OUR 2019 AMBITION

NETBALL QUEENSLAND IS STRUCTURED, CAPABLE AND RESOURCED TO OPTIMISE THE ACCESS, POPULARITY AND COMMERCIALISATION OF NETBALL ACROSS QUEENSLAND.

HOW ARE WE PROGRESSING TOWARDS OUR 2019 AMBITION?
OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.
SO MUCH HAS HAPPENED IN WOMEN’S SPORT IN THE LAST 12 MONTHS. WE KNEW, WITH THE INTRODUCTION OF THE NEW SUNCORP SUPER NETBALL COMPETITION, THAT IT WOULD BE A DIFFERENT AND CHALLENGING YEAR. WHAT NO ONE ANTICIPATED WAS THE INCREDIBLE GROWTH OF OTHER CODES, IN PARTICULAR WAFL, AND THE IMPACT ON OUR SPORTING ENVIRONMENT.

One of the biggest challenges we faced during the year was that of leading change in the national netball environment. Catherine and I have had the privilege of working closely with the Presidents and CEOs of the other state netball bodies in a continuing effort to improve governance within Netball Australia, with the aim of building a leading national sporting organisation.

While the threatened strike by the players association during the SSN season was immediately challenging, it has provided an ongoing opportunity for us to engage more fully with our own players, as well as achieving the ultimate goal, the election of excellent directors to the Netball Australia board, in two former Australian Diamonds, Cheryl McCormack and Marcia Ella-Duncan. I’m proud of the leadership we showed and the results we achieved.

From my perspective and that of the Netball Queensland Board, we are very proud of and excited about the steps our organisation has taken, and will continue to take, to position our sport in Queensland to capitalise on the opportunities presented by this incredible growth. The new Strategic Plan, detailed by Catherine in her report, presents us with both a roadmap for our development and a guide for the skills needed on the Board, which informed the recruitment of our additional appointed directors. We were very happy to welcome to the NQ Board, Tony Jermyn and Kirstin Devitt, both of whom are already proving to be valuable colleagues.

In such a tumultuous year, the highlight for me was the way in which you, our members, came together in September at the Competitions Forum, to discuss the proposed changes to our State League. The excitement and preparedness to embrace change was palpable, and the decision at the end of the day to move forward with the Sapphire Series is a telling indication of how far we have come in a few short years.

2018 will be an even bigger year for us, with the completion of our Home of Netball at the end of the year (in time for the 2019 season). There is a lot to celebrate and to look forward to, and the forthcoming Leaders Conference will present a wonderful opportunity for us to come together and talk about all of these things and more.

I would like to thank my fellow directors for their hard work and dedication to our sport, and for their untiring support. I also thank and congratulate Catherine and her entire management team for a job very well done and a most successful year.

JANE SEAWRIGHT
President
FROM THE CEO

WE STARTED 2017 AS WE MEAN TO CONTINUE....WITH A CLEAR INTENTION TO BECOME A WORLD-LEADING SPORTS ORGANISATION THAT TRANSFORMS LIVES THROUGH NETBALL.

The publication of our new Strategic Plan for 2017-2019, Game On, was the culmination of 9 months of consultation, analysis and development. The ideation and consultation phase exposed some diversity of thought however overwhelmingly there is so much passion and belief in our sport, particularly in its untapped potential. Out of the consultation, there was a clear message for the leaders in our sport - our ability to realise netball’s potential will rely in large part on the standard of our leadership. Our vision, our courage and our adaptability.

The key to unlocking the power of Netball lies in harnessing our collective capability and capacity. We need to be far more efficient and integrated across our sport, including our ideas, knowledge-sharing and planning. Therefore, Netball Queensland has implemented a Three-Horizon Planning Framework. Essentially, we have structured our way of working, from our conversations to our meetings, to operate at three levels, continually. Horizon One (H1) is our 12-month operational year. Horizon Two (H2) is the 3-year Strategy window. Horizon Three (H3) considers the big game-changing, transformative ideas. The incredible and rapid change in women’s sport over the last 2 years means the only way to safeguard the future of Netball is to adapt.

THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY NOT ON FIGHTING THE OLD BUT ON BUILDING THE NEW. SOCRATES.

