

NETBALL AUSTRALIA DIRECTORS' REPORT 2014



netball
AUSTRALIA

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01

VISION, MISSION AND VALUES



VISION

EVERYONE IN AUSTRALIA VALUES THEIR CONNECTION WITH NETBALL.

MISSION

We will know we have achieved our vision when:

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

VALUES

Passion

- We care about our game, our people and our purpose.
- We are motivated, high achievers and celebrate great outcomes.

Teamwork

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

Integrity

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

Excellence

- We perform at the highest level and benchmark against the best.
- We aim for continuous improvement and innovation in everything we do.

Accountability

- We are responsible and take ownership for outcomes.
- We are solution focused and resolve problems.
- We are clear about our roles and responsibilities and decision making authority.



02

STRATEGIC PRIORITIES SUMMARY

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

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

The Australia Post partnership of the One Netball program sets the benchmark for netball's work in the diversity area. Netball's programs reach Indigenous and multicultural communities, people with disabilities and regional and remote communities both in Australia and in the Pacific.

All eight State and Territory Member Organisations work actively in this area and are now supported by the Community Engagement & Legacy Officers.

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

The Commercial team has focused on securing corporate partnerships with organisations who have national footprints and are capable and willing to leverage their partnerships with the sport. ANZ, Chemist Warehouse, Telstra, Australia Post, Foxtel, Real Insurance and San Remo invest significantly in promoting their connection with netball, have recruited athlete ambassadors and developed advertising campaigns that take netball to new audiences.

Netball has forged broadcast partnerships with Network Ten, FOX SPORTS and Telstra to create a dynamic platform that ensures netball content is available for consumption whenever it is played.

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

Netball Australia, with the support of the Australian Sports Commission, appointed Repucom to develop the Fast5 'Go to Market' strategy. This product, which will be implemented by the Member Organisations, is in response to market research that identifies the need for netball to appeal and be relevant to a broader market.

The new Netball Live mobile platform will ensure that netball content is available in a convenient manner that meets the expectations of the modern sport consumer.

Use the Netball World Cup SYDNEY 2015 and Commonwealth Games 2018 on the Gold Coast to deliver a sustainable legacy for Australian netball.

Netball World Cup SYDNEY 2015 (NWC2015) has generated a number of significant legacy projects including Community Engagement & Legacy Officers, Schools Curriculum and Umpire Development Resources. In addition the NWC2015 marketing campaigns will provide broader legacy of increasing the profile of netball and athletes and providing much needed resources which can be invested into growing the game.

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

03

PRESIDENT AND CHIEF EXECUTIVE REPORT



On and off the court, Netball Australia can be justifiably proud of its achievements in 2014. The highlight was winning the elusive Commonwealth Gold medal at the Glasgow Games in August; a result that not only adds to the Australian Diamonds' recent superb record but one that represents a united focus across all levels of the sport.

The eight State and Territory Member Organisations (MOs) who make up Netball Australia Ltd all performed exceptionally well in 2014. The MOs take enormous pride in their roles and responsibilities from a governance to operational level. Netball Australia appreciates their support for national initiatives, their promotion of positive and productive relationships and the constructive feedback they provide. The sport continually strives to ensure that every level contributes and adds value to the netball community. This was evident across all program areas from the High Performance system that helped to prepare the Australian Diamonds for the Commonwealth Games to the record number of participants in the ANZ NetSetGO program.

Netball's foundations were strengthened in 2014 through achievement of well thought out strategies across all areas of the organisation and in preparation for long term legacy from NWC2015. Building on the momentum from Australia's Commonwealth Games Gold Medal triumph in Glasgow this year, the NWC2015 will be the most important netball event to come to Australia in over 24 years. Netball Australia is confident the sport is ready to capitalise on this opportunity.

Australia united behind the Diamonds and watched the team defeat arch rivals New Zealand to win the nation's first netball Commonwealth Games Gold Medal in 12 years. Congratulations to coach Lisa Alexander and her support team, and captain Laura Geitz and the Diamonds athletes. While it was a triumphant occasion for the team, the moment was also special to the family and friends who travelled to Glasgow, the entire netball community back home in Australia and the fans watching on TV.

Thank you to the Australian Commonwealth Games Association for its care and consideration of our athletes and outstanding organisation of the Australian team.

It is critical that there continues to be a strong focus on engagement with the netball community and that the sport can attract and engage with new participants and fans and continue to grow. We strive to be a thriving, healthy community sport that everyone in the community values. To remain relevant we need to make sure everyone in Australia feels part of our game.

There were a number of other highlights during 2014 including the launch of the Australia Post One Netball program, the start of development on the Netball Live mobile app, record numbers at NetFest, the implementation of the High Performance umpire pathway and the completion of the first full year of MyNetball. A visit from the International Netball Federation (INF) President Molly Rhone and Chief Executive Clare Briegal was important in building our already strong relationship with the International Federation.

The ANZ Championship continues to build momentum as the world's best netball league. Thank you to our partner Netball New Zealand for its role in lifting the game to a new level and to the ten teams who deliver week in, week out during the season.

The sport is fortunate to have such strong and supportive partners. Thank you to the Australian Sports Commission, the Australian Institute of Sport, the State and Territory Institutes of Sport and Academies, ANZ, Telstra, Chemist Warehouse, STA, Real Insurance, Foxtel, San Remo, Australia Post, Asics, Swisse Celebrate Life Foundation, Gilbert, Jenny Craig, New Idea, Beiersdorf, 2XU, Virgin, Leading Teams and Kukri.

Best wishes to NWC2015 Chief Executive Marne Fechner and her team. They are on track to deliver the most successful Netball World Cup ever.

Director Pam Smith completed her term as a Director and was appointed by the Netball Australia Board to the Trans-Tasman Netball League. Pam made a significant contribution to the organisation during her time as a Director and will continue to play a valuable role in strengthening the ANZ Championship.

Thank you also to Janine Wood who is the current Australian TTNL Independent Director and to the many individuals who volunteer their valuable time to the organisation in various roles. The sport is richer for their involvement.

The Netball Australia Directors, executive team and staff members strive for excellence by using their talents, abilities, and skills in the best way possible. The organisation gets ahead of others because they give that little extra.

Congratulations on another successful year.

The Board acknowledges the following 2014 award winners:

Liz Ellis Diamond - **Madison Robinson**

Real Insurance International Player of the Year - **Madison Robinson**

Australian ANZ Championship Player of the Year - **Laura Geitz**

Australian Netball League Player of the Year - **Kristina Brice and Ashleigh Brazill**

Australian ANZ Championship Umpire of the Year - **Sharon Kelly**

Lorna McConchie Umpire Award - **Michelle Phippard**

Australian ANZ Championship Coach of the Year - **Simone McKinnis**

Joyce Brown Coach of the Year - **Roselee Jencke**

Spirit of Netball Award - **Sharon Kelly**

Netball Australia Hall of Fame Inductee - **Pat McCarthy**



Noeleen Dix
President



Kate Palmer
Chief Executive

04

GOVERNANCE



4.1 DIRECTORS



Noeleen Dix
President

A former Australian player and Executive Officer of Netball Australia, Noeleen Dix is a highly respected sports administrator who has held senior management positions across a range of sports and events, bringing a wealth of experience to her role as the President of Netball Australia. She is currently the General Manager of Masters Swimming Australia, was Manager of the 1991 World Netball Championships in Sydney, and Program Manager – Competitions for the 2006 Melbourne Commonwealth Games. Noeleen has also held management roles with the Australian Masters Games and 1997 World Basketball Championships for Men (22/U). She was a member of the Board from 2002 until 2005, elected President in 2006 and re-elected in 2013. Noeleen served as the inaugural Chair of the TTNL Board, is treasurer of the Asian Netball Federation and has been Australia's delegate to INF since 2006.

Appointed: April 29, 2006



Sue Taylor AM
Director

Vice President of the International Netball Federation. A former Director of the Commonwealth Games Federation and Australia's delegate to INF from 1989 to 2007, Sue Taylor has an extensive background in sport law and administration. One of only a few Australian women to represent their sport in a leadership position internationally, Sue is also a former President and Chair of the Netball Australia Board. On her appointment to the INF Board in 2007, she cited developing the sport in the key markets of Asia and Africa among her long-term goals to strengthen international competitiveness. Sue has a MA (International Sports Law) from Anglia University (UK).

Appointed: September 28, 1995



Pamela Smith JP
Director

Pam Smith offers the Board a wealth of experience in all the major functions relating to the management and administration of not-for-profit organisations, particularly in the sport and enterprise education areas. She is currently the Chair of the Netball Australia Audit and Risk Committee, and Chair of the Trans-Tasman Netball League Ltd. Pam is the former Deputy Chair of the Parramatta Stadium Trust and Chair of the Stadium's Finance and Audit Committee. Internationally, Pam was Vice President of INF from 2003 - 2005 and is also a former Director of the Commonwealth Games Association and the Australian Commonwealth Games Foundation. Pam's long involvement with netball includes a previous term on the Netball Australia Board from 1996 - 2003 as part of her role as National Executive Director, a position she held from 1990 - 2003. Pam also holds a Masters in Political Science and is a Justice of the Peace.

Appointed: April 29, 2006



**Jan Sutherland
JP, GAICD**
Director

Currently the CEO of Sport SA, Jan Sutherland is a respected identity in South Australian sport. Her key strengths of collaboration, extensive liaison and networking across the sports industry, government, corporate sectors and the community have been a significant asset to the NA Board since her current appointment in 2006, Chair of the Board from 2012 - 2014 and previous stint as Director from 2000 - 2004. Formerly a Physical Education teacher, Jan has a strong netball background through her roles as board member of SANA, State Age coach (level 2) and A grade umpire and recently as a member of the INF Match Officials Advisory Panel. She has held numerous directorships and advisory roles in the Sport, Training and Volunteering sectors. Recognised by The Advertiser in 2014 as one of SA's Most Influential Women.

