



DIRECTORS REPORT 2015



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01 VISION, MISSION & VALUES

VISION

EVERYONE IN AUSTRALIA VALUES THEIR CONNECTION WITH NETBALL

MISSION

We will know we have achieved our vision when:

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

VALUES

Passion

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

Teamwork

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

Integrity

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

Excellence

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

Accountability

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



02 STRATEGIC PRIORITIES SUMMARY

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

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

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

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

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

The Commercial team has focused on extending existing, and securing new partnerships with organisations that leverage their partnership with the sport and amplify the netball brand. ANZ, Chemist Warehouse, Telstra, Australia Post, Asics, Beiersdorf, Rebel, Goodlife and Swisse extended their investment in the sport in 2015 to become partners of Netball World Cup SYDNEY 2015. Netball's broadcast partners Network Ten, FOX SPORTS and Telstra, continue to create a dynamic platform that ensures netball content is available live and on demand. Notably, the Netball Live App, developed with the Australian Sports Commission and Telstra was launch ahead of the 2015 ANZ Championship season, offering netball's first live streaming subscription service.

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

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

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

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

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

PRESIDENT & CHIEF EXECUTIVE REPORT

2015 was without a doubt one of netball's most successful years when the sport realised the dream of delivering the best ever Netball World Cup and a record 13th gold medal for the Diamonds.

These achievements, both on and off the court, were due to the whole sport embracing what was a 'once in 25 year' opportunity. Netball Australia and our eight States and Territories allocated significant resources into the planning, delivery and ensuring the ongoing legacy for the whole of sport from the event. Congratulations to Netball World Cup SYDNEY 2015 CEO Marne Fechner for delivering on all objectives. The event was fan centred but driven by a desire to ensure the athletes were given the best possible chance of performing at their best. Thank you to Netball NSW, Destination NSW and the Australian Government for their overwhelming support and commitment to the event.

Following the win, National Coach Lisa Alexander and the Diamonds were delivered a message that summed up the feelings of us all 'A superb team performance, beautifully crafted and courageously delivered.' There were many highlights from Netball World Cup SYDNEY 2015 including the Diamonds gold medal win against the feisty Silver Ferns, the Memories and Milestones lunch which brought together former national players across all eras to celebrate the past, FanFest an interactive fan experience, the Centurions a stage show featuring Sue Gaudion, Liz Ellis, Sharelle McMahon and Catherine Cox. the volunteers who carried their '#hereifyouneed' message across the event, the use of the Netball NSW Headquarters for games and training, the teams from all around the world who embraced the lip synch competition and entertained through their netball and their off court antics and three world record crowds at the Allphones Arena.

Following Netball World Cup SYDNEY 2015 the sport acknowledged the retirement of Diamonds – Julie Corletto, Kim Green and Rebecca Bulley who have given the Australian community so much joy and have contributed tremendous service to Netball and their country.

It was critical that netball maximised the opportunity of Netball World Cup SYDNEY 2015 through a range of legacy projects. Most of these projects were delivered in the participation and development areas. Congratulations to Anne-Marie Phippard (Head of Community Strategy and Netball Development) who led the delivery of a number of significant legacy projects including Community Engagement Officers, Schools Curriculum, a National Facilities Guide, an on-line bench officials course and Community Umpire Development Resources. The sport was particularly pleased to be able to confirm ongoing funding to the Member Organisations for the employment of the five Community Engagement and Legacy Officers.

One of the highlights on Netball Australia's reconciliation journey was the launch of a Reconciliation Action Plan (RAP) during the November national forum. Congratulations and thank you to the RAP working group led by Karen Milward (Chair) and Julia Symons (General Manager - Community Engagement) for the work they undertook to ensure the RAP was a robust and achievable plan.

The sport acknowledges the work of Diamonds Physiotherapist Alanna Antcliff who, in collaboration with Diamonds support personnel, developed a knee injury prevention program for netballers. The KNEE program is a mobile device enabled online web platform that allows athletes, coaches, parents and support staff to access videos, instructions, downloadable resources and programs through the Netball Australia coaching platform.

Congratulations to Anne Sargeant on being inducted as a Legend, into the Sport Australia Hall of Fame.

The Board approved an increase in investment in MyNetball to

complete outstanding development requirements and to provide additional training and support to the Member Organisations.

FINANCIAL

It was pleasing to record a surplus of \$377,525 (2014 a surplus of \$234,153).

STRATEGY

The Board and Executive participated in a facilitated workshop to explore strategic opportunities. The outcomes of the workshop were agreed by the Board and the Executive team have built a business case around each area of investment. The Board has agreed to bring forward work on national priorities and invest in initiatives that will grow the game. Key projects include expansion of the ANZ Championship, a Member Organisation benchmarking project, a fan engagement research project, a national participation initiative and investment in high performance coaching. One of the most important projects is to determine more effective ways in which the national system can work together.

EVENT PRODUCTS

The Diamonds retained the Constellation Cup in front of a Western Australian attendance record of 12,845 after the Silver Ferns came two goals shy of overcoming a 13-goal series deficit. Thankfully the Silver Ferns victory in the fourth and final Test of the year to level the series 2-2 was not enough to wrestle away the title from Australian shores.

Sally Judd (Head of Finance and Corporate Services) led the successful bid process, in partnership with the Victorian State Government and the Victorian Major Event Company, for the International Netball Federation Fast5 World Netball Series. The event will be hosted in Australia for the first time in late October 2016.

Congratulations to the Queensland Firebirds on winning the 2015 ANZ Championship. With fourteen seconds to go Firebird Gretel Tippet shot the winning goal to devastate every NSW Swift fan who had watched their team lead for the entire game until that point.

Victorian Fury (58) defeated Southern Force (46) in the Australian Netball League grand final. The Australian Netball League is designed to help bridge the gap between the ANZ Championship and State Leagues for athletes, coaches and officials.

Congratulations to the three National Netball Championship winners; South Australia who were crowned 21/Under National Champions following a 44-42 win over Victoria, New South Wales who defeated Victoria 43-39 in the 19/Under grand Final and Queensland who defeated New South Wales 27-24 in the 17/Under grand-final.

PARTNERS

Thank you to long serving Australian Commonwealth Games Association CEO Perry Crosswhite who has supported and guided netball in our Commonwealth Games campaigns. We wish both Perry and his wife Janice all the best in the next stage of their lives.

Netball is in a sound position commercially, with strong support from our partners. Thank you to the Australian Sports Commission, the Australian Institute of Sport, the State and Territory Institutes of Sport and Academies, State & Territory Governments, Our Watch, ANZ, Telstra, Chemist Warehouse, STA, San Remo, Australia Post, Asics, Swisse, Gilbert, Beiersdorf, New idea, 2XU, Leading Teams, Rebel, Goodlife and BLK, along with our broadcast partners Network 10, Fox Sports and Telstra.

ACKNOWLEDGEMENTS

Thank you to Pam Smith who completed her term as a TTNL Director. Pam, who chaired the TTNL Board for two years, had recently retired as a Director and was a previous Chief Executive of Netball Australia was also presented with a Netball Australia Service Award at the Annual Awards.

Sue Taylor and Jan Sutherland completed their terms as Netball Australia Directors. Both Sue and Jan have contributed a significant amount to the sport and will continue to be connected to the sport in a volunteer capacity – Sue as a member of the History an Tradition Committee and Jan playing an active role in dispute resolution and member protection matters.

Thank you to Janine Wood who continues to serve as a TTNL Ltd Director and Clive Driscoll who is the Independent Director on the Audit & Risk Committee.

The Board welcomed newly elected Directors Geoff Parmenter and Cheryl McCormack to the Board.

Thank you to the Netball Australia Directors for their leadership, the Netball Australia staff members and our Member Organisation Boards and Management teams.

AWARDS

Liz Ellis Diamond:

Caitlin Bassett

Australian International Player of the Year:

Caitlin Bassett

Australian ANZ Championship Player of the Year:

Sharni Layton, NSW Swifts

AIS Australian ANZ Championship Coach of the Year:

Roselee Jencke, Queensland Firebirds

Australian ANZ Championship Umpire of the Year:

Sharon Kelly

Australian Netball League Player of the Year:

Kate Shimmin, Southern Force

Joyce Brown Coach of the Year:

Lisa Alexander, Australian Diamonds

Service Award:

Pam Smith

Winner of the 2015 ANZ Championship

Queensland Firebirds

Noeleen Dix
President

Kate Palmer
Chief Executive

04 GOVERNANCE



4.1 DIRECTORS



Noeleen Dix Anne-Marie Corboy Kathryn Harby-Williams Paolina Hunt Cheryl McCormack Geoff Parmenter



Glenn Russell Karen Stocks Jan Sutherland Sue Taylor Nareen Young

NOELEEN DIX

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

ANNE-MARIE CORBOY

Anne-Marie is a current Director of Utilities of Australia, mecu Limited – trading as Bank Australia, the Mother’s Day Classic Foundation and TTNL. She is also Vice-President of the Asian Netball Federation. Anne-Marie is the former CEO of HESTA, the industry superannuation fund for health and community services and former Company Secretary to its trustee company H.E.S.T. Australia Ltd. Anne-Marie has over 20 years’ experience as a Director for a range of organisations including the Peter MacCallum Cancer Centre, Victorian Superannuation Board and Australian Council for Superannuation Investors and was a trustee on the MCG Trust. She has twice been recognised as one of Australia’s 100 Women of Influence by Westpac and the Australian Financial Review (2013, 2014) and in 2014 was awarded the Board/Management Category. In 2011 Anne-Marie was also listed as one of Australia’s True Leaders by the Australian Financial Review.

