



ANNUAL REPORT 2019



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Netball Australia respectfully acknowledges the traditional custodians of the lands on which we live and work. Netball is played in communities across Australia and we acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands on which we play and recognise the significant contribution of Aboriginal and Torres Strait Islander peoples to our game. We pay our respects to elders past, present and emerging and commit to working respectfully to honour their ongoing cultural and spiritual connections to this country and recognise the role and value of culture in all our communities.

PURPOSE

NETBALL EMPOWERS GIRLS AND WOMEN TO SHINE,
WHILE ENRICHING AND CONNECTING COMMUNITIES.

VISION

WE ARE AUSTRALIA'S LEADING TEAM SPORT

THIS VISION IS UNDERPINNED BY:

- Our ranking as the number one participation sport in Australia.
- 30% year-on-year growth in our broadcast audience.
- The sustained success of Suncorp Super Netball as the world's number 1 women's sports league.
- The achievements of the Australian Diamonds as Commonwealth Games and World Cup champions and as the world's number 1 ranked Netball team.

OUR VALUES

RESPECT We are honest, care for, acknowledge and are empathetic with each other.

EXCELLENCE We set clear benchmarks, enabling us to be outcome-focused through an innovative, people-centred approach to our work.

AGILITY We work in an adaptive environment and encourage each other to continuously learn and make brave decisions while remaining risk conscious.

TEAM We work collaboratively and support one another, ensuring we have aligned and clear goals we achieve together.

OUR VALUES ARE SUPPORTED BY: Clear and Open Communication; Empowerment of our Staff; Productive Partnerships; Clear and Consistent Operating Systems; and A Clarity of Purpose and Integrated Planning.

STRATEGIC PRIORITIES: OUR GROWTH FOCUS

Customer, data and digital

Customer insight informs the creation and delivery of the amazing experiences we provide.

We deploy, understand, nurture and find new ways to engage our community through contemporary digital practices.

Culture and leadership

Thrive in a federated structure by creating a one-team culture and working together as a unified sport.

Suncorp Super Netball

Accelerate the growth of Netball's sport entertainment product.

Sport Business Model

Create a Netball system that captures and supports all forms of participation.

Influence

Broaden Netball's influence through sharing the Netball story.



CHAIR AND CHIEF EXECUTIVE OFFICER REPORT

Paolina Hunt and Marne Fechner

When the definitive history of Australian netball is written, expect 2019 to be remembered as a watershed year. While the Netball World Cup failed to produce the desired result for the Samsung Australia Diamonds, there was much else to celebrate.

The Federal Government's \$30 million investment in our business was an unprecedented commitment to our sport, providing additional resources to invest in our future in a strategic and focused way. It was also an endorsement of the sport's decades-long position as the nation's pre-eminent sport for women and girls. The Netball family are leaders at all levels of the community, agents of change, connection, and inclusion, and we continue to listen, learn and evolve.

The funding commitment will progress key areas of participation, digital transformation and the Netball World Cup 2027 bid which has a vision to take the event far beyond the court. Further, an ongoing focus on and increased investment in athlete wellbeing and the establishment of an International Leadership Hub will capture what is at the core of our game - the ability to build resilience, develop great communication skills, be a great team player with the capacity to understand and deliver on strategy: all things that inherently underpin great leaders.

At the elite level, the Samsung Australia Diamonds retained the world number 1 ranking, as the only team to reach both the Commonwealth Games and World Cup gold medal finals over the four-year cycle. The third season of Suncorp Super Netball was one of consolidation, watched by more fans than ever before. Participation numbers continue to increase, despite the intense competition for young female athletes, and we look forward to returning to accelerating that growth trajectory with a revamped NetSetGO program being launched in 2020.

Netball continues to set an ambitious agenda, fortified by the foundations laid by our previous leaders. Netball has no glass ceiling, and we must continue to reach skywards and be bold, brave and ambitious. Ours is a unique story, which we are also determined to be stronger and more assertive in telling.

The International game

The International game continues to go from strength to strength, with Netball World Cup 2019 in Liverpool arguably the most competitive in the event's history. The sheer athleticism and raw talent of the African Region spoke volumes for the growth of the game and the World Cup, which saw South Africa, Malawi, Uganda and Zimbabwe finish within the top eight final placings. The result highlights the sport's diversity, and its ability to work as a mechanism for social change which should not be underestimated.

The gold medal game was the quintessential match-up between the Samsung Australia Diamonds and New Zealand Silver Ferns - one of the best rivalries in sporting history. Despite the disappointment for the Samsung Australia Diamonds, credit must go to the Silver Ferns for rebuilding after a challenging Commonwealth Games, to triumph in a dramatic final by just one goal.

The International Netball Federation's Congress was held in Liverpool and attended by the majority of the International Netball Federation's 70 plus Members. After 16 years of service as the President of the International Netball Federation, Molly Rhone OJ CD stepped down and we welcomed the election of England's Liz Nicholl CBE to this important role.

With respect to international development, Netball Australia has expanded its partnership with DFAT to assist and develop the sport within the Pacific and Asian regions with a focus not only on the growth of the game in communities, but also support for high performance outcomes.

To manage athlete load post the 2019 World Cup, New Zealand, South Africa, England and Australia agreed to a modification of the Quad Series scheduling which will see only one Quad Series being played in any given year. The two home Tests of the annual four-match Constellation Cup competition against the Silver Ferns drew huge crowds in Sydney and Perth and showcased strong engagement with the Samsung Australia Diamonds as they retained the trophy on goal difference.

Head coach Lisa Alexander and captain Caitlin Bassett reached the 100-game milestone in 2019, Sarah Klau, Laura Scherian and Maddy Turner each made their debut in the gold dress and Caitlin Thwaites ended her fine international career after 55 Tests.

Strategic Priorities

The establishment of the Suncorp Super Netball Commission headed by Chair Marina Go delivered a significant change in governance in the League's third season and a group of high-quality Commissioners with specifically targeted skill sets. The on-court competition continues to improve and evolve, as do rule changes and innovations designed to broaden the appeal of our key commercial product. Congratulations to the NSW Swifts and coach Briony Akle for winning their first Suncorp Super Netball title, against two-time former champions Sunshine Coast Lightning.

The commitment to customer, data and digital transformation throughout 2019 has delivered a vastly improved digital network and capacity for greater customer insights. The new digital network incorporates Netball Australia, Member Organisations and five of the eight Suncorp Super Netball clubs. There was also an extensive review of our participation, registration and competition management platform which will play out leading into 2021.

Our investment in athlete wellbeing has been expanded, in collaboration with the Australian Netball Players' Association, Member Organisations and Suncorp Super Netball Clubs and supported by the Australian Institute of Sport and Federal Government. The enhanced program will deliver a more structured, holistic approach to athlete wellbeing across the eight Suncorp Super Netball Clubs and the Samsung Australia Diamonds.

Samsung Australia Diamonds and Queensland Firebirds shooter Gretel Tippett was a deserving winner of the Liz Ellis Diamond at the Australian Netball Awards night, where a highlight was the elevation of the late Margaret Pewtress OAM and Anne Sargeant OAM as Legends in the Netball Australia Hall of Fame. Stacey Campton was also recognised for her contribution to officiating with a Netball Australia Service Award.

Congratulations to the following teams:

Victorian Fury	Deakin University ANL Champions
South Australia	Marie Little Shield Champions
South Australia	17 & U National Netball Champions
South Australia	19 & U National Netball Champions



Paolina Hunt
Chair



Marne Fechner
Chief Executive Officer

Our thanks go to the Netball Australia Board members, Super Netball League Commissioners, Confident Girls Foundation Board, the Netball Australia staff and volunteers for their efforts and ongoing commitment to making this sport great. We also acknowledge the great work of Member Organisations and Suncorp Super Netball clubs who are key partners in the delivery and future growth of Netball in Australia.

GOVERNANCE



BOARD OF DIRECTORS

Paolina Hunt | Chair



Paolina Hunt is a Business Manager with operational and strategic experience across a number of industries. The combination of her business and law degrees, extensive business background and creative approach make her a valued member of the Netball Australia Board. Paolina currently chairs the Board and is a member of the Governance Committee. She is also a member of the Audit and Risk Committee and the Nominations Committee, both of which she has previously chaired. 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 Australian Institute of Sport scholarship holder, she grew up in Sydney, has spent time in Canberra, Perth, Adelaide and Melbourne, and was involved in netball at some level in each of those locations. Paolina has a law degree and a Master of Business Administration.

Director appointed to fill a casual vacancy on 1 June 2012. Elected to the Board in April 2013 and appointed Chair in April 2017.

Wendy Archer AM | Director



Wendy's lifelong passion for netball started in her days as a junior player, and her achievements in senior ranks include being awarded the National A standard in umpiring and excelling in administrative roles. Wendy is currently the Patron and a Life Member of her local association, a Life Member of Netball NSW and a Director of Netball Australia. Wendy's strong leadership has been recognised through being named Sportsperson of the Year within the Port Stephens LGA and as a finalist in the Administrator of the Year category in the NSW Sports Federation Awards. In 2005, NSW Governor Marie Bashir, AD, CVO, made Wendy a Member of the Order of Australia (AM) for her services to netball. Wendy's vision during her time as President of Netball NSW included working closely with the NSW Swifts, and the creation of GIANTS Netball. Wendy received a Parliamentary commendation for her outstanding service to netball and her work helping to establish the state-of-the-art Netball Central in the Sydney Olympic Park precinct. Wendy is currently the Executive Director of Australian Rescue Management Pty Ltd and InteRisk Pty Ltd. A passionate sports follower with strong community values, Wendy believes in the power of sport and community to create a sound environment in which young people can be nurtured.

Director elected 21 April 2018.

Susan Comerford | Director



Susan Comerford is a senior executive with strengths in strategic human resource management, business structure, practice development and operational management. With a degree in law, she has over thirty years' experience in legal and professional services, having held a wide variety of management roles with some of Australia's leading national commercial law firms. In 2015, Susan completed the Australian Institute of Company Directors Course with a grant for Women Leaders in Sport from the Australian Sports Commission. Susan has a passion for netball and has been involved in netball governance for many years, serving as a Director of Netball SA for 10 years prior to her election to the Netball Australia Board. She has also served on the national board of Australian Legal Practice Management Association, the peak industry body for legal practice managers, including a term as Vice President. Susan established her own consultancy firm, Comerford Consulting, in 2017, providing strategic and operational services and advice, particularly from a people perspective. Her major consulting projects have included roles at executive director level for member-based professional associations including the Law Council of Australia. Susan is a member of the Audit and Risk Committee, the Nominations Committee and has been the Netball Australia Board liaison for the Australian Netball Players Association.

Director elected 21 April 2017. Director re-elected 21 April 2018.



Marcia Ella-Duncan OAM | Director

Marcia Ella-Duncan OAM was the first Aboriginal scholarship holder at the Australian Institute of Sport and the first Aboriginal woman to represent Australia in netball. She received an Order of Australia Medal for her services to netball in 1988 and has held executive and coaching positions with Randwick Netball Association. She is the founder and a life member of the La Perouse Pearlers Netball Club. Born in La Perouse in Sydney's southern suburbs and a descendant of the Walbunja people on the NSW Far South Coast, Marcia has over 30 years' experience in Aboriginal affairs and combines her love of sport with a commitment to social justice. Marcia has a wealth of governance and strategy experience in the community and government sectors. She is currently an independent consultant specialising in facilitation and community engagement and a current member of the Australian Government's One Voice Senior Advisory Group and a member of Netball NSW RAP Working Group. Marcia is a member of Netball Australia's inaugural Reconciliation Action Plan Working Group and is a member of the Governance Committee.