Appointed: September 16, 2006



Paolina Hunt
Director

A competent and highly motivated general manager with genuine all round experience, Paolina has a proven ability to add value to organisations undergoing significant change. The combination of her law degree and extensive business background have allowed her to deliver a range of achievements across all business functions on both a strategic and 'hands on' basis. Most recently she worked as a corporate litigation solicitor and she's also consulted on various process re-engineering and HR related projects. A former AIS scholarship holder, Paolina grew up in Sydney, has spent time in Canberra, Perth, Melbourne, and Adelaide, and was involved in netball at some level in each of those states; either as a player, coach, umpire and/or administrator. Bachelor of Laws with Honours, Master of Business Administration – Advanced (MBBA)

Appointed: 1 June, 2012



Kathryn Harby-Williams
Director

One of the modern day greats, Kathryn Harby-Williams played 94 Tests for Australia between 1990 - 2003 and captained her country for four seasons. She was part of Australia's triumphant 1995 and 1999 World Championship sides as well as winning Gold medals at the 1998 and 2002 Commonwealth Games. The Goal Defender was named the inaugural captain of the Adelaide Thunderbirds in the Commonwealth Bank Trophy, holding that position from 1997 until her retirement. Harby-Williams then spent several years living and working in radio and television in New Zealand – where she also briefly came out of retirement to play for the Auckland Diamonds in the National Bank Cup – before returning to Australia. Sport is in her blood, a Bachelor of Management proving useful in gaining the highly sought after role of Sponsorship Manager at the AFL's Adelaide Crows (1997 - 2000). She is now part of the FOX SPORTS commentary team.

Appointed: 27 April, 2013



Nareen Young
Director

Nareen Young is one of Australia's leading workplace diversity practitioners and thinkers and has managed, with enormous success, in the not-for-profit sector for over 15 years. She has received numerous awards and acknowledgements for this work, including the inaugural 100 Women of Influence honour for Diversity. Nareen is currently Director, PricewaterhouseCoopers Indigenous Consulting. She is non-executive Director of Indigenous Business Australia, Netball Australia and the Institute for Cultural Diversity and the Chair of Groundswell Arts NSW.

Appointed: July 20, 2013



Anne-Marie Corboy
Director

In February 2015 Anne-Marie Corboy completed over 16 years as CEO of the Health Employees Superannuation Trust Australia (HESTA), Australia's largest super fund dedicated to the health and community services industry with \$30 billion in assets and more than 800,000 members and 165,000 employers. She has twice been recognised as one of Australia's 100 Women of Influence by Westpac and the Australian Financial Review (2013, 2014) and in 2014 was awarded the Board / Management category. A Director of Utilities Trust Australia, the Mother's Day Classic Foundation and Peter McCallum Cancer Centre, she is on the Boards of several superannuation-related entities as well as other health and education organisations, and has also served as a Trustee of the Melbourne Cricket Ground. In 2011 Anne-Marie was listed as one of Australia's True Leaders by the Australian Financial Review.

Appointed: February 1, 2014



Geoff Parmenter
Director

Geoff Parmenter has more than 20 years executive and general management experience in Australia and internationally and is currently the Executive General Manager Group Marketing & Communications at Echo Entertainment Group. From 2007 - 2011 he was Chief Executive of Events NSW, where he was closely involved in securing NWC2015 and responsible for developing the first structured annual events calendar for Sydney and NSW. Geoff has significant experience in the events industry, having worked on three Olympic Games, two FIFA World Cups and four Rugby World Cups during the 1990 - 2006 period. He has also successfully operated his own consultancy business with clients including the Istanbul 2020 Olympic Bid Organisation, the New South Wales Government and the Dubai Government.

Appointed: September 19, 2014

4.2 COMPANY SECRETARY

Ms Kate Palmer was appointed as Netball Australia Ltd Company Secretary in April 2011.

Ms Kate Palmer was appointed as Netball Events Pty Ltd Company Secretary in September 2012.

4.3 DIRECTORS' MEETINGS

The number of Directors meetings and number of meetings attended by each of the Directors of the Company during the financial year.

| | Board Meetings | Audit & Finance | Nomination & Remuneration | History & Tradition Advisory Panel |
|------------------------|----------------|-----------------|---------------------------|------------------------------------|
| Noeleen Dix | 6/6 | - | 4/4 | - |
| Sue Taylor AM | 6/6 | - | - | 2/2 |
| Pamela Smith | 2/2 | 1/1 | - | - |
| Jan Sutherland | 6/6 | 4/4 | 2/2 | - |
| Paolina Hunt | 6/6 | 4/4 | 4/4 | - |
| Kathryn Harby-Williams | 6/6 | - | - | 2/2 |
| Nareen Young | 4/6 | - | - | - |
| Anne-Marie Corboy | 6/6 | - | 2/2 | - |
| Geoff Parmenter | 2/2 | - | - | - |
| Clive Driscoll* | - | 3/4 | - | - |
| Kath Tetley** | - | - | - | 1/2 |
| Chris Gottaas** | - | - | - | 1/2 |

*Independent appointed by the Board to the Audit and Risk Committee: July 1, 2012

** Netball Australia representative appointed to the History and Tradition Advisory Panel: August 29, 2014

4.4 CORPORATE GOVERNANCE

Netball Australia is committed to high standards of corporate governance. It meets the requirements under the Corporations Act 2001 and the Australian Accounting Standards, and applies the Australian Sports Commission (ASC) mandatory and non-mandatory governance principles wherever practical. At present Netball Australia complies with all the mandatory ASC Governance principles with the following exceptions:

One leadership position on the Board - Although the Netball Australia Chair is elected by the Board, the members elect the President. In keeping with the ASC mandatory principle of only one leadership role, the Netball Australia Board made a policy decision at its Board meeting in June 2014 to remove the Administrative Chair. In addition, the Board has resolved to change the Company Constitution to remove the role of President. The changes will be considered at a Special General Meeting in 2015. The Netball Australia Governance Principles Policy has been updated accordingly.

Gender balance on boards - target of 40% by 2015 - The ASC has rated Netball Australia low in this area because the organisation currently has only one male on the Board. Netball Australia does support the principle of gender diversity on Boards but believes that females continue to be severely under-represented at the leadership level of sport.

Disclosure of compensation for top executives - The salaries of the Chief Executive and eight senior executives was aggregated and included in the 2013 Netball Australia Directors' Report. The ASC has indicated that further disclosure is desirable. The ASC completed salary benchmarking research in 2014 and the information contained in the report was used to benchmark the salary of Netball Australia's senior executives against national sport organisations with similar revenue and full time equivalent employees. The comparable NSOs for netball are athletics, basketball, hockey, rowing and sailing. It was reported that these comparable NSOs have:

- An average FTE count of 30 and range of 26 to 36 (NA FTE 43)
- Average total revenue of \$11.6m and range of \$10.1m to \$13.8m (NA Revenue \$15m)
- Higher reliance on ASC grants than netball does (average ASC grant/total revenue of 62% and range of 48% to 81%) (NA <40%). Though netball's total revenue is similar to these NSOs, netball's sources of revenue are more varied and potentially more complex to manage.

Based on this information it was confirmed that the Chief Executive's salary was in the lower percentile but that all other executives were in the median percentile. The Nomination and Remuneration Committee approved adjustments to salaries to more closely reflect those of comparable sports.

Netball Australia complies with all the non-mandatory Australian Sports Commission Governance principles.

Netball Australia has addressed the exceptions to the ASC non-mandatory principles outlined in the 2013 Directors' Report as follows:

Board approve, monitor and be accountable for the financial and non-financial performance of the organisation, including setting fees: Ernst & Young was engaged by the Australian Sports Commission (ASC) and Netball Australia (NA) in late 2013 to develop a new national model that provides NA and each of the State and Territory Member Organisations with options to diversify product offerings and capture revenue streams from 'traditional' members, participants, fans and consumers. This resulted in changes from the capitation fee model (members set fees) to a contribution fee which has been agreed by the sport and increases annually by CPI or 5%, whichever is lesser.

Other entities

The Netball Australia Board is responsible for the governance of NWC2015 and has established a separate Company, Netball Events Pty Ltd as the legal structure for this event. NWC2015 Chief Executive Marne Fechner reports directly to the Netball Australia Board and has recruited a separate operational team.

Netball Australia is contracted by the International Netball Federation to deliver the NWC2015.

The TTNL Board is responsible for the ANZ Championship and is governed by a Constitution and a Shareholder Agreement. The NA Board appoints the NA Chief Executive and an Independent Director, and in accordance with the Shareholder Agreement Pam Smith has been nominated by the NA Board in place of a NA Director to the Trans-Tasman Netball League Ltd Board which is a Company registered in New Zealand.

Foundations for management and oversight

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

The role of the Board and the general principles upon which the Company governs its operations are set out in the Governance Principles Policy. The Board is responsible for establishing the strategic direction, reviewing and monitoring the performance of the Company, the effectiveness and efficiency of management and overseeing the compliance of the Company with relevant legislation and regulations.

Netball Australia is committed to working closely with the Member Organisations in order to achieve national priorities that grow the sport of netball.

The Board has approved a range of policies to provide direction to the management and in 2014 reviewed and updated:

1. Athlete Selection Policy
2. Parental Policy
3. Pregnancy Policy
4. Governance Principles Policy
5. Equalisation Policy
6. Member Protection Policy
7. Integrity Framework in Netball including rules – Anti-Illicit Drugs in Netball, Supplements and Other Substances in Netball, Medication in Netball, No Self-Injection in Netball, Anti-Doping Declaration and Reporting Conduct that may bring Netball into Disrepute Rule.
8. Anti-Doping Policy to reflect the 2015 World Anti-Doping Code and Australian Sports Anti-Doping Authority obligations.
9. A schedule of delegated authority from the Board sets out staff decision making responsibilities and financial thresholds for appropriate levels throughout the Company.

The Board delegates responsibility to the Netball Australia Board sub-committees to oversee particular aspects of the Company's operations and administration in the area of finance, audit, risk, integrity, Board nominations and executive remuneration. Each Committee operates under approved terms of reference that are regularly reviewed and updated by the Netball Australia Board. In addition, three separate committees were established including the Constitution Committee (to review and update the Constitution), History & Tradition Panel (to maximise legacy through NWC2015) and Governance Committee (to address the ASC Governance Principles).