KATHRYN HARBY-WILLIAMS

One of the modern day greats, Kathryn Harby-Williams played 94 Tests for Australia between 1990 and 2003 and captained her country for four years. She was part of Australia’s triumphant 1995 and 1999 World Championship sides as well as winning Gold medals at the 1998 and 2002 Commonwealth Games. The Goal Defender was named the inaugural captain of the Adelaide Thunderbirds in the Commonwealth Bank Trophy, holding that position from 1997 until her retirement. Harby-Williams then spent several years living and working in radio and television in New Zealand - where she also briefly came out of retirement to play for the Auckland Diamonds in the National Bank Cup - before returning to Australia. Sport is in her blood, a Bachelor of Management proving useful in gaining the highly sought after role of Commercial Manager at the AFL’s Adelaide Crows (1997-2000). She is now part of the Fox Sports commentary team. Kathryn’s involvement in junior netball has now come full circle with her daughter’s participation in the ANZ NetSetGO programme. As a result and given the popularity of the sport in her area she was instrumental in establishing a netball club and program at her daughter’s school. This included the non-negotiable role as her daughter’s first ever coach, a challenge she considers much greater than captaining her country.

PAOLINA HUNT

Paolina Hunt is a Business Manager with operational and strategic experience across a number of industries. The combination of her law degree, extensive business background and creative approach make her a valuable member of the NA Board. She is currently a member of NA’s Nomination & Remuneration Committee and Chair of the Audit & Risk Committee.

Paolina is passionate about the contribution netball makes to the social fabric of communities and the support network it provides for young girls and women at every level of the sport. A former AIS scholarship holder, she grew up in Sydney, has spent time in Canberra, Perth, Adelaide and Melbourne, and was involved in netball at some level in each of those states – either as a player, coach, umpire and/or administrator.

Paolina has a Law degree and an MBA.

CHERYL MCCORMACK

Cheryl McCormack is a former Australian representative in netball and touch football who brings a wealth of experience in Sports Management and Marketing to the Board. McCormack played nine Tests for Australia from 1985 until 1986, making her International debut against Trinidad & Tobago in Melbourne. McCormack has held Senior Management positions in the key professional sports of AFL, NRL and Racing and has experience working on major events including the IRB Rugby World Cup. In 2015 she was working for the NSW Government’s lead agency for Tourism and Major Events - Destination New South Wales. In her role at Destination NSW, she was Project Director for the ICC Cricket World Cup 2015.

GEOFF PARMENTER

Geoff Parmenter has more than 20 years executive and General Management experience in Australia and Internationally. Between 2007-2011 he was Chief Executive of Events NSW, a State Government-owned company responsible for developing the first structured annual events calendar for Sydney and New South Wales. He is currently the Executive General Manager Group Marketing and Communications at Echo Entertainment Group. Geoff has significant experience in the events industry having worked on three Olympic Games, two FIFA World Cups and four Rugby World Cups between 1990 and 2006. He has also successfully operated his own consultancy business where his clients included the Istanbul 2020 Olympic Bid Organisation, the New South Wales Government and the Dubai Government. During his time as Chief Executive Officer of Events NSW, he was closely involved in securing the Netball World Cup SYDNEY 2015.

GLENN RUSSELL

Glenn Russell is a Chartered Accountant and Solicitor with a track record of advising Senior Management and Boards of public and private companies in strategic financial management. He is a partner at PricewaterhouseCoopers Australia having worked in Perth, Indonesia and now in Brisbane. Glenn is a currently a Queensland State Council Member of Chartered Accountants Australia New Zealand and a member of the Queensland Exploration Council’s Investment Committee. He has formerly served as a Board member of the Queensland Rugby Club Inc and has been an regular active volunteer for charitable organisations such as the Starlight Children’s Foundation and the Smith Family.

KAREN STOCKS

Since September 2013, Karen Stocks has been Managing Director of Twitter Australia where she leads the Australian operation and supported netball’s growth on the popular social media platform. She was also an Ambassador at the Netball World Cup SYDNEY 2015. Prior to joining Twitter Australia, Karen held several roles at Google in both Australia and Asia Pacific and has spent 12 years at Vodafone. Karen holds a Bachelor in Financial Administration, an MBA and is a member of CPA Australia with a passion of bringing new technologies to enhance the customer experience. Karen is a passionate netball follower who is excited to contribute to the sport’s increasing popularity.

JAN SUTHERLAND JP, GAICD (TERM COMPLETED)

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

SUE TAYLOR AM (TERM COMPLETED)

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

NAREEN YOUNG (RESIGNED)

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

Note: Sue Taylor and Jan Sutherland completed their term following the 2015 Annual General Meeting. Nareen Young resigned from the Board on 28 April 2015.

4.2 COMPANY SECRETARY

Ms Kate Palmer was appointed as Netball Australia Ltd Company Secretary in April 2011.
Ms Kate Palmer was appointed as Netball Events Pty Ltd Company Secretary in September 2012.

4.3 DIRECTORS’ MEETINGS

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

	Number Eligible to attend	Number attended
Anne-Marie Corboy	5	5
Noeleen Dix	5	5
Kathryn Harby-Williams	5	4
Paolina Hunt	5	5
Cheryl McCormack	2	2
Geoff Parmenter	5	5
Glenn Russell	2	1
Karen Stocks	2	2
Jan Sutherland	2	2
Susan Taylor	2	2
Nareen Young	2	1

The number of Audit & Finance Committee meetings and number of meetings attended by members of the committee during the financial year were:

Audit and Risk Committee Attendees	Number Eligible to attend	Number attended
Clive Driscoll*	3	1
Paolina Hunt	3	3 (1 by phone)
Cheryl McCormack	2	1
Glenn Russell	2	2
Jan Sutherland	1	1
Nareen Young	1	1

*Independent appointed by the Board to the Audit and Risk Committee

The number of Nomination & Remuneration Committee meetings and number of meetings attended by members of the committee during the financial year were:

	Number Eligible to attend	Number attended
Noeleen Dix	3	3
Jan Sutherland	3	3
Paolina Hunt	3	3

4.4 CORPORATE GOVERNANCE

GOVERNANCE PRINCIPLES

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

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

Chair is elected by the Board

The Netball Australia Chair is elected by the Board however under the current Constitution the members elect a President. The members have agreed to pass a resolution at the 2016 AGM which will remove the role of President.

Gender balance on boards (Target of 40% by 2015)

Two of the eight Directors are male (25%). The Netball Australia Board supports gender balance on boards but continues to be concerned that females are severely under represented on sport organisation boards.

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

BOARD PERFORMANCE

2016 will be the final year in turnover of Directors which commenced in 2012 with a change in the Constitution to limit the number of terms/years Directors can serve. As a result the Board identified a need to mitigate against loss of corporate knowledge due to departure of long standing Directors and ensure they continued to perform at a level that the business required to be successful.

The Netball Australia Board appointed Thoughtpost Governance in 2015 to undertake a Board review. The project identified a range of recommendations that have been included in a Board Plan. The objective is for the Netball Australia Board to be a ‘high performance’ Board. The Plan identifies clear actions and time lines to enhance Director performance. The review also provides a benchmark against which the Board can measure improvement in performance.

OTHER ENTITIES

The Netball Australia Board is responsible for the governance of the 2015 Netball World Cup and established a separate Company, Netball Events Pty Ltd as the legal framework for this entity. The 2015 Netball World Cup Chief Executive reported directly to the Netball Australia Board.

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

FOUNDATIONS FOR MANAGEMENT & OVERSIGHT

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

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

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

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

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

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

In March 2015, the Netball Australia Board approved the formation of the Netball Foundation. The Netball Foundation is a non-profit program of Netball Australia run in partnership with the Australian Sports Foundation, to raise money to help women and girls achieve their full potential both on and off the court.

The Netball Foundation was established and its powers, duties and terms of reference where delegated to it by the Netball Australia Board pursuant to Clause 34 of the Netball Australia Constitution. The Netball Australia Board formally approves the composition of the Netball Foundation Panel and a Netball Australia Director is a member of the Panel.

BOARD STRUCTURE

The Board consists of six Directors, including the President, who were elected by the Member Organisations and two Appointed Directors who were appointed by the Board. The Board elects a Chair from the current Directors annually.

