## CONTENT

| 1. VISION, MISSION AND VALUES | 2 |
| 2. STRATEGIC PRIORITIES SUMMARY | 3 |
| 3. CHAIR AND CHIEF EXECUTIVE REPORT | 5 - 7 |
| 4. GOVERNANCE | 9 |
| 4.1 Directors | 10 |
| 4.2 Corporate Governance | 12 |
| 4.3 Financial Review | 14 |
| 4.4 Netball Australia ‘Innovate’ Reconciliation Action Plan (RAP) 2015-2018 - Summary | 15 |
| 5. STRATEGIC PLAN REPORT | 17 |
| 5.1 Vibrant Community Sport | 18 |
| 5.2 The Netball Tribe | 21 |
| 5.3 Financial Success | 22 |
| 5.4 World Number One | 24 |
| 5.5 Inspired Leadership | 27 |
| 6. MEMBER ORGANISATIONS | 29 |
| 7. CORPORATE STRUCTURE AND MANAGEMENT | 33 |
| 8. 2016 PARTNERS | 35 |
| 9. MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION | 36 |
1. 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 is a seat at the table and is a thought leader for sport, women and community issues.
- Netball is known for outstanding leadership, governance and workforce opportunities.

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

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

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

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

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

These priorities are consistent with netball in Australia’s vision and mission, and focus on strategies that will grow the game. Position the sport so that it broadens the appeal and increases the engagement with Australia’s diverse population.

Netball Australia in partnership with Australia Post and the Member Organisations, continue to make netball more accessible to the diverse needs of our changing population.

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

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

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

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

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

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

Netball Australia continues to build on the strong partnerships with Events Queensland, the Gold Coast Organising Committee 2018, Commonwealth Games Australia, the Gold Coast City Council and Netball Queensland. These partnerships will provide the perfect platform to ensure netball can secure legacy from Commonwealth Games 2018.
3. CHAIR AND CHIEF EXECUTIVE REPORT
Netball Australia was awarded an outstanding measure on the Australian Sports Commission’s Sports Performance Review. This reviews the sport against governance principles and high performance and participation targets. Congratulations and thank you to the State and Territory National Netball Associations. They have made a significant contribution to the establishment of Super Netball while delivering on participation, development, and pathway objectives.

**STRATEGY**

The Board and Executive participated in a facilitated workshop to develop a four-year strategy and explore strategic opportunities. A similar session was facilitated at the December Strategic Forum with the Member Organisations.

The Board has also committed to further collective consideration in 2017. Priority areas for investment will be further determined. Potential projects for consideration include strategies to enhance the commercial revenue streams, participation growth, competitive balance and technology. One of the key objectives is to determine more effective ways in which the national system can work together.

**EVENTS**

The Australian Diamonds farewell retiring Captain Clare McMenamin by retaining the Constellation Cup with a 49-15 win in the final Test in Invercargill. A true leader on and off the court, represented Australia and the Queensland Firebirds with pride.

The Diamonds also won the inaugural Quad Series, a new high-profile international series to be played between Australia, New Zealand, South Africa and England.

The Queensland Firebirds won the final ANZ Championship title (as evidenced by the ANZ Championship) and this will allow direct following Suncorp Super Netball. The profile of netball has significantly in the sport at both the elite and community levels. In 2016, the ANZ Championship and State Leagues for athletes, coaches and officials.

**RESULTS**

Congratulations to the three National Netball Championship winners – New South Wales who were crowned 21/Under National Champions following a 49-46 win over Victoria, Queensland and 24/Under. The Diamonds also won the inaugural Quad Series, a new international series that began in 2016, to be played between Australia, New Zealand, South Africa and England.

The Queensland Firebirds won the final ANZ Championship title (as evidenced by the ANZ Championship) and this will allow direct and Semi-Final. The Diamonds also won the inaugural Quad Series, a new high-profile international series to be played between Australia, New Zealand, South Africa and England.

**SPORTS DIPLOMACY STRATEGY**

This year Netball Australia partnered with Netball Samoa, Tonga Netball Association, Nepal Netball Association, the Federation of Goodness in Sri Lanka, Netball Federation of the Netherlands and the Naz Foundation in India. This saw over 5,000 participants take part in programs that improve access for women and girls to physical activity which contributes to improved physical and mental wellbeing, and leadership opportunities. Netball girls are long standing partners and an important role in the establishment of the ANZ Championship and this will allow direct and Semi-Final. The Diamonds also won the inaugural Quad Series, a new high-profile international series to be played between Australia, New Zealand, South Africa and England.