Board structure

As at 31 December 2014 the Board consists of four Directors, plus the President, who were elected by the Member Organisations, two Appointed Directors who were appointed by the Board and one Director appointed by the Board to fill a vacancy not filled at the 2014 Annual General Meeting. The Board elects a Chair from the current Directors annually.

The Nomination & Remuneration Committee is delegated the responsibility, on behalf of the Board, to facilitate Director and Board reviews and development, ensure that the procedure for selecting and appointing new Directors is a formalised and transparent process and administration of the Chief Executive's contract, including reviews.

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

Ethical and responsible decision making

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

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

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

The Board includes 'Integrity' as an agenda item for each Board meeting.

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

Integrity in financial reporting

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

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

Managing risk

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

The Strategic Risk Register and risk treatment plans are reviewed and updated annually by the Board.

Engagement with stakeholders

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

Remuneration

The Nomination and Remuneration Committee is responsible for determining the remuneration of the Chief Executive. The CEO is responsible, within the organisation's agreed salary bands, for determining the remuneration of employees. As previously reported, the ASC conducted a salary benchmarking project which was used to update the salary of the Chief Executive in accordance with industry trends.

The Directors' honorariums are determined by the Nomination & Remuneration Committee and approved by the Member Organisations. Reimbursement is made to Directors for reasonable expenses directly related to Board activities including travel, accommodation and meals.

4.5 FINANCIAL REVIEW

THE YEAR END RESULT

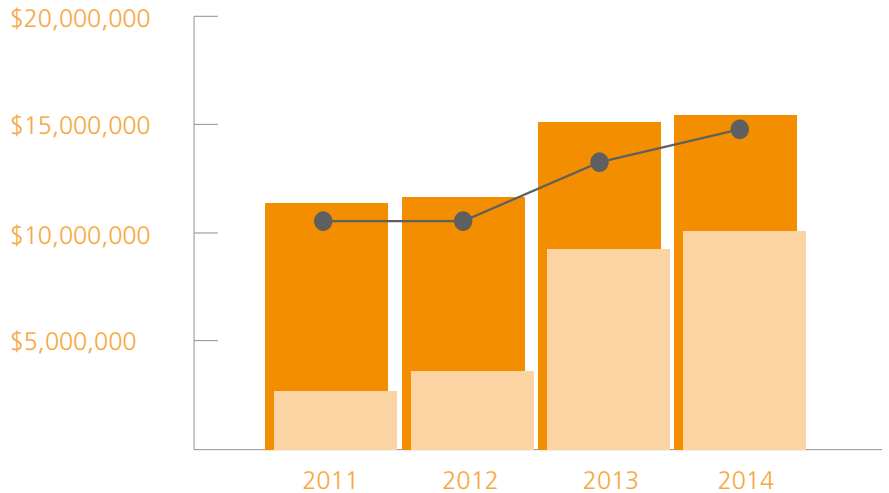
Audit sign off

KPMG has completed an audit for the year ended 31 December 2014 and provided an unqualified opinion on the Financial Report 2014.

Overall result

A surplus of \$234,153 for 2014 against a budget surplus of \$15,273.

FINANCIAL HIGHLIGHTS



Revenue

| | |
|------|--|
| 2014 | \$15,477,390 |
| 2013 | \$15,142,216 (excludes \$4.5M funding Home of Netball) |
| 2012 | \$11,664,898 |
| 2011 | \$11,407,982 |

Investment in Netball

| | |
|------|--------------|
| 2014 | \$15,243,238 |
| 2013 | \$13,705,703 |
| 2012 | \$11,045,418 |
| 2011 | \$11,019,962 |

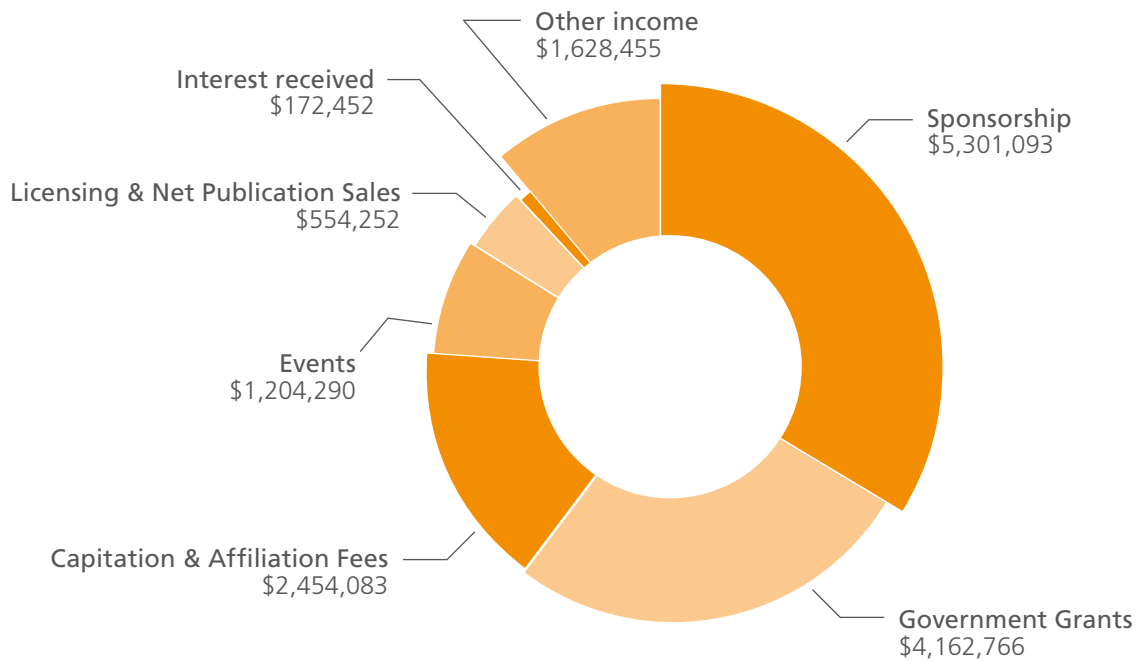
Net Funds as at 31 December

| | |
|------|--------------|
| 2014 | \$10,220,887 |
| 2013 | \$9,986,734 |
| 2012 | \$4,050,218 |
| 2011 | \$3,430,738 |

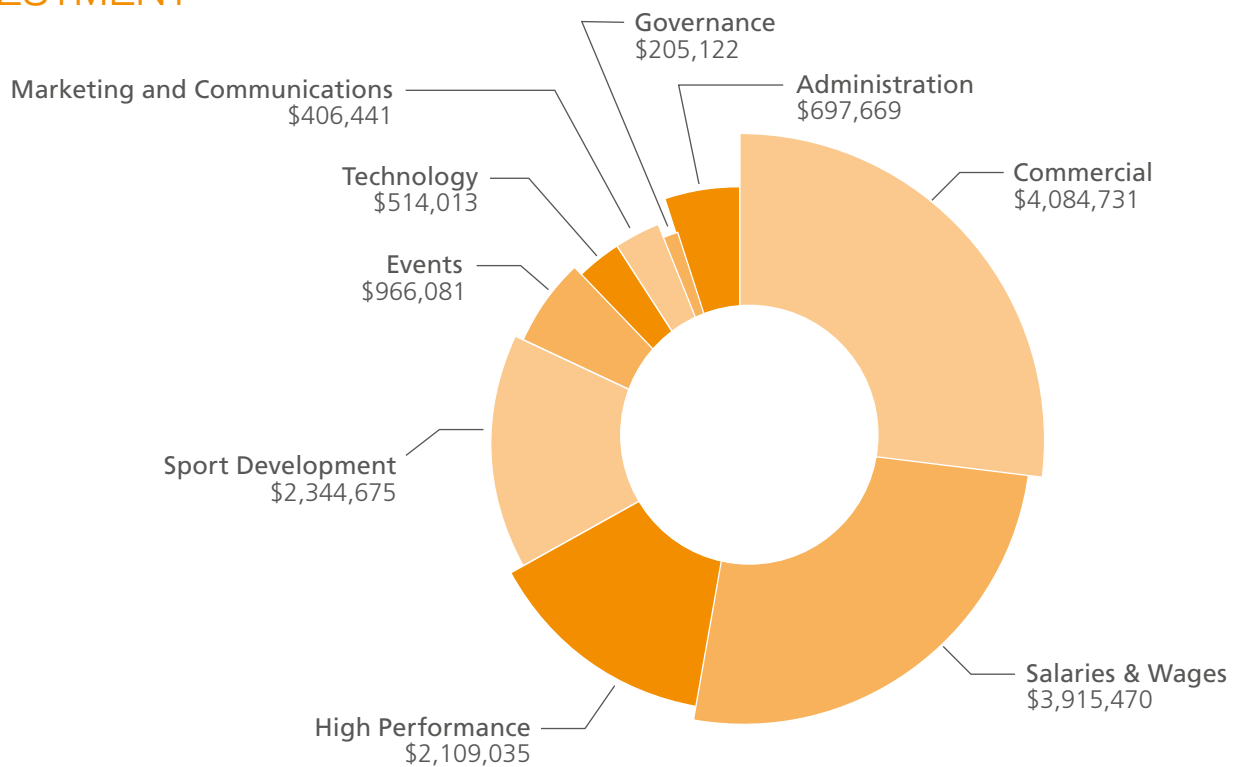
Executive Remuneration

The total paid to executives for the period 01/01/14 to 31/12/14 was \$1,169,909 + \$109,751 super.

REVENUE



INVESTMENT



05

STRATEGIC PLAN REPORT



5.1 VIBRANT COMMUNITY SPORT

GROWING AND SUSTAINING PARTICIPATION

Deliverable

- Netball is an inclusive sport.
- ANZ NetSetGO is the single authorised national introductory program for netball.
- Netball has a strong presence in schools.
- Netball provides a range of contemporary, consumable and convenient participation products.
- A facilities blueprint that enables participation growth and provides a quality netball experience for all participants.

On track

Comment

Three free netball online courses that address the importance of respectful relationships, and take a proactive approach towards addressing violence against women across Australian communities were developed and launched alongside White Ribbon Day.