To support the development of our people and best prepare ourselves for the leadership challenges ahead, we hosted the third Annual Leaders Conference in March 2017. We had an incredible session with Joyce Brown, herself a trailblazer in the field of coaching, who shared her reflections on a life lived in Netball. Her thirst for learning, penchant for the unconventional and willingness to innovate was inspirational (and made for some very funny stories). As the Inaugural season of Suncorp Super Netball commenced so early in 2017, Conference delegates were also treated with a night out at the Netball. Coming off a record-making season where the Queensland Firebirds won back-to-back Championship titles in 2015 and 2016, we hit our first hurdle before the first whistle of 2017. Mahalia Cassidy ruptured her ACL a week before the opening round. We were all heartbroken for Hals, however Roselee and her team quickly put in place a contingency plan which saw Erin Burger join the team in Round 3 vs Fever. It was a challenging season on many fronts however we finished the season strongly. Our Firebirds demonstrated their resilience and depth, finishing the season with a big win over the Giants, who later played in the Grand Final.

Our young Firebirds playing roster reflects the health of our sport across the State. In 2017 we achieved almost 8% growth in participation despite huge competition from Cricket and AFL as they focus on recruiting women and girls into their codes. We have worked hard on developing new marketing strategies for the future and I am really pleased we could launch the playnetballqld.com.au website for the 2018 Sign On campaign. To encourage participation at all levels, we continue to review and update our competitions program under the guidance of the H3 Competitions Implementation Project Group. Not only are we implementing strategies for enhancing the event experience, we are also trying new kinds of events to provide opportunities for more netballers of all ages and levels. Thank you to all those people who worked so hard to make these events possible for our players, especially our host Associations.

2017 was a significant year for competitions reform. On 23 September we hosted a Competitions Forum at which Members endorsed the creation of a new State league which will replace the existing QSNL from 2019. The new competition aims to deliver a much better experience for athletes, coaches, officials, spectators, fans, sponsors and stakeholders in a financially sustainable way. This was a significant moment for our community informed by extensive consultation and a thorough evidence base. Thank you to all those who attended and contributed to the process.

Lastly, I would like to thank everyone involved in delivering Netball across Queensland: our volunteers, coaches, officials, administrators and committee members. To our Sponsors, we simply cannot do what we do without you. I would like to thank my team and the Board of Directors here at Netball Queensland. It is a privilege to work with such wonderful, passionate and talented people. We have a lot to be proud of, a lot to learn from and a lot to be excited about in the future.

CATHERINE CLARK
Chief Executive Officer
OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.
1,800+ COACHES
DEVELOPED OR ACCREDITED

260 BADGED UMPIRES

3 FIREBIRDS IN AUSTRALIAN DIAMONDS TEAM

61,704 TOTAL REGISTRATIONS (+7.6%)

DIAMOND SPIRIT PROGRAM LAUNCHED

420 SCOUTING REPORTS
HELPED SELECT PARTICIPANTS IN 17U AND 19U CAMP

INAUGURAL QPL COMP LAUNCHED
108 ASSOCIATION TEAMS, STATEWIDE

GABI SIMPSON WINS LIZ ELLIS DIAMOND AWARD

95,000 AVERAGE TV AUDIENCE
FOR FIREBIRDS MATCHES (26,000 ON PAYTV 2016)

28% INCREASE IN AVERAGE FIREBIRDS HOME GAME ATTENDANCE

STATE AGE CHAMPIONSHIPS
2300+ PLAYERS 43 ASSOCIATIONS 200+ OFFICIALS

FIREBIRDS PLAYERS SPENT 750 HOURS IN GRASSROOTS NETBALL ENGAGEMENT

OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.
To achieve our 2019 Ambition, this Strategic Plan is built around five Pillars:

1. PARTICIPATION AND DEVELOPMENT
2. HIGH PERFORMANCE
3. GOVERNANCE AND DELIVERY
4. COMMERCIAL AND MARKETING
5. STATE HOME OF NETBALL

Within each Pillar, the Focus Areas and specific Goals for the next three years are defined. Against these Focus Areas, we have identified Key Activities and the mechanisms for measuring performance. The Goals will be assessed against pre-defined performance targets (KPIs) specified in underlying annual Operations Plans. This level of clarity and accountability will drive continuous improvement.
FIVE PILLARS

01 PARTICIPATION AND DEVELOPMENT
02 HIGH PERFORMANCE
03 GOVERNANCE AND DELIVERY
04 COMMERCIAL & MARKETING
05 STATE HOME OF NETBALL

OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.
One fundamental measure of our success is in ensuring that players, officials and supporters enjoy their netball experience, at a level that suits their skills and lifestyle. More participation by more players, over a longer period of time, is a key focus of ours. Here we describe some of the major achievements of 2017 which seek to extend the reach of netball into our community.