Netball is a sound position commercially, with strong support from our partners. Thank you to the Australian Sports Commission, the ANZ, Telstra, Chemist Warehouse, STA, San Remo, Australia Post, Asics, Seiss, Gilbert, Beiersdorf, 2XU, Leading Teacher, Radox, Longines Network, 10, Fox Sports and Telstra (ANZ Championship and Test Series), Nine and Telstra (Suncorp Netball World Series).

**AWARDS**

As part of the changes to the national calendar because of the success of Suncorp Super Netball it may be agreed that the 2016 Netball Awards should be deferred and held directly following Suncorp Super Netball. The profile of netball is at its height at the end of our major national league (as evidenced by the ANZ Championship) and this will allow national to maximise this opportunity. Congratulations to Sharron Layton (ANZ Championship Player of the Year), Michelle Pippard (ANZ Championship Umpire of the Year), and Rosie Lee and Jessie J (AUS Australian ANZ Championship Coach of the Year).
4.1 DIRECTORS

NOELEEN DIX, PRESIDENT
A former Australian player and Executive Officer of Netball Australia, Noeleen Dix is a highly respected sports administrator who has held senior management positions across a range of sports and sporting events. She is currently the General Manager of Masters Swimming Australia, was Manager of the 1991 World Netball Championships in Sydney, and Program Manager – Competitions for the 2006 Melbourne Commonwealth Games. Noeleen was also a Director of Netball Australia from 2002 until 2005, and was elected President in 2006. She served as the inaugural Chair of the TNFL Board, was Treasurer of the Asian Netball Federation and Australia’s delegate to INF from 2006. Noeleen was instrumental in establishing the ANZ Championship which created a significant step change in the sport – domestically and internationally – and is a highly regarded statesperson of the game. She retired in April 2016 after 15 years on the Board to which she brought a cool head and exceptional people and communication skills.
Director appointed: April 29, 2006; Retired April 2016

GEOFFREY PARMINTER, DIRECTOR
Geoff Parminter has more than 20 years executive and general management experience in Australia and internationally. Between 2002 and 2005 he was also Chairman of the Group Executive General Manager, Marketing and Corporate Affairs at The Star Entertainment Group. Geoff has significant experience in the events industry having worked on three Olympic Games, two FIFA World Cups and four Rugby World Cups between 1990 and 2006. He has also successfully negotiated his own consultancy business where his clients included the Istanbul 2020 Olympic Bid Organisation, the New South Wales Government and the Dubai Government. During his time as Chief Executive Officer of Events NSW, he was closely involved in securing the 2015 Netball World Cup in Sydney.
Director appointed: September 16, 2014

PAOLINA HUNT, DIRECTOR
Paolina Hunt is a Business Manager with operational and strategic experience across a number of industries. The combination of her law degree, extensive business background and creative approach make her a valuable member of the NA Board. She currently Chairs NAB’s Nomination and Remuneration Committee and is a member of the Audit and Risk Committee. Paolina is passionate about the contribution netball makes to the social fabric of communities and the support network it provides for young girls and women at every level of the sport. A former AIS scholarship holder, she grew up in Sydney, has spent time in Canberra, Perth, Adelaide and Melbourne, and was involved in netball at a state level in each of those states – either as a player, coach, umpire and/or administrator. Paolina has a Law degree and an MBA.
Director appointed: June 1, 2012

KATHRYN HARBY-WILLIAMS, DIRECTOR
One of the modern day greats, Kathryn Harby-Williams played 94 Tests for Australia between 1990 and 2003, captaining her country for four seasons. She was a member of Australia’s triumphant 1995 and 1999 World Championship, and 1998 and 2002 winning Commonwealth Games teams. Kathryn was named inaugural captain of the Adelaide Thunderbirds, retaining that position from 1997 until her retirement. She holds a Bachelor of Management and has worked extensively in sport and the media – as Sponsorship Manager at the AFL’s Adelaide Crows, in radio and television in New Zealand, and as part of the Fox Sports commentary team. Kathryn is also a member of the Commonwealth Games Australia Board of Management, and is currently the inaugural Chair of the Asian Netball Federation. Anne-Marie is the former CEO of HESTA, the industry superannuation fund for health and community services and the support network it provides for young girls and women at every level of the sport. A former AIS scholarship holder, she grew up in Sydney, has spent time in Canberra, Perth, Adelaide and Melbourne, and was involved in netball at a state level in each of those states – either as a player, coach, umpire and/or administrator. Paolina has a Law degree and an MBA.
Director appointed: April 29, 2006; Retired April 2016

ANNE-MARIE CORBOY, DIRECTOR
Anne-Marie is a current Director of Utilities Australia, Bank Australia, the Mother’s Day Classic Foundation, the Australian Commonwealth Games Foundation and TNFL. She has held a role in a number of industries. The combination of her law degree, extensive business background and creative approach make her a valuable member of the NA Board. Paolina has a Law degree and an MBA.
Director appointed: June 1, 2012