Through the 'Our Neighbourhood' Community Program, Australia Post and Netball Australia entered into a partnership to deliver Australia Post One Netball which aims to utilise the power of netball to attract, mobilise and inspire individuals and communities. Initiatives rolled out included the One Netball website, One Netball seminars delivered nationally by trained presenters to a variety of netball audiences, the appointment of five inspirational Australia Post One Netball Ambassadors, the inaugural One Netball Community Awards, the inaugural Australia Post One Netball Round of the ANZ Championship, and 'Come and Try' Netball Clinics in each state and territory for communities new to netball.

In conjunction with the Australian Sports Commission, two pilot programs for CALD communities were delivered in NSW and WA with 63 children participating.

The National Multicultural Reconciliation Action Plan Working Group was appointed and the One Netball Advisory Group met three times during the year.

Netball Australia entered into a new partnership with Special Olympics Australia and ANZ to provide people living with an intellectual disability with another avenue to access regular netball competitions across the country. Netball Australia and Netball Victoria assisted Special Olympics Australia in delivering a demonstration netball match at the Special Olympics national games.

Netball Australia engaged five Community Engagement & Legacy Officers who are employed by the Member Organisations to enhance the current work being undertaken by Member Organisations in community engagement, diversity and inclusion. Cultural Competency Training was conducted for Netball Australia and all Member Organisations.

The ANZ NetSetGO program achieved a record number of participants with 145,650 children aged 5 - 10 introduced to netball, an increase of 61% on 2013 enrolment numbers. The number of centres also grew significantly from just over 1000 to 1687 by the end of the year.

YMCA agreed to offer ANZ NetSetGO through its 240 Outside School Hours Care centres right across Australia following a successful trial of the program in 2013.

1395 teachers registered for the free Netball Schools Teacher Ambassador Program designed to ensure that netball has a continuous presence at schools and ultimately becomes the sport of choice for many students, in particular young girls. This was a 60% increase on 2013 registrations.

Netball Australia supported the Australian Government's Active After-School Communities program which invested over \$519,000 through program delivery grants enabling 33,722 primary school-aged children across 1232 programs to experience netball in the Active After-School Communities environment.

Development of a Mini NWC2015 curriculum resource for schools commenced.

In preparation for the introduction of a range of innovative new netball products, the Member Organisation Contribution Fee proposal was agreed. This proposal removed the previous capitation fee and introduced a set fee.

Netball Australia and the Australian Sports Commission appointed Repucom to develop the Fast5 'Go to Market' Strategy.

Netball Australia engaged Gemba to develop a National Facilities and Blueprint Policy. The policy will provide the sport with a framework to guide facility planning and development across Australia.

SPORT FOR DEVELOPMENT

Deliverable

- Thriving international netball organisations that empower women and girls.

Comment

Phase 1 of the Pacific Netball Partnership ended on 30 June 2014. Netball Australia continues to work with the Australian Government to develop new funding arrangements to implement Phase 2 in Tonga, Samoa and Vanuatu.

On track

The 'Kau Mai Tonga' program, which aims to facilitate increased women's leadership and positive health-related behaviours of women and girls through opportunities to participate in netball activities, was nominated for a Sport for Health Award at the Beyond Sport Awards.

La Trobe University was engaged to monitor the impact of the Pacific Netball Partnership program.

All netball program funded partner countries ratified child protection policies.

Netball's role as a leader in social change was highlighted at the 6th IWG Conference on Women and Sport. Australia's support of women's sport in the Pacific was acknowledged as being crucial in empowering female leaders to create enabling environments and encourage women and girls to get active and take responsibility for their own health and that of their families and community members.

VOLUNTEER WORKFORCE DEVELOPMENT

Deliverable

- A capable and well supported workforce.

Comment

E-learning content was finalised for the Level 1 Umpire Course and the Bench Officials Course. These courses will go live in 2015. Australia is the first country in the world to move towards an online education course for netball umpires.

On track

Netball Australia launched a new brand and communications strategy for umpire development with a focus on recognition, recruitment and retention of umpires.

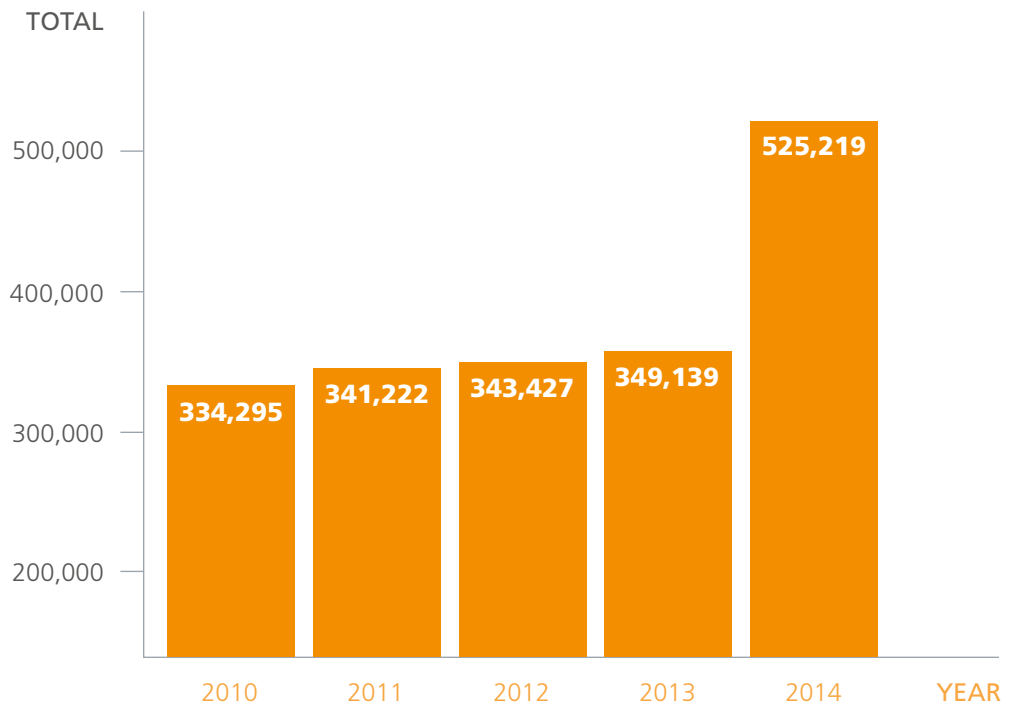
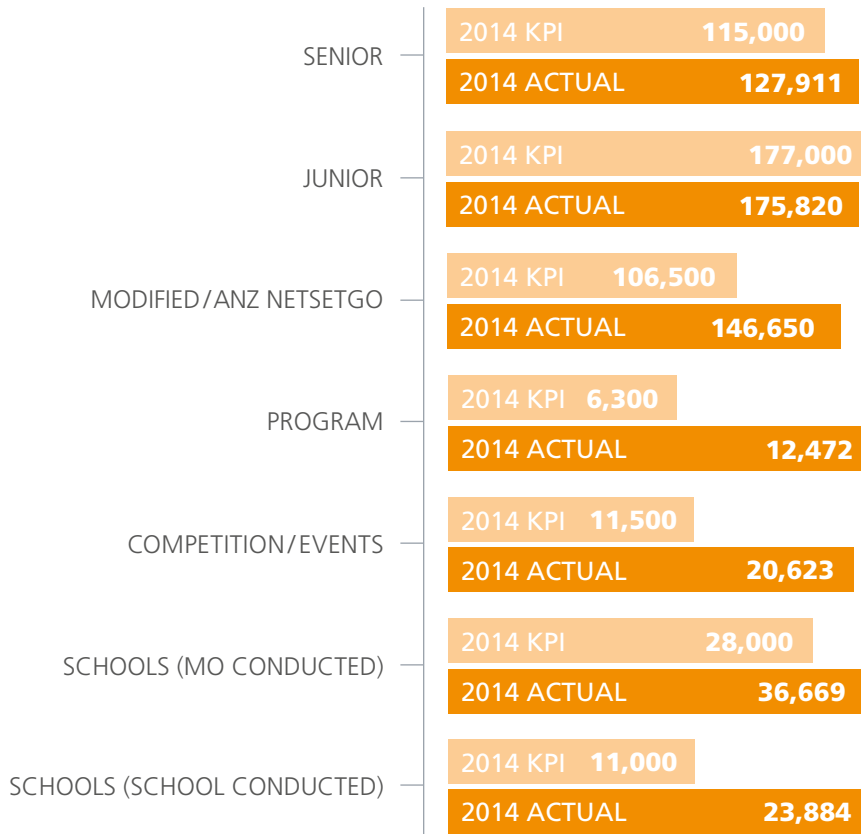
The High Performance Umpire Pathway was fully implemented to ensure netball in Australia remains at the forefront of international development and continues to develop world class umpires.

Netball Australia completed the development of the bench officials selection, assessment and performance management guidelines.

