, we hosted several further school graduations as they took advantage of the size of Nissan Arena as well as the COVID site specific plan and new ticketing platform we had built through our Customer Relationship Management platform. We hosted the final rounds of the HART Sapphire Series with the Grand Final taking place on 21 November when the Brisbane North Cougars beat their season long rivals the USQ Jets 62-47. The Ruby League Grand Final was also held and won by the Carina Leagues Club Tigers with a 56-48 victory over the Brisbane North Cougars.

Football Queensland's SEQ Premier League Futsal competitions and another five school graduations concluded a massive year for Nissan Arena.

Our community and social competitions have also continued with our regular sports in basketball, volleyball, futsal and pickleball competitions driving utilisation at a national, state and local association level.

A special thanks must be extended to our Tenants, Australian Catering Services (ACS) and RHP Physiotherapy, who have worked tirelessly during the year to remain open and continue to provide a safe service through COVID.

The year 2020 has provided so many ups and downs but we have seen some tremendous events and competitions take place at Nissan Arena. If it has done one thing at all, it has connected the community and brought us together.

# OUR PARTNERS

We want to acknowledge the support of our wonderful partners who enable us to build a bright future for netball.

## PREMIER PARTNER



## MAJOR PARTNERS



## OFFICIAL PARTNERS



## MEDIA PARTNERS



## CHARITY PARTNERS



Leeanne Kirk  
Joanne Boothby  
Annette Boase  
Robert Harris  
Scott Christie  
Amie Clark  
Kate Lister  
Brendan Alexander  
Brett Vinson  
Gavin Duffy  
Jodie Mclagan  
Kathryn Noordermeer  
Angie Irvine  
Cara Trindle  
Jayne Brookes  
Deanna Antuar  
Amy Mcewan  
Shelly Gregory  
Skye Shaw  
Raeleen Naidoo  
Heather Ball  
Anne Hartin  
Lyndal Wiggins  
Simone Capsis  
Lorraine Zammit  
Linda Bradshaw  
Jason Wilson  
Tanya Dearn  
Louise Billman

Wendy Clements  
Michele Cardilini  
Wendy Gleeson  
Sarah Little  
Maleesa Dukes  
Stacy Taylor  
Trevor Colton  
Tara Boutcher  
Leon Downing  
Phebe Chelepy  
Tammy Ingram  
Katrina Whitham  
Lynette Nobbs  
Anita Godier  
Sonia Morshead  
Belinda Finger  
Kirsty Appleton  
Rochelle Smalley  
Toni Orr  
Rachel Tyler  
Kay Knight  
Jenny Elphinstone  
Rebecca Horne  
Janice Geary  
Jessica Isaac  
Chris Dyer  
Megan Readdy  
Renee Izzard  
Yolanda Reitano

Megan Slattery  
Bridget Brown  
Cheronne Hale  
Debbie Hall  
Stephanie Cushing  
Sonya Gibson  
Amanda Stubbings  
Erin Goddard  
Carmel McErlain  
Pip Rocks  
Matthew Bekker  
Adriana Boske  
Shaun Fenech  
Kirstine Gill  
Joyce Press  
Kimberley Seymour  
Rachel Wooldridge  
Deborah Tapper  
Micheal Kenyon  
Brigitte Brennan  
Anne Tihi  
Shireen Geddes  
Tricia Baumann  
Julie Dignan  
Jonathon Parker  
Helen Hockings  
Lisa Hau  
Janette Mchutchison  
Jason Littlewood

Nicky Carr  
Debbie Fitzgerald  
Joan Gower  
Debbie Caspers  
Jodie Tyson  
Nikki Ross  
Nikki Dalla Vecchia  
Zara Margolis  
Faye Tapu  
Lesleigh Callaghan  
Lisa Whelan  
Gloria Ryder  
Lynne Hetherington  
Sue Lowrie  
Cedar Staggard  
Fiona Bastow  
Samantha Kent  
Julie Schultz  
Mark Jordan  
Brad Cannan  
Luisa Davidson  
Karlien Kerr  
Jessica Turner  
Cassandra Bartz  
Kelly Brauer  
Christine Main  
Ira Johnson  
Kathryn Heinold  
Kellie Kenway  
Debbie Miller

Kim Lennane  
Tara Harm  
Natalie Ramsdale  
Wairita Emery  
Jodi Skelton  
Nikki Dalla Vecchia  
Zara Margolis  
Faye Tapu  
Lesleigh Callaghan  
Lisa Whelan  
Gloria Ryder  
Lynne Hetherington  
Sue Lowrie  
Cedar Staggard  
Fiona Bastow  
Samantha Kent  
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Mark Jordan  
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Luisa Davidson  
Karlien Kerr  
Jessica Turner  
Cassandra Bartz  
Kelly Brauer  
Christine Main  
Ira Johnson  
Kathryn Heinold  
Kellie Kenway  
Debbie Miller