**STRATEGIC FOCUS AREA 1: CREATE A WORLD-CLASS COACHING ENVIRONMENT**

2017 saw a focus on the athlete-centred approach to coaching. This required a move away from an instructional delivery style towards a more interactive facilitative approach in accreditation courses and workshops. Netball Australia implemented the online and face to face components of the Development Coach accreditation course. The new delivery style for workshops necessitated an upskilling of presenters. These new coach developers will be capable of facilitating and encouraging dynamic learning environments for coaches and players.

- Over 1,800 coaches undertook accreditation courses, from Foundation to High Performance; or attended development workshops, from NetSetGO! to Emerging Talent Programs.
- Our Coaching and Umpiring Conference in October involved over 100 coaches and umpires, who listened to a range of expert presenters from netball and other codes.
- Netball Queensland was part of a multi-sport pilot club coach developer project running on the Gold Coast as part of the legacy project for the Commonwealth Games.

**STRATEGIC FOCUS AREA 2: ATTRACT, NURTURE AND RETAIN PARTICIPANTS**

- Total registrations (players and non-playing members) of 61,704 a 7.59% increase. This included 15,578 participants in Suncorp NetSetGO! programs.
- 950 attendees at Queensland Firebirds school holiday clinics and camps
- The Diamond Spirit program was launched across four remote communities in Far North Queensland providing over 800 children in Yarrabah, Aurukun, Mapoon and Napranum an opportunity to participate in NetSetGO programs, after school training and a Community carnival in Weipa. We gratefully acknowledge funding from the Queensland Department of National Parks, Sport and Racing towards this ground-breaking program. An additional $80,000 was received through the Queensland Government’s Embracing 2018 Sports Grant to expand Diamond Spirit into the South-West Queensland communities of St George, Cunnamulla and Charleville.
- 340 coaches attended NetSetGO! practical coaching workshops
- 260 umpires gained national badges from C badge to A badge

**STRATEGIC FOCUS AREA 3: ENSURE COMPETITION OPPORTUNITIES MEET PARTICIPATION DEMAND**

Netball Queensland offers varied levels of competition, to enable players and officials to participate at a level suitable to their individual skills, interests and ambitions. Some competitions run with the invaluable assistance of local Associations and their own networks of volunteers; others are run through the network of Queensland primary or secondary schools.

**Social Netball**

- Our Monday social netball competitions in 2017 ran across five divisions in both seasons: 35 teams in season 1 and 37 teams in season 2.
- The Wednesday Ladies’ competition ran across 4 divisions in season 1 with 30 teams and season 2 running 5 divisions and 32 teams.
- Survey results returned a 96% satisfaction rate among team captains for the overall social netball experience and 100% satisfaction with Netball Queensland staff performance.
- In July, a Tuesday competition for mixed teams commenced. We offered an 8-week ‘Court Cardio’ program, open to the broad netball community: all participants improved their cardio test results from pre to post testing, and 70% of participants improved their speed results from pre to post testing.
- Netball Queensland became a licensee of Netball Australia’s Fast5 product, for delivery through Associations, Clubs and possibly independent providers.

**State Age Championships**

This competition was hosted by Pine Rivers Netball Association who worked in partnership with Netball Queensland staff to deliver this large event spanning five days. We would especially like to recognise the leadership and commitment of Rachelle Swan who led the Pine Rivers team of organisers. Moreton Bay Regional Council provided excellent support to the event.

In total:
- 233 teams participated, from 43 Associations and involving 2,300 players;
- 200+ umpires officiated at the various matches;
- 20 courts were used intensively for each day’s play.

**School-based competitions**

130 teams attended Primary Schools Cup and 406 teams participated in the Vicki Wilson Cup. The Vicki Wilson Cup Finals (Grade 9 – 12) involved 20 teams while the Vicki Wilson Shield Finals (Grade 7 – 9) involved 16 teams over the weekend of 7-8 October 2017. The Vicki Wilson Cup was won by Matthew Flinders Anglican College and Vicki Wilson Shield was won by All Hallows School.