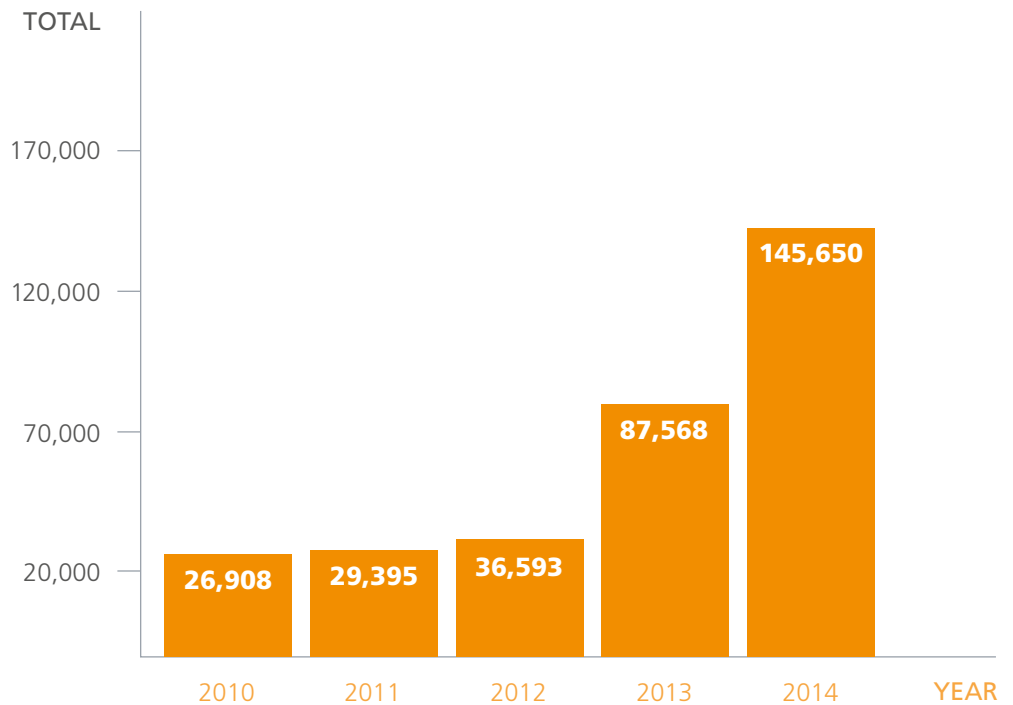
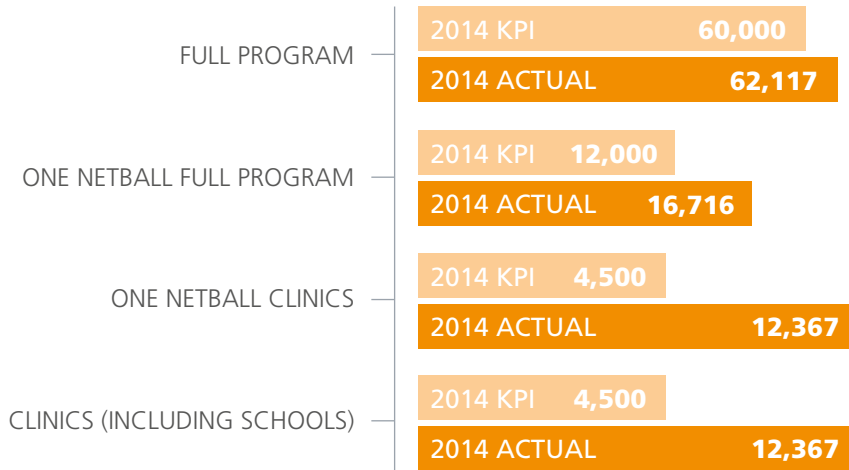
McLaughlin Consulting was engaged to commence development of a Coach Development Blueprint for netball in Australia.

Netball Australia developed an online resource titled *Select for Netball Success* which provides anyone in the position of selector with a wealth of information on the best way to approach the process of selection.

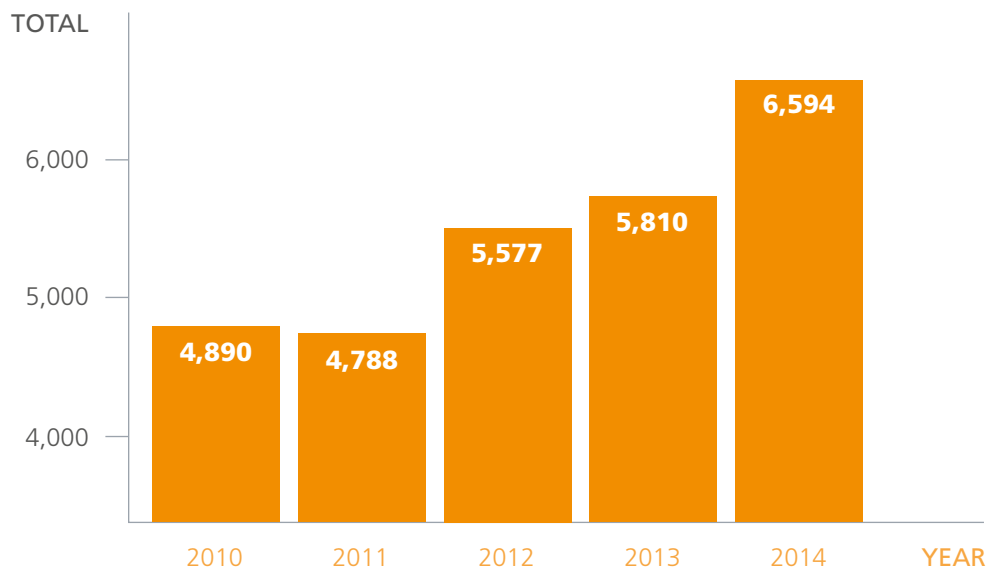
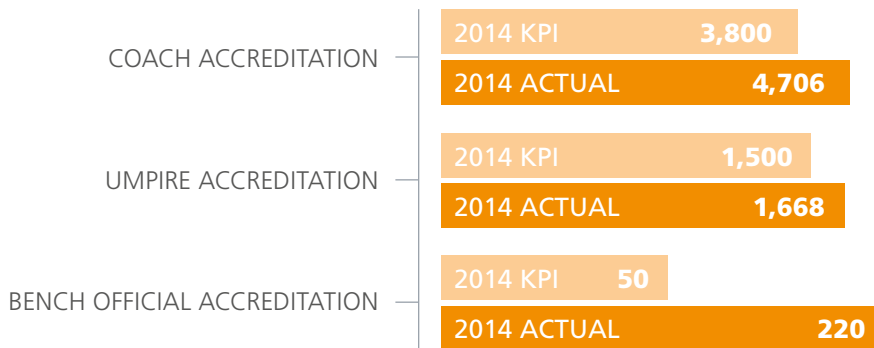
MEMBERSHIP / PARTICIPATION



ANZ NETSETGO SINGLE AUTHORISED NATIONAL INTRODUCTORY PROGRAM



VOLUNTEER WORKFORCE DEVELOPMENT



5.2 NETBALL IS AN AUSTRALIAN SUCCESS STORY

COMMERCIAL GROWTH

Deliverable

- An expanding number of corporate partnerships that strengthen the netball brand.
- A strong product portfolio that delivers commercial outcomes.
- A profitable licensing program.
- A National Sponsorship framework.

Comment

A partnership was secured with Swisse to deliver components of the NetFest event.

A partnership was secured with Chemist Warehouse which incorporated significant co-marketing and promotional opportunities across Netball Australia, ANZ Championship and NWC2015.

A partnership was secured with Real Insurance which helped elevate the presentation experience for the International Netball Test Series.

A partnership was secured with STA Travel that delivered a platform for fans to travel to watch the Australian Netball Diamonds.

On track

The national footprints of these partnerships are significant and deliver opportunities for netball to connect with households around the country.

The development of the Netball Live app created a platform to enhance the partnership with Telstra and create new touch points to facilitate an increased number of partners.

The broadcast partnership with Network Ten has created additional leverage interest from netball sponsors.

Under the shared services model Netball Australia maximizes the opportunities presented by the ANZ Championship and NWC2015 to allow for the aggregation of assets across the sport.

NetFest has exceeded all targets in terms of participants and fans. The new commercial framework for 2014 allowed for a greater number of corporate partners.

A new apparel partnership was launched with BLK that increased revenue for the category by 400%.

Three additional new licensees were contracted.

Telstra and FOX SPORTS deals were renewed under the governance of the National Sponsorship framework and delivered increased revenue and promotion nationally.

ICONIC EVENTS

Deliverable

- Netball World Cup SYDNEY 2015 and the Constellation Cup have iconic event status.

On track

Comment

Marne Fechner is leading the NWC2015 team in working towards ensuring the event sets new benchmarks for the sport internationally.

NWC2015 Fan Packages were launched in May 2014 to great anticipation. The uptake of packages exceeded expectation, with more than 8,500 fan packages sold for the event.

The revised competition schedule adds a new dimension to the event, whilst the diversity of the sixteen teams that have qualified for NWC2015 will ensure an amazing spectacle and celebration of the sport in 2015.

FOX SPORTS and Network Ten also showed faith in women's sport by securing the NWC2015 broadcast rights - a deal that will see all NWC2015 games covered across Pay TV and Free to Air.

BRAND

Deliverable

- One brand for netball.
- A strong brand identity that engages fans, sponsors and players.
- Ambassadors that inspire Australians.

On track

Comment

Netball NSW aligned its logo with the national brand to coincide with the relocation to Netball Central, NSW.

International Netball Test Series experience was enhanced by delivering 3D on-court projection pre-game, the first time this technology was used in Australia.

A number of new athlete ambassadorships were established with Real Insurance, Chemist Warehouse, ANZ NetSetGO, and Australia Post One Netball.

Ongoing ambassadorships with San Remo and ANZ were also renewed.

The Australian Diamonds were voted A-Team of the Year, Laura Geitz won the Leadership Legend Award and Catherine Cox was honoured for her Service to the Sport at the *I Support Women in Sport Awards*.

HISTORY AND CULTURE

Deliverable

- Treasure netball's icons.
- Preserve and protect netball's heritage.
- Celebrate champions.

On track

Comment

In collaboration with jeweller Peter Gertler, the 2014 Diamonds team designed a pendant engraved with the Southern Cross and recording the cap number and Australian debut date of the athlete. Pendants will be presented to all newly capped athletes and replica pendants will be presented to all former nationally capped athletes.

A History & Tradition Panel was established to ensure that historical legacy was achieved through NWC2015.

Two new awards were introduced and presented for the first time at the Australian Netball Awards – Joyce Brown Coach of the Year and Lorna McConchie Umpire Award.

Scoping of a new software platform to maintain all photography, videos and artwork commenced.

MEDIA, PR AND COMMUNICATIONS

Deliverable

- Strong media relationships.
- Strategic expansion of media coverage.
- Digital media expands our reach.

On track

Comment

Strategies were implemented to leverage the Glasgow Commonwealth Games to grow the Diamonds brand into non-traditional netball markets.

Netball was identified as the most accessible team for media at the Glasgow Commonwealth Games resulting in increased coverage by print media, official broadcasters and non-rights holding broadcasters.

Netball was Australia's most searched for sport on Google during the Glasgow Commonwealth Games.

A fact-finding mission with the Glasgow Rangers, Leeds Rhinos and Glasgow Warriors was undertaken post-Commonwealth Games to network and explore new ideas.