CHERLY MCCORMACK, DIRECTOR
Cheryl McCormack is a former Australian representative in netball and touch football who brings a wealth of experience in Sports Management and Marketing to the Board. Cheryl played nine Tests for Australia during 1985 and 1986, making her international debut against New Zealand in Melbourne. Cheryl has held senior management positions in the key professional sports of AFL, NRL, Rugby Union, Rugby and Cricket. She has worked in a number of high-profile roles in the Paralympic sport and has experience working on major events including the IBF World Womans Netball Cup and filled the non-negotiable role of her daughter’s first ever netball coach - a challenge she considers much more challenging than captaining her country in cricket. Cheryl is Head Coach at Firbank Girls Grammar School overseeing 32 teams.
Director appointed: April 27, 2013

KAREN STOCKS, DIRECTOR
Karen Stocks was the founding MD of Twitter Australia and set up the local operations including its advertising business. Under her leadership, Twitter experienced significant growth, that led Australia within the fastest growing region globally for Twitter. During this time she was instrumental in supporting netball’s growth on its popular social media platform and was an ambassador for Netball World Cup 2015 (Sydney). Karen was the 2014 Patron for Go Girl – an initiative encouraging young women to work and study within business and/or IT. She is a member of Chief Executive Women and an ambassador for Business Events Sydney. In 2016 Karen was named as the CEO Magazine Managing Director of the Year and since 2015 has been selected as one of LinkedIn’s Most Influential Women in Media. Karen has previously worked at Google and Vodafone and has a passion for bringing new technologies to enhance the customer experience. Karen has a degree in Financial Administration, an MBA, and is a Fellow of CPA Australia. She is an avid netball follower who is excited to contribute to the sport’s increasing popularity.
Director appointed: August 29, 2015

GLENN RUSSELL, DIRECTOR
Glenn Russell is a practicing Chartered Accountant and Solicitor and is Partner of global advisory firm PricewaterhouseCoopers. Glenn has extensive experience advising Servic Management and Boards of public and private companies in relation to strategy and matters of financial management. He is a Director and State Council Member of Chartered Accountants Australia New Zealand and also a member of the Queensland Exploration Council and the Queensland Committee. Glenn has significant experience advising on not-for-profit organisations and is actively involved in a number of charities and not for profit organisations such as the Starlight Children’s Foundation, the Smith Family and JDRF. He has previously been a Board member of the Queensland Rugby Club and as a committee member of the Forum for Executive Women in Jakarta. Glenn currently chairs Netball Australia’s Audit and Risk Committee and recently chaired the Evaluation Panel for the selection of additional franchises for the Supercup Super Netball League.
Director appointed: August 29, 2015

ROBERT SHAW, PRESIDENT
Robert Shaw is a successful business entrepreneur and avid supporter of industry related not for profit organisations. He started his career in the building industry as a trade qualified carpenter at the age of 16 and has maintained a lifelong passion for philosophy within the building industry. He currently owns and is a Director of five successful businesses within this sector. In 2003 Robert joined the Housing Council of Margaret River WA and in 2011 became President, serving a 3-year term. He concurrently held office as a Director of Netball WA for seven years, the last four as President. Robert’s passion and interest in netball started when his two daughters started playing 22 years ago, and his ongoing commitment stems from an enthusiasm to share private enterprise success with the not for profit sector. He is a Director of Master Builders Australia and WA Renovations Pty Ltd.
President appointed May 1, 2016
4.2 CORPORATE GOVERNANCE

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

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

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

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

AUSTRALIA SPORTS COMMISSION SPORT TALLY REPORT

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

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

BOARD PERFORMANCE

2016 was the final year in turnover of Directors which commenced in 2006 with a change in Directors to limit the number of terms/years Directors can serve concurrently.

As a result, the Board was cognisant of potential loss of corporate knowledge due to departure of long standing Directors and has enhanced processes to assess potential Directors to ensure they continued to perform at a level that the business required to be successful.

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

OTHER ENTITIES

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

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

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

FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

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

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

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

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

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

BOARD STRUCTURE

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

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

ETHICAL AND RESPONSIBLE DECISION MAKING

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

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

Netball Australia has adopted the Australian Institute of Sport Sports Science and Sports Medicine Best Practice Principles. Directors are required to apply their independent judgement to Board decisions, to question and seek information or raise any issue of concern to them in order to fully explore all aspects of the major issues facing the organisation. In accordance with the Governance Principles Policy the Directors are required to keep Board discussions confidential and support all decision of the Board.

INTEGRITY IN FINANCIAL REPORTING

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

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

MANAGING RISK

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

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

ENGAGEMENT WITH STAKEHOLDERS

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

The organisation ensures that the government at all levels, including the Australian Sports Commission, is aware of and understands main areas of concern and achievements.