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

ETHICAL AND RESPONSIBLE DECISION MAKING

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

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

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

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

INTEGRITY IN FINANCIAL REPORTING

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

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

MANAGING RISK

The Board is responsible for oversight of high level enterprise risk and is assisted by the Audit & Risk Committee in this role. The Strategic Risk Register and Risk Treatment plans are reviewed and updated annually by the Board and the Executive team members take responsibility for implementing treatment plans and monitoring the risk management plan.

ENGAGEMENT WITH STAKEHOLDERS

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



REMUNERATION

The Nomination and Remuneration Committee is responsible for ensuring the procedure for selecting and appointing directors is formalised and transparent. Director succession is managed to ensure that Directors meet the needs of the organisation in the future. The NRC is also responsible for determining the remuneration of the CEO. The CEO is responsible, within the organisations agreed salary bands, of determining the remuneration of employees.

MEMBERSHIP FEES

Following a research project conducted by Repucom In 2015 the Member Organisations agreed to change from a capitation fee to a contribution fee. This change provides certainty behind the fee that is levied to Member Organisations and provides an incentive for the Member Organisations to be more entrepreneurial.

4.5 FINANCIAL REVIEW

KPMG has completed an audit for the year ended 31 December 2015 and provided an unqualified opinion on the Financial Report 2015.

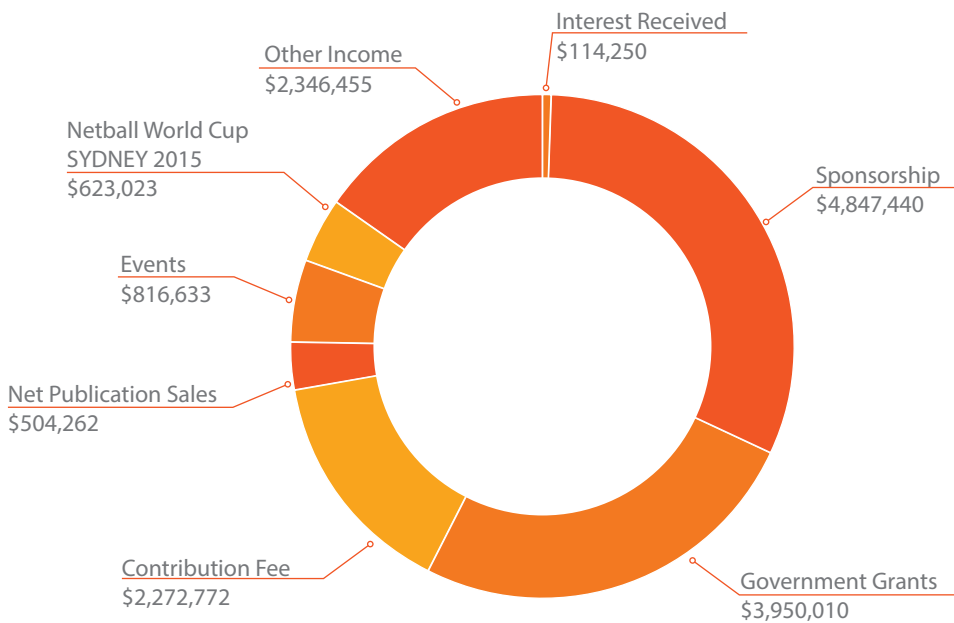
REVENUE

2015	\$15,474,845
2014	\$15,477,390
2013	\$11,664,898
2012	\$11,407,982

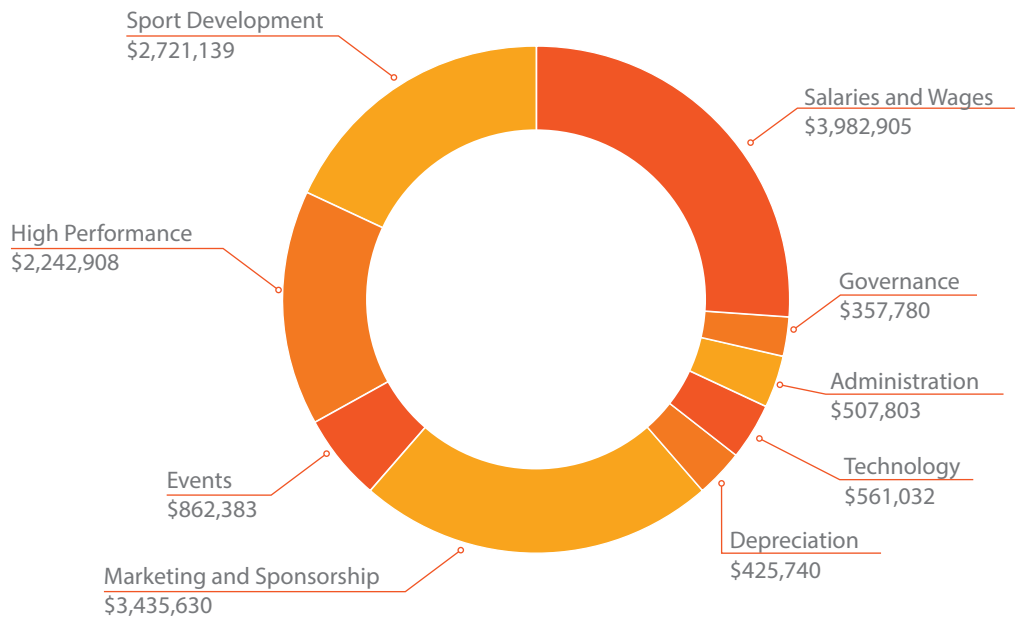
INVESTMENT IN NETBALL

2015	\$15,097,320
2014	\$15,243,238
2013	\$13,705,703
2012	\$11,019,982

REVENUE SPLIT



INVESTMENT SPLIT



05 STRATEGIC PLAN REPORT



5.1 VIBRANT COMMUNITY SPORT

GROWING AND SUSTAINING PARTICIPATION

DELIVERABLE

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

COMMENT

ANZ NetSetGO continues to expand its footprint throughout Australia with another year of growth in delivery centres and participants. ANZ NetSetGO grew 29% across all program types with 188,077 children experiencing netball’s introductory program.

MyNetball self-registration module was developed in 2015 to streamline the process for parents to register their child into a NetSetGO program. 23% NetSetGO registrations were completed online in 2016.

Netball Australia continues to engage with teachers via the Teacher Ambassadors program, with 1789 teachers registered.

To embed netball in schools ,Netball Australia in conjunction with the Netball World Cup Legacy Program, developed the Mini Netball World Cup School Curriculum Resource.

The resource consisted of three standalone integrated units of work and optional lessons on teamwork that are mapped against the Australian curriculum focus on teaching and learning outcomes in English, Mathematics, and Health and Physical Education. The resource is ICT and media technology rich and digitally interactive for students.

All Member Organisations implemented the Sporting Schools netball program in the second half of 2015 with 265 schools and 15,628 school children participating. The program is supported by 252 endorsed coaches.

To support the delivery of netball as part of Sporting Schools, Netball Australia developed the Getting to Know NetSetGO e-learning module for coaches, parents, teachers and club and association members to introduce the principles of NetSetGO, modified sport and Sporting Schools.

Repucom was engaged by Netball Australia and the ASC to develop a ‘Go to Market’ strategy for the development and implementation of Fast5 as a participation product. The research conducted shows there is a clear consumer appetite for Fast5 from 3 key consumer segments (affiliated providers/participants, non-affiliated providers/participants and potential participants) and that Fast5 will keep the sport relevant and engage (new) players with an alternative game format(with minimal cannibalisation of traditional netball participation.

The research identified that Fast5 would be both commercially viable and at the same time increase participation rates.

Work has now commenced to develop the Fast5 financial and implementation plan.

Netball Australia in conjunction with Gemba and 2HM developed a National Facilities Policy that will support participation growth and sustainability, provide key stakeholders with guidance in facility planning and development, provide a technical manual that can be applied nationally and improve the overall consistency, quality and accessibility of netball facilities.

ONE NETBALL

DELIVERABLE

- Netball is an inclusive sport
- Netball develops people through high quality programs and effective international diplomacy.

COMMENT

Netball Australia continued to support five Community Engagement & Legacy Officers who are employed by the Member Organisations to develop connections and partnerships with specific population groups and community organisations to increase engagement in netball.

As part of Netball Australia’s partnership with Australia Post, nineteen One Netball Ambassadors were appointed to promote One Netball programs in community. 111 visits were undertaken in 2015 by the Ambassadors, covering every State and Territory as well as remote areas including Mount Isa, the Pilbara region and the Tiwi Islands.

Australia Post One Netball Community Awards 2015 were announced in July with 7 recipients (individuals, Clubs and Associations). The number of Award nominations tripled from 2014.

The Australia Post One Netball Round of the ANZ Championship was celebrated during Round 12 of the ANZ Championship with matches played in Melbourne, Sydney and Adelaide.

The One Netball program won the Communities Award at the 2015 Australian Multicultural Marketing Awards.