**Queensland Cup**

This competition was coordinated by Cairns Netball Association and delivered games over two days for 48 teams from 26 associations. We continue to examine ways of boosting participation in this event.

**Marie Little Shield**

Nine athletes represented Queensland at the Marie Little Shield National Championship in Perth. This competition provides athletes with an intellectual disability with a pathway to National competition.

**Samsung Queensland State Netball League**

2017 saw the first year of the new license agreements for QSNL. Cairns Netball Association, Caboolture Netball Association and Bundaberg Netball Associations were all successful in being awarded licenses for the QSNL along with nine regional bodies. While there were some growing pains, the competition across Divisions saw some tight games across the year.

- Division 1: Brisbane North Cougars defeated Brisbane East Tigers in the final.
- Division 2: Brisbane North Cougars defeated Suncoast Lynx in the final.
- Under 19’s: Brisbane West Lions defeated Brisbane North Cougars in the final.

A more-detailed report into Community and Sport Development activities is available at http://bit.ly/2CasMK2
Our purpose: We are a unifying leader responsible for the growth, sustainability and success of netball.
Past two years have seen a move away from picking a team solely to try and win physical and behavioural characteristics to become champions of the future. The Our State ‘Underage Program’ identifies players with the technical, tactical, and 19U teams, and they attended a further two training weekends before each squad was reduced to 16.

The ETP workshops and Talent Identification scouting reports culminated in a talented player aged 15 or above has a very strong chance to be talent-identified. In line with Netball Queensland’s mission to identify, develop and polish Diamonds, Queensland had 16, second only to Victoria (18), in the number of players selected into the National development squads (17U, 19U, 21U) in 2017. This is Queensland’s strongest representation at this level to date.

In 2017, Netball Queensland had 35 talent scouts watching players across a broad range of competitions. This, coupled with the QSNL Coaching network, ensures that a talented player aged 15 or above has a very strong chance to be talent-identified. Over 420 scouting reports or nominations were received for the 17U and 19U camp at Caloundra in September.

2017 saw the Emerging Talent Program (ETP) implemented, to identify and develop players, coaches and umpires via 21 workshops held across Queensland, attended by 178 players, 77 coaches and 66 umpires. The ETP workshops and Talent Identification scouting reports culminated in players, umpires and coaches being invited to attend the Emerging Players Camp held 16-19 September at Caloundra: 80 players in the 17U age group and 42 players in the 19U group. Squads of approximately 25 were selected for the 17U and 19U teams, and they attended a further two training weekends before each squad was reduced to 16.

Our State ‘Underage Program’ identifies players with the technical, tactical, physical and behavioural characteristics to become champions of the future. The past two years have seen a move away from picking a team solely to try and win the National Netball Championships (NNC); instead we balance that expectation by also providing exposure and experience to players who are most likely to achieve success at a senior level. We ensure that players from regional areas or those with limited previous exposure to their peer cohort are given time to assimilate through a range of coaching activities, unit work and constraint based work before moving into match play at the Emerging Players Camp.

Player selections now span a longer period of time for coaches and selectors to observe players before finalising their respective squads. The process enables them to know more about the personal characteristics of the player before finalising the final state team to attend the NNC.

In line with Netball Queensland’s mission to identify, develop and polish Diamonds, Queensland had 16, second only to Victoria (18), in the number of players selected into the National development squads (17U, 19U, 21U) in 2017. This is Queensland’s strongest representation at this level to date.

Elite Development Program (EDP)
The Netball Queensland and Queensland Academy of Sport Elite Development Program (EDP) provides holistic development and education of the state’s emerging elite netball athletes. The multi-year EDP program was fine-tuned again in 2017 to provide players with a tailored development program designed to ensure they are ready for the on and off court requirements of an SSN contract. Players are selected based on meeting one of the three criteria listed below:

- Nationally Talent Identified, or
- Identified as a player to provide immediate (1-2 years) back up to the Firebirds squad, or
- Identified as a special project player (3-5 years).

The EDP program does not have a competitive element. Instead, it focuses on individual athlete assessment and development, including a thorough technical, mental and physical development program combined with tailored education sessions. Education sessions span self-management, time management, brand awareness, internet safety, alcohol and drug awareness and guide players in establishing routines and behaviours which enable them to succeed at the highest level.