Director elected 21 April 2017.

Peter Legg | Director



Peter Legg is a Chartered Accountant who has spent over 20 years as a Senior Finance executive in the sporting industry. Starting as the Chief Financial Officer for Sydney Turf Club, then one of Sydney's two metropolitan horse racing clubs, from 1998 and leading to his current role as the Chief Finance Officer for the South Sydney Rabbitohs in the NRL competition. The Sydney Turf Club as well as being a sporting club was a major venue operator and Peter was part of building and refurbishing two racecourses, including grandstands and exhibition spaces. He was then the Merger Integration Executive tasked with combining Sydney's two racing Clubs into one, forming the Australian Turf Club. After 13 years in Racing he became the Chief Finance Officer for the NRL at the time of the formation of the new Commission structure which now runs the game of Rugby League in Australia. His time at NRL included the game's first billion dollar broadcast deal. Peter has spent the last five years at the Rabbitohs helping the Club to being profitable and highly competitive on the field. Peter's passion for netball comes through his daughter's involvement at grass roots level. Peter is a member of the Audit and Risk committee since his election and is currently the Chair of that committee.

Director elected 13 April 2019.

Cheryl McCormack | Director



Cheryl McCormack is a former Australian and NSW representative in netball and touch football who brings to the Board a wealth of knowledge and experience in commercial, marketing, finance and governance for sporting organisations. Cheryl's experience in holding senior executive positions in the key professional sports of AFL, NRL, rugby union, racing and cricket mean she has an extensive understanding of the social, economic, technological, regulatory and commercial factors influencing sport. She also has experience in major global events, having been a Project Director for the ICC Cricket World Cup, during her time working for Destination NSW, and the Rugby World Cup, whilst at the Sydney Olympic Park Authority. Cheryl played nine Tests for Australia during 1985 and 1986, making her International debut against Trinidad and Tobago in Melbourne. She served as a Director of Netball NSW from 2013 to 2015 and was the General Manager of Oceania Rugby - one of six regional associations of World Rugby. Cheryl is also a Director of Sportscover Australia. She currently operates her own sport business consultancy.

Director elected 3 May 2015. Director re-elected on 13 April 2018.

CORPORATE GOVERNANCE AND STAKEHOLDER ENGAGEMENT

Karen Stocks | Director



Karen Stocks is Global Director, Measurement Solutions at Google. Prior to this she was the founding Managing Director of Twitter Australia, growing the Australian business to become the fastest growing region globally for Twitter. Karen has been instrumental in supporting netball's growth on the 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 runner-up Managing Director of the Year (CEO Magazine) and since 2015 has been included in the annual B&T Magazine's Most Influential Women in Media. Having also previously worked at Vodafone, Karen has a passion for utilising new technologies to enhance the customer experience. She has a degree in financial administration, a Master of Business Administration, and is a Fellow of CPA Australia. Karen is an avid netball follower who is excited to contribute to the sport's increasing popularity. She has served on the Audit and Risk Committee and the Confident Girls Foundation.

Director appointed 29 August 2015. Director re-appointed 27 July 2018.

Glenn Russell | Director



Glenn Russell is a practicing Chartered Accountant and solicitor and is a Partner of global advisory firm PricewaterhouseCoopers. Glenn has extensive experience advising senior management and boards of public and private companies in relation to strategy and matters of financial management. He is the Deputy Chair of the Queensland State Council of Chartered Accountants Australia New Zealand. Glenn is passionate about societal relevance and is actively involved in a number of charities, not-for-profit organisations and has previously served as a Board member of the Queensland Rugby Club. Glenn was Chair of the Audit and Risk Committee until his resignation date.

Director appointed 29 August 2015. Director re-appointed 27 July 2018. Ceased 19 December 2019.

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 learning philosophy in that industry. He currently owns and is a Director of five successful businesses within the building sector. In 2003, Robert joined the Housing Council of Master Builders WA and in 2011 became President, serving a three-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 learnings with the not-for-profit sector. He is a Director of Master Builders Australia and WA Renovations Pty Ltd. Robert is Chair of the Governance Committee.

President elected May 2016. Ceased 13 April 2019.

Nadine Cohen, Deputy CEO

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.

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.

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.

The Australian Government's Sport Integrity Threat Overview for Netball Australia was finalised by the National Integrity of Sport Unit. The Sports Integrity Threat Assessment Methodology incorporated advice from Netball Australia on integrity issues in relation to our sport, combined with input from law enforcement, regulators and the National Integrity of Sport Unit, to produce ratings for key individual integrity threats and an overall Integrity Threat Assessment Rating.

The threat ratings were combined with the current status of governance, oversight and financial management mechanisms within the sport to provide Vulnerability Assessment Ratings. The vulnerability assessment is designed to assist Netball Australia with treatment and mitigation strategies to reduce vulnerability in the contemporary integrity threat environment. Each vulnerability and threat criteria is rated on a scale from Negligible to Very High. The overall threat rating for the integrity of netball in Australia was assessed as Low.

Netball Australia remained a declared sport controlling body for sports betting events in Victoria and New South Wales (the only two jurisdictions with relevant Legislation). In 2019, Netball Australia negotiated Integrity and Product Fee Agreements with 15 sports betting operators for betting services to be offered on nominated events. These agreements provide for the sharing of information to ensure integrity in netball and sports betting. In 2019, betting on netball in Australia with approved betting operators was in the order of \$5.5 million.

The Super Netball League Commission formally delegated authority to the Netball Australia Integrity Unit to implement, monitor and evaluate frameworks, policies and rules; ensure that internal controls related to frameworks, policies and rules are effective; and communicate with the Commission regarding frameworks, policies and rules.

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

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 Netball Australia and Suncorp Super Netball 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.

Netball Australia commenced realigning its current approach to risk with a focus on controls, effectiveness, measurement, management strategies and budget. A revised approach will be implemented in early 2020.

Netball Australia's business system improvement project commenced with implementation of fit for purpose finance and HR/Payroll systems.

REMUNERATION

The Governance Committee is responsible for determining the remuneration of the Chief Executive. The Chief Executive is responsible, within the organisation's agreed salary bands, for 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. Since 2015, Netball Australia and the Member Organisations have operated under a contribution fee model which increases annually by CPI or 5%, whichever is lesser.

DIRECTORS' FEES

Any increase in the total quantum for Directors' fees is determined by the Member Organisations at the Annual General Meeting and reimbursement is made to Directors for reasonable expenses directly related to Board activities including travel, accommodation and meals.

ENGAGEMENT WITH STAKEHOLDERS

Netball Australia has many stakeholders including the eight State and Territory Member Organisations, Sport Australia (formerly the Australian Sports Commission), the Australian Institute of Sport, National Institute Network, Commonwealth Games Australia, parliaments at the State and Federal levels, government departments, local councils, broadcasters, corporate partners, the International Netball Federation, other national netball federations, individual members, athletes, coaches, officials, volunteers and suppliers. The organisation adopts a consultative approach in dealing with its stakeholders.

CONFIDENT GIRLS FOUNDATION

Netball Australia is the sole member of the Confident Girls Foundation, a not-for-profit public company limited by guarantee which is established to be, and to continue as, a charity.

Netball Australia and the Confident Girls Foundation entered into a Partnership Agreement to promote the longer-term self-sustaining economic viability and growth of the Foundation, deliver social impact outcomes, and align with netball's community strategy, netball development, community engagement and commercial priorities. Subsequently, Partnership Agreements were executed with all Netball Australia Member Organisations and Suncorp Super Netball Clubs.

The Foundation is the official charity partner of Netball Australia, the Australian Diamonds, Suncorp Super Netball, NetFest, Suncorp NetSetGO and the Deakin University Australian Netball League.

In 2019, Netball Australia provided enabling services to the Foundation, including marketing, design, communication, legal and finance.

The Foundation granted more than \$295,000 to Netball Australia, Member Organisations, Suncorp Super Netball Clubs and the netball community to provide opportunities for vulnerable Australian girls, women and their communities to thrive through netball.

OTHER STAKEHOLDERS

Netball Australia - as a member of the Coalition of Major Professional and Participation Sports - was involved in a variety of matters, including the Australian Competition and Consumer Commission's Digital Platform Inquiry, the Australian Sports Anti-Doping Authority Amendment (Enhancing Australia's Anti-Doping Capability) Bill 2019, Review of Betting Contingencies in South Australia, Intellectual Property rights over the Aboriginal Flag, the Australian Communications and Media Authority consumer awareness campaign about illegal offshore gambling and the Australian Sports Anti-Doping Authority Amendment (Sport Integrity Australia) Bill 2019.

Netball Australia was also involved in the review of Australia's Sports Integrity Arrangements (Wood Review), Tax treatment of fame or image income, the Therapeutic Goods Administration's public consultation on sports supplements, the National Sports Tribunal, Australian Sports Wagering Scheme, Commonwealth Match-Fixing Offences, the establishment of Sport Integrity Australia, the National Advocacy and Leadership Plan for Sport Infrastructure, the Financial Efficiency Review of Sport Australia and Guidelines for the Inclusion of Transgender and Gender Diverse People in Sport.

STATS

\$47m

More than \$47 million in payments were processed through MyNetball in 2019, a 19% increase compared to 2018.

There were 497,742 registrations, with 95% of participants self-registering.

The number of transactions through MyNetball increased 16% compared to 2018.



FINANCIAL OVERVIEW

REVENUE

2019	\$29,835,698
2018	\$29,308,680
2017	\$26,830,272
2016	\$15,853,286
2015	\$27,563,112
2014	\$16,358,596
2013	\$20,584,663

NET FUNDS AS AT 31 DECEMBER

2019	\$7,332,216
2018	\$7,269,311
2017	\$7,182,553
2016	\$7,546,484
2015	\$10,598,412
2014	\$10,220,887
2013	\$9,986,734

