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**NEW SOUTH WALES NETBALL ASSOCIATION LIMITED  
NOTICE OF THE NOVEMBER 2018 GENERAL COUNCIL MEETING**

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Notice is hereby given that a Council Meeting of the New South Wales Netball Association Limited will be held **on Saturday 3 November 2018** at **Novotel Hotel (Rooty Hill RSL), 33 Railway Street, Rooty Hill** commencing at the conclusion of the Extra Ordinary Council Meeting.

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**Mike Anderson**  
Company Secretary

# Netball NSW Council Meeting



## 1. Apologies

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## 2. Previous Minutes

A copy of the Minutes from the Council Meeting held 24 March 2018 is attached, pages 4 to 11

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## 3. Business Arising

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# Netball NSW Council Meeting Minutes

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NEW SOUTH WALES NETBALL ASSOCIATION LIMITED  
MARCH 2018 COUNCIL MEETING

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Saturday 24 March 2018 at Genea Netball Centre,  
2 Olympic Boulevard, Sydney Olympic Park

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## MINUTES

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**Michael Anderson**  
Company Secretary

# Netball NSW Council Meeting Minutes

## 1. Present:

<b>Directors:</b>	L. Sullivan V. De Luca J. Drakos C. Feldmanis	D. Fraser R. Havrlant C. Murphy R. Watson OAM C. Campbell (CEO)
<b>Delegates:</b>	W. Chesterton (Bankstown City) K. Tsavaras (Baulkham Hills) M. O'Callaghan (Baulkham Hills) D. McKinnon (Blacktown) M. Waygood (Blacktown) G. Scott (Blue Mountains) J. Walker (Blue Mountains) M. Burke (Brunswick Byron) J. Bazeley (Camden) L. Schuhmeier (Camden) S. Connolly (Campbelltown) A. Stewart (Campbelltown) S. Winn (Charlestown) H. Randall (Charlestown) J. Occhiuto (City of Sydney) S. Simpson (City of Sydney) K. Weekes (Dubbo) S. Rumbel (Dungog) J. Watt (Eastwood Ryde) E. Brown (Eastwood Ryde) S. Gribble (Gosford) J. Dasan (Gosford) K. Thomas (Grafton) C. Glover (Hastings Valley, from 11:20am) R. Miller (Hastings Valley, from 11:20am) T. Chalk (Hawkesbury City) J. Thompson (Hills District) L. Burgess OAM (Hills District) M. Chessell (Illawarra) D. Elvy (Illawarra) L. Blackmore (Inner Western Suburbs) A. Tait (Inner Western Suburbs) T. Beedles (Kiama)	K. Staggs (Ku-ring-gai) N. Hermann (Ku-ring-gai) B. Dew OAM (Lismore) J. Webster (Liverpool City) K. Starkey (Maitland) H. Dean (Manly Warringah) M. Hauser (Manly Warringah) L. Riley (Mens) B. Ferguson (Mens) R. Keating (Nelson Bay) A. Wilks (Nelson Bay) A. Saunders OAM (Newcastle) E. Monaghan (Newcastle) G. Paranihi (Northern Suburbs) C. Hoole (Northern Suburbs) V. Pearson (Orange) K. Higgins (Parramatta Auburn) L. Welfare (Parramatta Auburn) J. Gillett OAM (Penrith) P. Mann (Penrith) J. Cassar (Port Stephens) M. Kelly (Randwick) F. Reynolds (Randwick) K. Rembisz (Shoalhaven) W. Klein (Shoalhaven) G. Mayers (Singleton) H. Andrews (St George) K. Salter (Sutherland Shire) C. Magri (Sutherland Shire) L. O'Brien (Tamworth) P. Burt (Westlakes) M. Allen (Westlakes) C. Miles (Wyong) F. Passmore (Wyong)
<b>Life Members:</b>	A. Doring OAM L. Quinn OAM	W. Archer AM J. Hahn
<b>Observers</b>	L. Hahn (Camden) T. Wilks (Nelson Bay)	M. Paterson (Northern Suburbs) S. Way (Sutherland)
<b>Returning Officer:</b>	Michael Anderson (Company Secretary)	

# Netball NSW Council Meeting Minutes

President, L. Sullivan, declared the meeting open at 10.46 am and warmly welcomed delegates. She acknowledged Board members, particularly Janet Drakos, stating that it was a privilege to serve with them and welcomed V. De Luca OAM and D. Fraser and congratulated R. Havrlant on her re-election. President paid tribute to W. Archer AM, expressing admiration for her legacy and acknowledged retiring director J. Hahn. President thanked the dedicated volunteers at Association level who are critical to the future success of netball. She elected the current status of netball in NSW as thriving, well governed and well respected with opportunities available to further grow the sport. President thanked high calibre and professional staff at NNSW who work tirelessly to ensure members receive the support they need. Being respectful to netball's tradition, President committed to lead in collaborative and respectful way.