Dean Lefel-Hogan  
Paula Carson  
Sonya Teague  
Joanne Aitken  
Mark Lisec  
Zena Martin  
Johanna Hellyer  
Felicity Mears  
Gunilla Russell  
Laura Davidson  
Sandra Hall  
Lucy Drury  
Nicky Potter  
Melita Cheetham  
Simone Hitchcock  
Jen Williams  
Kellie Kani  
Trudy Landsberg  
Kylie Dwyer  
Annmarie Noovao  
Ryan Kift  
Krista Vatubua  
Amanda Black  
Courtney Simmons  
Jackie Parra  
Mike Petrides  
Stephen Bignell  
Simon Leonard  
Lara Sjaus

Kelly Mulligan  
Janelle Mallyon  
Fiona Smith  
Maree Likely  
Jo Chatfield  
Kristy Sinclair  
Sue Le Busque  
Emma Lendrum  
Therese Parslow  
Deborah Hall  
Jo Pitcher  
Priscilla Waho  
Gabrielle Firth-Taylor  
Louise Ford  
Zoe Binnie  
Kylie Chapman  
Sharo Langford  
Lyn Ward  
Sharon Glasby  
Nikki Turner  
Judith Bulley  
Amanda Scott  
Bruce Killer  
Kristina Moore  
Sharon Finnan-White  
Rachel Graham  
Nadine O'Farrell  
Carmen Sullivan  
Sharyn Borger

Tahu Whaanga  
Helen Rigney  
Leiarna Dooley  
Mandy Greenland  
Gavin Clarke  
Nicky Scarvelis  
Fiona Toogood-Tetley  
Anita Ritchie  
Brendon Cook  
Amanda Colley  
Deborah Vanderloos  
Holly Skipage  
Jackson Rigby  
Lawrie Catterson  
Kirsty Porton-Delaney  
Linda Bunch  
Paula Sale  
Mary Pipe  
Belinda Beck  
Susan Viero  
Wayne Poole  
Rebeka Mason  
Tracy Macmillan  
Di A-Izzeddin  
Lisa Taylor-Arcidiaco  
Libby Jacques  
Elizabeth Youd

# THANK YOU

Thank you to all COVID-19 Safety Coordinators who volunteered their time to ensure netball resumed across Queensland in an unprecedented 2020. We forged a community of 230 Coordinators to lead our netball community through a pandemic, oversaw the development and implementation of Association or Club Return to Play arrangements and periodically reviewed and adapted COVID Safety procedures within an ever-changing climate. Netball in Queensland would not have resumed without you.

# OUR AMBITION

Our game is united, agile and thriving, on and off the court.



NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

Financial report for the year ended 31 December 2020

DIRECTORS' REPORT

Your Directors present this report on Netball Queensland and its controlled entity (the "Consolidated Group" or "Group") for the year ended 31 December 2020.

Directors

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

NETBALL QUEENSLAND LIMITED

Seawright, Dorothy Jane (Chair, resigned 22 July 2020)

Devitt, Kristin (appointed director)

Fullagar, Ian (appointed director)

Jermyn, Anthony (Tony) (appointed director resigned 11 February 2020)

Kavanagh, Marie (elected director)

McLeod, Mark (elected director) (term ended 22 March 2020 with maximum term served)

Waugh, Simone (casual vacancy from 29 July 2019 and elected on 22 March 2020)

Carter, David (appointed director 16 March 2020)

Croonen, Dianne (elected director 22 March 2020)

Buckley, Eugenie (Chair, casual vacancy 27 July 2020)

QUEENSLAND STATE NETBALL CENTRE LTD

McLeod, Mark (Chair, elected 28 July 2020)

Buckley, Eugenie (appointed director 28 July 2020)

Lemberg, Justin (appointed director 2 December 2020)

Clark, Catherine (appointed director 28 July 2020)

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

Company Secretary

The following persons held the position of Company Secretary during the period and to the date of this report are:

Matthew Battams (resigned 07 September 2020)

Ana Croger (appointed 07 September 2020)

Principal Activities

The principal activity of the Group during the financial year was venue management and 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 Group's purpose, as embodied in the Strategic Plan 2020-2022, 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.

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

Strategies

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

- Lead the Game
- Play the Game
- Unite the Game
- Excel in the Game
- Home of the Game

The Group 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 Group and whether the Group's short-term and long-term objectives are being achieved.