The Lorna Jane Queensland Firebirds
The Lorna Jane Queensland Firebirds entered the first year of the Suncorp Super Netball (SSN) competition aiming to defend their back-to-back titles in 2015 and 2016. Never an easy feat, this was made even more challenging with the loss of key players Laura Geitz (maternity leave), Clare McMeniman (retiring) and Kim Ravaillion (Collingwood Magpies). Compounding this, Mahalia Cassidy suffered a season-ending knee injury in the final pre-season training session.

Unfortunately, the season did not go as planned and the team struggled early; by the end of the season they delivered a string of good performances including a win over eventual grand finalists the NSW Giants.

During the season, several significant milestones were achieved:
1. Team Manager Nannette Rigoni recorded her 100th Firebirds Game since 2011 in round 8.
2. Gabi Simpson played her 75th professional game for the Firebirds in Round 13
3. Caitlyn Nevins played her 50th professional game (Vixens and Firebirds combined) in round 14.

Importantly, the Queensland Firebirds also gave back over 750 hours of time to our community through various appearances and clinics promoting netball and connecting with netballers of all ages.

Australian Diamonds
Queenslanders were well represented in the Australian Diamonds squads: Gabi Simpson, Gretel Tippett and Caitlyn Nevins earned Diamonds selection. Gabi was chosen as the Australian Diamonds Vice-Captain and was awarded the Liz Ellis Diamond, the ultimate prize in Australian Netball.

Roselee Jencke was again Assistant Coach of the Diamonds team. Firebirds Manager Nannette Rigoni earned a well-deserved opportunity to manage the Diamonds through the 2017 Constellation Cup series.


14

Our Vision: To become a world-leading sports organisation, respected for transforming lives through Netball.
OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.
STRATEGIC FOCUS AREA 5: BUILD WORKFORCE CAPABILITY AND CAPACITY, REDUCING OUR RELIANCE ON VOLUNTEERS FOR DELIVERY

Our staff travelled extensively to support, develop and engage with our Association-members, players and officials across the state: 320 visits in all. This included visits to Associations, clubs and communities covering varied topics and content including governance and strategy; playing, coaching, officiating; use of MyNetball; and delivery of events. Our staff and network of community coaches ran 162 Sporting Schools programmes covering 10,091 participants.

The 2017 Leaders Conference (17-19 March) was a key deliverable for this Strategic Focus Area. Joyce Brown OAM was keynote speaker; presentations were made by National Parks, Sport and Racing staff; many of Netball Queensland’s staff gave updates and insights into our activity and key developments for the sport. For the first time, invitations were extended to office-bearers in Clubs, furthering the reach of this crucial professional development activity. 147 members from the Queensland netball community benefitted from the information delivered, the discussions held and the camaraderie among colleagues.

We also focused on developing our own staff. 1,560 face-to-face hours of formal and informal training and development activities (around 38 hours per employee, on average) were delivered. This was done in a highly cost-effective manner at $540 per person on average. Many staff gained or refreshed formal qualifications in First Aid and CPR; others are developing skills in delivery of structured training; others accessed technical training and development directly linked to their roles; and extensive personal development training (the ‘soft skills’) was delivered. With our increasing focus on Indigenous participants, all available staff underwent the CREATE cultural awareness training delivered through Netball Australia.

STRATEGIC FOCUS AREA 6: OPTIMISE THE DELIVERY OF NETBALL

We continued to upskill netball organisations – Associations and Clubs alike – in the use of MyNetball. This important tool reduces the administrative load on ‘Registrars’ or equivalent roles. We continue to focus on extracting more of the practical benefits from this application.

We made dramatic progress with ‘Self Registration’ by players or parents. Total Self-Registrations in 2017 reached 48,962 members: 79.35% of Total Registrations. This is a growth of 150% over our 2016 result.

NQ welcomed Chinchilla Netball resulting in 78 affiliated Associations in 2017.

Working groups such as Competitions Implementation Working Group and the Sport Governance and Leadership Group are some of the groups which work hard to ensure that Netball Queensland is continually striving to deliver the most efficient and effective netball for the benefit of players, administrators, staff and volunteers. These bodies consider alternatives, consult widely, gather evidence and make recommendations designed to deliver a better netball experience.

A special funding grant from Queensland Department of National Parks, Sport and Racing is being used to develop a state-wide facilities plan that will inform future facility development and investment for netball across Queensland.