## 2. Apologies:

M. Baron-Hay (Director) Armidale J. Cherry (Bankstown City) D. Pascoe (Charlestown) C. Newman OAM (Cootamundra) K. Waud (Eastwood Ryde) C. Baiton OAM (Fairfield) Griffith Hastings Valley Hume R. Beedles (Kiama) E. Lawler (Liverpool) K. Lambley (Macleay) M. Bettini (Macleay) P Hayman (Macleay) L. Bennett (Maitland)	Manning Valley (formerly Taree) Nambucca Valley J. Jasprizza (Orange) D. Escreet (Orange) E. O'Brien (St George) K. Gillespie (Southern Highlands) D. Cross (Tamworth) Wagga Wagga Wollondilly Woy Woy Di Bills (Eastwood Ryde) A. Sargeant OAM (Life Member) M. Boyle AM (Life Member) K. Fullagar OAM (Life Member) N. Matthews OAM (Life Member)
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**MOVED:** Kiama **Seconded:** Liverpool that apologies for the AGM be accepted for Council meeting.

**CARRIED**

## 3. Previous Minutes

Minutes of the Council Meeting held 04 November 2017

**MOVED:** Randwick **Seconded:** A. Doring OAM (Life Member) that the Minutes of the Council Meeting held 04 November 2017 be accepted.

**CARRIED**

Minutes of the Extra Ordinary Council Meeting held 04 November 2017

**MOVED:** Randwick **Seconded:** A. Doring OAM (Life Member) that the Minutes of the Extra Ordinary Council Meeting held 04 November 2017 be accepted.

**CARRIED**

# Netball NSW Council Meeting Minutes

## 4. Business Arising

Nil

## 5. Correspondence

No item of correspondence for this meeting however the register for the last period was tabled.

## 6. Business Arising from Correspondence

Nil

## 7. Applications for Membership

No Applications for Membership have been received.

## 8. Notices of Motion

Nil

## 9. Reports

### 9.1 Board of Directors Report

CEO noted that two further appointments had been made to the Anne Clark Service Panel: A. Doring OAM (Life Member) and Kathryn Halcrow.

**MOVED:** Baulkham Hills **Seconded:** Hills that the Board of Directors Report be accepted.

**CARRIED**

### 9.2 Finance Report

M. Anderson (Chief Operating Officer) summarised February financials with full year forecast profit of \$121,000 (rounded) compared with full year budgeted profit of \$227,000 (rounded) due to higher than expected insurance costs. Membership figures as at 12 March up to about 90,075 members, junior membership nearly surpassing last year's numbers (2017: 46,255). Overall membership about 3,000-4,000 ahead of the same time last year. Netball is one of the top beneficiaries of the \$100 NSW government Active Kids rebate and is keen to quantify the impact of that.

**MOVED:** Campbelltown **Seconded:** St George that the Finance Report be accepted.

**CARRIED**

### 9.3 CEO's Operational Report

**MOVED:** W Archer AM (Life Member) **Seconded:** J. Hahn (Life Member) that the CEO's Operational Report be accepted.

**CARRIED**

# Netball NSW Council Meeting Minutes

## 9.4 Appeals Tribunal Report

**MOVED:** Ku-ring-gai **Seconded:** Shoalhaven that the Appeals Tribunal Report be accepted.

**CARRIED**

## 9 Any Other Reports

Nil

## 10 General Business

### 10.1 Introduction of Netball NSW Management team by CEO.

### 10.2 Presentation by McLaughlin Sports Consultancy: NNSW Competition Framework

President L. Sullivan introduced Mike McLaughlin to present the updated NNSW Competition Framework. In conjunction with this study, McLaughlin Sports Consultancy carried out two parallel projects for NNSW and he detailed the key outcomes of the Facilities Strategy and provided an update to the Talent Development and High Performance Pathway Review. He discussed the 13 recommendations of the Competitions Framework and highlighted the rationale for recommendations around Junior State Titles and Senior State Titles.

- N. Horton (Head of Netball) reported on progress on the key recommendations, including that only 6 associations have the capacity to host a future State Titles event.
- A. Doring OAM (Life Member): Congratulations to M. McLaughlin and Board on the study but do not understand why NNSW Council is not being given the opportunity to vote on this matter.
  - L. Sullivan (President): Board sought legal advice and was advised that Board had the capacity to make that decision.
  - W. Archer AM (Life Member): robust discussion at Board – this is changing the framework of competitions, not the rules which Council will vote on in December. Our membership has clearly stated what it wants.
- Port Stephens: Report states that Council participated, but a number of associations were not contacted for comment. Which associations responded?
  - N. Horton: 79 of 113 associations responded to the survey, a huge amount of evidence gathered.
- N Horton: rules for NID remain the same. Fast 5 will be mixed, female only or men's teams, NID remains a female only competition for Divisions 1-4. NID one night, Fast 5 held over 2 or 3 nights.
- Nelson Bay: It seems that Competitions Framework was realigned before High Performance pathways were finalised?
  - N. Horton: FTEM (Foundation, Talent, Elite, Mastery) framework is unchanged, pathways flow is modelled off that. Our competitions now fit into Australian Sports Commission's FTEM pathway.
- Nelson Bay. Are regional teams asked to assist in running State titles?