Directors Meetings of Attendance

	Eligible	Attended
<b>Board – Netball Queensland</b>		
Seawright, Dorothy Jane (Chair, resigned 22 July 2020)	11	11
Buckley, Eugenie (Chair, casual vacancy 27 July 2020)	5	5
Devitt, Kristin	16	15
Fullagar, Ian	16	16
Jermyn, Anthony	1	1
Kavanagh, Marie	16	14
McLeod, Mark	4	3
Waugh, Simone	16	16
Croonen, Dianne	12	11
Carter, David	12	10
<b>Board – Queensland State Netball Centre</b>		
McLeod, Mark (Chair)	3	3
Buckley, Eugenie	3	3
Lemberg, Justin	2	2
Clark, Catherine	3	2
<b>Finance, Audit and Risk Management Committee</b>		
Kavanagh, Marie	13	13
Copplin, Steve (Independent member)	15	15
Seawright, Dorothy Jane	10	10
Richardson, Luke	15	14
Carter, David	11	7

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 Group. At 31 December 2020, the total amount that members of the Company are liable to contribute if the group is wound up is \$99.

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 31 December 2020 has been received and can be found on page 4 of the financial report.

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

Director:

Director:




Eugenie Buckley

Simone Waugh

Dated this 18<sup>th</sup> day of March 2021



AUDITOR'S INDEPENDENCE DECLARATION  
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001  
TO THE DIRECTORS OF NETBALL QUEENSLAND LIMITED  
AND ITS CONTROLLED ENTITY

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2020 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.



Bentleys Brisbane (Audit) Pty Ltd  
Chartered Accountants



Stewart Douglas  
Director  
Brisbane  
18 March 2021



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NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR  
THE YEAR ENDED 31 DECEMBER 2020

	Note	Consolidated Group	
		2020	2019
		\$	\$
Revenue	2	10,476,279	12,003,363
Gain on sale of property, plant and equipment		24,397	(48,454)
Financial Assistance COVID19		1,672,872	0
Other income		104,944	112,116
Cost of goods sold		623	870
Employee benefits expense	3	5,496,865	5,259,558
Depreciation and amortisation expense	8, 9	324,630	280,092
Consultants and specialists		249,454	463,017
Corporate costs	3	637,942	953,753
Advertising, promotion and sponsor support		368,412	617,917
Event operations	3	1,672,411	1,996,528
Bad debts		99,118	(16,065)
Bank, credit card and merchant fees (Interest: Nil)		3,999	7,992
IT and communication		592,140	317,531
Insurance		344,412	250,089
Motor vehicle running expense		8,309	(1,525)
Premises and equipment		581,888	645,179
Travel for teams and staff		224,439	808,692
Team operations		451,648	568,033
<b>Profit / (Loss) before income tax</b>		<b>1,222,202</b>	<b>(84,636)</b>
Income tax expense		0	0
<b>Profit / (Loss) for the year</b>		<b>1,222,202</b>	<b>(84,636)</b>
Other comprehensive income for the year		0	0
<b>Total comprehensive income for the year</b>		<b>1,222,202</b>	<b>(84,636)</b>
Profit / (Loss) attributable to members of the Group		1,222,202	(84,636)
Total comprehensive income attributable to members of the Group		1,222,202	(84,636)

The accompanying notes form part of these financial statements.

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	Note	Consolidated Group	
		2020	2019
		\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	3,929,358	3,989,688
Trade and other receivables	5	1,441,049	468,106
Inventories	6	3,245	3,245
Prepaid expenses and other current assets	7	263,063	224,979
<b>TOTAL CURRENT ASSETS</b>		<b>5,636,715</b>	<b>4,686,018</b>
<b>NON-CURRENT ASSETS</b>			
Prepaid expenses and other current assets	7	11,863	23,726
Property, plant and equipment	8	969,470	1,348,826
Intangible assets	9	149,382	200,549
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,130,715</b>	<b>1,573,101</b>
<b>TOTAL ASSETS</b>		<b>6,767,430</b>	<b>6,259,119</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	10	1,043,515	989,031
Income received in advance		465,875	1,196,818
Provisions	11	165,686	216,810
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,675,076</b>	<b>2,402,659</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	11	34,134	20,442
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>34,134</b>	<b>20,442</b>
<b>TOTAL LIABILITIES</b>		<b>1,709,210</b>	<b>2,423,101</b>
<b>NET ASSETS</b>		<b>5,058,220</b>	<b>3,836,018</b>
<b>EQUITY</b>			
Retained earnings		5,058,220	3,836,018
<b>TOTAL EQUITY</b>		<b>5,058,220</b>	<b>3,836,018</b>

The accompanying notes form part of these financial statements.