The Connected Clubs & Communities workshops that increase awareness of the importance of inclusion and diversity in netball communities were rolled out across Australia, with 62 workshops taking place across the eight States and Territories, engaging 141 Clubs and Associations.

Within ISARP funding from the Department of the Prime Minister and Cabinet, 113 coaches and 13 umpires from Aboriginal and Torres Strait Islander communities obtained accreditation and NetSetGO programs were delivered in Alice Springs, Central Australia and Gunbalayna. 121 staff and coaches across the Member Organisations completed Indigenous Cultural Competency sessions, and an Indigenous Player Support Guideline was developed for athletes in the High Performance Pathway.

With a ‘Diversity and Social Cohesion program’ grant from the Department of Social Services, the One Netball Advisory Group were convened, a Harmony Day Round of the ANZ Championship was held in Round 4, a diversity survey of all employed staff in netball across Australia was conducted to gather baseline data regarding attitudes and understanding of inclusion and diversity, 6 CALD cross cultural awareness sessions were run for 176 staff nationally and 23 CALD coaches received their Foundation coach accreditation.

Netball Australia’s Reconciliation Action Plan (RAP) was endorsed by the Netball Australia Board and Reconciliation Australia and was launched at the National Strategic Forum on Saturday 7 November 2015. Netball Australia’s RAP commits the organisation to the actions required to increase our efforts and capability to support and engage Aboriginal and Torres Strait Islander players, coaches, umpires, volunteers, their families and communities to participate at the same level as other Australians.

2015 Marie Little OAM Shield took place in Adelaide on 18 - 19 July, with New South Wales winning the Shield for the first time, followed by South Australia and Victoria.

In partnership with Netball World Cup, the One Netball Legacy Ticketing program enabled more than 1400 attendees from local schools, CALD, Indigenous and disability community

organisations to attend matches played at Netball Central, the second competition venue.

Special Olympics Australia introduced NetSetGO through their regions, with pilot programs held across NSW, Victoria and South Australia.

Netball Australia partners with Netball Samoa and Tonga Netball Association to implement One Netball Pacific which aims to build the capacity of these national netball associations to offer a range of netball participation opportunities. Over 10,000 participants have taken part in a range of One Netball Pacific programs including:

- Social and mixed competitions to encourage new-comers and largely sedentary office workers to take up the sport
- Primary school clinics and tournaments;
- Club competitions and large-scale national carnivals with age groups from Under 15 and Under 18 to Open and Golden Oldies, with varying grades to welcome all abilities;
- Carnivals include 35+ divisions to cater for both 35 years and over as well as those with a Body Mass Index of over 35 to encourage increased physical activity of older and overweight women; and
- Village outreach clinics and carnivals for peri-urban and rural areas.

Programs are delivered with the aim of improving women and girls’ physical activity and health behaviours. Initial findings from research conducted in partnership with La Trobe University indicate that One Netball Pacific has increased women’s physical activity through improved awareness of netball and new participants being attracted to the sport, including sustained growth in registrations from event participation data.

In a targeted project in a rural area in Samoa, it was demonstrated that an increase in netball participation had a direct impact on improved levels of required moderate-vigorous physical activity and weight loss, as well as improved physical and mental well-being measured through the World Health Organisation’s Well-Being Index.

All One Netball Pacific partners attended Child Protection Focal Point Training and Inclusive Sport Training and the International Development Manager represented Netball Australia at the Pacific Sports Partners Health Forum.

Level 2 Coaching Courses were delivered with Netball Samoa and Netball Tonga with 30 participants receiving accreditation.

Netball Australia in partnership with the Australian High Commission in Brunei delivered a public diplomacy event with the Brunei Netball Association. The event was designed to share Australian expertise with local coaches and PE teachers to enable them to deliver quality, sustainable junior netball programs that encourage increased participation in physical activity amongst girls.

Netball Australia hosted two Singaporean umpires at the 21/ Under national Championships to provide mentoring and professional development officiating higher level competition.

VOLUNTEER WORKFORCE DEVELOPMENT

DELIVERABLE

A capable and well supported coaching, umpiring, officiating and volunteer workforce.

COMMENT

There was an increase in coach accreditations awarded in 2015 (Foundation 15%, Development 11% and Intermediate 43%) with a total of 5,439 accreditations awarded.

Netball Australia would like to congratulate Stacey Rosman on achieving her High Performance Coach Accreditation.

The Netball Australia Coaching Blueprint Strategy, was released in March 2015 and articulates how netball in Australia will implement a system that develops and supports coaches at all levels of the sport.

The Coaching Blueprint reiterates Netball Australia’s commitment to invest in coach development and to work collaboratively with key partners to ensure that coaching has the maximum positive impact on players in all environments and at all levels.

The Coaching Blueprint is supported by two resources: The Coach Approach which outlines netball in Australia’s philosophical approach to coaching – one that promotes player learning and ownership of that learning and the Coaching Our Way which is an interactive coach learning tool, designed to give coaches education on the player centred coaching philosophy and how they can implement it with their playing group.

782 coaches have completed the Coaching Our Way online since its release in March 2015.

There was an increase umpire badges awarded in 2016 (C badges 19% and B badges 21%) with a total of 1977 badges awarded.

Umpires continue to engage in education Netball Australia’s e-learning platform (MyNetball Learning) with 4,203 participants completing the Level 1 umpire education course and 10,697 completing the Section 1 Theory Examination.

National High Performance, Emerging Talent and Developing Umpire Camps delivered, were aligned to the Diamond’s, Centre of Excellence and 17/U national athlete camps.

Netball Australia in partnership with Netball World Cup 2015 developed the Community Umpire Toolkit which was distributed to 600 Associations nationally. The Community Umpire Toolkit provides club and association umpire educators with nationally developed, contemporary resources to complement and support existing programs and initiatives.

National umpire coaching philosophy has been developed. The objective of the project is to deliver a program that develops the skills and abilities of the umpire educator at the community level. Next phase of project is to develop an online course which will be delivered in 2016.

Congratulations to the five Australian IUA umpires that were appointed to the Netball World Cup Sydney 2015 – Rachel Ayre, Josh Bowring, Paula Ferguson, Sharon Kelly and Michelle Phippard.

The new online Bench Officials Education Course was well received with 971 participants completing in 2015. 57 bench Officials Accreditations were awarded in 2015 (34 State and 23 national)

Throughout the 2015 ANZ Championship and Netball World Cup the new Bench Official Selection, Assessment and Performance Management Guidelines and associated assessment tools were piloted. A report has been prepared, which reviews the tool and offers recommendations to ensure that a robust, fair, valid and transparent performance management system is implemented in 2016.

Netball Australia developed a dedicated webpage to provide information and resources to association/club personnel on national policies, member protection and dispute resolution, insurance, facilities and volunteer management.

MEMBERSHIP / PARTICIPATION

	2015 KPI	2015 Actual
Senior Members	113,000	109,694
Other Members	5,000	14,989
Junior Members	173,000	176,331
Program Participants	13,000	14,450
Competitions/Events Participants	20,000	21,326
Schools (MO Conducted)	21,000	40,632
Schools (School Managed)	22,000	64,118
TOTAL PARTICIPANTS	367,000	441,540

ANZ NETSETGO

	2015 KPI	2015 Actual
Net Tier Full Program	27,100	23,637
Set Tier Full Program	47,300	51,123
Clinics	21,000	17,330
Schools Programs	35,000	62,525
Indigenous Full Program	4,000	5,186
Disability Full Program	5,700	4,252
CALD Full Program	7,600	8,466
One Netball Clinics	13,000	15,558
TOTAL PARTICIPANTS	160,700	188,077

	2015 KPI	2015 Actual
Net Tier Centres	700	920
Set Tier Centres	1200	1,166
Inclusion Centres	250	247
TOTAL CENTRES	2,150	2,333

WORKFORCE DEVELOPMENT - COACHES

	2015 KPI	2015 Actual
Foundation Coach Accreditation	3,550	4,455
Development Coach Accreditation	600	740
Intermediate Coach Accreditation	160	222
Advanced Coach Accreditation	30	20
Elite Coach Accreditation	5	1
High Performance Coach Accreditation	1	1
TOTAL ACCREDITATION	4,346	5,439

WORKFORCE DEVELOPMENT - UMPIRES

	2015 KPI	2015 Actual
C Badge	1,450	1,744
B Badge	195	223
A Badge	13	10
AA Badge	2	0
IUA Badge	1	0
TOTAL ACCREDITATIONS	1,661	1,977

WORKFORCE DEVELOPMENT - BENCH OFFICIALS

	2015 KPI	2015 Actual
State Bench Official	145	34
National Bench Official	25	23
TOTAL ACCREDITATIONS	170	57



5.2 NETBALL IS AN AUSTRALIAN SUCCESS STORY

COMMERCIAL GROWTH

DELIVERABLE

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

COMMENT

Partnership were expanded for 2015 to leverage the profile of Netball World Cup 2015 being in hosted in Sydney, including ANZ, Telstra, Chemist Warehouse, Australia Post, Swisse, Asics and Elastoplast.