REMUNERATION

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

MEMBERSHIP FEES

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

DIRECTORS FEES

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

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

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

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

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

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

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

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

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

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

GROWING AND SUSTAINING PARTICIPATION

Deliverable:
Ensure ANZ NetSetGo is the single authorized national introductory program for netball.
Netball has a strong presence in schools.
Provide a range of contemporary, consumable and convenient participation products.
A facilities blueprint that enables participation growth and provides a quality netball experience for all participants.

Comment:
ANZ NetSetGo continued to expand its footprint throughout Australia with another year of growth in delivery centres and participants.
ANZ NetSetGo grew 8.4% across all program types with 201,667 children experiencing netball’s introductory program. Further to this, there was a significant increase (65%) in the number of centres/programs running across the year.
The MyNetball self-registration module saw 46.7% NetSetGo registrations completed online in 2016, up from 23% in 2015.
Launched this year, the Get to Know NetSetGo e-learning tool has seen 669 coaches, parents, teachers, club and association members complete the online education module.

Netball Australia continues to engage with teachers via the Teacher Ambassadors program with 2,099 teachers registered.
Netball has been one of the most popular sports delivered as part of the ASC Sporting Schools Program delivered by the Member Organisations, with 5% programs and 45,226 participants taking part in a 4 week NetSetGo test program.
The Fast5 participation product was launched in October alongside the Fast5 Netball World Series. Fast5 pilot programs have been conducted in New South Wales, Western Australia, Victoria and South Australia and a Fast5 Promotion Manager was employed by Netball Australia to work on the operational delivery of Fast5 with the Member Organisations.

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

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

Netball Australia from August 2014 to December 2016, these positions were extended for a further year with support from Australia Post, renamed as One Netball Coordinators.
These roles focus on increasing connections, partnerships and programs with Indigenous, Culturally and Linguistically Diverse (CALD) and disability communities to increase their engagement and participation in netball.
As at 30 November 2016, more than 50,000 people across Australia had engaged directly in diversity and inclusion initiatives run by the One Netball Coordinators from nearly 500 suburbs throughout metropolitan, regional and remote communities.

As part of Netball Australia’s partnership with Australia Post, a series of initiatives continued to be delivered to engage the netball community to create more inclusive netball environments, as well as connecting with new communities.
Through the engagement of 18 One Netball Ambassadors, 110 community visits took place nationally across all eight States and Territories at Indigenous netball tournaments, Come and Try programs for refugee groups, disability school gala days and many other community events.

The annual Australia Post One Netball Community Awards 2016 were given to eight individuals, Clubs and Associations across NSW, QLD, Victoria, South Australia and the ACT for their efforts to create more inclusive netball environments in their local community. The number of Award nominations increased by 10 percent from 2015. With Australia Post media support, the Community Awards generated 114 articles nationally across radio, online and print media coverage.

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

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

The Connected Clubs and Communities (CC&C) inclusion education program for Clubs and Associations expanded in its second year with 42 workshops delivered for Clubs and Associations across all eight States and Territories, after further training workshops were held with Merri Creek Women’s Football Association and a pilot delivery to 53 Clubs and Association committee members attending workshops nationally.

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

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

Through the provision of subsidised coaching and umpiring accreditation courses for CALD and Indigenous community groups, 97 coaches received coaching accreditations and 253 umpires completed umpiring courses.
Subsidised transfers to netball events and programs was also provided, enabling disability schools to attend netball gala days in Brisbane and Sydney, as well as multicultural groups to attend netball matches in Sydney and Melbourne.

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

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Marie Little OAM Shield
Netball Australia’s national tournament for women with intellectual disabilities, the Marie Little OAM Shield, was delivered in partnership with Sports Inclusion Australia in Sydney with $21,875, Queensland and Western Australia’s representation increased the competition to five Member Organisations, up from three in 2015. New South Wales won the Shield for the second time, followed by South Australia and Victoria, with Nicole Skerman from Queensland named as the Inaugural Most Valuable Player.

One Netball Australia and One Netball Pacific
Through One Netball Asia and One Netball Pacific, Netball Australia formally partnered with Nepal Samoa, Tonga Netball Association, Nepal Netball Association, the Foundation of Goodness in Sri Lanka, Netball Federation of Timor-Leste and the Naz Foundation in India, to contribute to positive social outcomes through high quality development programs and partnerships.
Leadership training in Sri Lanka established coaches as a forum on women in sport and a netball clinic for 50 people-to-people and organisational links, and engage key networks. There was an overall increase in coach accreditations awarded in 2016 of 10% (Foundation 6%, Development 37% and Intermediate -18%) with a total of 5,997 accreditations awarded. The Foundation and Intermediate badges were the most popular, with 3,355 coaches completing online and 1,363 being accredited through the face to face format. The Development Accreditation course is next to be transitioned to online delivery. Technical consultants have been engaged to determine what content should be delivered online versus face to face. The new format will be rolled out in 2017. The High Performance Coach Accreditation course has been updated with current adult learning practice and other high performance sport course content used as a reference point.