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER  
2020

	Note	Consolidated Group	
		Retained Earnings	Total
		\$	\$
<b>Balance at 1 January 2020</b>		3,836,018	3,836,018
<b>Comprehensive income</b>			
Profit/(Loss) for the year		1,222,202	1,222,202
<b>Balance at 31 December 2020</b>		<b>5,058,220</b>	<b>5,058,220</b>
	Note	Retained Earnings	Total
		\$	\$
<b>Balance at 1 January 2019</b>		3,920,654	3,920,654
<b>Comprehensive income</b>			
Profit/(Loss) for the year		(84,636)	(84,636)
<b>Balance at 31 December 2019</b>		<b>3,836,018</b>	<b>3,836,018</b>

The accompanying notes form part of these financial statements.

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020	2019
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from members, sponsorships, and other events		8,498,887	10,554,607
Receipts from grants		1,764,701	1,731,374
Payments to suppliers and employees		(10,481,417)	(11,279,919)
Interest received		27,209	62,357
Interest paid		0	(0)
Net cash generated by/(used in) operating activities		(190,620)	1,068,419
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant and equipment		158,300	2,423,300
Payment for property, plant and equipment		(28,010)	(745,787)
Net cash used in investing activities		130,290	1,677,513
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of loan		0	(0)
Net cash generated by/(used in) financing activities		0	(0)
<b>Net increase/(decrease) in cash held</b>		<b>(60,330)</b>	<b>2,745,932</b>
Cash and cash equivalents at beginning of year		3,989,688	1,243,756
Cash and cash equivalents at end of the year	4	3,929,358	3,989,688

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

The financial report includes the consolidated financial statements and notes of Netball Queensland Limited and controlled entity (the "Consolidated Group" or "Group").

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Basis of Preparation**

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The Group is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The functional and presentation currency of the Group is Australian dollars.

The financial statements were authorised for issue on 18<sup>th</sup> March 2021 by the Directors of the Company.

a. **Principles of Consolidation**

The consolidated financial statements incorporate the assets, liabilities and results of the entities controlled by Netball Queensland Limited at the end of the reporting year. A controlled entity is any entity over which Netball Queensland Limited has the power to govern the financial and operating policies so as to obtain benefits from the entity's activities.

Where controlled entities have entered or left the Group during the year, the financial performance of those entities are included only for the period of the year that they were controlled. A list of controlled entities is contained in Note 12 to the financial statements.

In preparing the consolidated financial statements of the Group, all inter-group balances and transactions between entities in the consolidated group have been eliminated on consolidation. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with those adopted by the parent entity.

b. **Revenue**

Revenue Recognition

*Events & matches, venue hire, grants and sponsorship*

When the Group receives these types of revenue, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance to AASB 15.

When both these conditions are satisfied, the Group:

- identifies each performance obligation relating to the revenue;
- recognises a contract liability for its obligations under the agreement; and
- recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Group:

- recognises the asset received in accordance with the recognition requirements of other applicable Accounting Standards (for example AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Group recognises income in profit or loss when or as it satisfies its obligations under the contract.

Capitation revenue from playing or non-playing members is recognised as income within the calendar year in which it is received.

Merchandising revenue is recognised at the point of delivery as this corresponds to the performance obligation resulting in the transfer of significant risks and rewards of ownership of the goods and the cessation of all involvement in those goods.

Interest revenue is recognised using the effective interest method.

All revenue is stated net of the amount of goods and services tax.

c. **Inventories**

Inventories held for sale are measured at the lower of cost and net realisable value. Inventories held for distribution are measured at cost adjusted, when applicable, for any loss of service potential.

d. **Property, Plant and Equipment**

Each class of property, plant and equipment is carried at cost or fair value as indicated, less, where applicable, accumulated depreciation and any impairment losses.

**Plant and equipment**

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised either in profit or loss. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(f) for details of impairment).

**Depreciation**

The depreciable amount of all fixed assets is depreciated on a straight line basis over the asset's useful life to the Group commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Plant and equipment	10% – 40%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise.

e. **Financial Instruments**

**Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the Group commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain a significant financing component.

**Classification and subsequent measurement**

*Financial liabilities*

Financial liabilities are subsequently measured at:

- amortised cost; or
- fair value through profit or loss.

A financial liability is measured at fair value through profit or loss if the financial liability is:

- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability, that is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability is held for trading if it is:

- incurred for the purpose of repurchasing or repaying in the near term;
- part of a portfolio where there is an actual pattern of short-term profit taking; or
- a derivative financial instrument (except for a derivative that is in a financial guarantee contract or a derivative that is in an effective hedging relationship).

Any gains or losses arising on changes in fair value are recognised in profit or loss to the extent that they are not part of a designated hedging relationship.

The change in fair value of the financial liability attributable to changes in the issuer's credit risk is taken to other comprehensive income and is not subsequently reclassified to profit or loss. Instead, it is transferred to retained earnings upon derecognition of the financial liability.