The Telstra partnership was extended for a further four (4) years, including both sponsorship and digital rights.

The San Remo partnership was renewed for a further 12 months incorporating both ANZ Championship and Netball Australia.

Rebel Sport came on board as a partner in 2015, supporting the growth of Netball’s Licensing program and partnerships with BLK and Gilbert.

Goodlife came on board as a partner supporting both Netball Australia and ANZ Championship.

Netball Australia launched a new online retail platform and commenced a strategic review of the Licensing Program.

NetFest once again, exceeded all targets in terms of participants and fans.

ICONIC EVENTS

The Netball World Cup SYDNEY 2015, was staged between the 7-16 August, in Sydney Olympic Park.

The Event set new benchmarks for International Netball, including three world record crowds, culminating in 16,849 attending the Gold Medal game.

An opening ceremony that celebrated Sydney, Australia, netball’s journey through the eras and the players and officials that were central to Netball World Cup SYDNEY 2015 .

Netball World Cup SYDNEY 2015 achieved its objective to deliver the most successful event across all commercial measures – travel packages, ticketing, sponsorship, hospitality, broadcast and licensing.

A revised competition schedule, resulted in more closely contested games across the tournament, which resulted in increased broadcast audiences around the globe.

A range of new experiences were introduced at Netball World Cup SYDNEY 2015 including FanFest, the World’s Biggest Netball Clinic, Legends Lunch, Medal Day Breakfast, Closing Party and Behind the Scenes Tours.

Over 580 volunteers formed part of the 700 strong workforce and were true to their “Here if you Need” motto.

Netball World Cup SYDNEY 2015 international and legacy programs focused on key sport priorities – schools, participation, coaching, umpiring, venues and celebrating the diversity of netball across the globe.

BRAND

DELIVERABLE

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

COMMENT

Seven of eight Member Organisations have adopted ‘one brand for netball’

Brand equity across Netball’s various products and programs has grown.

ANZ, San Remo, Telstra, Swisse, Australia Post and Chemist Warehouse extend their use of Diamonds and ANZ Championship athletes as brand ambassadors.

The Australian Diamonds were voted Team of the Year, Laura Geitz won the Leadership Legend Award and at the I Support Women in Sport Awards.

Netball Australia commenced an overarching review of the sports brand position and visual identity.

Lisa Alexander was named inaugural Coach of the Year, at the AIS Sports Performance Award and Kate Palmer, Chief Executive took out the Administrator of the Year.

Past Australian Captain, Anne Sargeant was the first female to be elevated as a “Legend” in the Australian Sports Hall of Fame.

HISTORY AND CULTURE

DELIVERABLE

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

COMMENT

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

A History & Tradition Panel was established to ensure that historical legacy was achieved through Netball World Cup SYDNEY 2015 .

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

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

MEDIA, PR AND COMMUNICATIONS

DELIVERABLE

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

COMMENT

Netball Live was successfully launched with 79,729 downloads, 19,462 subscribers, 78, 592 live streams and over 16M page views

Strategies were implemented to leverage the Netball World Cup SYDNEY 2015 to grow the Diamonds brand.

Netball World Cup SYDNEY 2015 provided an opportunity to engage more broadly with various media outlets both within Australia and abroad.

Netball Australia significantly increased its capability to develop and deliver content for various owned and earned media channels.

New benchmarks achieved for Netball’s digital and social channels:















- ANZ Championship:**
- 84,343 Facebook
 - 17,216 Twitter
 - 15,800 Instagram

- Diamonds:**
- 113,957 Facebook
 - 26,648 Twitter
 - 36,800 Instagram

- MyNetball:**
- 470,567 active registrations
 - 24,086 MyNetball app downloads

- During Netball World Cup SYDNEY 2015:**
- 237,515 Instagram likes
 - 25,000 @AussieDiamonds Twitter mentions
 - 50,000 Facebook video views
 - 78,348 Twitter video views
 - 452,738 page views on netball.com.au

SOCIAL MEDIA COMPARISON

		2014 ACTUAL	2015 KPI	2015 Actual
		4,401	10,000	10,810
		5,192	7,500	10,100
		26,258	30,000	30,009
		95,572	150,000	122,700
		15,500	25,000	46,800
		17,578	25,000	38,717
		73,331	110,000	85,601
		7,151	12,000	17,600
		13,566	20,000	18,201
		1,791	2,300	3,878

5.3 WORLD NUMBER ONE

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

TRAINING AND PERFORMANCE ENVIRONMENT

DELIVERABLE

- Deliver a world class training environment to win milestone events.

COMMENT

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

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

Australian Diamonds squad and ANZ Championship athletes are monitored daily by Australian Diamonds staff and ANZ Championship staff to ensure effective management of training load, injury prevention and injury treatment. Nationally identified athletes further down the pathway and athletes competing in the Australian Netball League also received daily or weekly load monitoring.

An analysis of performance support services in each member organization, including at ANZ level, was also undertaken during 2015.

Individualised athlete performance plans against national benchmarks were prepared and monitored for all Australian Diamonds and Netball Centre of Excellence athletes. Working in partnership with member organisations and state institutes and academies of sport these individual plans have now extended to include all nationally identified athletes.

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

During 2015 Netball Australia moved to the AMS high performance athlete database that will bring together performance, injury and well-being data into one application for use across the entire high performance system. AMS was trialed across Diamonds and Netball Centre of Excellence programs and in 2016 will be used throughout the sport from ANZ Championships team’s right through to state underage representative programs as well as in each state institute and academy of sport.

ATHLETE IDENTIFICATION & DEVELOPMENT

DELIVERABLE

- Identify and develop the next generation of high performance athletes.

COMMENT

Reform to the Netball Australia high performance competition pathway continued with implementation planned for 2016 - 2017. A key initiative is the alignment of the Australian Netball League with the ANZ Championship.

The Netball Centre of Excellence continued to provide access to world leading coaching and support services for some of Australia’s best netball talent as well as specialist camps with a focus on athlete and coach development. Programs were run for talent groups at the Australian Institute of Sport in Canberra at 17 and under level, for targeted “tall” athletes and a 4 week residential program for some of the country’s best young talent. In addition an intensive specialist camp for athletes on the fringe of the Diamonds squad selection was also held.

Drafting commenced on a netball pathway framework that maps out the key technical, tactical, physical and wellbeing requirements for development of future Australian team athletes. This work will be complimented by a data analysis project to profile historical performance data to better understand elite athlete progression in the netball system.

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



HIGH PERFORMANCE COACHING

DELIVERABLE

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

COMMENT

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

In addition significant work has been undertaken in partnership with member organisations in implementing a standardised approach to coach performance assessment and development using a competencies framework identified by the AIS. This framework has been used extensively with coaches employed at SIS/SAS level and by some member organisations for coaches further down the pathway.

The Targeted Coach Program was implemented for state based coaches and former national team players to provide a range of coach development experiences in the national program. In 2015 the program targeted 30 coaches who were integrated into various Netball Centre of Excellence developmental experiences.

COMPETITION

DELIVERABLE

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

COMMENT

To obtain and retain the number one world ranking, preparation for the Netball World Cup included simulation and staging camps, access to the world’s best coaching staff, support services that were integrated to enhance athlete performance and implementation of an innovative ‘parents and partners’ information program.

Competition opportunities post the Netball World Cup included a four- match Constellation Cup series against New Zealand.

The Netball World Cup also provided an opportunity to expose the Australian 21 and under team and Netball Centre of Excellence athletes to play international matches against visiting Netball World Cup teams. The 21s took on the Diamonds, New Zealand and England while the Centre of Excellence played Scotland, Wales and the Tassie Spirit in Tasmania.

The 19 and under Centre of Excellence teams travelled to New Zealand to play in a four match series against the New Zealand secondary schools and New Zealand 19 and Aotearoa Maori team.

Netball Australia, with member organisations, coordinated the delivery of the Australian Netball League, national 21 Championships (in Caloundra) and national 17/19 under national championships (Sydney).

LEADING A NATIONAL SYSTEM

DELIVERABLE

- Provide leadership that supports an aligned, coordinated and effective national system.

COMMENT

Following the Netball World Cup a major review of the netball high performance systems was conducted with support from the AIS. The review has provided key insights that will guide the development of Netball Australia’s next high performance

strategy. The outcomes of this review were presented to a panel including the Director of the AIS and Director of each state institute and academy of sport in November.

The National program review was held in Sydney with representatives from every ANZ team, member organization and state institute and academy coaches and a 2016 program calendar has been developed and finalised.

RESEARCH & INNOVATION

DELIVERABLE

- Identify opportunities to innovate, conduct research and solve performance problems.

COMMENT

In September Netball Australia launched the innovative online KNEE program aimed at reducing the incidence of knee and other lower leg injuries in netball. The program was designed by Diamonds Head Physiotherapist Alanna Antcliff and will be rolled out extensively across the netball community in 2016.