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1,272 coaches have completed the Coaching Our Way online, which is an interactive coach learning tool, designed to give coaches education on the player centered coaching philosophy and how they can implement it with their playing group. In partnership with the ASC, Netball Australia is working on a Coach Development project, which will form a major part of the Presenter/Assessor/Mentor strategy.

Umpires continued to engage in education through Netball Australia’s online umpiring and development. This established a partnership with the local peak body for women’s organisations, and governance training with the Netball Federation of Australia to nurture the sport.

To build on this, and to move more women into leadership roles in sport to influence decision-making, Netball Australia partnered with the International Cricket Council and Cricket Australia, to run the Pacific Women’s Sports Leadership Education Course in Port Moresby. The program was funded through the Department of Foreign Affairs and Trade and brought together 20 women representing 16 different sporting organisations and six Pacific Island nations, for the first time. Program participants returned home to apply their learnings to motivate more women in sport and sports leadership.

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

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

A Sports Envoy involving Australian Diamonds players Caitlin Thayse and Natalie Madurthi, travelled to India to upskill netball coaching capacity at sports schools throughout Malaysia.

Netball Australia’s annual history and tradition committee met in November 2016 to review the year and update the current database.

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

ANZ Championship Player of the Year
Shannon Lean
ANZ Championship Umpire of the Year
Michelle Phippard
ANZ Championship Coach of the Year
Rosalea Jencke OAM
5.3 – FINANCIAL SUCCESS

THE NETBALL BUSINESS

Deliverable:
A National Insurance Program. Research that underpins evidence based decision-making.
A technology platform and systems that support the sport and improve business performance.
Financial efficiencies and growth.
A sustainable positive culture to risk.
Financial efficiencies and growth.

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

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

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

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

COMмерCIAL GROWTH

Deliverable:
An expanding number of long term corporate partners;
A single commercial platform that delivers outcomes nationally;
A Licensing program that delivers netball product across a range of platforms.

Comment:
Telstra continued to increase its investment in Netball, extending the partnership to become a broadcast partner with Nine. ANZ’s long term partnership with Netball in Australia concluded in October.

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

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

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

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

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

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

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

INTERNATIONAL EVENTS

Deliverable:
The Constellation Cup and International Quad Series are a showcase for the passion, pride and rivalry of International Netball.
Leverage the Fast5 Netball World Series to increase the profile of the sport and deliver new commercial opportunities.

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

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

Thank you to the Tasmanian Government for their support of this Test Match.

Thank you to the Tasmanian Government for their support of this Test Match.

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

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

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

NEW NATIONAL LEAGUE

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

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

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

GIANTS Netball (NSW), Magpies Netball Club (VIC) and the Sunshine Coast Lightning (QLD) were announced as the three new Clubs joining the five existing Australian Clubs - the Adelaide Thunderbirds, Melbourne Vixens, NSW Swifts, Queensland Firebirds and West Coast Fever - in the new all-Australian league.

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

A new Collective Players Agreement was finalised, confirming that the 80 athletes contracted across the eight teams would share in a total player payment pool of $14.4 million. Each team would have up to $675,000 to spend on its list of 10 contracted athletes, with the average salary increased to $67,500. The minimum salary more than doubled, from $13,250 to $27,375.

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

In November, the league name was revealed as Suncorp Super Netball, in conjunction with the 2017 fixture announcement, marking the start of the countdown to a new era for Netball in Australia.
The Netball Australia High Performance Plan was developed using the Australian Institute of Sport performance drivers with a focus on athlete pathways, the daily training environment, competition, coaching, research and innovation and leadership. The following elements are the key deliverables from that plan.

**TRAINING AND PERFORMANCE ENVIRONMENT**

**Deliverable**

Deliver a world class training environment to win milestone events.

**Comment**

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

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

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

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

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

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

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

**ATHLETE IDENTIFICATION AND DEVELOPMENT**

**Deliverable**

Identify and develop the next generation of high performance athletes.

**Comment**

The Netball Centre of Excellence continued to provide access to world leading coaching and support services for some of Australia’s best netball talent as well as specialist camps with a focus on athlete and coach development. Programs were run for talent groups at the Australian Institute of Sport in Canberra at 17 and under level, for targeted “tal” athletes, 19 and under specialists, an intensive specialist camp for athletes on the fringe of the Diamonds squad selection was also held.