If taking the change in credit risk in other comprehensive income enlarges or creates an accounting mismatch, then these gains or losses should be taken to profit or loss rather than other comprehensive income.

A financial liability cannot be reclassified.

*Financial guarantee contracts*

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument.

Financial guarantee contracts are initially measured at fair value (and if not designated as at fair value through profit or loss and do not arise from a transfer of a financial asset) and subsequently measured at the higher of:

- the amount of loss allowance determined in accordance to AASB 9.3.25.3; and
- the amount initially recognised less accumulative amount of income recognised in accordance with the revenue recognition policies.

*Financial assets*

Financial assets are subsequently measured at:

- amortised cost;
- fair value through other comprehensive income; or
- fair value through profit or loss.

Measurement is on the basis of two primary criteria:

- the contractual cash flow characteristics of the financial asset; and
- the business model for managing the financial assets.

A financial asset that meets the following conditions is subsequently measured at amortised cost:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates.

A financial asset that meets the following conditions is subsequently measured at fair value through other comprehensive income:

- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates; and
- the business model for managing the financial asset comprises both contractual cash flows collection and the selling of the financial asset.

By default, all other financial assets that do not meet the measurement conditions of amortised cost and fair value through other comprehensive income are subsequently measured at fair value through profit or loss.

The Group initially designates a financial instrument as measured at fair value through profit or loss if:

- it eliminates or significantly reduces a measurement or recognition inconsistency (often referred to as an "accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases;

- it is in accordance with the documented risk management or investment strategy and information about the groupings is documented appropriately, so the performance of the financial liability that is part of a group of financial liabilities or financial assets can be managed and evaluated consistently on a fair value basis; and
- it is a hybrid contract that contains an embedded derivative that significantly modifies the cash flows otherwise required by the contract.

The initial designation of the financial instruments to measure at fair value through profit or loss is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

**Derecognition**

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

*Derecognition of financial liabilities*

A liability is derecognised when it is extinguished (i.e. when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

*Derecognition of financial assets*

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All the following criteria need to be satisfied for the derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the Group no longer controls the asset (i.e. it has no practical ability to make unilateral decisions to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a debt instrument classified as fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss.

**Impairment**

The Group recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income;
- lease receivables;
- contract assets (e.g. amount due from customers under construction contracts);
- loan commitments that are not measured at fair value through profit or loss; and
- financial guarantee contracts that are not measured at fair value through profit or loss.

Loss allowance is not recognised for:

- financial assets measured at fair value through profit or loss; or
- equity instruments measured at fair value through other comprehensive income.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The Group uses the following approaches to impairment, as applicable under AASB 9: *Financial Instruments*:

- the general approach;
- the simplified approach;



*General approach*

Under the general approach, at each reporting period, the Group assessed whether the financial instruments are credit impaired, and:

- if the credit risk of the financial instrument increased significantly since initial recognition, the Group measured the loss allowance of the financial instruments at an amount equal to the lifetime expected credit losses; and
- if there was no significant increase in credit risk since initial recognition, the Group measured the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses.

*Simplified approach*

The simplified approach does not require tracking of changes in credit risk at every reporting period, but instead requires the recognition of lifetime expected credit loss at all times.

This approach is applicable to:

- trade receivables or contract assets that result from transactions that are within the scope of AASB 15: *Revenue from Contracts with Customers*, and which do not contain a significant financing component; and
- lease receivables.

In measuring the expected credit loss, a provision matrix for trade receivables is used taking into consideration various data to get to an expected credit loss (i.e. diversity of its customer base, appropriate groupings of its historical loss experience, etc).

*Recognition of expected credit losses in financial statements*

At each reporting date, the Group recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

Assets measured at fair value through other comprehensive income are recognised at fair value with changes in fair value recognised in other comprehensive income. The amount in relation to change in credit risk is transferred from other comprehensive income to profit or loss at every reporting period.

For financial assets that are unrecognised (e.g. loan commitments yet to be drawn, financial guarantees), a provision for loss allowance is created in the statement of financial position to recognise the loss allowance.

**f. Impairment of Assets**

At the end of each reporting period, the Group assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

**g. Employee Benefits**

**Short-term employee benefits**

Provision is made for the Group's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and holiday leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

**Other long-term employee benefits**

The Group classifies employees' long service leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service.

The Group's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the Group does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current liabilities.

**h. Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

**i. Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

**j. Income Tax**

No provision for income tax has been raised as the Group is exempt from income tax under Div. 50 of the *Income Tax Assessment Act 1997*.

**k. Intangibles**

**Software**

Software is initially recognised at cost. It has a finite life and is carried at cost less any accumulated amortisation and impairment losses. Software has an estimated useful life of between one and three years. It is assessed annually for impairment.