Progress has also been made on development of the Netball research clearinghouse to distribute key research outcomes to the high performance community. The Netball Australia research agenda has also been developed and key priorities will be announced in 2016 in time to allow for partnership opportunities with universities and other research bodies.

In addition Netball Australia continues to support a research project with Victoria University to analyse movement patterns of elite netballers and other research programs in areas of athlete transition to retirement and injury prevention.

MAJOR ACHIEVEMENTS

Netball World Cup – Gold

Constellation Cup – Gold (Retained trophy on goal difference after squaring series 2-2)



5.4 INTELLIGENT EVOLUTION

WORKING IN A FEDERATED STRUCTURE

DELIVERABLE

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

COMMENT

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

THE BUSINESS OF NETBALL

DELIVERABLE

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

COMMENT

The Netball Australia Integrity Unit successfully rolled out the Integrity in Netball Framework and Associated Rules. There were no reportable incidents under the Integrity in Netball Framework in 2015. Notwithstanding, the Netball Australia Integrity Unit reviewed the Medications in Netball Rule on the back of media reports concerning the misuse of prescription medication by current and former athletes, and monitored matters raised during the Independent Broad-Based Anti-Corruption Commission Operation Ord and Royal Commission into Trade Unions.

Sixteen Integrity and Product Fee Agreements are in place with approved betting operators to protect the ongoing integrity of netball’s competitions and events, including the ANZ Championship and the Netball World Cup SYDNEY 2015. Financial reports indicate \$11 million was wagered on netball in Australia.

An updated Anti-Doping Policy was implemented in accordance with the revised World Anti-Doping Agency Code and Australian Sports Anti-Doping Authority obligations.

The Netball Australia Integrity Unit completed an annual review of the Integrity in Netball Framework. Subsequently the Board approved minor changes to the Unit’s Terms of Reference.

The Netball Australia Integrity Unit reviewed the International Netball Federation’s Integrity Regulations, Rules and Codes that applied during Netball World Cup SYDNEY 2015 to ensure application in Australia and provided expertise before and during the event.

Netball provided input into a number of Parliamentary consultations, including the Australian Government’s Tax Discussion Paper, the inquiry into the Copyright Amendment (Online Infringement) Bill 2015, Consultation Paper on Digital Television Regulation, The Australian Sports Anti-Doping Authority Amendment Bill, NSW Fair Trading Amendment (Ticket Selling) Bill, Review of NSW Government sports betting legislation, Interactive Gambling in Australia, and potential reforms to the anti-siphoning list.

The Federal Parliamentary Friends of Netball celebrated and acknowledged netball and the benefits netball brings to build

communities of healthy, confident and resilient girls and women through participation and world-class competition.

The Parliamentary Netball World Cup was played between Australia, NSW and NZ in August to coincide with Netball World Cup SYDNEY 2015. The NZ Parliamentary team were the overall winners.

Strategies were implemented to leverage parliamentary support for the Australian Diamonds during and after their Netball World Cup SYDNEY 2015 campaign. Highlights included members in the Senate and House of Representatives wearing Diamond’s scarves, five parliaments moving motions of support and congratulations, an Australian Parliament House reception, a NSW Government Public Reception and the Victorian Speaker and President hosting a private reception.

The Australian and NSW governments provided significant financial and in-kind support for Netball World Cup SYDNEY 2015.

The Victorian and Western Australian governments provided financial support for the International Test Series.

Netball Australia launched the Netball Foundation, run in partnership with the Australian Sports Foundation, to raise money to help women and girls achieve their full potential both on and off the court. There were two cornerstone initiatives of the Netball Foundation, the PlayNetball Fund and Diamonds Circle.

In 2015, two fundraising campaigns supported the PlayNetball Fund: Confident Girls and Netball Dads. Money raised from these campaigns enabled the Netball Foundation to provide Inclusion NetSetGO free of charge to 247 schools and community-based organisations reaching 17,812 participants from Indigenous and Culturally and Linguistically Diverse communities and people with a disability.

Diamonds Circle was launched in August at Netball Australia’s inaugural Memories and Milestones Lunch to coincide with Netball World Cup SYDNEY 2015. Diamonds Circle aims to support the Australian Diamonds pathway by expanding the Wellbeing Program to all identified athletes in key support areas, such as mental health, lifestyle management, advanced rehabilitation practices, transition into retirement and in hardship; and to contribute to netball’s supremacy in international netball.

SUCCESSFUL INTERNATIONAL SPORT

DELIVERABLE

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

COMMENT

One Australian representative is a current member of the International Netball Federation Board.

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

Two Australian representatives are current members of the Asian Region.

The two Asian International Testing Panel members are Australian. Five Australian umpires were appointed to the Netball World Cup.

Two Australian umpires were appointed to the Asian Region Youth Netball Championships 2015.

SOCIAL RESPONSIBILITY

DELIVERABLE

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

COMMENT

Netball Australia was consulted on, and was involved in the launch of the Australian Government’s Sports Diplomacy Strategy. The strategy signalled a new era of partnership between the Australian Government and sporting organisations to leverage sports skills, facilities and knowledge to promote Australia and strengthen links with countries and communities in the region. The strategy highlighted Australia’s excellence in hosting major sporting events like Netball World Cup Sydney 2015 that generated long-term economic, diplomatic, sport, tourism and community benefits. The strategy also showcased Australia’s excellence in sports administration and participation, sport-for-development initiatives, high performance and training, and sport integrity.

The Australian Government provided funding and support to Netball Australia to assist Samoa, Sri Lanka, Malawi, Uganda and Zambia to participate in the Netball World Cup SYDNEY 2015.

Netball Australia continued to support the Australian Government’s investment, through its aid program, in the Pacific Sports Partnerships initiative. This encouraged participation in sport, improved health outcomes and provided mentoring and leadership opportunities, especially for Pacific women and girls.

Netball Australia received funding through the Department of Foreign Affairs and Trade’s Asian Sports Partnerships: Small Grants Fund. The fund aims to make a positive contribution to development and public diplomacy outcomes in the Asian region through effective sports partnerships.

Netball Australia entered into a three-year partnership with Our Watch to help drive nation-wide change in the culture, behaviours and attitudes that lead to violence against women and their children. Netball Australia focused on social media awareness and online education through existing “Expect Respect” training modules on Netball Australia’s eLearning platform, to lead the way in engaging women and girls in primary prevention programs.

Netball contributed to a number of Parliamentary, community and sport sector issues, including sports participation and infrastructure funding, Australian Sports Commission participation funding, Australian Sports Foundation financial model, prevention of violence against women and their children, alcohol advertising, sports betting, integrity and corruption in sport, racism in sport, marriage equality and homophobia in sport.

Netball’s role in creating a fair, safe and inclusive environments for all participants was recognised at the Australian Multicultural Marketing Awards. Netball Australia’s community engagement program Australia Post One Netball won the Communities Award in recognition of the program’s contribution and commitment to engaging and including multicultural communities in its marketing and communications. The award recognised the program’s contribution and commitment to engaging and including multicultural communities in netball’s marketing and communications.

Netball Australia became a Foundation Member of the

Sports Environment Alliance, a non-profit, membership based organisation focused on equipping the sport industry with the knowledge and networks to be environmental stewards.



06 MEMBER ORGANISATIONS



NETBALL AUSTRALIA




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

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

The Member Organisations play a vital role in leading, managing and delivering netball in their respective state or territory. 2015 has been a year of growth, development and innovation across all aspects of netball. Member Organisations delivered substantial achievements through:

NETBALL ACT

President:



Delegates:

CEO:

Paul Donohue

Paul Donohue, Deb Lewis, Lauren Gale

Adam Horner

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

- Highlights in 2015:**
- Secured a new Major Sponsor for the Association, SolarHub, on a three year agreement
 - Adopted and implemented the Netball ACT 2015-2018 Strategic Plan
 - Completed the upgrade of two local Association facilities and began upgrades on the remaining three local Associations which are due to be completed by March 2016.

NETBALL NEW SOUTH WALES



President:

Delegates:

CEO:

Wendy Archer


Wendy Archer, Janet Drakos

Carolyn Campbell

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

- Highlights in 2015:**
- Official opening of the \$35M Netball Central facility on 6 February 2015 by Mr Craig Laundry MP (Federal Minister for Reid) and The Hon Stuart Ayres MP (NSW Minister for Sport and Recreation)
 - Co-hosting of 2015 Netball World Cup at Netball Central with 16 games and approximately 350 team training sessions held at the venue during the event and its lead-up
 - Revenues for Netball NSW rose to \$9.7M (subject to audit) compared to \$8.3M for the 2014 year an increase of just under 17% (these amounts exclude grant revenues for Netball Central)
 - Record Netball NSW registration total of 114,872 across all Membership categories, including a record 28,656 NetSetGO participants
 - In conjunction with Netball World Cup, Netball NSW ran the World’s Biggest Netball clinic in August
 - NSW Swifts membership record of 2,200 with an ANZ Championship record regular season single match attendance of 10,370 at the Swifts V Vixens fixture on 3 May 2015 at Allphones Arena
 - NSW Swifts reached their second ANZ Championship Grand Final narrowly losing a thrilling match to the Queensland Firebirds 57-56 in a classic Grand Final
 - Netball Central hosted the ANZ Championship Pre-Season tournament in February in front of a sell-out crowd
 - Netball Central hosted the 17/u’s and the 19/u’s Nationals for the first time, with the NSW team winning the 19’s title and the NSW 17’s side losing the final to Queensland
 - Sponsorship revenue rose by 51% with NSW Swifts print media coverage increasing by 404% as well as an average growth across social media channels of over 200%
 - Netball NSW Premier League was launched and the inaugural season will commence in April 2016 with eight teams confirmed
 - 4,873 NSW school students participated in the Sporting Schools program in the second half of 2015
 - 2,024 people obtained coach / umpire / or bench officials accreditation.