Netball Australia has worked with key media outlets to identify journalists who will report on the NWC2015 journey.

Effective communication procedures are in place with all Member Organisations, boosted by regular collaboration with ANZ Championship team media managers around media and communication practices and innovations.

A best practice digital handbook was developed and distributed to ANZ Championship teams and netball's Member Organisations.

Netball Australia hosted a Department of Foreign Affairs and Trade International Sport Media Delegation at the Canberra Test match to showcase netball, discuss the role netball plays in Australia and promote NWC2015.

Netball Australia self-produced Video News Release (VNR) service which is accessed by media outlets using netball's Digital Newsroom has expanded netball's reach with mainstream and on-line media channels in all State and Territories.

SOCIAL MEDIA COMPARISON



| | |
|-------------|-------|
| 2013 | 1,753 |
| 2014 KPI | 2,500 |
| 2014 ACTUAL | 4,401 |



| | |
|-------------|-------|
| 2013 | 2,397 |
| 2014 KPI | 3,200 |
| 2014 ACTUAL | 5,192 |



| | |
|-------------|--------|
| 2013 | 21,652 |
| 2014 KPI | 28,000 |
| 2014 ACTUAL | 26,258 |



| | |
|-------------|---------|
| 2013 | 303,261 |
| 2014 KPI | 395,000 |
| 2014 ACTUAL | 369,473 |



| | |
|-------------|--------|
| 2013 | 65,593 |
| 2014 KPI | 85,000 |
| 2014 ACTUAL | 95,572 |



| | |
|-------------|--------|
| 2013 | 4,762 |
| 2014 KPI | 7,000 |
| 2014 ACTUAL | 15,500 |



| | |
|-------------|--------|
| 2013 | 12,497 |
| 2014 KPI | 16,000 |
| 2014 ACTUAL | 17,578 |



| | |
|-------------|--------|
| 2013 | 45,249 |
| 2014 KPI | 55,000 |
| 2014 ACTUAL | 73,331 |



| | |
|-------------|-------|
| 2013 | 3,205 |
| 2014 KPI | 3,900 |
| 2014 ACTUAL | 7,151 |



| | |
|-------------|--------|
| 2013 | 9,209 |
| 2014 KPI | 11,000 |
| 2014 ACTUAL | 13,566 |



| | |
|-------------|---------|
| 2013 | 168,175 |
| 2014 KPI | 200,000 |
| 2014 ACTUAL | 471,121 |



| | |
|-------------|-------|
| 2013 | 764 |
| 2014 KPI | 1,000 |
| 2014 ACTUAL | 1,791 |

5.3 WORLD NUMBER ONE

NATIONAL PROGRAM

Deliverable

- A world class system that prepares athletes to win milestone events.
- Individual Athlete Case Management.

On track

Comment

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

To obtain and retain the number one world ranking, preparation for the Glasgow Commonwealth Games included simulation and staging camps, access to the world's best coaching staff and support services that were integrated to enhance athlete performance, implementation of the Netball Australia well-being framework and an innovative 'parents and partners' information program. Competition opportunities post the Commonwealth Games included a four-match Constellation Cup series against New Zealand and a two Test series against England.

Alignment of the Netball Australia high performance system is critical to ongoing success. Accordingly, partnership agreements between Netball Australia, Member Organisations and State Institutes and Academies of Sport were renegotiated in every state and territory to deliver daily training environments to nationally identified athletes. This included the development of nationally consistent athlete scholarship periods as well as an agreed set of national key performance indicators that align with Australian Institute of Sport performance requirements from Australia's Winning Edge.

To improve coordination and support for key athletes throughout the entire year integration of Australian Diamonds coaching and support staff with coaching and support staff in the ANZ Championship was implemented, along with collective engagement of national and state high performance managers and staff through face to face meetings, including the annual program review.

Partnerships were entered into with the Australian Institute of Sport for a program aimed at reducing the incidence of preventable ACL and lower limb injuries in netball athletes, and with Victoria University to analyse movement patterns of elite netballers.

Development has commenced on a common high performance athlete database that will bring together performance, injury and well-being data into one application for use across the entire high performance system.

Individualised athlete performance plans against national benchmarks were prepared and monitored for all Australian Diamonds and Netball Centre of Excellence athletes. Agreements were also reached with Member Organisations to ensure that these plans are in place for all nationally identified athletes.

Australian Diamonds squad and ANZ Championship athletes are monitored daily by Australian Diamonds staff and ANZ Championship staff to ensure effective management of training load, injury prevention and injury treatment.

Nationally identified athletes further down the pathway and athletes competing in the Australian Netball League also received daily or weekly load monitoring.

HIGH PERFORMANCE COACHING

Deliverable

- A pool of world class high performance coaches working in the Australian system.

Comment

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

On track

The Targeted Coach Program was implemented for state based coaches and former national team players to provide a range of coach development experiences in the national program.

ATHLETE IDENTIFICATION AND DEVELOPMENT

Deliverable

- The next generation of athletes are identified and developed.

Comment

Extensive consultation and progress on the reform to the Netball Australia high performance competition pathway commenced, with implementation planned for 2016 - 2017.

On track

The inaugural Netball Centre of Excellence commenced and includes scholarships at the Australian Institute of Sport and access to world leading coaching and support services for some of Australia's best netball talent as well as specialist camps with a focus on athlete and coach development.

Drafting commenced on a netball pathway framework that maps out the key technical, tactical, physical and wellbeing requirements for development of future Australian team athletes commenced.

The online talent scout and selector education resource was implemented.

5.4 INTELLIGENT EVOLUTION

WORKING IN A FEDERATED STRUCTURE

Deliverable

- Leadership that fosters a unified, collaborative and aligned sport.
- One plan for netball.

On track

Comment

Netball Australia conducted two Strategic Forums with the Member Organisation Delegates, three Member Organisation CEO/GM meetings and operational meetings with MO representatives in all functional areas.

Netball Australia conducted a national conference with senior personnel from each MO in attendance.

THE BUSINESS OF NETBALL

Deliverable

- Contemporary governance policies and practices.
- Research to underpin evidence based decision-making.
- Technology systems further our business and build the capacity of our people.
- Strong relationships with government, corporate and community leaders.
- Financial efficiencies and growth.
- A sustainable positive culture to risk.

On track

Comment

Netball Australia complies, or is on track to comply, with all ASC mandatory governance principles.

Netball Australia provided a one-off grant to each MO to fund governance improvement projects.

The Board approved or reviewed and updated a range of organisational policies (refer to the Directors' Report).

Netball Australia continues as a member of the Coalition of Major Professional and Participation Sports and along with our sport partners addressed a range of sport issues.

Netball Australia conducted a range of research including:

1. Co-funded a 'Shift & Shape' project which researched timing of the ANZ Championship.
2. Contracted Repucom to complete a 'Commercialisation in Netball' project to strengthen evidence around the sport's broadcast strategy.
3. Contracted Ernst & Young to investigate solutions to the membership fee financial model.
4. Contracted Repucom to commence work on innovations in participation products.
5. Engaged Russell Hoyer Consulting to undertake research into coach development.

Technology advancements enabled successful delivery of MyNetball functionality, including MyNetball Payment Service, ANZ NetSetGO online registration and e-Learning Management Integration.

Netball Australia delivered MyNetball training to all Member Organisations. Netball Australia's internal information technology platform delivered a 90% uptime and was supported by an enhanced backup system.

An external IT audit was undertaken to assess netball's IT systems and processes against industry best practice to safeguard the organisation's information and identify gaps.

The Netball Australia Integrity Unit successfully rolled out the Integrity in Netball Framework and Associated Rules. There was one reportable incident. The matter was actioned in accordance with the Netball Australia Anti-Doping Policy.

Fifteen agreements are in place with approved betting operators to protect the ongoing integrity of netball's competitions and events, including the ANZ Championship and NWC2015. Financial reports indicate \$4 million was wagered on netball in Australia.

A revised Anti-Doping Policy was adopted to reflect the 2015 World Anti-Doping Code and Australian Sports Anti-Doping Authority obligations.

The Federal Parliamentary Friends of Netball was launched to celebrate and acknowledge netball and the benefits netball brings to build communities of healthy, confident and resilient girls and women through participation and world class competition.

The President of the International Netball Federation and CEO of NWC2015 addressed the media in the run up to the G20 Leaders' summit emphasizing that 20 million people played netball globally, across 75 countries, and, as primarily a women's sport, netball plays a vital role globally in the empowerment of women.

Funding was secured from the Departments of Social Services and Prime Minister and Cabinet to increase engagement with the CALD and Indigenous communities.

A fundraising strategy was developed to leverage netball's role in empowering females. Subsequently two tax-deductible initiatives were registered with the Australian Sports Foundation to help underprivileged and disadvantaged children play netball (PlayNetball Fund) and to sustain gold medal winning performances through the high performance program (Diamonds Circle).

Unqualified external and Australian Sports Commission audits were achieved.

Net assets increased and targets in the Netball Australia Reserve Policy (2013-2018) were achieved.

A Strategic Risk Program, including detailed risk mitigation plans, was updated and approved by the Board.

The National Risk Insurance Program delivered on agreed premium and service KPI's.

SUCCESSFUL INTERNATIONAL SPORT

Deliverable

- Australia's influence builds a strong and well governed international sport.
- A vibrant and engaged Asian Region.

On track

Comment

Two Australian representatives are current members of the International Netball Federation Board.

Three Australian representatives are current members of the International Coach Advisory Panel.

Netball Australia contributed to the International Netball Federation Umpire Development review.

Two Australian representatives are current members of the Asian Region.

The three Asian International Testing Panel members are Australian.

Six Australian umpires were appointed to the Commonwealth Games Glasgow.

Four Australian umpires were appointed to the Asian Region Netball Championships.

SOCIAL RESPONSIBILITY

Deliverable

- Netball impacts on the social, political, economic, education and health status of women and girls.
- Netball provides views on contemporary social issues.
- Vibrant relationships with community partners.
- Sustainable environmental practices.

On track

Comment

Netball contributed to a number of Parliamentary, community and sport sector issues, including alcohol advertising, sports science, anti-siphoning, ticket scalping, sports betting, integrity and corruption in sport, copyright and the digital economy, supplements in sport, and medical services provided to professional sportspersons.