INVESTMENT IN NETBALL

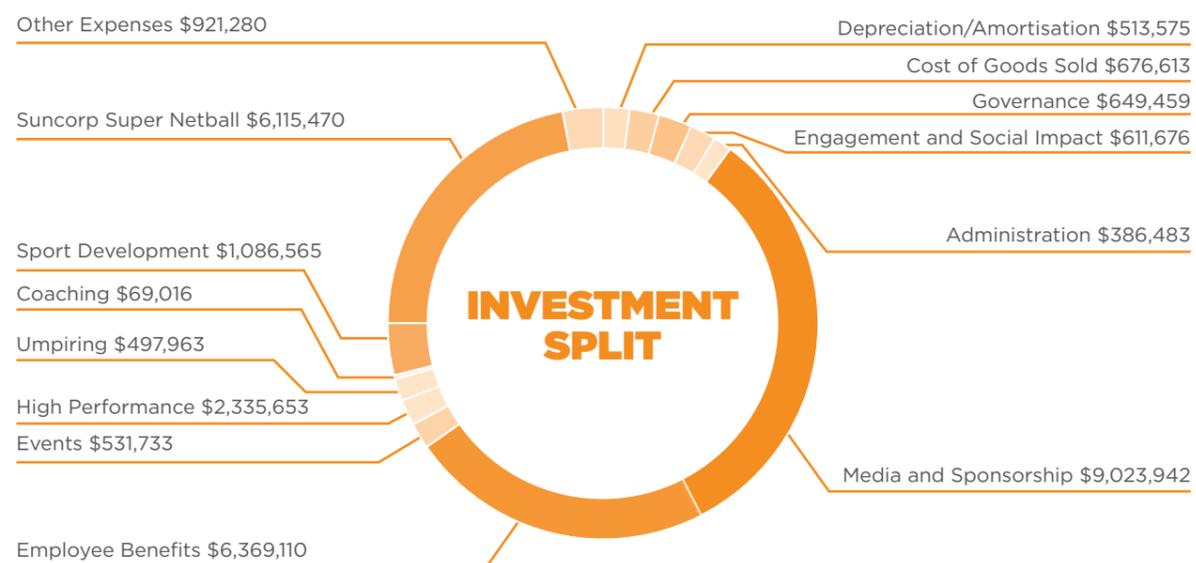
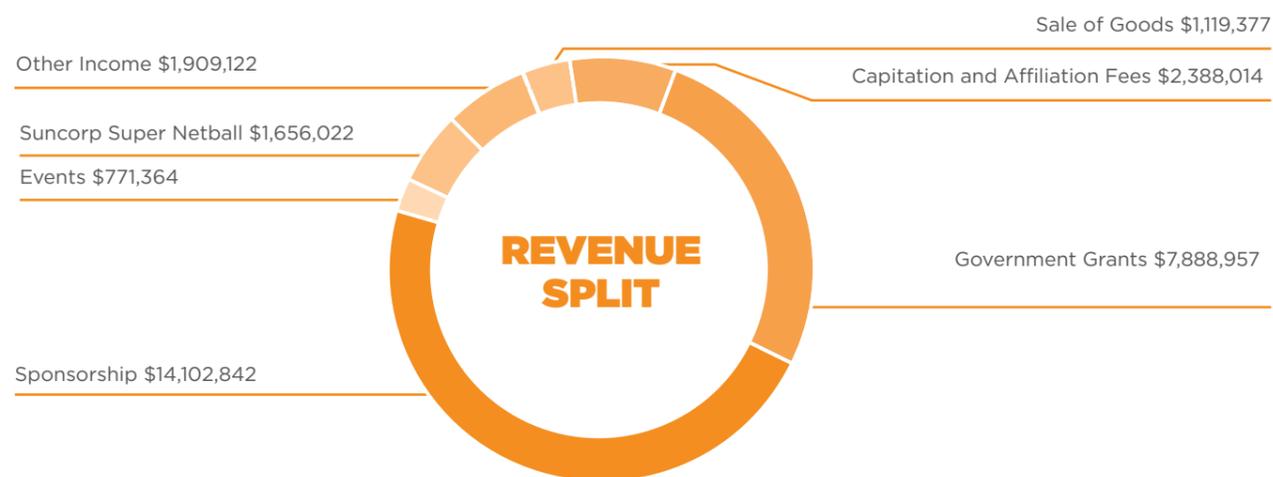
2019	\$29,788,538
2018	\$29,242,770
2017	\$27,222,383
2016	\$18,974,228
2015	\$27,185,587
2014	\$16,124,443
2013	\$14,648,148

EXECUTIVE REMUNERATION

2019	\$1,951,657
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OVERALL RESULT

Surplus of \$62,905 against a budget of \$127,069



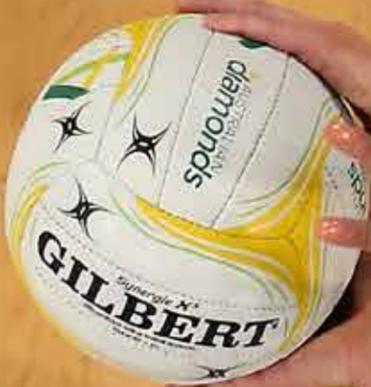
RECONCILIATION ACTION PLAN

Netball Australia's Reconciliation Journey

Netball Australia's second Reconciliation Action Plan harnesses Netball's unique power to motivate and inspire Australian women and girls. Netball Australia, with our Member Organisations, are committed to working alongside Aboriginal and Torres Strait Islander communities to improve access to netball. We want to work with our netball community to create healthy and happy kids. Most of all, we want to see netball thrive. We believe the strong, prosperous future of our game can be supported by deep connections with Aboriginal and Torres Strait Islander girls and women and their communities.

Netball Australia's reconciliation journey focuses our effort on education and learning, collecting insights to uncover and design initiatives that address systemic barriers that exist within the sport, and on ensuring the organisation is educated, structured and resourced appropriately to support the ongoing commitment to reconciliation.

PILLAR REPORTS



STRATEGY | Tim Klar

Netball was able to recast its ambitions and extend its strategic agenda as a result of the Federal Government's unprecedented \$30 million investment in the sport, announced in May.

Tim Klar, Executive General Manager, Strategy, described the injection of funds as a "once-in-a-generation windfall for the game", which would assist with a range of initiatives - from grassroots participation to high performance, and from international engagement to infrastructure needs.

Netball is also aware of the role larger businesses and enterprises can play in challenging and stretching its thinking. In September, Netball Australia and executives from the eight Member Organisations were involved in a leadership workshop attended by representatives from Australian Army, BHP, McKinsey & Company and Woolworths. The relationships, and support, are ongoing.

Key strategic initiatives from 2019 include:

ADVANCING NETBALL

Identifying and investigating opportunities for operating model reform is a key part of the sport's strategic roadmap. This work is supported by Sport Australia through its 'One Management' initiative, with a primary emphasis on collective reform in terms of the game's workforce, strategy and financial management, and collaborating in areas of shared need.

This project was reset in 2019 to position the Chief Executive Officers of Netball Australia and each Member Organisation as project owners, and Netball Australia thanks the members of the Operating Model Work Group for their contribution to this project over the preceding 12 months.

There will be a renewed focus in 2020 on projects that deliver efficiency in terms of recurring human resource and financial management within the federated structure.

NETBALL WORLD CUP 2027 BID

Netball Australia launched its quest to host the 2027 Netball World Cup through an expression of interest submitted to the International Netball Federation in December. The final bid document will be lodged in June 2020, with a decision due in September/October 2020.

With the NSW government as its bidding partner, Netball Australia has convened a Bid Workgroup that includes Netball NSW, the state and federal governments and various strategic, creative and event leaders.

Following the success of the 2015 Netball World Cup in Sydney, Netball Australia acknowledges the need to raise the bar for another edition just 12 years later in the same city.

Its vision for an event that would again showcase Australia, and its capability as a host of major sporting events, is anchored in the opportunity to celebrate the organisation's centenary in 2027 and the 100 years of positive impact the game has delivered for girls, women, their families and communities.

The World Cup would be at the heart of a festival integrating sport, music and thought leadership focused on achieving gender equality in line with the United Nations' Sustainable Development Goals.

NETBALL'S NARRATIVE

Netball Australia is rightly proud of the game's footprint in communities nationwide and its pre-eminent position as the leading sport for women and girls. To capture the sport's history and impact, and lay out a compelling account of the sport's ambitions for the future, the Netball Australia Board and Executive Leadership Team began work in 2019 on 'Netball's Narrative'.

The development of this Narrative will incorporate:

- 100 one-on-one conversations with a wide array of stakeholders, connection with 10,000 people through various mechanisms to enrich the Narrative.
- Reaching one million people as it comes to life, through integration into a range of storytelling, commercial and strategic activities.

Klar said a consultant was engaged to help determine the story netball wants to tell, one that incorporates both its long and proud history and its future direction. "What we built was the skeleton of what we think was a really compelling narrative for the sport that we're then going to continue to bring to life in 2020."

STRATEGIC INVESTMENT TO GROW THE GAME

The Federal Government's \$30 million investment will help to secure and strengthen the sport's future, with \$20 million allocated to a range of measures that reinforce the growth of the game, and \$10 million for the establishment of a new International Leadership Hub.

As part of a robust underpinning framework, the Netball Australia Board and Executive Leadership Team developed an investment philosophy and a suite of priorities aligned with agreed strategic ambitions. Netball Australia then met with each Member Organisation to share the proposed investment approach and seek feedback and further concepts for consideration.

The Netball Australia Board reviewed and approved a first tranche of investments in late 2019, including further support for digital transformation initiatives and the redesign of Suncorp NetSetGO, the sport's flagship junior participation program. It will continue to assess business cases as they are progressed by the Executive Team.



HIGH PERFORMANCE | Andrew Collins

SPORT

The Australian Diamonds' big-title cupboard is unusually bare. A Quad Series victory in January and the October retention of the Constellation Cup were the successful bookends to a year that, as it did in 2018, again fell agonisingly short of the desired golden result in a benchmark event.

The opposition was different: New Zealand this time rather than England, the surprise Gold Coast Commonwealth Games champions. But, 15 months later, across the seas in Liverpool, the margin was the same: one.

"Our main goal for the year was clearly the Netball World Cup, and while everything around it was great in terms of retaining the Constellation Cup, winning the Quad Series, and maintaining world number 1, we really didn't deliver the performance that we set out to at the start of the year," said Netball Australia's Executive General Manager, Performance, Andrew Collins. "It doesn't meet our own expectations - and that's from athletes, coaches, support staff and from Netball Australia. We have a high standard, and we have an obligation and a responsibility to the history of the programs to be able to deliver performances.

"So, we need to be prepared to challenge the way we're approaching things and be different, moving forward. The game internationally is different. It's increasingly challenging because of the international competitiveness of netball and the complexity around scheduling and all the other elements that come into play. So, it's harder, but that doesn't change anything, and our aspiration has to be the same, and that is to win those events. But in saying that, there's some really exciting things happening around the team and the program."

On top of the regular review that follows each Diamonds' camp or competition, a major system review has commenced to examine netball's entire high-performance operation over the recent four-year cycle. Carried out by an independent consultant, in partnership with the

Australian Institute of Sport, it will examine key performance drivers across athlete pathways, the daily training environment, competition structures, coaching and facilities, as well as technology, research and innovation. It also incorporated the findings around the

Netball World Cup campaign, with areas including:

- Getting the most out of the collaborative model of engagement between the Diamonds' program and Suncorp Super Netball clubs;
- Recognising the unique differences between international netball and Suncorp Super Netball;
- Ensuring that the Diamonds' preparation is maximised through effective scheduling that takes into account the international opportunities and Suncorp Super Netball.

"It's about making sure that the system elements that we have in place over the next four years are building us nicely towards the Commonwealth Games in 2022 and the 2023 Netball World Cup," Collins said. "We have to ensure that the Diamonds' program exists as an effective, ongoing program, not just a campaign that fits between Suncorp Super Netball activities.

"We want to be world number 1. There's no question that's part of our collective goal and mission and winning at major benchmark events is a reflection of that. We were the only nation to make both the Commonwealth Games and World Cup finals, so at least we were able to sustain high standards and put ourselves in the position to win. We just deliver in the big moments."

PATHWAY AND DEVELOPMENT PROGRAMS

A glimpse into the near future came with the assembly of the national development squad for a camp at the Australian Institute of Sport ahead of a tri-nation series in Auckland involving New Zealand A and England A. The program was made possible with the support of Commonwealth Games Australia under the direction of head coach Julie Fitzgerald and specialist assistants Stacey Marinkovich and Michelle den Dekker. The 14 travelling Australians were undefeated in their three matches, while many within the broader squad of 20 are expected to come into selection consideration for the benchmark competitions in 2022 (in Birmingham) and 2023 (Cape Town).