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

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

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

**HIGH PERFORMANCE COACHING**

**Deliverable**

Establish a pool of world class high performance coaches well prepared for 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. Athletes were also targeted for development opportunities in partnership with the Australian Institute of Sport Centre for Performance Coaching.

The targeted Coach Program had a focus on coaching and athlete development. The program provided high quality coaching and assessment and development experiences integrated into various Netball Centre of Excellence developmental opportunities.

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

**COMPETITION**

**Deliverable**

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

**Comment**

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

The Diamonds had an enhanced competition program in 2016. In August the Diamonds participated in the inaugural Quad Series that was expanded to include New Zealand, England and South Africa and finished the international year with a 3-1 series defeat of New Zealand to retain the Cancellation Cup.

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

With planning underway for the Netball Youth World Cup in 2017 in Botswana the Australian 20 and under squad and a 19/21SS/SAS invitation team were involved in matches against New Zealand 20 and under team, a NZ Maori team as well as the English and South African Under 21s.
Established the OneNetball Asia Program.

Quad Series - Gold (Inaugural champions remaining undefeated in Quad Series)
- 31 August
  - Adelaide Entertainment Centre, Adelaide
    - Diamonds 66 def England Roses 46
    - Diamonds 60 def NZ Silver Ferns 55
  - Margaret Court Arena, Melbourne
    - Diamonds 60 def NZ Silver Ferns 55

Diamonds England Tour (undefeated in 3 match series)
- 20 January
  - Echo Arena, Liverpool
    - Diamonds 58 def England Roses 52
- 22 January
  - Copper Box Arena, London
    - Diamonds 60 def England Roses 44
- 24 January
  - Copper Box Arena, London
    - Diamonds 55 def England Roses 41

Fast5 Netball World Series (Hisense Arena, Melbourne) - Silver
- 29 October
  - Australia 24 def Malawi 23
  - Australia 35 def Jamaica 19
  - Australia 32 def New Zealand 29
  - Australia 26 def England 20
  - Australia 31 def South Africa 14
  - New Zealand 41 def Australia 16
- 4 September
  - Margaret Court Arena, Melbourne
    - Diamonds 60 def NZ Silver Ferns 55

5.5 - INSPIRED LEADERSHIP

UNIFIED, COLLABORATIVE AND ALIGNED SPORT

Deliverable:
A unified, collaborative and aligned sport.

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

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

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

INTEGRITY AND INFLUENCE

Deliverable:
Strong relationships with Government, Corporate and community leaders.

Processes and systems to improve efficiencies and effectiveness across netball:
- An integrity framework that protects the integrity of netball and health and wellbeing of athletes.

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

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

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

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

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

SOCIAL RESPONSIBILITY

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

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

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

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

SUCCESSFUL INTERNATIONAL SPORT

Deliverable:
A strong and influential relationship with the International Netball Federation.

A vibrant and engaged Asian Region.

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

PEOPLE AND CULTURE

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

An environment that promotes a high level of employee engagement.

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

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

The OH and S committee facilitated first aid training, with 10 staff members completing Level 1/2 First Aid training. The Performance Review Process (PRP) was rolled out in 2016. This process is designed to develop and manage Netball Australia’s people development strategies more consistently.

Netball Australia has partnered with Our Watch, the Australian Football League, National Rugby League and Australian Rugby Union, to help drive nation-wide change in the culture, behaviours and attitudes amongst our sporting communities that lead to violence against women and their children. Our Watch is an independent, not-for-profit organisation, which provides national leadership to change structures, norms and practices that drive violence against women and their children.
6. MEMBER ORGANISATIONS
Netball Australia Annual Report 2016

The Samsung Premier League enjoyed its inaugural season with 18 teams taking part in a 12-week campaign. The Adelaide Thunderbirds were the second most watched team. Nationally Identified athletes - 17U and 20U SIS/SAS Gabby and Solie completed an upgrade of all court surfaces, lighting and technology at the leading clubs in the country. Netball NT 17U team winning the play off for 7/8th at the National Championships in September, with over 100 participants and key speakers including Marcia Ella-Duncan OAM and Kristy Keppich-Bird. The Tasmanian Netball League was reviewed and the TNL is the longest running league in the world with a wealth of experience and knowledge. The organisation’s social and digital media engagement continues to grow with the game so that these entities are financially viable.