NETBALL NORTHERN TERRITORY



President:

Delegates:

CEO:

Catherine Norton


Trish Crossin, Catherine Norton

Shelley Haynes

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

- Highlights in 2015:**
- Announcement by NT Government of \$4.25m funding allocated towards construction of a multi-court indoor netball stadium in Alice Springs
 - Employment of a new Operations Manager and new Executive Officer in January 2015
 - Appointment of Gillian Lee, high performance coach educator as the new NTIS netball coach
 - Increase in crowd attendance at home round of ANL in Darwin in June
 - Presentation by West Coast Fever Athlete, Josie Jansz on the Indigenous Player Support Guidelines to our State coaches, officials and NNT staff.

NETBALL QUEENSLAND



President:

Delegates:

CEO:

Jane Seawright


Jane Seawright and Barbara Ahmat

Catherine Clark

Vision:
Netball – Belong – Enjoy – Develop – Excel

- Highlights in 2015:**
- Secured \$30million from the Queensland Government to build a Queensland State Home of Netball facility
 - Queensland Firebirds make their third consecutive ANZ Championship Grand Final, winning the Inaugural Australian Conference Final and defeating the NSW swifts to be crowned 2015 Champions
 - Hosted the Inaugural Netball Queensland Leaders Conference
 - Members successfully voted in a new Constitution which will see Netball Queensland become a Company Limited by Guarantee
 - At the Queensland Sports Awards, Firebirds coach Roselee Jencke is named Coach of the Year, the ANZ Championship Grand Final in Brisbane won Sporting Event of the Year and the Queensland 17U team won Junior Sports Team of the Year.
 - More than 10% growth in members and participation numbers in netball.

NETBALL SOUTH AUSTRALIA



President:

Delegates:

CEO:

Graeme Gilbert

Graeme Gilbert, Susan Comerford


Ben Scales

Mission:
As guardians of the sport we will enrich the community through netball.

We will be bold, relevant, inclusive, accountable and enduring.

- Highlights in 2015:**
- Attendances at the biennial Netball SA Sport Development Conference, which provides educational opportunities for coaches, umpires and volunteers, increased by 36%
 - A new Strategic Plan for the organisation was been developed covering the period from 2016 to 2020
 - Priceline Pharmacy increased their investment in the organisation, becoming the Premier Partner of Netball SA and the Adelaide Thunderbirds and Naming Rights Partner of Netball SA Stadium
 - Average match attendance for the Adelaide Thunderbirds increased by 12.5%
 - The organisation’s Social and digital media engagement experienced significant growth across the year with followers on Facebook increasing by an average of 20% across the organisation’s sites, Twitter 30% and Instagram by 87%
 - The outdoor courts at Priceline Stadium were refurbished with the 26 outdoor courts resurfaced, the lights upgraded to 200 lux and new goal posts installed
 - The South Australian 21 and Under team won the National title for the third consecutive year,

NETBALL TASMANIA



President:

Delegates:

CEO:


Liz Banks

Liz Banks, Marj Kerslake

Julia Phillips

- Highlights in 2015:**
- Tasmania hosted the national teams from Wales and Scotland for their preparation for the Netball World Cup in Sydney. They were joined by a team from the Australian Centre of Excellence. The three teams made a significant contribution to the Tasmanian community and generated a high level of media coverage. The Premier and his family were involved in several activities relating to the World Cup preparations and events
 - The second “Explore Netball” conference was held in July, with over 100 participants and Netball Australia President Noeleen Dix as guest of honour
 - Two new sponsors secured for 2015 – Dome and Blundstone – and commission through the ANZ Mortgage Introduce Program increased.

NETBALL VICTORIA



President:
Jennifer Sanchez

Delegates:
Jennifer Sanchez, Richelle McKenzie

CEO:
Michelle Plane

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

Vision:
More people involved in netball more often

Values:
Teamwork, Accountability, Integrity, Innovation, Empowerment

- Highlights in 2015:**
- Our netball participation community grew to 208,000 (8% growth on 2014) including over 111,300 individual and 224 association/league members. Individual membership numbers grow for the seventh consecutive year
 - Developed and launched a fully integrated High Performance Strategy for athletes, coaches, umpires and officials; including a wellbeing component and role
 - United Nations sport for peace program placed our “Introduction to netball” inclusion video in its global top 10 video list; helping to inspire growth in a range of community programs
 - Melbourne Vixens remained the most watched and most supported team in the ANZ Championships
 - Victorian Fury completed a hat trick of premierships in the Australian Netball League
 - State-wide 10 year facility strategy commenced; State Government commits a new funding program to create additional 64 courts in metro Melbourne over the next 4 years
 - Work commences on a range of new product / programs aimed at growing participation.

NETBALL WA



President:
Deane Pieters

Delegates:
Emma Chinnery

CEO:
Simon Taylor

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

- Highlights in 2015:**
- Opened the \$26 million state of the art State Netball Centre, a dedicated high performance netball facility and home for Netball WA, West Coast Fever and the wider sport in Western Australia
 - Participation rates grew by more than 13%, with netball now engaging in excess of 150,000 people in WA
 - Launched Shooting Stars, a Netball WA program aimed at using netball as the vehicle to encourage greater engagement and attendance at school of young indigenous girls living in WA’s remote communities
 - West Coast Fever reached their maiden ANZ Championship finals series under the guidance of first year Head Coach, Stacey Rosman
 - Perth hosted its first Netball International in 4 years, with a record WA netball crowd of 12,845 turning out to see the Constellation Cup series decider
 - A record crowd of more than 10,000 participants and spectators descended on the State Netball Centre for the 2015 Smarter Than Smoking Association Championships.

07 CORPORATE STRUCTURE & MANAGEMENT



7.1 PEOPLE & CULTURE

In 2015 we continued to extend our Vision that “Everyone in Australia values their connection with Netball” to include our most important asset – Our People.

Over 2015, we have successfully undertaken a number of initiatives aimed at moving us closer towards our mission that “Netball is known for outstanding leadership, governance and workforce opportunities”

EMPLOYEE ENGAGEMENT

The Employee Engagement Survey (EES) was again undertaken in November 2015 with overall employee engagement achieving a score of 87%, up from 85% in 2014. Survey questions were consistent with the survey undertaken in 2014, with questions designed to test and measure how our people view both the way the organisation functions, and their personal work experience.

Results were strong, with improvements across all eight key engagement drivers of: Strategy, Exceptional Performance & Results, Growth & Development, Leadership, Managerial Effectiveness, Quality of Work, Respect and Recognition and Ethical Conduct.

	2015	2014
Strategy	93	86
EP&R	79	72
G&D	83	79
Leadership	81	79
Management Effectiveness	88	82
Quality of Work	93	90
Respect & Recognition	83	82
Social Responsibility	87	84.5

NETBALL AUSTRALIA PEOPLE

Employee numbers at Netball Australia for the year 2015 averaged 43 full time equivalent (FTE). Voluntary turnover at 20% was higher than our 2014 figure of 17%, though this can largely be attributed to turnover post Netball World Cup SYDNEY 2015 , with many staff capitalising on experience at this world class event to further their careers. While an increase in turnover was expected, Netball Australia recognises the need to improve on retention in 2016.

The departure of some employees in 2015 presented an opportunity to re-evaluate our organisational structure and redesign it to better position us for the future. A number of new roles were created and the recruitment strategy was targeted at attracting the capabilities required to meet both current and future challenges.

With high staff movement in 2015, recruitment, workforce planning and position reviews has been a significant focus for the Head of People & Culture and the people managers of Netball Australia. In 2015, fourteen available positions were successfully filled with the average time to recruit at less than 4weeks. Of the recruited positions, eight recruits were newly created with the remaining six direct replacements due to attrition or internal promotion.

Gender balance improved with 75% female staff/25% male versus 80% female /20% male in 2014. Netball Australia remains conscious of the value of greater diversity, and through our recruitment practices are seeking to proactively target applicants from amongst inclusion and diversity target groups in 2016.