"It was an overwhelming success, and really important in terms of that next group of Diamonds truly understanding the way the Diamonds operate," said Collins, who stressed that cultural expectations were consistent across both groups. "The development team was very, very good in

the way they delivered, and the way that they were then able to get a much greater understanding of what it looks like, ultimately, if athletes progress to that Diamonds' program." The development squad concept will be reprised in 2020 and, resources permitting, annually beyond that. Athletes are chosen by the Netball Australia national selection panel, with input from the development program head coach.

"The calibre of athletes we have in this squad really demonstrates how bright the future of Australian netball is and I'm so excited to be involved in the development of this exceptional group," said Fitzgerald, who worked closely with the Diamonds' high performance team to ensure a strong alignment.

2019 Australian development team: Jess Anstiss (West Coast Fever/WA), Kiera Austin (GIANTS/NSW), Cara Koenen Sunshine Coast Lightning/Qld), Sophie Garbin (NSW Swifts/WA), Kim Jenner (Queensland Firebirds/Qld), Tara Hinchliffe (Queensland Firebirds/Qld), Emily Mannix (Melbourne Vixens/Vic), Kristiana Manu'a (GIANTS Netball/NSW), Maddy McAuliffe (Sunshine Coast Lightning/Qld), Jemma Mi Mi (Sunshine Coast Lightning/Qld), Kate Moloney (Melbourne Vixens/Vic), Amy Parmenter (GIANTS Netball/NSW), Gabi Simpson (Queensland Firebirds/NSW), Alice Teague-Neeld (West Coast Fever/Vic).

Squad members: Tayla Fraser (NSW Swifts/NSW), Matilda Garrett (Collingwood/Vic), Olivia Lewis (West Coast Fever/WA), Hannah Petty (Adelaide Thunderbirds/SA), Sam Poolman (GIANTS/NSW), Gabby Sinclair (Collingwood/Vic). *Kaylia Stanton (West Coast Fever/WA) could not be considered due to injury.

Meanwhile, 96 athletes were supported by Netball Australia and participated in the Centre of Excellence program in 2019, including the "Tall Athletes" initiative. Both the national 17-and-under and 19-and-under national championships were won by South Australia over New South Wales, while the 21-and-under program will be escalated in 2020 ahead of the 2021 World Youth Cup in Fiji.



THE NUMBERS GAME | Dr Mitchell Mooney

The quest for a competitive sporting edge is endless, and data analytics is tipped to be at the forefront of the next wave of innovation. National performance analyst Dr Mitchell Mooney is leading Netball Australia's efforts, driving collaborative efforts with the Australian Institute of Sport, state institutes, Deakin and Latrobe Universities and Suncorp Super Netball clubs on a range of research initiatives at the cutting edge of science and coaching.

Projects are being undertaken across a range of time frames. In the longer term, one aim is to develop Deep Learning models - a stream of artificial intelligence - to extract additional data from currently available sources such as video. Specifically, it would enable a machine to detect and classify different phases of play live during matches and obviate the need for manual coding.

A key medium-term focus is on areas such as injury management, training performance and game understanding, while an example of the more immediate is the use of targeted applications to supply half-time feedback to coaches by providing match day data in close to real time.

Mooney says one area in which particular progress is being made is the understanding of what is called the "dose-response relationship" between netballers and their sport, as technological barriers are being removed that have made it difficult to identify fatigue and its causes. Training programs and player management can then be tailored accordingly.

More generally, the issue is not so much about increasing the vast amount of data available, but knowing how best to use it, according to Mooney. "At the minute, the ability to answer questions outweighs our ability to ask them," he said, while Netball Australia's Executive General Manager, Performance, Andrew Collins, believes the benefits in the age of analytics could be substantial "if we move quickly, and get there first".

An example from the 2019 Netball World Cup provided one glimpse into the future. Scoring-related algorithms based on past trans-Tasman contests identified at half-time of the teams' group game that Australia had swept all four of the closest comparable matches. The Diamonds won the next by a goal. "Whereas in the final I knew that we had lost half of the games that were the most similar," Mooney said. "So, I knew, on an analytics level, that we were in a bit of bother at half-time in the final... even though the final margin was similar."

"The next step is to evolve the idea, because these environments are very tense, very emotion-driven, and it's human nature that people's focus narrows. What this is enabling us to do is actually come out of that and say, 'is there something we've learnt and dealt with before that might help us in the current situation?' It's not actually telling us what to do, but it's drawing our attention to something that we would otherwise not have thought of and use that in a strategic way."

"So that's the future direction. We haven't got there yet, but the prior work that we have done seems to suggest that we actually can cluster matches in a particular way. It's just a matter of engaging the right data sets and the right expertise to be able to go further."

A BRIGHT DIAMOND FUTURE | Lisa Alexander

If losing is not a word typically associated with the Diamonds, then the failure to hold either of the sport's benchmark titles after an unsuccessful 2019 Netball World Cup has not dimmed head coach Lisa Alexander's optimism that more glory soon lies ahead.

In the 22 years since the sport's 1998 Commonwealth Games debut in Kuala Lumpur, Australia has, until now, been the reigning champion in at least one of netball's two biggest events. A one-goal defeat against New Zealand in Liverpool last July changed that, in what was the most significant result in an 11-4 Test year.

"It was definitely mixed results for the Australian Diamonds, however we're still number 1 and finished the year very well and with a great win over our greatest rivals, the Silver Ferns," said Alexander. "I'm very excited about the future of the High-Performance program to deliver high quality athletes and coaches. We are working at this very consistently."

"The ability for the next generation of Diamonds to step up and win the benchmark events in 2022 and 2023 is very real and tangible. Many of our current Diamonds will be hardened and experienced international athletes by then and ready and hungry to take out two back-to-back titles. Leadership in all its facets will be crucial in regaining the titles, and experience counts."

History also matters and, with 11 titles from the previous 14 World Cups played, the Diamonds arrived in Liverpool strongly favoured to make it 12. After an unbeaten run that included a 55-53 defeat of South Africa in the semi-finals, the latest dramatic Australia-New Zealand decider delivered a 52-51 victory to Noeline Taurua's Silver Ferns.

Yet this is also a different netball world than previously, given the exposure of far more international athletes - and even coaches, including Taurua - to the elite environment that is Suncorp Super Netball, which has helped to contribute to increased depth and competitiveness around the globe.

"It's really disappointing for Australia to lose those benchmark events; however, we also need to recognise that international netball has really improved," said Alexander, who celebrated her 100th Test as coach in Auckland in October. "We cannot be arrogant about how much better Australia is, because England and New Zealand are catching up, they're really nipping at our heels, obviously, winning those two benchmark events."

"But we've also got to be very proud of the fact that we've been successful and consistent for the past - particularly - four years, where we've been world number 1. We have not been knocked off that mantle."

While the admirable goal shooter Caitlin Thwaites announced her international retirement after 55 Tests, three debutantes earned their first caps in 2019: South Australian defenders Sarah Klau and Maddy Turner, and Queensland midcourter Laura Scherian. Ash Brazill was recalled after a three-year absence for the Constellation Cup series the Diamonds' claimed for the seventh consecutive year, and Gretel Tippett was named both International Player of the Year and winner of the coveted Liz Ellis Diamond.

"It's a remarkable story," Alexander said of Tippett's journey from national junior basketball to netball superstar. "I think it deserves a lot more attention that it has got, because Gretel's transformation into arguably one of the world's best netballers has been remarkable. The other spectacular thing about her is that she is just a magnificent person; absolutely loves representing her country, she does it with great pride and love. She's a great person to have had the opportunity to coach."

YEAR IN REVIEW

SAMSUNG

AUSTRALIAN diamonds

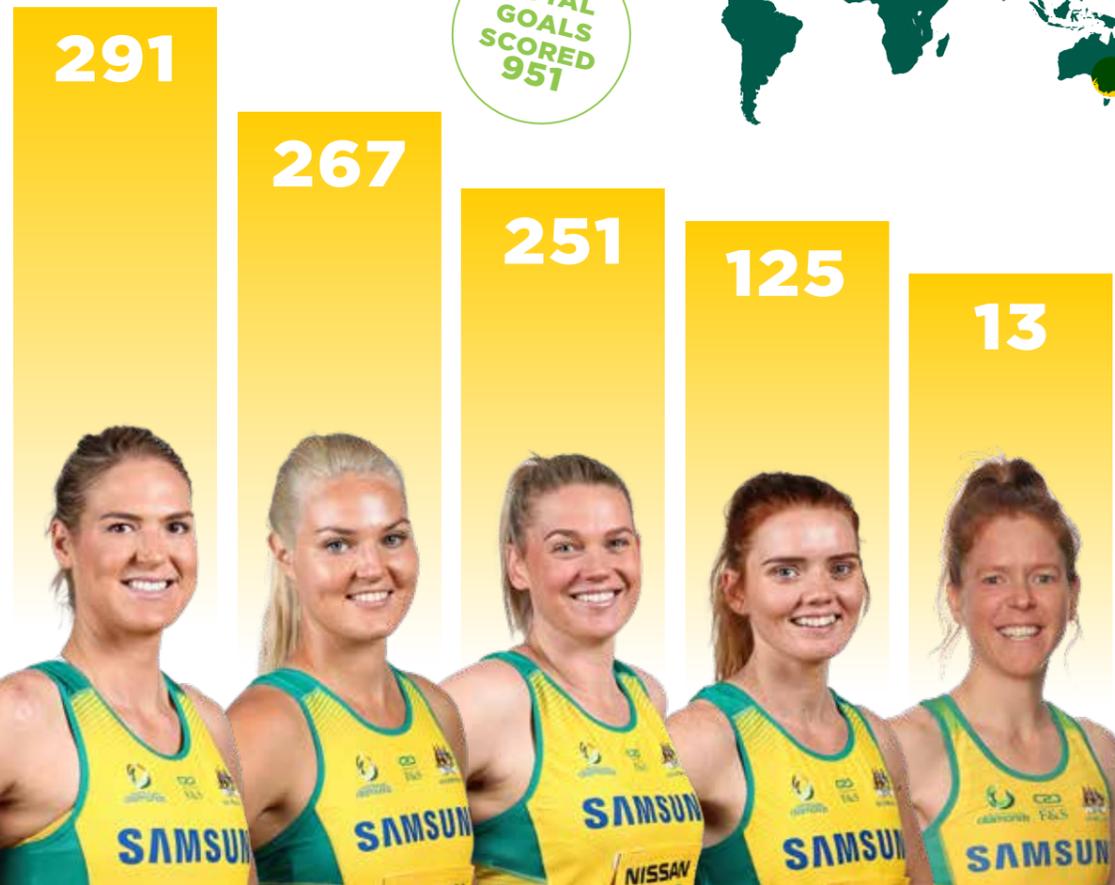
15 GAMES PLAYED
11 GAMES WON
 4 GAMES LOST