Netball was invited to attend the national round table consultations for the National Plan to Reduce Violence Against Women and Their Children 2010 - 2022, and provided a subsequent submission.

Netball continued to play a leadership role in addressing social inclusion and equality in sport by joining with Australia's prominent sporting codes in a new, world-first campaign to eliminate homophobia in sport and contributing to the *You Can Play* forum and workshop addressing trans/homophobia in sport.

Netball's role in creating a fair, safe and inclusive environment for all players was recognised with the Sports Leadership honour at the Australian Migration and Settlement Awards.



06

MEMBER
ORGANISATIONS

NETBALL AUSTRALIA



The relationship between Netball Australia and each of the Member Organisations continues to strengthen. The relationship exists at three levels – governance, senior management and operationally. A range of opportunities including Strategic Forums, the National Conference, CEO and operational personnel meetings allow netball to review progress against plans, discuss issues of strategic importance and agree on a way forward.

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

The Member Organisations play a vital role in leading, managing and delivering netball in their respective state or territory. 2014 has been a year of growth, development and innovation across all aspects of netball. Member Organisations delivered substantial achievements through:

- Increased investment in tailored engagement opportunities, especially in schools and multi-cultural and Indigenous communities.
- Enhanced development pathways and support for athletes, coaches, umpires, technical officials and administrators.
- Continual improvement processes in governance and leadership.
- Strengthened financial performance by retaining partners, enhancing government support and securing new business relationships.
- Considerable development of social, digital and traditional media footprints.
- Implementation of MyNetball.

NETBALL ACT



President: Sue Scanlan replaced by Gary Pascoe at the 2014 Netball ACT Annual General Meeting

Delegates: Sue Scanlan, Gary Pascoe, Deb Lewis

CEO: Adam Horner

Mission:

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

Highlights in 2014:

- Employed a Talent and Performance Manager.
- Re-allocation of a \$3 million facility grant to improve community based district courts.
- Upgraded from a tier 2 to tier 1 sport with ACT Sport and Recreation Services.

NETBALL NEW SOUTH WALES



President: Wendy Archer

Delegates: Wendy Archer, Janet Bothwell, Christine Feldmanis, Cheryl McCormack, John Hahn (Attended as an observer)

CEO: Carolyn Campbell

Mission:

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

Highlights in 2014:

- Revised structure of some competitions, including State Championships and Schools Cup.
- Landmark move into the world leading purpose built netball facility, Netball Central at Sydney Olympic Park.
- ANZ Championship record regular season single match attendance of 10,118.
- 31% increase in NSW Swifts membership.
- Adopted and implemented netball in Australia's 'One Brand' corporate logo and style.

NETBALL NORTHERN TERRITORY



President: Trish Crossin replaced by Catherine Norton at the 2014 Netball NT Annual General Meeting

Delegates: Trish Crossin, David Yeaman

CEO: Robert Honan

Mission:

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

Highlights in 2014:

- Employed a Talent and Performance Manager.
- NT enjoyed its finest results at the 19/U National Championships winning games against New South Wales and Western Australia.
- Conducted a full Develop a Diamond Academy in Alice Springs for the first time.
- Online umpiring theory exam and level one course participant numbers significantly exceeded expectations.

NETBALL QUEENSLAND



President: Kevin Brennan

Delegates: Kevin Brennan, Annette Smith, Lynette McLaughlin

CEO: Anna Carroll

Vision:

Netball - Belong - Enjoy - Develop – Excel.

Highlights in 2014:

- Event victories for the 19/U State Team and back-to-back ANZ Championship finals for the Queensland Firebirds.
- Hosted inaugural Business of Netball function to take Queensland netball to market.
- Netball exhibited as one of only five sports to show at Brisbane Ekka.
- Elevated campaign for a dedicated netball facility for Queensland.
- 4% participation growth across the state.

NETBALL SOUTH AUSTRALIA



President: Graeme Gilbert

Delegates: Graeme Gilbert, Susan Comerford

CEO: Ben Scales

Mission:

Fostering excellence through continuous growth and development of netball in South Australia.

Highlights in 2014:

- Secured a State Government grant to upgrade the outdoor courts and facilities at Netball SA Stadium.
- Back-to-back National 21/U titles.
- Completed State-wide Facilities Audit and Master plan.
- Adelaide Thunderbirds achieved the ANZ Championship's longest ever winning streak.
- Three South Australian coaches, Jane Woodlands-Thompson, Tania Obst and Michelle den Dekker appointed to national coaching roles with Netball Australia.

NETBALL TASMANIA



President: Liz Banks
Delegates: Liz Banks, Marjory Kerslake
CEO: Julia Phillips

Value:

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

Highlights in 2014:

- Netball Tasmania's State Netball League became the first in Australia to be sponsored by ANZ.
- First ANZ Championship exhibition match held in Tasmania, with the Melbourne Vixens vs the Auckland Northern Mystics funded by Events Tasmania.
- After a number of years of receiving State Government funding on a year-by-year basis, the State Government approved a grant of \$1 million over four years.
- Tasmanian State Government provided a grant of \$30,000 to support Netball Tasmania in establishing a training base for two countries competing in the NWC2015.
- Julie Hoornweg appointed as Netball Tasmania's High Performance Manager, to lead the establishment of a robust high performance framework for coach and athlete development.

NETBALL VICTORIA



President: Jenny Sanchez
Delegates: Richelle McKenzie, Jenny Sanchez
CEO: Michelle Plane

Mission:

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

Highlights in 2014:

- Increased state and local governments support for community based programs and infrastructure.
- Sixth consecutive year of membership growth.
- Delivered the inaugural Emerging Leaders Program for players, coaches, umpires, volunteers and administrators.
- Event victories for the Melbourne Vixens, Victorian Fury (back-to-back) and 17/U State Team.
- ANZ Championship record regular season single match attendance of 8,006.

NETBALL WA



President: Deane Pieters
Delegates: Deane Pieters, Marita Somerford, Mary Cash
CEO: Simon Taylor

Vision:

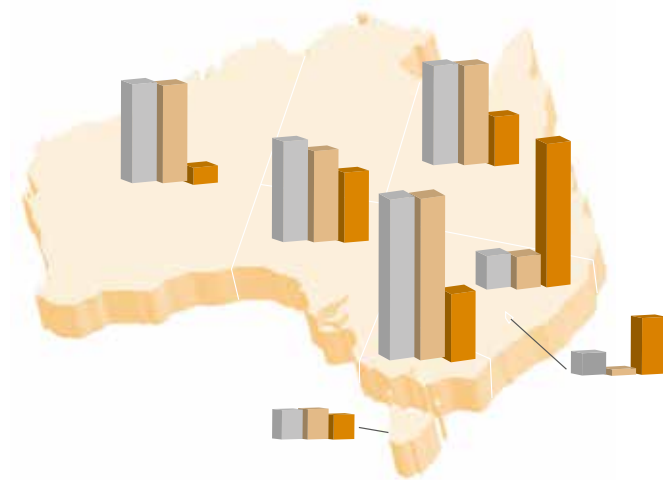
One Netball Community driving Western Australia's leading sport.

Highlights in 2014:

- 26% participation growth across all programs, especially in ANZ NetSetGO, schools and Indigenous programs.
- Marked the 10th anniversary of the NAIDOC netball carnival.
- Commenced roll-out of a Mental Health Education Program for netball coaches.
- Conducted a Volunteer Program and developed individualised workforce plans for 40 clubs and associations. Resulting in 49.6% increase in West Coast Fever membership.

2014 FINANCIAL METRICS

| | ACT | NSW | NT | QLD | SA | TAS | VIC | WA |
|------------------------|-----------|------------|----|-----------|-----------|---------|------------|-----------|
| Total Income (\$) | 1,585,267 | 8,322,556 | * | 6,115,902 | 5,394,787 | 866,945 | 10,321,415 | 6,273,567 |
| Total Expenditure (\$) | 1,459,369 | 8,101,714 | * | 6,119,906 | 4,888,411 | 894,194 | 10,372,789 | 6,195,009 |
| Total Equity (\$) | 4,043,736 | 35,744,591 | * | 3,047,278 | 3,764,573 | 728,597 | 4,224,710 | 1,085,891 |



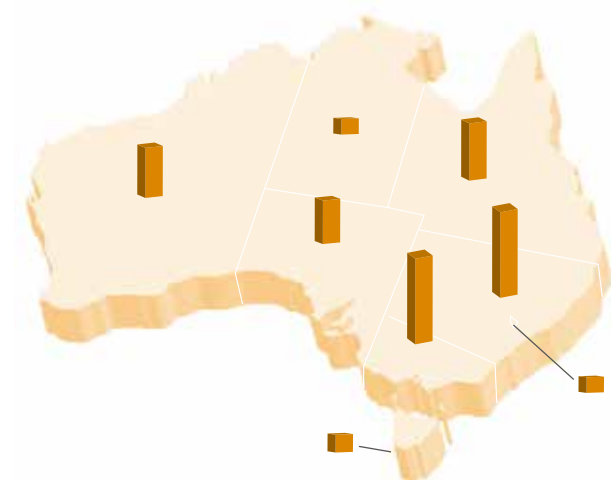
| | Netball Australia | TTNL |
|------------------------|-------------------|------------|
| Total Income (\$) | 16,531,048 | 10,728,000 |
| Total Expenditure (\$) | 16,296,895 | 10,329,000 |
| Total Equity (\$) | 10,220,887 | 125,000 |

Total Income \$66,139,487
Total Expenditure \$64,657,287
Total Equity \$62,985,263

*NT finances unavailable at time of print.

WORKFORCE - PAID

| | ACT | NSW | NT | QLD | SA | TAS | VIC | WA |
|------------|-----|-----|----|-----|----|-----|-----|----|
| Workforce* | 7 | 46 | 4 | 32 | 28 | 7 | 53 | 29 |



| | Netball Australia | TTNL |
|------------|-------------------|------|
| Workforce* | 43 | 4 |

Total Workforce Paid 253

*Workforce Paid includes full-time and part-time. Casual employees and contracted staff are excluded.