STRATEGIC FOCUS AREA 7: PROVIDE ADVOCACY TO ENSURE QUEENSLAND NETBALL HAS A STRONG VOICE WITH GOVERNMENT AND STAKEHOLDERS

Netball Queensland participates in many types of advocacy in support of our strategic Purpose. We do this in many private meetings and also through public advocacy, speeches and presentations to government, corporate and sporting organisations. Netball Queensland or the broader netball community across the state have received many types of assistance, including:

- Department of National Parks, Sport and Racing Funding:
  - State Development Program (SDP);
  - Indigenous Sport Grants (Diamond Spirit)
  - Championships Event Program
  - Commonwealth Games Funding Programs / Legacy Programs
  - Embracing 2018 Sports Grants
  - Asset Legacy Program

Netball bodies throughout Queensland received funding under the Get Playing Places and Spaces program or the Get Going Clubs programme.

Additionally, the Community Gambling Benefit Fund continues to provide extensive funding direct to local netball bodies.

In 2017 as an example, representatives from Netball Queensland met with people and organisations such as:

- Minister for Sport
- Department of State Development
- Stadiums Queensland
- Department of Education
- School Sport
- Queensland Health
- QSport
- other state-based sporting bodies across several sports, and
- Australian Institute of Company Directors.

Naturally we deal extensively with Netball Australia (eg Stakeholder Engagement Project; League management staff for Suncorp Super Netball; Board and CEO meetings; exchanges between counterparts in marketing, high performance, sport development and insurance). This extends to broad-ranging discussions and joint work with various state-based Netball bodies.

OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.
OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.
OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.
STRATEGIC FOCUS AREA 8: DIVERSIFY AND INCREASE REVENUE STREAMS

Netball Queensland cultivates and collaborates with a range of commercial partners to broaden our revenue base. Major partners are acknowledged earlier in this report. We welcomed several new major companies as partners in 2017, most notably Lorna Jane, AV Jennings, Fisiocrem, Nissan and the Brisbane Broncos.

We understand the imperative for our commercial partnerships to deliver clear value and benefit to both parties: we create then deliver a personalised offering for each partner. Further we have increased the staff resources in place who support sponsors and look for new ways of increasing the benefits we deliver. We communicate objectively-measured metrics with our commercial partners several times each year.

46% of our total revenue was derived through capitation fees from players. Our strategic intent has two aims: firstly to increase the number of players and so increase our total revenue; and secondly to hold and possibly reduce the capitation fee per player over time.

We seek grant funds and explore other options for generating revenue to help deliver our services.

We focus on generating surpluses from some of our activities in a balanced way. Technical skill development is sometimes provided free of charge; on other occasions we subsidise the cost by partial recovery of the cost from participants. Other activities are consciously run to generate a surplus to contribute to operating costs.

Netball Queensland also explores ways of generating revenue, or reducing costs, for Associations and/or the broader netball communities. These are incentive-based programs and can be adopted by Associations willing to partner with us. More practical benefits are being explored.

STRATEGIC FOCUS AREA 9: DEVELOP ‘FIREBIRDS’ AS AN ICONIC SPORTS BRAND

2017 saw the launch of a new five-year ‘Free-to-Air’ broadcast rights agreement with the Nine network, with two Suncorp Super Netball matches shown ‘live’ each weekend on 9GEM. The average national TV audience for Firebirds matches in 2017 was 95,000 people, three times the viewership achieved when matches were shown on Pay TV in 2016.

Social media is a rapidly-evolving means of engaging with our fan base, offering speed, mobility and choice in the way any fan can follow the Lorna Jane Queensland Firebirds. Our focus in 2017 revolved around creating compelling content to grow our on-line audience.

With this renewed digital focus, the Firebirds’ following across Facebook, Instagram and Twitter has increased by 83% over the last 24 months.

Netball Queensland has outgrown the 3,200-capacity Brisbane Convention & Exhibition Centre, so took additional Firebirds matches to the Brisbane Entertainment Centre in 2017. The average match attendance was just over 4,500, an increase of 28% compared to 2016.