HIGHEST MARGIN 75
DIAMONDS 99
 SRI LANKA 24
 WORLD CUP

15 GAMES IN
3 COUNTRIES

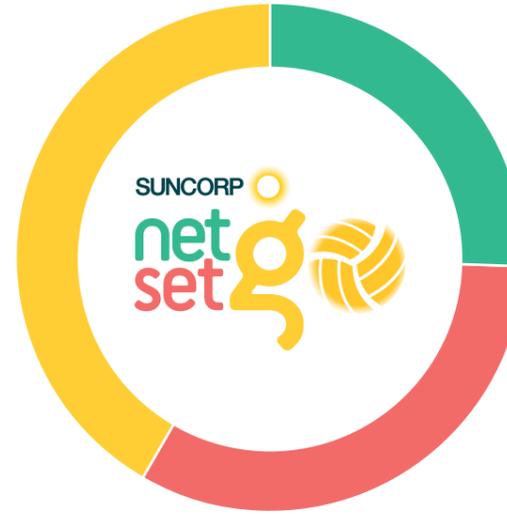
GOALS SCORED



TOTAL GOALS SCORED 951



CLAIMED:
 QUAD SERIE
 WORLD CUP - SILVER
 CONSTELLATION CUP



80,036 Total participants

- 20,999 NET PARTICIPANTS
- 25,164 SET PARTICIPANTS
- 33,873 GO PARTICIPANTS

2,076 Total Suncorp NetSetGO centres

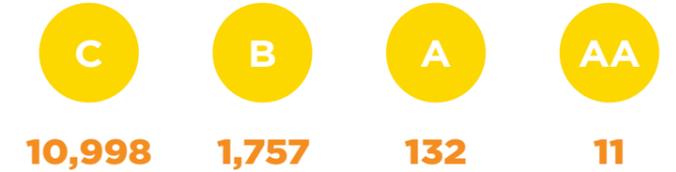
MEMBERSHIP

505,342

Total registrations
138,666 SENIOR REGISTRATIONS
16,554 OTHER REGISTRATIONS
251,870 JUNIOR REGISTRATIONS



UMPIRES



COACHES

32,987 FOUNDATION	421 ADVANCED
9,731 DEVELOPMENT	70 ELITE
1,761 INTERMEDIATE	53 HIGH PERFORMANCE

BENCH OFFICIALS



INCLUSION



SUNCORP SUPER NETBALL | Chris Symington

The third season of Suncorp Super Netball saw the launch of the league's new tagline "See What We're Made Of", inviting the Australian public to be part of the 2019 season and witness the prowess of our world-class athletes.

Throughout the season we saw netball fans across the country turn up to support their clubs attending matches played in 15 different venues and 10 different locations including Canberra, Darwin, Launceston and Bendigo.

It was a year that saw the league consolidate its position as the premier netball competition globally and the leading professional sporting league for women in Australia.

The total viewership of Nine's coverage of the season grew with almost six million people reached nationally through these broadcasts, and almost one million people tuned into the Grand Final in September.

Live streaming of the league also flourished this year with viewership on Telstra TV doubling on last season and the Netball Live Official App recording 27% growth from 2018. In the process, the huge Round 13 clash between the Melbourne Vixens and Sunshine Coast Lightning became the highest streamed match ever.

When the season paused for a four-week break for the Netball World Cup, 32 of the 80 Suncorp Super Netball players represented their countries at the tournament. While this was challenging for all stakeholders to manage, it also highlighted why Suncorp Super Netball is the world's premier netball competition, with the best players in the world featuring in our league.

In on-court highlights for the season, our Grand Finalists, the Sunshine Coast Lightning and NSW Swifts, both scored a record 80 goals in a game. Nat Medhurst played her 234th national league game, becoming only the third player in history to do so, and we farewelled and celebrated retiring legends of the game Kim Green, Renae Ingles, Caitlyn Nevins and Laura Clemesha.

First and fourth positions were not decided until a dramatic final round, and it would be the Swifts and Lightning who met in the Grand Final at Brisbane Entertainment Centre on September 15. There, against the odds, the young NSW Swifts finished the year holding the premiership trophy, in what was an incredible effort from Briony Akle and her team.

Highlights of the 2019 season included:

Launch of the new Suncorp Team Girls Cup

The reintroduction of an official pre-season event led to all eight Suncorp Super Netball teams gathering at the new Queensland Netball Centre in Brisbane for the inaugural Suncorp Team Girls Cup in March.

A showcase for the sport also extended the Suncorp Super Netball footprint beyond the 17-round regular season, according to Suncorp Super Netball Chief Executive Officer Chris Symington. "The ability to do that really ticked a lot of boxes for us in terms of providing high performance outcomes for teams to play each other in a round-robin format prior to the start of the season, but also gave us a strong lead in to putting tickets on sale, the launch and start of the season, and generally raising awareness around the league," he said.

The Collingwood Magpies won the 2019 edition.

Establishment of a Super Netball League Commission

A seven-member commission, chaired by Marina Go, was installed in 2019 to be the governing body of the world's premier netball league.

The Commission, which met for the first time in May, is directly accountable for all aspects relating to the operational and strategic growth of Suncorp Super Netball. It has a mandate to self-govern and lead its own operations, while still being wholly owned by Netball Australia.

Commissioners were selected based on a skill set relevant to the league's strategic imperatives, while focusing on increasing the fan base and commercial growth. Symington, formerly Netball Australia's Executive General Manager of Events, was appointed as the league's inaugural Chief Executive Officer.

"It's a major shift in terms of the governance and structure of the league," he said. "In establishing the Commission there was a strong move to make sure the league had its own identity, a laser-like focus around growth and making sure that we capitalise on the opportunities that are going to exist over the next couple of years in terms of shaping the league for the future.

"So, putting a Commission in place was really geared around having a skills-based board that aligns directly with the strategic imperatives that lie ahead over the next couple of years and into the future. As an immediate outcome, Commissioners have been acting as champions on specific projects based on their skill sets, and in parallel we've been working on the strategic plan with a two-year horizon that takes us towards the end of the broadcast deal, and then for a further five years beyond that."

Suncorp Super Netball Commission members: Marina Go, Chair, John O'Sullivan, Catriona Larritt, Todd Deacon, Gabbi Stubbs, Michael Thomson, Marne Fechner.

Nissan Net Points

In 2019, for the first time, netball had an overarching player metric; a statistically based scoring system, run by Champion Data and updated in real time, that measured every player action on the court.

No more guesswork, gut instinct or superficial stats, with points added not just for goals scored, but deflections and centre pass receives, and deducted for turnovers, misses and mistakes. At game's end, a player's individual Net Points score represents their contribution to the match.

"It's really changed the vernacular in terms of how people talk about Suncorp Super Netball and the way we can benchmark players against each other," says Symington. "It has not only provided a great water-cooler conversation within the fan base, but has also provided us with a really rich source of content.

"We identified the statistical side of the games as an area where we could continue to grow. In terms of fan engagement and generating interest we want to make sure that we're constantly evolving."

Through this hitherto-unchartered new world of netball analysis, the top-scorers ended each round identifying a Nissan Net Points Player and Team of the Week, with a 'Team of the Year' crowned at the end of the Suncorp Super Netball season.



“The goal is always to continue to grow, year on year”

Relaunch of the Suncorp Super Netball website

The global focus on the Netball World Cup in Liverpool in July was the ideal time for the Suncorp Super Netball website to be given a fresh new look. An expanded new audience followed, drawn by extra content, including an increased emphasis on video. The redesign allows for a better and more efficient sharing capability with the Suncorp Super Netball clubs across multiple platforms.

Overall digital reach increased by 27% to 812,303, while media exposure and value reached its highest volume in May with 3,276 mentions of the 14,948 in total from 1 March to 20 September.

Streaming on the rise

With an average of 36,000 viewers per match, up 20 per cent on key performance indicators, streaming supplied the big audience gains in 2019. The total minutes watched, 25,835,423, represented an increase of 53% on 2018. Symington described the numbers as “fantastic, really encouraging”, and believes a key contributing factor was more consistent scheduling of matches broadcast exclusively on the Telstra Netball App.

“We know with traditional broadcasts, and similarly with streaming, if you provide a level of consistency, then your customers know when those matches are going to be on. The amount of content that we’re pushing through our online platforms and also through the Netball Live App has generated a lot more interest as well and also being the third year I think people are a bit more accustomed to using and watching through the app.”

Significant gains in free-to-air viewership proved elusive, however, as evidence by a rise of 2% to 5.93 million, or an average of 135,000 per game, capital city numbers grew by 2%, but the regional equivalent dipped by 9%. However, Suncorp Super Netball remains on top of the female codes benchmark, ahead of AFLW, while AFL and Suncorp Super Netball were the only two leagues in Australia to have experienced growth in free-to-air gross viewership in 2019.

“The goal is always to continue to grow, year on year, so for the free-to-air numbers to be static was disappointing,” Symington said. “We have, however, taken on some key learnings from 2019, particularly in terms of the way the fixture was rolled out, so key changes have been made for 2020.”

“We had a stretch key performance indicator of 200,000 viewers a match and we remained static at 135,000 but we were pleased that we performed well against the market, in terms of free-to-air in general, and also compared with other sports,” Symington said. “So, we held the line and we also increased share of voice in our time slots on Nine”.

“We’re confident the way we’ve set up the fixture in 2020 we’ll see those numbers continue to grow and internally we need to keep looking at our marketing approaches and how we tell the stories of our players, while working in the most effective way with our broadcast partners.”

WEB & MEDIA TRAFFIC

27% INCREASE
TO 812,303



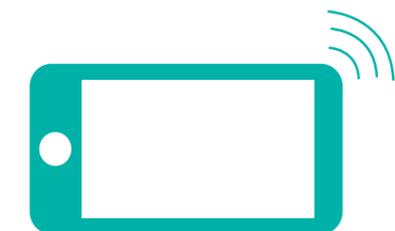
3,276
MEDIA MENTIONS IN MAY

14,948
MEDIA MENTIONS
1 MAY - 20 SEPTEMBER



STREAMING & FREE-TO-AIR

36,000
AVERAGE STREAMING
VIEWS PER GAME



135,000
AVERAGE FREE-TO-AIR
VIEWERSHIP PER GAME



COMMERCIAL | David Lee

Another year of strong commercial growth was built on an overall sponsorship increase of 12 percent year-on-year. Engagement levels rose, as did all metrics from broadcast viewership to match-day attendances, highlighted by substantial growth in the digital space.

Surging live streaming numbers are reflective of both changing consumer habits and the netball-specific demographic dominated by women and girls, according to Netball Australia's Chief Commercial Officer, David Lee. The AFL was the only other national league to record an increase in free-to-air viewership during the regular season, and while Suncorp Super Netball's rise was relatively modest, it continues a positive upwards trend.

Lee said one of the challenges facing the sport was the fact its existing match-day assets were almost fully subscribed. Hence the need to innovate and create new products to facilitate ongoing commercial growth that engaged with our fanbase.

Nissan Net Points was probably the most significant new commercial asset created in partnership with Champion Data and amplified through our broadcast and social channels," Lee said. "It was certainly a great way to engage fans and see their opinion on who were the best performing athletes".

The Netball World Cup in Liverpool may not have delivered the ultimate prize for the Samsung Australia Diamonds, but its location in a British market flourishing after England's success at the 2018 Commonwealth Games created additional opportunities for brand partnerships and extensions that would not typically arise.

"Netball continues to be at the forefront of the growth of women's sport in Australia, and we're now competing with a lot of the male sports in the size and scope of our commercial deals," Lee said. "Our ability to justify the targeted reach of the netball audience and the engagement we can provide is really, really strong."