The Netball Australia social welfare group was formed in 2015, with a number of initiatives undertaken including “lunch & learn” sessions, NA library, Harmony Day Lunch, lunchtime fitness programs and weekly fruit box. The group will continue to meet regularly to discuss activities and opportunities to engage all employees on social and welfare issues.

The 2014 Netball Australia survey results presented three specific areas of opportunity for focus in 2015:

- Employee Performance Support
- Leadership
- Growth & Development

Success was measured by improvements to the baseline overall engagement score and individual survey scores for these measures.

EMPLOYEE PERFORMANCE SUPPORT

Measure	Target	Result
EES Survey Score for Respect & Recognition	<=80%	83%
Compliant WHS Manual to AS/NZS 4801, Occupational Health and Safety Management systems		

In 2015 Netball Australia aimed to progress in building a high-performance culture through the development and governance of processes & systems that further our business and build the capability of our people.

RESPECT AND RECOGNITION

Netball Australia continued to review and benchmark salaries against market data to ensure our remuneration strategy remains current and relevant to our industry. In 2015 Netball Australia contributed data to the COMPPS Executive Remuneration survey and will continue to monitor market trends to ensure we remain competitive in attracting and retaining staff.

Netball Australia continues to acknowledge the efforts of staff through formal and informal recognition programs including staff awards, performance bonuses and development opportunities for high performing staff.

GOVERNANCE & COMPLIANCE

In response to the WH&S Audit 2014, the Netball Australia Workers Health & Safety manual was developed in 2015 and integrated into the induction process. The new WH&S manual is a comprehensive, compliant guide to policies, procedures, WHS roles and responsibilities for managing OH&S issues at Netball Australia and provides a consistent manual of policies and procedures to meet OHS legislative obligations.

As part of Netball Australia’s commitment to the health and safety of the organisation and compliance obligations, Testing and Tagging of all electrical equipment was completed in May 2015.

The OH & S committee was reformed with 8 staff undertaking Fire Warden Training and 11 also completing Level 1/2 First Aid training.

The Netball Australia Employee Manual was also reviewed and reissued in February 2015 with changes made to ensure compliance with all relevant state and federal employment legislation.

GROWTH & DEVELOPMENT

Measure	Target	Result
EES Survey Score in “Growth & Development”	<=85%	83%

Netball Australia recognises the need to develop a robust pipeline of talent to meet our strategic needs and ensure the organisation provides leadership opportunities that develop the next generation of leaders. In 2015 growth and development opportunities were expanded to include opportunities for formal training, internal promotions and Netball World Cup SYDNEY 2015 opportunities.

The majority of Netball World Cup SYDNEY 2015 positions were offered in the first instance to Netball Australia and our Member Organisations resulting in a number of Netball World Cup SYDNEY 2015 positions filled from our talent pipeline. This created opportunity for our people, and our member organisations people, to build capability and develop new skills. In addition, all Netball Australia staff were given the opportunity to volunteer at the Netball World Cup SYDNEY 2015 . Over 90% of Netball Australia staff assisted with the Netball World Cup SYDNEY 2015 in Sydney, providing many with a unique opportunity to learn new skills and develop existing capabilities at a large scale event.

Netball Australia also identified our talent strategy, and developed focused actions to develop talent including; the Identification of key talent, focused development investment, and increased spend in training and development activities

After significant work on the “go forward structure” for 2016, Netball Australia have identified the key talent and capability that will be required to deliver the challenges of 2016. This assessment and evaluation led to the retention of key Netball World Cup SYDNEY 2015 staff within the organisation and a clear direction on the capabilities the organisation will need in the future. The new structure will require Netball Australia to bring new capability into the organisation and targeted recruitment for some roles has commenced.

The development of the Performance Review Process (PRP) for roll out in 2016 will enable us to develop and manage talent and development more consistently, leading to a robust talent pipeline of people with the capability required to meet our strategic needs.

LEADERSHIP

Measure	Target	Result
Measure = EES Survey Score for Leadership	<=80%	81%

In 2015 we continued our journey toward building leadership capabilities aligned to our core values. Netball Australia’s commitment to exceptional leadership saw some changes to key executive personnel in 2015, resulting in a stronger executive team, committed to creating a culture of leadership based on our core values of Passion, Teamwork, Integrity, Excellence & Accountability. Netball Australia continues to investigate creative ways to develop and build our leadership capabilities in 2016.

Netball Australia continue to work together to develop united goals that stretch performance; develop leadership respect and credibility from both an internal and external viewpoint; develop Leadership bench strength and to; develop a group of next level leaders and a culture of leadership that is a breeding ground of future leaders in sport & community.

SUMMARY

In 2015 Netball Australia recognised the importance of our people in driving the organisation of the future. A solid base allowed refinement and improvement to the foundation of our HR Policies and Procedures and extended our workforce planning to consider current and future organisational needs.

With a challenging year ahead, Netball Australia’s People & Culture team will continue to transition the organisation towards a culture of exceptional high performance and results, founded in our core values of Passion, Teamwork, Integrity, Excellence and Accountability.

The foundations laid in 2015 will ensure we have an organisation of capable, engaged and talented people that delivers results now and in the future.

7.2 ORGANISATIONAL STRUCTURE

In 2015 we continued to transition the organisation towards a culture of exceptional high performance and results and recognised the importance of our people in driving the organisation of the future. A solid base allowed for refinement and improvement to our structure and extended our workforce planning to consider current and future organisational needs. The foundations laid in 2015 will ensure we have an organisation of capable, engaged and talented people that deliver results now and in the future.

EXECUTIVE OFFICE

Chief Executive Officer
Kate Palmer

Deputy Chief Executive Officer
Marne Fechner

Head of Government Strategy and Social Innovation
Nadine Cohen

Head of People & Culture
Mandy Browne

GM - Executive Office
Libby Howe

Executive Assistant
Iva Tomic

FINANCE AND CORPORATE SERVICES

Head of Finance and Corporate Services
Sally Judd

Finance Manager
Adrienne Kirby

Management Accountant
Gemma Nuttall

IT Manager
Nicholas Goodman

Infrastructure Manager
Brett Baker

Office Manager
Scilla Dinnison

Reception
Sam Davey

COMMUNITY STRATEGY & NETBALL DEVELOPMENT

Head of Community Strategy and Netball Development
Anne-Marie Phippard

General Manager - Participation Products
Chris Dobson

Coach and Workforce Development Manager
Damian Hecker

School Engagement Manager
Trevor Robinson

General Manager – Netball Workforce
Lainie Houston

Workforce Development Coordinator
Sarah Bland

General Manager - Community Engagement
Julia Symons

Community Engagement Coordinator
Claire Bensemann

Community Partnerships and International Development Manager
Olivia Philpott

NetSetGo Manager
Rochelle Ellmers

HIGH PERFORMANCE

Head of High Performance
Andrew Collins

National Coach
Lisa Alexander

High Performance Operations Manager
Julie Richardson

National Pathway Manager
Stacey West

High Performance Coordinator
Emily Purchase

National Pathway Coordinator
Alexis Carydis

National Events and Logistics Manager
Hayley Irvine

EVENTS AND ACQUISITION

Head of Commercial
Matthew Roberts

Manager Corporate Business and Media Sales
Shane Purss

Sponsorship Manager
Cara Pelchen

General Manager Marketing & Acquisitions
David Lee

Senior Account Manager
Sarah McGill

Account Manager
Mitchell Woods

Account Manager
Amy Bradshaw

General Manager Netball Events
Kate Patterson

Event Manager
Scarlett O’Sullivan

Project Manager – Events
Lindy Murphy

Event Coordinator
Tim Glenane

Licencing Manager
Leigh Mawby

MARKETING AND COMMUNICATIONS

Head of Marketing and Communications
Karen Phelan

Marketing Manager
Liana Zamek

Media Manager
Chris Gottaas

Design and Brand Manager
Vicki Smith

Product and Design Coordinator
Kyle Dundas

Media Officer
Brad Green

Digital Communications Manager
Alex Dandanis

Communications Coordinator
Ashleigh Craven

NETBALL WORLD CUP SYDNEY 2015

Chief Executive Officer
Marne Fechner

General Manager Operations
Adam Barnes

General Manager Marketing, Media, Communication and Legacy
Kath Tetley

General Manager Functions
Libby Howe

General Manager Tournament Operations
Lindy Murphy

Competition Manager
Emma Lappin

Media and Communications Manager
Angela Colless

Sponsorship Integration Manager
Sarah Sugar

Workforce Operations Manager
Melanie Brothers

Project Manager Event Information Systems
Lauren Howes

Workforce Coordinator
Caitlin Yann

ANZ CHAMPIONSHIP

General Manager ANZ Championship
Andy Crook

Finance Manager (NZ)
Mark Bailey

Head of League Operations
Steven Icke

08

2015 PARTNERS

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

PRINCIPAL PARTNERS



SPONSORS



MEDIA PARTNERS



MAJOR EVENT PARTNERS



HIGH PERFORMANCE PARTNERS



GOVERNMENT PARTNERS/PROJECTS/MESSAGES





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