STRATEGIC FOCUS AREA 10: CULTIVATE A PASSIONATE, LOYAL AND HIGHLY ENGAGED FAN BASE OF THE FIREBIRDS

Our aim is to build a large, loyal and passionate fan base for the Lorna Jane Queensland Firebirds, enhanced by strong on-court team success. We have a proud 20-year history, on and off the court. 2017 saw the introduction of a privately-owned professional netball team, the Sunshine Coast Lightning, into Suncorp Super Netball. This represents a significant change in the operating landscape with impacts in both community and high performance areas. We are committed to working with Netball Australia and all the SSN teams to better understand this new structure and manage the impacts to ensure the greatest benefit to netball from the grassroots to the elite.

The content and value of membership packs is continually being refined to create a ‘sea of purple’ at matches and Firebirds events.

We will use the social media tools and techniques referred to under Strategic Focus Area 9. We are enhancing the value and impact of Firebirds memberships, both at-match and outside the match experience. At matches, we strive to provide family-focused sporting entertainment and to give patrons opportunities to engage with our sponsors. Outside matches, we want the Firebirds family to become part of our members’ and fans’ families too, through video content and interaction.

It is our ambition to increase engagement with and membership of the Queensland Firebirds; a fan base which follows through television or live-streaming irrespective of their location or the match venue.
STATE HOME OF NETBALL

OUR PURPOSE: We are a unifying leader responsible for the growth, sustainability and success of netball.
STRATEGIC FOCUS AREA 1: USE THE STATE HOME OF NETBALL AS A PLATFORM TO DRIVE NEW AND IMPROVED REVENUE STREAMS

The $44.6 million State Home of Netball project is the culmination of lobbying, discussion and advocacy by boards and executive of Netball Queensland over nearly ten years. The project took shape in 2017, as a result of grant funding received from the Queensland and Federal Governments and a promised contribution from Netball Queensland itself, groundworks are proceeding rapidly.

Many hours have been spent planning and designing each component of the facility:

• Seven community courts;
• A show court with permanent seating for 2,000 spectators and roll-in seating for an additional 3,000 patrons;
• A gymnasium for training purposes;
• A Sports Science-Sports Medicine facility for on-site medical treatment;
• Office space for Netball Queensland staff;
• Food service facilities;
• The necessary infrastructure to ensure reliable operation of the facility.

Put simply, this facility will radically transform the way we ‘do netball’. We will become venue-managers; we will have the potential to create revenue streams from not just the netball community directly, but potentially from other sports, other users and retail customers. This change of mindset is fundamental to us in 2017 and 2018 as we prepare to occupy the facility.
<table>
<thead>
<tr>
<th>Note</th>
<th>12 months to Dec 2017</th>
<th>18 months to Dec 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>8,525,613</td>
<td>10,369,106</td>
</tr>
<tr>
<td>Other income</td>
<td>74,028</td>
<td>294,160</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>44,307</td>
<td>296,927</td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td>3,997,137</td>
<td>4,644,970</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>108,161</td>
<td>146,290</td>
</tr>
<tr>
<td>Consultants and specialists</td>
<td>178,435</td>
<td>353,006</td>
</tr>
<tr>
<td>Corporate costs</td>
<td>726,502</td>
<td>852,431</td>
</tr>
<tr>
<td>Advertising, promotion and sponsor support</td>
<td>365,483</td>
<td>451,407</td>
</tr>
<tr>
<td>Event operations</td>
<td>1,393,104</td>
<td>1,358,719</td>
</tr>
<tr>
<td>Bad debts</td>
<td>29,267</td>
<td>3,844</td>
</tr>
<tr>
<td>Bank, credit card and merchant fees (Interest: Nil)</td>
<td>3,621</td>
<td>18,138</td>
</tr>
<tr>
<td>IT and communication</td>
<td>225,037</td>
<td>297,701</td>
</tr>
<tr>
<td>Insurance</td>
<td>15,622</td>
<td>18,710</td>
</tr>
<tr>
<td>Motor vehicle running expense</td>
<td>170,071</td>
<td>207,014</td>
</tr>
<tr>
<td>Travel for teams and staff</td>
<td>597,191</td>
<td>700,533</td>
</tr>
<tr>
<td>Team operations</td>
<td>425,561</td>
<td>830,889</td>
</tr>
<tr>
<td><strong>Profit before income tax</strong></td>
<td>149,523</td>
<td>313,504</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Profit for the period</strong></td>
<td>149,523</td>
<td>313,504</td>
</tr>
</tbody>
</table>

**Other comprehensive income**

**Items that will not be reclassified subsequently to profit or loss:**

| Gains on revaluation of land and buildings, net of tax | 8 | 0 | 0 |
| Other comprehensive income for the period | 0 | 0 |

**Total comprehensive income for the period**

| 149,523 | 313,504 |

**Profit attributable to members of the entity**

| 149,523 | 313,504 |

**Total comprehensive income attributable to members of the entity**

| 149,523 | 313,504 |

The accompanying notes form part of these financial statements.
THE BEST WAY TO PREDICT YOUR FUTURE IS TO CREATE IT.