**Other Intangibles**

Other Intangibles is initially recognised at cost. It has a finite life and is carried at cost less any accumulated amortisation and impairment losses. Other Intangibles has an estimated useful life of 5 years. It is assessed annually for impairment.

**l. Provisions**

Provisions are recognised when the Group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result, and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**m. Comparative Figures**

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

**n. Trade and Other Payables**

Trade and other payables represent the liabilities for goods and services received by the Group during the reporting period that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability unless otherwise stated by the third party.

**o. Leases**

**The Group as lessee**

At inception of a contract, the Group assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Group where the Group is a lessee. However, all contracts that are classified as short-term leases (i.e. a lease with a remaining lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease. Variable lease payments which do not depend on an index or a rate are excluded from the initial measurement of the lease liability and asset.

Within the management agreement with Stadiums Queensland, there is a component for an asset maintenance program which has been determined to meet the definition of a lease. However, given the payments are variable and not dependent on an index or a rate, there is no requirement to recognise a lease liability and asset. Instead will be recognised as an operating expense in accordance with the conditions attached to the management agreement.

**The Group as lessor**

The Group leases parts of the building to external parties.

Upon entering each contract as a lessor, the Group assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (for example legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

Rental income due under finance leases is recognised as receivables at the amount of the Group's net investment in the leases.

When a contract is determined to include lease and non-lease components, the Group applies AASB 15 to allocate the consideration under the contract to each component.

**p. Critical Accounting Estimates and Judgements**

The Directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

**Key estimates**

(i) *Recognition of revenue*

A significant amount of the Group's revenue relates to grants and sponsorship. Given the varied terms and conditions associated with individual agreement this creates complexity in assessing whether the revenue should be recognised in accordance with AASB15 or AASB1058. As a result, the Group is required to assess each agreement individually to ensure that the revenue recognised is accurate. Refer to Note 1(b) for further information.

**q. New and Amended Accounting Policies Adopted by the Company**

The Group has adopted all the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board that are mandatory for the current reporting period. There was no material impact from the adoption of any new or amended standards.

NOTE 2: REVENUE AND OTHER INCOME

	Consolidated Group	
	2020	2019
	\$	\$
<b>Revenue</b>		
- Capitation fees	3,728,061	4,141,170
- Events and matches	1,556,151	3,166,686
- Venue	1,476,992	1,031,026
- Merchandising	23,042	113,092
- Grants	1,764,701	1,731,374
- Sponsorship	1,927,332	1,820,015
Total revenue	<u>10,476,279</u>	<u>12,003,363</u>

NOTE 3: PROFIT FOR THE YEAR

	Consolidated Group	
	2020	2019
	\$	\$
<b>Expenses</b>		
<u>Employee benefits expense:</u>		
- Remuneration of all employees including Firebirds	4,731,867	4,410,365
- Superannuation	425,696	388,216
- Payroll tax	128,785	202,039
- Other payroll-related costs	210,517	258,938
Total employee benefits expense	<u>5,496,865</u>	<u>5,529,558</u>
<u>Corporate costs:</u>		
- Payments to Netball Australia for fees and services	458,360	777,758
- Audit fees	32,879	19,708
- Printing, postage and stationery	60,361	75,884
- All other	86,322	80,403
Total corporate costs	<u>637,942</u>	<u>953,753</u>
<u>Event operations:</u>		
- Facility hire and portable floor	670,645	1,193,322
- Umpires and officials for competitions	80,756	106,685
- Presenters and developers	72,079	103,496
- All other	848,931	593,025
Total event costs	<u>1,672,411</u>	<u>1,996,528</u>

NETBALL QUEENSLAND LIMITED AND ITS CONTROLLED ENTITY  
ABN 58 429 487 881

NOTE 4: CASH AND CASH EQUIVALENTS

	Consolidated Group	
	2020	2019
	\$	\$
CURRENT		
Cash at bank	3,926,831	3,985,513
Restricted funds	601	601
Cash on hand	1,926	3,574
	<u>3,929,358</u>	<u>3,989,688</u>

In June 2015, the former Bayside Netball Association closed; it transferred surplus funds to Netball Queensland, in accordance with its Constitution. The funds are restricted, pending identification of a development project relevant to the needs of the local area. The amount is reported within Note 4 as a restricted cash holding. During the 2019 financial year, \$55,000 of the restricted funds was paid to Brisbane City Council for the Wakerley District Sports Park development.