Key reach and engagement metrics for Suncorp Super Netball in 2019*

- Suncorp Super Netball maintained its position as is the number 1 female sports code for gross free-to-air television viewership, having risen by 1% to 3,497,000. The second-placed Women's Big Bash League, with 2,986,000, added 11 extra games to its season.
- Suncorp Super Netball is number 1 among women's sporting codes for television viewership in Metro 5-city broadcasts in both the 18-49 age group and watched by the primary household shopper (equal with Women's National Basketball League).
- Suncorp Super Netball has the highest gross viewership and is the only women's league that attracts more female viewers (58%) than male viewers (42%).
- Suncorp Super Netball is the number 2 female-based league (behind the Women's Big Bash League) and number 5 overall for average free-to-air television audience per broadcast. AFL was the only other league to record viewer growth during the regular season.
- Overall Q1 media value for commercial partners of Suncorp Super Netball increased by 6% compared to 2018.

*source: OzTAM Metro

MAJOR COMMERCIAL CHANGES TO MAKE AN IMPACT IN 2019

Nissan Net Points

As previously outlined, a broader and more in-depth array of statistical measures was implemented in collaboration with Champion Data, made possible with the financial backing of major partner Nissan, and unveiled in round one.

"It was about the game itself and how it was brought to life by Channel Nine in the broadcast, but then it was about how we used that information after the event to engage our fans," said Lee, flagging a "next-level system to take it up another notch" for 2020.

A test match version of Nissan Net Points was created for the Constellation Cup, to continue to embed the Nissan Net Points brand and concept among fans.

Sponsorship

Netball Australia's stretch sponsorship target was met with the important addition of health insurance giant HCF to the suite of national partners.

HCF raised its investment from an existing sponsorship of GIANTS Netball to a major partnership with Suncorp Super Netball; one that expanded into relationships with Netball WA and the West Coast Fever, Netball SA and the Adelaide Thunderbirds, Netball Queensland and the

Queensland Firebirds. It also includes stakeholder deals with the three smallest Member Organisations: Netball ACT, Netball NT and Netball Tasmania.

The debut year of HCF's expanded investment worked to embed its brand into the netball space and provide value to the participant base through the community side of netball. "It was a really strong first year and a significant investment into the sport," said Lee, who flagged that in 2020 HCF would further embed itself with promotional health insurance related offers that provide a tangible benefit aligned with HCF's "Uncommon Care" mantra.

Nissan also increased its commitment and extended its involvement by a further two years to align with the end of the current broadcast arrangement in 2021.

Nissan is now netball's second biggest commercial partner behind Principal Partner Suncorp with a national deal that extends to every Member Organisation and seven of the eight Suncorp Super Netball teams.

In late 2019, Origin Energy signed on as Netball Australia's newest Major Partner. With the exception of the NSW Swifts, it involves each netball stakeholder from the community level to the Samsung Australia Diamonds, where Origin Energy replaces Samsung as Naming Rights partner from 2020.

“Netball continues to be at the forefront of the growth of women's sport in Australia”

MARKETING AND BRAND

The January launch of the PLAY Netball website and campaign marked the first of the customer insights-led assets designed for ease of navigation through a content-rich format. It attracted over 61,000 unique users during the acquisition period.

Mid-year, a dedicated Samsung Australia Diamonds website was unveiled ahead of the Netball World Cup in Liverpool. In partnership with White Kite Studio, the brand-building exercise positioned the players as ambassadors, using research-backed insights which revealed their power as influencers across social and integrated media.

The “Shine Bright” campaign before and during the World Cup saw a 77% growth in Samsung Australia Diamonds-related traffic across the Netball Australia channels and reinvigorated the Samsung Australia Diamonds’ brand identity.

More broadly, a significant investment in data segmentation to drive a customer-led growth strategy has provided netball with a clearer view of its consumers and their needs, with over 5,200 respondents providing 99% statistical data confidence, we are now able to tag our data and create more personalised and relevant content.

The first round of insights was delivered in December 2019 with the next stage to create relevant personas and start tagging our data.

PARTICIPATION

Netball may have blazed the trail, but with the belated blossoming of elite Australian women’s sporting leagues has come increasingly intense competition for the athletes themselves. Yet, far from shedding participants, netball’s numbers continue to grow.

The biggest jump in 2019 came through Sport Australia’s Sporting Schools program, with the number of schools involved up 6.5% to 774 and individual participants soaring by 41% to 62,776.

Total netball members/participants nation-wide at all levels rose 4.1% to top 500,000 for the first time, including a record number of both registered junior netballers (251,789 - a 4.4% increase year on year) and senior players (138,632).

The Suncorp NetSetGO program, the official starter program for girls and boys aged 5-10 underwent a major review to establish strong foundations for future growth. With some lofty targets for the next 3-5 years beyond the current 80,000 baseline, a greater understanding of customer needs was sought before redesigning the product.

Strategy has been a key focus across the Sport Pillar, driving insights through data and segmentation as well as research. A key point of differentiation with most other sports is netball’s Human Centred Design research, which Melonie Lowe, Executive General Manager, Sport, describes as “an agile, alternative way of approaching customer”.

Funded through a Sport Australia grant, Netball Australia also started the rollout of its physical literacy program, to be embedded into all its products from late 2019.

WORKFORCE

A Strategic Workforce Plan was developed to provide fully integrated support across the whole of the Netball Australia workforce, including coaches, umpires, bench officials, volunteers and Member Organisations.

“We have a coaching plan and a development strategy when it comes to pathways, but we don’t actually look at our workforce as a journey, so we have developed a Strategic Workforce Plan that will take every stage of our workforce into consideration and allow us to review for best practice,” Lowe said.

“Things like embedding workforce into the kids as they come through the pipeline so that they get to understand what it’s like to be an umpire or a coach and then bringing them all the way through the pathway. What should happen organically through that is we grow our pipeline of resources.”

“With so many volunteers as part of the Netball workforce, it’s important that we understand their needs and what motivates this altruism. We’ll start to build out what that volunteer strategy needs to look like particularly in the reward and recognition space,” Lowe said.

Beyond the 22,600 accredited coaches - up by 9% year on year, following a 6% lift in 2018 - enrolled in the Netball Australia system, it is estimated that the similar number operating outside our database require greater help with learning and development, training drills and more.

The workforce review also identified broader goals, and by mapping the customer experience was able to build journey maps for coaches and umpires that showed where to focus future strategic efforts.

There was a 17% increase to 2,298 in umpire accreditations in 2019 to 2,298, while the system also supports 222 accredited bench officials, up from 193.

EVENTS

The National Netball Championships, won at both 17 & U and 19 & U level by South Australia, and the Deakin University Australian Netball League, in which the Victorian Fury claimed the title for a record-extending eighth time, continue to be key Netball Australia pathway events and fertile ground for developing elite talent, including future Samsung Australia Diamonds.

At the community level, the Marie Little Shield is a flagship event within Netball Australia’s diversity and inclusion program. In 2019, it welcomed the ACT for the

first time, as South Australia celebrated its maiden championship. Netball Queensland again hosted the carnival - this time as part of the quadrennial INAS Global Games, the world’s largest sporting event for athletes with an intellectual disability.

Without a southern Quad Series scheduled at the end of a demanding Netball World Cup year, the Samsung Australia Diamonds’ international season finished with the retention of the Constellation Cup on goal difference. The annual four-test series against New Zealand was tied 2-2, and exceptional crowds attended both matches in Australia.

Sydney’s Qudos Bank Arena hosted the world’s largest netball crowd for 2019 - 13,497 - before a near-sell-out audience of 13,233 at Perth’s RAC Arena was on hand to celebrate captain Caitlin Bassett’s 100th Test and long-serving Caitlin Thwaites’ last.

The successful lead-up week in Perth also saw the Samsung Australia Diamonds conduct a number of community-focused activities, clinics and workshops, that will be part of the template for an expanded event experience strategy.

The 11th Australian Netball Awards returned to Sydney in November. Samsung Australia Diamonds and Queensland Firebirds shooter Gretel Tippett won the coveted Liz Ellis Diamond and the International Player of the Year Award, while West Coast Fever import Jhaniele Fowler was named Suncorp Super Netball Player of the Year for a second time. Among the highlights was the elevation of the late Margaret Pewtress OAM and former captain Anne Sargeant OAM as Legends in the Netball Australian Hall of Fame. Sharelle McMahon and Elisma Merillo were the two new inductees.

Events Results

17 & U National Championships
South Australia 35 def New South Wales 30

19 & U National Championships
South Australia 49 def New South Wales 20

Deakin University Australian Netball League
Victorian Fury 54 def NSW Waratahs 53

Marie Little Shield
South Australia 21 def Victoria 18

Constellation Cup
Game 1 New Zealand 53 def Samsung Australia Diamonds 52
Game 2 Samsung Australia Diamonds 48 def New Zealand 42
Game 3 New Zealand 54 def Samsung Australia Diamonds 53
Game 4 Samsung Australia Diamonds 53 def New Zealand 46



Community - International Development Programs

Annual DFAT funding of \$650,000 for the Australia Pacific Sports Linkages Program continues to strengthen development in the region while facilitating the establishment of related new partnerships with WaterAid PNG and ChildFund.

Netball Australia worked with Netball Samoa and Netball Fiji during their preparations for the Netball World Cup in Liverpool, where both national teams joined the Samsung Australia Diamonds at a function hosted by the Australian High Commission before competition began. Fiji, through the Australian Pacific Sports Linkages program had earlier competed in the Arafura Games in Darwin and won the gold medal.

Australia also assisted Netball Papua New Guinea and the Tonga Netball Association ahead of the Pacific Games in Samoa, where Tonga finished with a surprise silver medal. Through the Pacific Sports Partnership, netball was also taken to the most remote island of Tonga, Niuatoputapu, the successful pilot project involving 111 women from an estimated population of around 750.

Through the Australia Pacific Sports Linkages Program, Netball Australia engaged Victorian-based coach Karen Worland to lead the update of the Pacific Island level one and level two coaching resources, which in early 2020 will be rolled out across the Pacific. Netball participation across Tonga and Samoa through the Pacific Sports Partnership continued to rise, ensuring more people becoming physically active, more often.

The independent evaluation of the Netball Australia, Netball Papua New Guinea and Equal Playing Field pilot project was conducted, with clear positive outcomes and impacts on participants in fostering gender equality and respectful relationships.

Lowe said 2020 would see the introduction of emerging talent programs in the Pacific region, with some participants visiting Australia to gain game-related experience. "Moving forward, we'll also look to bring some of these learnings from the international development space into other emerging markets," she said. "So, it's really about building our foundations."



MEDIA PILLAR | Spencer Retallack

The first phase of Netball Australia's digital transformation was delivered in a busy World Cup year. It included, in swift succession, the launch of a dedicated new Samsung Australia Diamonds website as well as those redesigned for Netball Australia and Suncorp Super Netball.

Underpinning the strategy was the consolidation of existing websites into one central Content Management System - providing the foundations and infrastructure necessary to support a network that extends beyond Netball Australia to include Member Organisations and Suncorp Super Netball clubs.

Spencer Retallack, Executive General Manager, Media, said a more connected and consistent network of digital assets had delivered a superior customer experience for both fans and community. It is also providing the sport with a greater understanding of its audiences in order to personalise the experience. Aggregating the volume and knowledge gained across the different sites can now be leveraged, strategically and commercially.