Netball Queensland


Highlights in 2016:
- Secured a total of $1.47 million from State Government over three years for the State Development program.
- Secured an additional $10 million from the Federal Government towards the construction of a State-Home of Netball.
- The Queensland Firebirds were crowned Champions in 2016 and set some impressive records in the process. The ANZ Championship games won in a row, the first team in history to win back to back grand finals, and the most ANZ Championships games won in a row.
- The Queensland Firebirds were the first team in history to win back to back grand finals and the most ANZ Championships games won in a row.
- Obtained Company Limited by Guarantee status.
- At the 2016 Queensland Sport Awards Catherine Clark was named Queensland Administrator of the Year, Elizabeth White was named Volunteer of the Year, and the ANZ Championship Grand Final was named Event of the Year.
- Significant growth in the use of MyNetball with an increase of 147% in Online Self-Registrations.

Netball Victoria

Vision: Excellence – We value outstanding performance in ourselves and others.

Values:
- Teamwork, Accountability, Integrity, Innovation, Empowerment

Highlights in 2016:
- The South Australian 17 and Under State team won the National title, the first time in seven years.
- Participation growth in NetSetGO programs in South Australia increased by 12% in 2016.
- Netball SA completed its first full year delivering the Sporting Schools program with approximately 3,300 students participating across 54 schools.
- Marsha and Burbank Homes joined as Major Partners of Netball SA and the Adelaide Thunderbirds.
- The Adelaide Thunderbirds were the second most watched and followed club in the ANZ championship despite a disappointing season-on-court.
- The organisation’s social and digital media engagement experienced significant growth across the year with followers on Facebook increasing by 76% across the organisation’s sites, Twitter by 33% and Instagram by 142.9%.

Netball ACT

Mission: Netball ACT will operate under leading business practices and ensure that everyone can be involved in the sport in a safe, fair and enjoyable environment.

President: Laura Gale
Delegates: February Strategic Forum – Paul Donohue and Liz Murphy

December Strategic Forum – Lauren Gale, Lisa Maggi, Erin Taylor

CEO: Adam Horner

Mission: Netball ACT will know when we have achieved our vision to be a leader in the ACT, when netball is the sport of choice for young girls and women of all backgrounds across the ACT and everyone has the opportunity to be involved in the sport in a way that brings them engagement and belonging. Netball ACT will operate under leading business practices and ensure that everyone has the opportunity to be involved in the sport in a safe, fair and enjoyable environment.

Netball Northern Territory

President: Catherine Norton
Delegates: Trish Crossin, Catherine Norton and Shelley Haynes

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

Netball NSW

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

President: Wendy Archer
Delegates: Wendy Archer, Janet Drakos, Carolyn Campbell

CEO: Shane Koala

Mission: Netball NSW will partner with Netball Australia and the local Member Organisations to provide a comprehensive range of programs and services to the community. Participation growth in NetSETGO programs in South Australia increased by 12% in 2016. Netball SA completed its first full year delivering the Sporting Schools program with approximately 3,300 students participating across 54 schools. Marsha and Burbank Homes joined as Major Partners of Netball SA and the Adelaide Thunderbirds. The Adelaide Thunderbirds were the second most watched and followed club in the ANZ championship despite a disappointing season-on-court. The organisation’s social and digital media engagement experienced significant growth across the year with followers on Facebook increasing by 76% across the organisation’s sites, Twitter by 33% and Instagram by 142.9%.

Netball Tasmania

President: Liz Banks
Delegates: Liz Banks, Marj Kerstela

CEO: Julia Phillips

Mission: To exist to enrich Victorian communities through the sport of netball.

Vision: More people involved in netball more often.

Values:
- Teamwork, Accountability, Integrity, Innovation, Empowerment

Highlights in 2016:
- The development and implementation of a State-Wide Inclusion Strategy that involved a collaborative effort by a number of passionate stakeholders.
- Launch of a new set of products (Roll-Up Netball, Net-Rings) across the state of Victoria which allows participants to play netball in new formats.
- Progression of the State-wide Facility Strategy to the implementation phase.
- Through the Inner City Netball Project, 64 courts are now set for development within the Inner Melbourne area.
- Netball Victoria achieved a personal best! Employee Opinion Survey result of 79% of employee satisfaction and alignment.
- Published 'Boys Participation in Grassroots Netball - Resource Document' which included the results of NV research commissioned into the gender differences between strength, stamina and physique of early-adolescent males and females in netball.
- The Melbourne Vixens achieved significant growth across all social media channels and remain the best performing club in the competition.
- Due to higher TV audiences in 2016, all Melbourne Vixen sponsors branding has achieved stronger exposure, resulting in significantly higher brand value across the season.
- Continued success in the elite netball pathway with five Victorian athletes selected in the 2016 Australian Diamond squad.
- The Melbourne Vixens hold the highest membership for the league with 3,926 for 2016.