07

CORPORATE STRUCTURE AND MANAGEMENT

Netball
Australia
netball
set

KUKRI

Netball Australia is structured to ensure there is alignment between the organisation's vision, mission, values and priorities with human resources. Netball Australia's Workforce Development Plan enables the sport to attract, develop and retain a skilled workforce that has the necessary skills and knowledge to achieve strategic plans.

In 2014 we extended our vision that 'Everyone in Australia values their connection with Netball' to include our most important asset – our people. Starting with the appointment of a dedicated HR specialist in March 2014, we have successfully undertaken a number of initiatives aimed at moving us closer towards our mission that 'Netball is known for outstanding leadership, governance and workforce opportunities'.

EMPLOYEE ENGAGEMENT

In May 2014 an Employee Engagement survey was undertaken to provide a baseline measure. The survey was designed to test and measure the view of how the organisation functions, and personal work experience. The key engagement drivers measured were Strategy, Exceptional Performance & Results, Growth & Development, Leadership, Managerial Effectiveness, Quality of Work, Respect and Recognition and Ethical Conduct. While the results were pleasing, with employees giving Netball Australia an overall Engagement Score of 85%, the data also provided insight into areas where improvements can be made. This data formed the basis of the Netball Australia HR strategic plan for 2014-2018 and led to a number of initiatives being implemented in 2014. The Employee Engagement Survey will be an annual measure of how we are progressing against our people strategy.

GROWTH AND DEVELOPMENT

In 2014 a Talent Pool process was introduced, aimed at identifying a talent strategy, and developing focused actions to retain and develop talent. Some benefits of the talent management process included:

- Identification of key talent and a more focused development investment strategy
- Identification of critical positions and development of succession plans
- Creation of a set of career paths, development and retention actions for key talent

Embedding the Talent Management Process in 2015 will enable NA to develop and manage talent more consistently, leading to a robust talent pipeline of people with the capability required to meet the organisation's strategic needs.

GOVERNANCE AND COMPLIANCE

The Netball Australia Employee Manual was reviewed in July 2014 with changes made to ensure compliance with all relevant state and federal employment legislation.

In addition Netball Australia conducted a Work Health and Safety (WHS) audit of its Work Health and Safety Management System (WHSMS). The aim of the audit was:

- To determine whether appropriate WHS policies and procedures are in place, that comply with accepted good practice and relevant WHS legislation and Codes of Practice
- Identify areas of conformance, any deficiencies in Netball Australia's WHSMS and provide recommendations for improvement.

The audit resulted in a review of all WHS policies and procedures and the development of a fully compliant WHS and Emergency Management system and processes.

REWARD AND RECOGNITION

With the assistance of the AIS Winning Edge Remuneration Report, a review of all employee salaries was conducted to ensure Netball Australia's remuneration strategy remains current and relevant to the industry. The majority of roles within the organisation were found to be positioned within the targeted remuneration range, with only some minor market adjustments required. Further remuneration and benefit initiatives designed to retain and attract top talent were developed with a view to implementation in 2015.

Netball Australia has developed its Human Resources strategic plan for 2014-2018, to align closely with its vision, mission and values. While we have

enjoyed great success, like all great organisations we are now looking to succeed even further and take the leadership team and the individual leadership of our people to another level.

LEADERSHIP In 2014 we commenced a journey toward building a leadership program that creates leadership capabilities throughout the organisation. This will assist in developing greater team and individual leadership, creating united goals that stretch performance and develop leadership respect and credibility from both an internal and external viewpoint.

The program will also result in leadership bench strength, whereby Netball Australia develops a group of next level leaders and a culture of leadership that is the breeding ground for future leaders in sport and community.

STRUCTURE The structure of Netball Australia increased by 17% in 2014 with the number of employees reaching 43FTE by December 2014 (up from 36FTE in 2013). Turnover remained stable at 17% versus 18% in 2013. Retention strategies implemented in 2014 will be embedded in 2015 which should improve this measure in the future.

The departure of some employees in 2014 did provide opportunities to re-evaluate the organisational structure and redesign it to better position us for the future. A number of new roles were created and the recruitment strategy was targeted at attracting the capabilities required to meet both current and future challenges.

The commencement of a number of NWC2015 roles also created some gaps within both Netball Australia and our Member Organisations as we drew on the existing capabilities of those within our sport to fill these critical roles. By December 2014 the NWC2015 Team had appointed seven staff with the majority sourced through a collaborated effort of NWC2015, Netball Australia and Member Organisations.

SUMMARY 2014 was a key year for recognising the importance of our people in driving the organisation of the future. The foundation of Netball Australia's HR Policies and Procedures was refined and improved, while workforce planning and recruitment processes were streamlined. There was a continued focus on embedding our values of Passion, Teamwork, Integrity, Excellence and Accountability while creating a new level of engagement for all employees.

The foundations laid in 2014 will ensure we have an organisation of capable, engaged and talented people that deliver results now and in the future.

ORGANISATION STRUCTURE AS AT DECEMBER 2014

| | | |
|-------------------------|---|--|
| EXECUTIVE OFFICE | Chief Executive Officer Head of Government Strategy and Social Innovation Executive Officer | Kate Palmer Nadine Cohen Hannah Sidebottom |
|-------------------------|---|--|

| | | |
|---------------------------------------|--|--|
| FINANCE AND CORPORATE SERVICES | Head of Finance and Corporate Services Finance Manager Management Accountant IT Manager Human Resource Manager Office Manager | Sally Judd Adrienne Kirby Gemma Nuttall Nicholas Goodman Mandy Browne Scilla Dinnison |
|---------------------------------------|--|--|

| | | |
|--------------------------|--|---|
| SPORT DEVELOPMENT | Head of Sport Development Participation Manager Coach and Workforce Development Manager Umpire Development Manager Community Engagement Manager International Development Manager NetSetGO Manager Umpire Development Coordinator Community Engagement Coordinator | Anne-Marie Phippard Chris Dobson Damian Hecker Lainie Houston Julia Symons Olivia Philpott Rochelle Ellmers Claire Bensemam Laura Jardine |
|--------------------------|--|---|

| | | |
|-------------------------|---|--|
| HIGH PERFORMANCE | Head of High Performance National Coach High Performance Operations Manager National Pathway Manager National Pathway Logistics Co-ordinator High Performance Events & Logistics Manager High Performance Coordinator | Andrew Collins Lisa Alexander Julie Richardson Stacey West Hayley Irvine Amy Petropoulos Erin Hunt |
|-------------------------|---|--|

| | | |
|-------------------|--------------------------------------|---------------------|
| COMMERCIAL | Head of Commercial | Matthew Roberts |
| | Manager Corporate Business and Sales | Shane Purss |
| | Licensing Manager | Leigh Mawby |
| | Sponsorship Manager | Cara Pelchen |
| | Manager of Events | Amie Quirk |
| | Event Operations | Scarlett O'Sullivan |
| | Account Manager | Mitchell Woods |
| | Account Manager | Sarah McGill |
| | Account Manager | Amy Bradshaw |

| | | |
|-------------------------------------|--------------------------------------|---------------|
| MARKETING AND COMMUNICATIONS | Head of Marketing and Communications | Karen Phelan |
| | Marketing Manager | Liana Zamek |
| | Media Manager | Chris Gottaas |
| | Media Officer | Brad Green |
| | Digital Communications Manager | Alex Dandanis |
| | Production and Design Coordinator | Vicki Smith |
| | Production and Design Coordinator | Kyle Dundas |

| | | |
|-------------------------------|--|------------------|
| NETBALL WORLD CUP 2015 | Chief Executive Officer | Marne Fechner |
| | General Manager Operations | Adam Barnes |
| | General Manager Marketing, Media, Communication and Legacy | Kath Tetley |
| | General Manager Functions | Libby Howe |
| | General Manager Tournament Operations | Lindy Murphy |
| | Competition Manager | Emma Lappin |
| | Media and Communications Manager | Angela Colless |
| | Sponsorship Integration Manager | Sarah Sugar |
| | Workforce Operations Manager | Melanie Brothers |
| | Project Manager Event Information Systems | Lauren Howes |

| | | |
|-------------------------|----------------------------------|-------------|
| ANZ CHAMPIONSHIP | General Manager ANZ Championship | Andy Crook |
| | Finance Manager (NZ) | Mark Bailey |
| | Head of League Operations | Steven Icke |
| | Business Administration (NZ) | Anna Mardon |

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MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

It has been another significant year for the Australian Sports Commission and the sports network as we continue to work together to pursue victory on the world stage and inspire all Australians to experience the joy of sport.

Despite a challenging economic environment, in 2013-14 the Australian Government invested almost \$120 million in our National Sporting Organisations.

In high performance, Australia's Winning Edge continues to evolve as we target sports with potential to deliver international success and invest more in our most promising athletes.

Some highlights in 2013 - 14 have included:

- Campaign Rio - a partnership between the AIS, Australian Olympic Committee and Australian Paralympic Committee to prepare athletes for the Rio Olympic Games.
- AIS Centre for Performance Coaching and Leadership - the Centre continues to develop Australia's coaches and high performance leaders, with a Podium Coach program launched.
- AIS Sports Draft - a fast-tracked development program for talented athletes who are interested in transferring to Olympic or Commonwealth Games sports.

Our work with sports to reform governance structures and develop their strategic and commercial capabilities also continues. The ASC is determined to create better businesses and we are leading the way with a lean and agile operating model, a new AIS brand, and continued focus on philanthropy through the Australian Sports Foundation.

Grassroots participation remains a key priority, with the Australian Government's announcement of the Sporting Schools program, a significant endorsement of community sport. The \$100 million program will commence in 2015 reaching more than 850,000 children - and will enable sports to boost their participation numbers.

Australian sport is on a transformative journey. Few periods have been filled with so much activity or so much promise, and I appreciate your hard work and support over the past year. By joining us on this journey you continue to prove your capacity to succeed in this ever-changing sporting landscape.

John Wylie AM

Chair - Australian Sports Commission



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2014 PARTNERS

The outstanding support of our sponsors and partners builds the foundation that underpins the success of netball in Australia. We acknowledge and thank every one of them for their contribution.

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