"We've had a history of separate content management systems delivering website and app experiences that have been fragmented and disconnected from each other," Retallack said. "Having one centralised Content Management System delivers greater operational efficiency and importantly a vastly improved customer experience. Greater understanding of our customer behaviours across multiple digital devices will allow us to deliver more personalised experiences".

"Netball Australia has a large digital audience when we're talking about Suncorp Super Netball as a league, the Samsung Australia Diamonds, Netball Australia and the Netball Live App, but we also understand there's a really big audience engaging with netball outside of those products," Retallack said. "One of our core objectives when we began our transformation was to understand more about audience volume and ultimately having a single view on customer, which this new strategy enables us to do."

All metrics directly influenced by the media team rose in 2019, and some substantially, with the emphasis on deploying resources to tangible outcomes. "That's our social channels, traffic to our websites and Netball Live App audiences," Retallack said. "We're still trending upwards, and the fact that we haven't found our ceiling yet is really exciting. It sets us up for another positive year."

MEDIA TEAM GROWTH

The media team's capacity and capability were boosted during 2019, with a direct focus on enhancing the impact of the digital transformation. Recruitment in the video, digital and content areas was supported by a minor restructure ensuring workflows and operating rhythms were purpose-fit for the increased collective ambitions of Australian netball.

The recruitment of Matt Pinkney as Content and Corporate Affairs Director signalled an increased focus on capturing attention and audience across our own channels, while the addition of two video producers and a digital producer has enabled Netball Australia to produce more content across more channels in a variety of formats. Most importantly, Netball Australia is now set up to deliver content in the formats with which the customer is engaging.

While capacity had limited the scope of past goals and the amount of content provided, the importance of delivering a growing digital audience is linked to upcoming negotiations for a new broadcast deal, to take effect in 2022.

AUDIENCE GROWTH

The four-week break to accommodate the Netball World Cup had the potential to interrupt the momentum that had built over the first nine rounds of Suncorp Super Netball's third season and required careful management.

Yet it also provided the chance to deliver new types of content - in particular, a video series that recapped the overnight events from the northern hemisphere and used

the assets built during the digital transformation. Having a video specialist on the ground in Liverpool facilitated an unprecedented connection with the players and coaching staff, providing an insight into game preparations, the demands of a hectic schedule at a pinnacle event and showcased the personalities of the athletes.

Netball Australia worked with broadcast partner Nine to promote the World Cup and the Samsung Australia Diamonds prior to Liverpool and, similarly, to build interest and engagement before the league resumed and built towards the finals. That helped to maintain audience levels, as well as showcasing the new Samsung Australia Diamonds website to Suncorp Super Netball fans and vice-versa.

Time-slot consistency was a key to building on the significant free-to-air audience gains achieved in 2018. Fans are becoming accustomed to the regular Saturday and Sunday afternoon programming, while the Netball Live App has become the home of the Friday night, Saturday night and public holiday blockbusters.

Greater viewer certainty, coupled with an increased focus within the media team to create, publish and distribute more content, targeting social media in particular, meant audience numbers across all platforms continued to climb across the 2019 Suncorp Super Netball season.

Super Netball Website visitation was up 49% year on year with Netball Live mobile app subscribers growing by 33%.

SAMSUNG AUSTRALIA DIAMONDS BRAND

Conscious of the growth springboard provided by the 2015 Netball World Cup in Sydney, the goal was to deliver the first stand-alone Samsung Australia Diamonds' website in time for the 2019 edition in Liverpool. With it came the chance to maximise the opportunities to grow the national team's profile amongst existing and new fans and give the Samsung Australia Diamonds brand the digital experience it deserved.

The combination of a new platform and an increased social media team delivering exclusive content and video - from training camps to dress reveals, send-off lunches, squad and team announcements and, eventually, the on-court action - helped the Samsung Australia Diamonds brand to scale new heights from a reach and engagement perspective on multiple Netball Australia channels.

Retallack said the emphasis on "opening up the Samsung Australia Diamonds players, creating profiles and personalities and even making them more vulnerable than they have been in the past on social media" had helped to find and connect with new audiences. Collectively, they were brand ambassadors; individually, they built on their own profile.

A more targeted approach to marketing delivered players to the specific markets in which their popularity had been identified through fan engagement data, brand awareness and research.

SUNCORP SUPER NETBALL MEDIA EXPOSURE

Exposing Suncorp Super Netball to a larger audience via mainstream media channels remains a major objective, and one already achieving quantifiable results. The increased focus of Netball Australia in collaboration with the eight clubs returned an advertising space rate in 2019 of \$113 million, up from \$66 million in 2018. Across the season there were 41,585 mentions of Super Netball, compared with 31,917 in 2018 and 20,536 in 2017.

Retallack said netball continued to play to its strengths by maximising resources and acknowledging the shifting media landscape. "We're looking at the audience that we can own and control and where we can get the best return," he said. "Growing exposure outside our own channels will always be extremely important, because that's how we continue to grow and evolve the sport."



SUBSCRIBER GROWTH
↑ 33%



WEBSITE VISITATION
↑ 49%

BUSINESS PILLAR | Nadine Cohen

Parliamentary engagement was a significant focus for Netball Australia in the lead-up to the 2019 Federal Election, and the resulting \$30 million commitment from the coalition is funding an unrivalled growth strategy to drive the sport forward.

Ranging from enhancing grass roots participation at all age levels, through to the elite Diamonds and Suncorp Super Netball, other key components include support for the bid to host the 2027 Netball World Cup in Sydney and regional NSW, plans for the establishment of an International Leadership Hub and the digital transformation that will position netball for success in the years ahead.

Through its investment, the Morrison government has recognised the many benefits netball provides to women and girls and the sport's role as the lifeblood of community. Eight out of 10 families have had some involvement in netball, either through playing, volunteering, coaching or administration, thus combining to create an enormous footprint of more than 1.2 million people nationwide.

Netball Australia Deputy CEO Nadine Cohen said the successful business case submitted to both the major parliamentary parties emphasised netball's status as the only sport that has gender equality as a primary purpose, as well as its unique position in the Australian sporting landscape as an enabler to aspiration.

"Netball is recognised as the force to amplify women's voices across a lifetime," Cohen said. "As a cradle-to-grave sport, netball helps tackle stereotypes and myths that girls are not strong and independent. Through leadership and determination, netball delivers social, health, wellbeing and economic benefits to Australian communities. Most importantly, it produces visible and tangible results when it comes to gender equality."

INTERNATIONAL LEADERSHIP HUB FOR NETBALL

Netball Australia's proposed \$15 million International Leadership Hub will be realised with the assistance of the Federal Government's \$10 million infrastructure funding injection. Globally, the ground-breaking facility will be the first of its kind.

As well as its ongoing efforts to expand and improve the sport internationally, Netball Australia has earned great respect domestically for its commitment to improving health-related behaviours, physical and mental wellbeing, and education and advocacy around women's leadership through netball.

The International Leadership Hub will further enhance Australia's reputation as a global provider of education, sports administration, coaching and officiating. It will include a Science, Technology, Engineering and Maths hub showcasing competitive innovation, as well as focusing on netball participation, high performance, governance, management and leadership opportunities

nationally and internationally. The benefits will help to empower girls, women and their communities everywhere.

"As the business of sport and its social impact becomes increasingly complex, navigating it requires true leadership. The Hub will seek to support individuals and organisations at all levels by showing what they can do to make a difference," Cohen said.

"Our approach will be to provide dynamic, cutting-edge thinking by working with local and global experts to explore the knowledge and skills needed for transformative change and growth."

DATA AND DIGITAL

The technological and human transformation of Netball Australia commenced in mid-2019 with a significant and sustained investment designed to increase data and digital capabilities across Netball Australia and our key stakeholders.

In 2019, the program of works focused on building a consolidated Netball Digital Network and expanding content proposition, capturing customer identities and building digital marketing and automation capacity, investing a whole-of-sport data warehouse with reporting capability, and developing a single destination to discover netball nationally: PlayNetball.

At the core of the digital transformation is the development and adoption of new technologies and automation, infrastructure and capabilities to overcome barriers to innovation, commercialisation and data management, in order to meet the demands of consumers - especially participants, fans and volunteers.

The strategy is organised around four core areas:

- to drive customer acquisition and conversion
- to nurture and deepen customer relationships
- to build capacity, culture and process
- to service Netball Australia, Suncorp Super Netball and its clubs, State/Territory Netball Member Organisation and the Confident Girls Foundation

Engagement with participants, volunteers and fans is being enhanced through personalised and user-friendly experiences via a new digital roadmap - provided in partnership with Sport Australia, using digital agency Codeware and with the growth strategy support of the Federal Government's funding commitment.

The strategic project, to be delivered over three-to-five years, will make it easier for Australians to play netball. Netball Australia's investment is not just in technology, but in building the capability and capacity of staff and netball participants to realise its full benefits.



MEMBER ORGANISATIONS



2019 MEMBER ORGANISATION HIGHLIGHTS



NETBALL ACT

- Entry** of the first-ever ACT team in the Marie Little Shield.
- Third** successive appearance of the Canberra GIANTS in the Suncorp Super Netball finals.
- Secured** NNSW Premier League franchise.
- Increased** team numbers and added 17 & U in the Junior Championships.
- Reintroduced** School Gala Days during with target numbers achieved.

NETBALL NEW SOUTH WALES



- Redevelopment** of the Ken Rosewall Arena, which will become the NSW Swifts and GIANTS Netball home venue from 2020.
- Launch** of the QBE Swifts Academy and GIANTS Netball Academy for our emerging talent.
- Record** grassroots registrations in 2019, with more than 115,000 members.
- NSW** Swifts won the 2019 Suncorp Super Netball championship with a 64-47 goal win over the Sunshine Coast Lightning in Brisbane.
- State** teams finished as silver medallists in both the 17 & U and 19 & U National Netball Championships.
- Celebrated** 90 years of netball in New South Wales in 2019.

NETBALL NORTHERN TERRITORY



- Received** the lease and responsibility for management of the Territory Netball Stadium from the Northern Territory Government.
- Secured** a three-year partnership and stadium naming rights deal with Charles Darwin University despite very difficult economic conditions in the NT.
- Hosted** a 2019 Suncorp Super Netball match between the Adelaide Thunderbirds and the Sunshine Coast Lightning with a crowd just shy of 1,800.
- Finished** fifth in the Deakin University ANL competition. This was the first time Territory Storm had multiple wins in any one season.
- Increased** participation in the All Abilities area along with the establishment of a program in Alice Springs.



NETBALL QUEENSLAND

Opened the Queensland State Netball Centre, now called Nissan Arena. This new home of netball in Queensland features a 5,000 seat show court surrounded by seven community courts along with the Netball Queensland offices. The arena saw over 243,000 visitors in its first year including hosting Queensland Firebirds home games, the Harlem Globetrotters, Volleyball World Cup event and all Brisbane Bullets home games.

Hosted the Inaugural Suncorp Super Netball Pre-Season Team Girls Cup, with all eight teams delighting netball fans across three days of competition.

Secured \$300,000 Federal Government Grant for Walking Netball. Program now in place across the state with over 1,000 participants.

Launched the Inaugural HART Sapphire Series netball league, Queensland's premier intra-State competition with seven teams from across the state. The season finished in a thrilling final at Nissan Arena and the QUT Wildcats taking the inaugural premiership.

Netball Queensland was the first State sporting body to sign a historic new State Government Funding Agreement.