— ABRAHAM LINCOLN

OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.
### STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2017

<table>
<thead>
<tr>
<th>Note</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4</td>
<td>2,586,236</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>5</td>
<td>298,816</td>
</tr>
<tr>
<td>Inventories</td>
<td>6</td>
<td>32,511</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>7</td>
<td>150,452</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td></td>
<td>3,068,015</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>8</td>
<td>1,755,430</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>9</td>
<td>24,450</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td></td>
<td>1,779,880</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>4,847,895</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>10</td>
<td>423,672</td>
</tr>
<tr>
<td>Income received in advance</td>
<td></td>
<td>319,534</td>
</tr>
<tr>
<td>Provisions</td>
<td>11</td>
<td>197,704</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td></td>
<td>940,910</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>11</td>
<td>19,017</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td>19,017</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>959,927</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>3,887,968</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings</td>
<td></td>
<td>2,859,133</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td>1,028,835</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>3,887,968</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31 DECEMBER 2017

<table>
<thead>
<tr>
<th>Note</th>
<th>12 months to Dec 2017</th>
<th>18 months to Dec 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from members, sponsorships and other events</td>
<td>7,243,763</td>
<td>9,108,590</td>
</tr>
<tr>
<td>Receipts from grants</td>
<td>1,261,561</td>
<td>1,581,246</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(7,851,319)</td>
<td>(11,917,884)</td>
</tr>
<tr>
<td>Interest received</td>
<td>51,372</td>
<td>68,966</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(0)</td>
<td>(0)</td>
</tr>
<tr>
<td>Net cash generated by/(used in) operating activities</td>
<td>705,377</td>
<td>(1,159,082)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td>0</td>
<td>5,165</td>
</tr>
<tr>
<td>Payment for property, plant and equipment</td>
<td>(55,415)</td>
<td>(113,915)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(55,415)</td>
<td>(108,750)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of loan</td>
<td>(0)</td>
<td>(500)</td>
</tr>
<tr>
<td>Net cash generated by/(used in) financing activities</td>
<td>(0)</td>
<td>(500)</td>
</tr>
<tr>
<td><strong>Net increase/(decrease) in cash held</strong></td>
<td>649,962</td>
<td>(1,268,332)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of period</td>
<td>1,936,274</td>
<td>3,204,606</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of the period</td>
<td>2,586,236</td>
<td>1,936,274</td>
</tr>
</tbody>
</table>

The accompanying notes form part of these financial statements.
INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF NETBALL QUEENSLAND LIMITED


Opinion
We have audited the financial report of Netball Queensland Limited (the “Company”), which comprises the statement of financial position as at 31 December 2017, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the director’s declaration.

In our opinion the financial report of the Company is in accordance with the Corporations Act 2001, including:

(i) giving a true and fair view of the Company’s financial position as at 31 December 2017 and of its performance for the year then ended; and
(ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the Corporations Regulations 2001.

Basis for Opinion
We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Australian Professional and Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Report
The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Report
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

KRESTON A member of the Kreston network of independent accounting firms located throughout Australia, New Zealand and Asia. All members of the Kreston network are legally separate and are accountable for their own actions and liabilities. We are a scheme approved under Professional Standards Regulation.
INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF NETBALL QUEENSLAND LIMITED
(Continued)

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Stewart Douglas
Director
Brisbane
28 February 2018
SOMEBEHERE BEHIND THE
ATHLETE YOU’VE BECOME
AND THE HOURS OF PRACTICE
AND THE COACHES WHO HAVE
PUSHED YOU IS A LITTLE GIRL
WHO FELL IN LOVE WITH THE
GAME AND NEVER LOOKED
BACK...PLAY FOR HER.

—

MIA HAMM
OUR VISION: To become a world-leading sports organisation, respected for transforming lives through Netball.