**NETBALL WA**

**President:** Deane Pieters  
**Delegates:** Deane Pieters and Jill Powell  
**CEO:** Simon Taylor

**Vision:**  
One Netball Community driving Western Australia's leading sport.

**Highlights in 2016:**
- Participation rates grew by more than 10% with netball now engaging in excess of 197,000 people the length and breadth of Western Australia.
- A record 107 teams competed in the annual NAIDOC Netball Carnival, making it the largest Indigenous sporting carnival in the country.
- Indigenous education program Shooting Stars now reaches over 200 students across six separate delivery sites, with more than 10% of participants increasing their attendance at school by at least one day per week.
- Netball WA’s largest participation event reached new heights with more than 13,000 people converging on the State Netball Centre and Wembley Sports Park for the annual Association Championships.
- Perth simultaneously hosted the 17U and 19U National Netball Championships in April with 6,500 people attending the State Netball Centre across the week-long tournament.
- Successfully implemented initial phase of key recommendations following Organisation’s inaugural whole of sport Governance and Membership review.

**EXECUTIVE OFFICE**

**Chief Executive Officer**  
Kate Palmer (departed 16 December)

**Deputy Chief Executive Officer**  
Maree Fechner (moved into Acting Chief Executive, December)

**Head of Government Strategy and Social Innovation**  
Nadine Cohen (moved into CEO Netball Foundation, May)

**Head of People and Culture**  
Miriam Slattery

**General Manager - Executive Office**  
Libby Howe

**FINANCE AND CORPORATE SERVICES**

**Chief Operating Officer**  
Sally Judd (departed 30 November)

**Finance Manager**  
Adrienne Kirby  
Management Accountant  
Gemma Nuttall (departed 30 June)  
Susanne Meier

**IT Manager**  
Nicholas Goodman  
IT Infrastructure Manager  
Brett Baker

**Manager CEO, Board and Office**  
Scilla Ommison  
Reception (Casual)  
Kerryn Falcke  
Rachael King  
Marcus Scott

**COMMUNITY STRATEGY AND NETBALL DEVELOPMENT**

**Head of Community Strategy and Netball Development**  
Anne-Marie Phippard

**General Manager - Participation Products**  
Chris Dobson (departed 24 April)

**Participation Manager**  
Tim Ivar

**School Engagement Manager**  
Trevor Robinson (departed 4 October)

**General Manager – Netball Workforce**  
Larina Houston (Maternity leave)

**Workforce Development Coordinator**  
Sarah Bland

**General Manager – Coach Development**  
Julia Lawrence

**General Manager – Community Engagement**  
Julia Symons  
Community Engagement Coordinator  
Stephanie Anderson

**Community Partnerships and International and Development Manager**  
Olivea Phillips

**NetSetGO Manager**  
Rochelle Ellmers (departed 10 June)

**HIGH PERFORMANCE**

**Head of High Performance**  
Andrew Collins

**National Coach**  
Lisa Alexander

**High Performance Operations Manager**  
Julie Richardson

**National Pathway Manager**  
Stacey West

**Performance Support Manager**  
Laura Julliff

**High Performance Coordinator**  
Emily Purchase

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

An ongoing focus on people and development ensures we have an organisation of capable, engaged and talented people.
National Pathway Coordinator
Alexis Carydis
National Events and Logistics Manager
Hayley Irvine (transferred to Events Unit in May)

MARKETING AND ACQUISITION
General Manager Marketing and Acquisitions
David Lee
Senior Partnership Manager
Sarah McGill
Partnership Manager
Sam Davey
Partnership Manager
Evan Cole

EVENTS
Head of Events
Bill Allen
Senior Event Manager
Kate Grills
Event Manager
Hayley Irvine
Project Manager – Events / National Technical Director
Lindy Murphy
Event Coordinator
Tim Granis (departed 1 March)
Caitlin Yann

MARKETING AND COMMUNICATIONS
Project Manager NNL / Head of Marketing
Kate Patterson
Marketing Manager – Participation
Bridget Lodge
Marketing Manager – Events and Diamonds
Taryn Kirby
Media Officer
Brad Green (departed 10 June)
Media and Digital Communications Manager
Alex Dandanis
Digital Communications Coordinator
Ashleigh Craven
Digital Communications Coordinator
Jordan Browne
Design and Brand Manager
Vicki Smith
Design Coordinator
Emily Walsh
Licensing Project Officer
Matt Spangher

NETBALL FOUNDATION
Chief Executive Officer
Nadine Cohen

ANZ CHAMPIONSHIP
General Manager ANZ Championship
Andy Crook (departed 15 April)
Head of League Operations
Steven Icke (departed 31 April)
Finance Manager (NZ)
Mark Bailey

PRINCIPAL PARTNERS

SPONSORS

MEDIA PARTNERS
Message from the Australian Sports Commission

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

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

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

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

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

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

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

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

Looking ahead, ASC priorities include:

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

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

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

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

John Wylie AM
Chair
Australian Sports Commission