The Diamond Spirit program continues to grow across seven remote communities with 1,800 students. The program won the National 2019 Play by the Rules Diversity and Inclusion Award.

The Annual Leaders Conference, now it is fifth year was held in March with over 200 attendees. This continues to be an opportunity to inform and develop our volunteer community.

The Horizon Three Project completed preparations, including securing funding, for the implementation of the new Biome operating model. During 2019 various member working groups designed solutions and refined ideas with the initial early adopter phase road testing the tools and solutions to inform a broader roll out plan set to commence in 2020.

State Age Competition held at Pine Rivers Netball Association delivered over four days of competition with 260 teams making it the largest Netball Queensland grassroots event in history.

NETBALL SOUTH AUSTRALIA



South Australia's 17 & U and 19 & U state teams both claimed victory at the 2019 National Championships in Brisbane - the first time in 16 years a state has claimed both titles in a tournament.

In an outstanding performance, South Australia's Rubies brought home gold in the 2019 One Netball Marie Little OAM Shield in Brisbane. The Rubies remained undefeated in all six rounds of the three-day national competition.

The Sport Australia AusPlay report saw netball retain its position as the number one team sport for women and girls in South Australia, with South Australia recording the highest participation rate of any other state.

In an outstanding achievement for officiating in the state, Georgina Sulley-Beales was awarded an All Australian Umpiring Accreditation - the first time this has been awarded to a South Australian in 33 years.

The Adelaide Thunderbirds hosted the first ever Suncorp Super Netball game to be held in the Northern Territory. The Round 7 clash saw the club take on the Sunshine Coast Lightning in front of a packed crowd in Darwin's Territory Netball Stadium.

In a positive boost for fan development, Adelaide Thunderbirds game day attendance grew by 10% compared to the previous year.

Helping grow the game from the ground up, approved NetSetGO centres in South Australia grew by 10%.



NETBALL TASMANIA

Inaugural inductions to the Tasmanian Netball Hall of Fame in October 2019 with athlete, official, volunteer and team honoured.

Launched the Netball Tasmania High School Championship for year 9 and 10 students state-wide.

The number of students participating in Sporting Schools, now over 2,800, has more than doubled from 2018 and is up 300 per cent since 2017.

Sixth place finish at the 15 & U Schoolgirls Nationals — our best state team placing in many years and a promising sign of the rewards to come from redeveloped High-Performance programs.

Implemented of a participation program for people with disabilities, with a mid-term view towards Marie Little Shield participation.

Launched of recognition rounds in Tasmanian Netball League, with multiple opportunities for promotion and club education.

NETBALL VICTORIA



2019 was the first year of implementing and working to Netball Victoria's new Strategic Plan, new organisational structure, and new operating model.

Government continues to be a valued investment partner in netball, with \$50+ million in state government funding committed to netball projects across Victoria in 2019.

Construction commenced on the State Netball Hockey Centre re-development in March 2019, with the transition to Victoria's new Home of Netball resulting in the decision to sell 487 King Street as a part of this new investment strategy.

Netball Victoria membership exceeded prior year and budget, with a total of 111,822 members.

Five Victorians were selected to represent the Samsung Australia Diamonds, including at the 2019 Netball World Cup in Liverpool.

The Victorian Fury won their eighth Deakin University Australian Netball League Premiership; the most of any team in the competition's history. Emma Ryde was also named Deakin University Australian Netball League Most Valuable Player for season 2019.

Revenue growth was recorded in all commercial drivers, including record ticketing, membership and merchandise revenue for the Melbourne Vixens, with a 16% increase on 2018.



NETBALL WESTERN AUSTRALIA

Netball in Western Australia represents Netball WA and its subsidiaries in Glass Jar Australia (Shooting Stars Program) and West Coast Fever Netball Club. Collectively the three entities made positive steps towards the delivery of their visions while staying true to purpose, resulting in many key outcomes being achieved and a workforce, membership, fan base, customers, partners and participants all being integral to our journey.

Secured the collaboration of Netball WA, West Coast Fever and Glass Jar Australia to develop a concept and seeing this through to fruition in securing the Gold Industry Group partnership and as a result tipping our Government and Corporate Partnerships to just over 50% of all revenues of Netball in WA with commercial revenues of over \$8 million/annum.

Created an experience around West Coast Fever that has instilled in our fans a sense of connection and investment, beyond the results of each game - inspiring and making them proud.

The progress of Shooting Stars and the impact it is creating in our remote indigenous communities, resulting in securing Department of Prime Minister and Cabinet funding for Shooting Stars until 2023 with an additional site - enabling the program with a level of present security, the ability to focus on the future with both growth in the Western Australia Market and exploring interstate to support more localised social change, building our leaders of tomorrow.

Seeing the Samsung Australia Diamonds lift the Constellation Cup at the RAC Arena in front of a record crowd at the country's best venue, and our people embracing the opportunity of the Samsung Australia Diamonds coming to town, creating ways to maximise the visit for all levels of our sport and our participants, from umpires and coaches to players and fans, and the opportunity to coincide the inaugural Gold Industry Group Leadership Camp - an amazing opportunity to bring all of our Tier 1 Associations together.

The passion and enthusiasm that our Regional Office staff have brought to our organisation. They have embraced change and challenges of a new governance and regional office structure to provide a significantly better customer experience to our netball community and in year 1 seeing us achieve growth targets in NetSetGO and Netball Membership.

Enabling our Team to undertake significant personal and professional development and learning opportunities to ensure our organisation is known for developing a culture of learning, growth and development including Chief Executive Officer learning with London Business School - Executive Leadership Program and over 140 professional development opportunities delivered across our workforce.



2019 PARTNERS

PRINCIPAL PARTNERS



MAJOR PARTNERS



ASSOCIATE PARTNERS



OFFICIAL BROADCAST PARTNERS



GOVERNMENT AND COMMUNITY PARTNERS



SUPPLIERS



MAJOR EVENTS PARTNERS



HIGH PERFORMANCE PARTNERS





MESSAGE FROM COMMONWEALTH GAMES AUSTRALIA

Craig Phillips, CEO

Whilst not a Commonwealth Games year, 2019 has been a busy one for Commonwealth Games Australia as we build on the legacies of the Gold Coast 2018 Commonwealth Games.

Following the conclusion of Gold Coast 2018 related activities, Commonwealth Games Australia shifted its focus to the governance review initiatives commenced in 2017. Most notably was the introduction of an independent rather than representative Board.

Commonwealth Games Australia commenced a 'refresh' of its Strategic Plan - First Among Equals - to reset our priorities to embrace the future beyond Birmingham 2022 to 2026. With a strong focus on our dual vision of 'Pursuing Sporting Excellence' and 'Connecting with Communities', the revised Plan incorporates five strategic priorities: Delivering Team Success; Connecting with Communities; Presenting a Powerful Brand; Leading the Way; and Hosting Great Games.

To help achieve our goal of 'Delivering Team Success' Commonwealth Games Australia has been a significant financial contributor and partner for Netball Australia, delivering \$1.264 million to the sport and our netballers since 2007. \$590,000 of this was received in the lead up to the Gold Coast Games through the Gold Coast Gold, NextGEN, dAIS and Podium Initiative programs. During the 2018 Games cycle, CGA provided \$21.6 million in funding to member sports through programs ranging from youth to the elite.

That is a significant contribution to Australian sport, for which we are proud, and we remain committed to working with our sports to improve our programs going forward.

The financial support continues with Commonwealth Games Australia committing \$120,000 in 2018/19 and 2019/20 to support National Talent Camp participants and assisting with the costs of establishing a data analytics and valuation project for Netball Australia.

It is important that we continue to engage with our member sports and the Australian sporting system, and this will be a priority of the Commonwealth Games Australia Board.

Work is well underway for Birmingham 2022 and we look forward to building on the successes of the Gold Coast 2018 campaign and continuing our work with Netball Australia to deliver team success together in Birmingham.

We thank Netball Australia and our netballers for their continued efforts and support.

MESSAGE FROM SPORT AUSTRALIA

John Wylie AM, Chair



John Wylie AM
Chair, Sport Australia

Sport and physical activity has enormous influence on our nation's health, education, social, economic and diplomatic outcomes.

It's why Sport Australia and the AIS remain steadfast in our vision: to make Australia the world's most active

sporting nation, known for its integrity, sporting success and world-leading sports industry.

Australia's commitment, outlined in the Australian Government's national sport plan, Sport 2030, is to reduce physical inactivity by 15 per cent. It's a huge challenge Sport Australia enthusiastically accepts.

We are making significant progress and Sport Australia's programs are benefitting sport, as well as broader community health and wellbeing, including tackling issues such as obesity. Our partnerships with National Sporting Organisations remain fundamental, but we are also engaging more than ever with other networks to grow our sporting industry. Collaboration with physical activity providers, health, education and various levels of Government can deliver more for sport and all Australians.

This was highlighted in 2018-19 when Sport Australia, on behalf of the Australian Government, delivered \$150 million in new participation programs. The \$100 million Community Sport Infrastructure grants program is enhancing hundreds of grassroots facilities across Australia. The \$28.9million Participation grants program is encouraging innovative programs that help break the down barriers to physical activity. The new \$22.9million Better Ageing grants program is helping senior Australians 65 and older to get more active and socially connected.

Our national Sporting Schools program remains a key platform to address childhood inactivity and drive generational change. We have funded 7300 schools and recorded more than 5.2 million attendances since its launch in mid-2015. We continue to look at ways to maximise the impact of Sporting Schools and link it with our work in physical literacy. By teaching our children to run, throw, jump or kick, we put them on the path to better lives.

There is no success without integrity. We continue to encourage environments that are inclusive and welcoming. Increasing diversity in our industry is critical and we want to make sport the benchmark for a more equitable society.

All this work is emphasised by our national behaviour change campaign, Move It AUS. Our call to action is to 'Find Your 30' minutes of physical activity every day, and enjoy the benefits.

We are continuing to build the capability of the sports industry, addressing governance reform to bring out the very best in our sporting organisations. The One Management project looks at helping sports align their strategy, workforce and financial management.

The AIS, in partnership with the National Institute Network and National Sporting Organisations, is aligning Australia's high-performance sport strategy too. The National High Performance Sport Strategy 2024 signals the first time all Federal and State/Territory sports agencies have signed up to a joint high-performance strategy.

In November 2018, the AIS announced an updated investment model for high performance sport and through this improved framework, Olympic, Paralympic and Commonwealth Games sports will benefit from a longer-term approach to funding. Instead of annual grants to sport, for the first time the AIS is providing longer-term funding commitments to give sports more stability and certainty to plan ahead.

All of this work is important with the 2020 Tokyo Olympics and Paralympics drawing near, and the 2022 Beijing Winter Games and Paris 2024 beyond that.

Enhancing athlete pathways and athlete wellbeing are primary areas of focus for the AIS, and are keys to creating long-term sustainable success. We have embedded 20 Athlete Wellbeing Managers across National Sporting Organisations, and, working closely with the AIS Wellbeing and Engagement team, are delivering key programs and support from mental health programs, through to career guidance and connection to Australians at the community level.

The AIS is also leading collaborative sports research, applied technology and innovation initiatives including the Gold Medal Ready program, a unique partnership with the Australian Army to help athletes perform under pressure.

From backyards to benchmark international events, we believe unquestionably in the power of sport and physical activity to reflect the very best in our culture and to be a powerful vehicle for change.

Thank you for all you do for Australian sport.