NOTE 5: TRADE AND OTHER RECEIVABLES

	Note	Consolidated Group	
		2020	2019
		\$	\$
CURRENT			
Trade receivables		1,513,573	278,027
Provision for impairment	5a	(72,524)	(5,473)
		<u>1,441,049</u>	<u>272,554</u>
Other receivables		0	195,552
Total current trade and other receivables		<u>1,441,049</u>	<u>468,106</u>

a. Provision for Impairment of Receivables

Movement in the provision for impairment of receivables is as follows:

	\$
Provision for impairment as at 31 December 2019	5,473
- Charge for the period	99,118
- Written off	(32,067)
Provision for impairment as at 31 December 2020	<u>72,524</u>

NOTE 6: INVENTORIES

	Consolidated Group	
	2020	2019
	\$	\$
CURRENT		
At cost:		
Publications for resale	3,245	3,245
Total inventory	<u>3,245</u>	<u>3,245</u>

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NOTE 7: OTHER ASSETS

	Consolidated Group	
	2020	2019
	\$	\$
CURRENT		
Prepayments	69,297	196,880
Deposits and other	193,766	28,099
	<u>263,063</u>	<u>224,979</u>
NON CURRENT		
Prepayments	11,863	23,726
	<u>11,863</u>	<u>23,726</u>

NOTE 8: PROPERTY, PLANT AND EQUIPMENT

	Consolidated Group	
	2020	2019
	\$	\$
<b>Plant and Equipment</b>		
Furniture and equipment:		
At cost	1,641,780	1,676,847
Less accumulated depreciation	(672,310)	(453,371)
Total plant and equipment	<u>969,470</u>	<u>1,223,476</u>
<b>Capital Work in Progress:</b>		
At cost	0	125,350
Total Capital Work in Progress	<u>0</u>	<u>125,350</u>
Total Property, Plant, Equipment & Capital Work in Progress	<u>969,470</u>	<u>1,348,826</u>

Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Capital Work in Progress	Furniture and Equipment	Total
	\$	\$	\$
Balance at the beginning of the period	125,350	1,223,476	1,348,826
Additions at cost	0	28,010	28,010
Disposals	0	(133,903)	(133,903)
Depreciation expense	0	(273,463)	(273,463)
Transfer to Furniture and Equipment	(125,350)	125,350	0
Carrying amount at the end of the year	<u>0</u>	<u>969,470</u>	<u>969,470</u>

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NOTE 9: INTANGIBLE ASSETS

	Consolidated Group	
	2020	2019
	\$	\$
Intangibles – at cost	270,383	270,383
Accumulated amortisation	(121,011)	(69,844)
Net carrying amount	<u>149,382</u>	<u>200,549</u>

	Intangibles – at cost	Total
	\$	\$
Balance at the beginning of the year	200,549	200,549
Additions	0	0
Amortisation charge	(51,167)	(51,167)
	<u>149,382</u>	<u>149,382</u>

NOTE 10: TRADE AND OTHER PAYABLES

	Consolidated Group	
	2020	2019
	\$	\$
CURRENT		
Trade payables	172,977	650,378
Other current payables	870,538	338,653
	<u>1,043,515</u>	<u>989,031</u>

a. Financial liabilities at amortised cost classified as trade and other payables

		1,043,515	989,031
Trade and other payables:			
- total current		1,043,515	989,031
Less: other payables		(80,762)	(74,811)
- GST			
Financial liabilities as trade and other payables	18	<u>962,753</u>	<u>914,220</u>

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NOTE 11: PROVISIONS

	Consolidated Group	
	2020	2019
	\$	\$
CURRENT		
Provision for employee benefits: annual and long service leave	165,686	216,810
NON-CURRENT		
Provision for employee benefits: long service leave	34,134	20,442
Total Provisions	<u>199,820</u>	<u>237,252</u>

	Employee Benefits	Total
	\$	\$
<b>Analysis of total provisions</b>		
Opening balance at 1 January 2020	237,252	237,252
Additional provisions raised during year	249,814	249,814
Amounts used	(287,246)	(287,246)
Balance at 31 December 2020	<u>199,820</u>	<u>199,820</u>

Provision for employee benefits

Provision for employee benefits represents amounts accrued for annual leave and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Group does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Group does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data. The measurement and recognition criteria for employee benefits have been discussed in Note 1(g).

NOTE 12: CONTROLLED ENTITIES

(a) Controlled Entities Consolidated

	Country of Incorporation	Percentage Owned	
		2020	2019
Queensland State Netball Centre Ltd	Australia	100%	0%

This entity was established on 28<sup>th</sup> July 2020 to separate the venue operations of Nissan Arena from state netball operations in Queensland.

(b) Parent Entity Results

The parent entity's values for assets, liabilities, revenues, expenses and equity are the same as the Group.

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NOTE 13: CAPITAL, LEASING AND OTHER COMMITMENTS

As at report date, with the exception of the lease component disclosed in Note 1(o), the Group has not entered into any capital or leasing commitments.

NOTE 14: CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There are no contingent liabilities that have been incurred by the Group at balance date.

NOTE 15: EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any significant events since the end of the reporting period.

NOTE 16: KEY MANAGEMENT PERSONNEL COMPENSATION

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including any director (whether executive or otherwise) of that Group is considered key management personnel (KMP).

For the year ended 31 December 2020, seven staff met the definition of key management personnel (Chief Executive Officer plus seven Executive staff). This is in addition to eight Directors during the year who are unpaid.

The totals of remuneration paid to Key Management Personnel of the Group during the period were \$1,035,978 (2019: \$959,836).

NOTE 17: OTHER RELATED PARTY TRANSACTIONS

Other related parties include close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

During the financial year, there was one related party transaction payment for \$750 (\$825 inc.gst) paid to Lex Sportiva for legal service rendered by Ian Fullagar.

There were no other related party transactions during the year.

During the 2019 Financial year there was one related party transaction payment for \$11,500 (\$12,650 inc.gst) paid to KD Public Relations for PR and communications services rendered by Kristin Devitt.

NOTE 18: FINANCIAL RISK MANAGEMENT

The Group's financial instruments consist mainly of deposits with banks, accounts receivable and payable.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 9: *Financial Instruments* as detailed in the accounting policies to these financial statements, are as follows:

Note	Consolidated Group	
	2020	2019
	\$	\$
<b>Financial assets</b>		
Cash and cash equivalents	4 3,929,358	3,989,688
Loans and receivables	5 1,441,049	468,106
<b>Total financial assets</b>	<b>5,370,407</b>	<b>4,457,794</b>
<b>Financial liabilities</b>		
Financial liabilities at amortised cost:		
– Trade and other payables	10a 962,753	914,220
<b>Total financial liabilities</b>	<b>962,753</b>	<b>914,220</b>

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NOTE 19: COVID-19

The COVID-19 pandemic has had a significant impact on the Groups operations and activities during the 2020 financial year. The Directors, the Financial, Audit, and Risk Management (FARM) committee and management team implemented from early March 2020 various cost management initiatives, restrictions on all cash outflows to critical purchases only, with detailed financial analysis, financial scenario reporting and COVID-19 recovery planning being reported on a weekly/fortnightly basis to the FARM committee. The Group received \$1.67m in COVID-19 financial assistance during the year from the government.

The impacts of COVID-19 are expected to continue into 2021. Although it is not possible to accurately determine the extent of the impact into the future, it is possible that the impact will be material to the Group as the effects and consequences are outside the Group's control and are far reaching across Australia and the world.

*Audited financial statements end.*

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UN-AUDITED ADDITIONAL REPORTING TO MEMBERS, BEYOND THE STATUTORY FINANCIAL STATEMENTS

**BANK RECONCILIATION**

MONTH ENDING: 31 Dec-2020

ACCOUNT: 1-1510 Working Account

Balance @	31/12/2020	543,680.35
	<b>Total</b>	<b>543,680.35</b>
<b>Supported by:</b>		
31/12/2020	Add outstanding payments	0.00
31/12/2020	Less outstanding deposits	0.00
	<b>Total</b>	<b>543,680.35</b>

As per Bank Statement

**BANK RECONCILIATION**

MONTH ENDING: 31 Dec-2020

ACCOUNT: 1-1530 Cash Management Account

Balance @	31/12/2020	3,383,751.30
	<b>Total</b>	<b>3,383,751.30</b>
<b>Supported by:</b>		
31/12/2020	Add outstanding payments	0.00
31/12/2020	Less outstanding deposits	0.00
	<b>Total</b>	<b>3,383,751.30</b>

As per Bank Statement

Disclosure in accordance with Clause 12.11 of Constitution

Payments in relation to Directors of Netball Queensland Limited, 2020

Nil

Director	Reimbursement or cost incurred	Nature of payment
	\$0	
	\$0	
	<b>\$0</b>	

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DIRECTORS' DECLARATION

The Directors of the Company declare that:

- The consolidated financial statements and notes, as set out on pages 5 to 22, are in accordance with the *Corporations Act 2001* and:
  - comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
  - give a true and fair view of the financial position of the Group as at 31 December 2020 and of its performance for the year ended on that date.
- In the Directors' opinion there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with the resolution of the Board of Directors and is signed for and on behalf of the Directors.



Eugenie Buckley (Chair)



Simone Waugh

Dated this 18<sup>th</sup> day of March 2021

Report on the Audit of the Financial Report

**Opinion**

We have audited the financial report of Netball Queensland Limited and its controlled entity (the "Group"), which comprises the consolidated statement of financial position as at 31 December 2020, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated 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 Group is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Group's financial position as at 31 December 2020 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 Group 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 members of the Group, would be in the same terms if given to the members 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 Group 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 Group 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.

**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 Group'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 Group'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 Group 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
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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  
19 March 2021