# Netball NSW Council Meeting Minutes

- N Horton: Research shows we need to move to a different model to be sustainable, we need to work with the Associations that have the capacity.
- St George: What is criteria for attendance?
  - N Horton: Same criteria as before.
- Kiama: What is the criteria for an Association to host new State Titles?
  - N. Horton (Head of Netball) / R. Watson OAM (Director): Current State Age runs at 4 venues. New State Titles require 32 courts at two venues along with the infrastructure - structures must be approved by local government (food, health/safety), off street parking, parking attendants, other facilities. Some Associations have 32 courts but they do not have the other required infrastructure or sufficient volunteers available to run the event for the whole weekend. NNSW must provide additional support. This is the prime event for talent identification which is not picked up over current four venues. New system can identify talent at 2 venues. For the last 3-5 years we have fiddled with 18/19 age groups but it has not worked well. Future for Associations/ netball in NSW is to embrace this change, if we had waited until today's council to make this decision, then these iconic competitions would not have been held in 2019.
- Maitland: has 32 courts and off street parking, but court surfaces are not great (funding application underway for court improvement). How will NNSW support Associations who may, in future, be able to hold this event?
  - C Campbell (CEO): NNSW will very happily partner with anyone who would like to increase their competition hosting participation/infrastructure plans. NNSW will stand shoulder to shoulder with Associations in the lead up to the state election to drive Associations' aspirations. State Titles however need two venues close together because of costs and player logistics. We were thrilled with 79 Associations' responses to the review survey.
- Shoalhaven: How many courts required to hold Masters competition?
  - L. Woods (General Manager – Stakeholder Relations): 24 courts
- Grafton: Consideration needs to be given to increased costs such as scaling up from a minibus to larger bus. Umpires from regions come to Sydney for 5 days which increases cost and impost on regional Associations. Should city Associations provide more umpires than regional Associations? (A city Association can provide one umpire per day.)
  - N Horton: We recognise change, some different challenges but also opportunities, i.e. we spoke to one Association about the buses, possibly working together with another Association re buses, car sharing etc. Maybe 15s, 17s and Open can travel together?
- W Archer: We want these iconic events to run in 2019 and beyond; appreciative of the difficulties of a small Association. Need to work together to resolve all issues; would not like to see the competition fail in this special 50th year of State Age because we didn't meet the challenges.
- Manly: If you didn't get the numbers for Fast 5, would you consider increasing NID and going over another night?
- N. Horton: Confident we will get numbers for Fast 5.

10.3 Presentation by Rebecca Shaw General Manager – Marketing, Events and Communications: 50 years of State Championships and State Age.

# Netball NSW Council Meeting Minutes

## 10.4 Other General Business

- Campbelltown: Active Kids rebate has caused cash flow issues as our Association has received notice of the number of payments but not yet received funds – it is highly unlikely that we will be able to pay capitation fees by the end of the month.
  - L. Woods (General Manager – Stakeholder Relations): Appreciate that it is a new scheme by government, we need to advocate on your behalf to get government funding paying smoothly.
- L. Quinn OAM (Life Member): With regret advise that Fairfield Association is on its knees and out. Having tried for last three years to revive the Association, we have not received the support we expected. Fairfield has a great facility of 26 courts which will potentially be lost if there is no Association in future. Council's facility survey shows there is no other area for netball courts and other sports are lined up waiting to take the facility. Need impact package of support of NNSW for the future of netball in that part of Sydney.
  - L. Sullivan: Board has been aware of the issues and a lot of work has been done, have attended a lot of meetings, talked to neighbouring Associations and local Council.
  - W Archer AM (Life Member): No one wants to see an Association struggle. Demographic has changed in that area. L. Woods has done a considerable amount of work in that space and Board has discussed assistance. Don't know that we have come up short, if you have ideas for what support NNSW can give to Fairfield we would love to hear from you.
  - Grafton: Hope NNSW can support Fairfield Association.
- Grafton: Has consideration been given to scaling fees to play in State Age? Think about supporting country associations, because you may lose 15s teams rather than have them go to seniors. Accommodation costs are larger for country teams.
  - C. Campbell: We have listened to the 2,000 people that responded to the review. Cost of the event is not covered by the competition fees. NNSW has professional regional managers in five regional offices, these people work tirelessly and have great local knowledge. Associations need to speak to the regional managers, work with local grants to assist with cost of participation.
- Hills District: Celebrating 50 year anniversary in 2018.
- Manly: Cost of tents has increased year on year, is it competitively tendered?
  - C. Campbell (CEO): Yes, there is a competitive tender for tents contracts – costs increase because of the compliance/engineering requirements. General Manager Commercial will look at commercial possibilities.
  - In response to question about teleconferencing facilities (to avoid the high cost of transport/ accommodation to attend Council meeting), C. Campbell advised that this will be revisited. There were issues identified in our Constitution and teleconference voting.
- Nelson Bay: we think we are disregarded because its new, need brainstorming session to help regional associations, places that work are places that improvise and get the job done.
- Tamworth: In the 1970s, local council decided that Camden netballers would play at Campbelltown, but a small group decided to stay playing at Camden on grass courts. Camden Association has now 30 courts, would encourage Fairfield to keep trying.

# Netball NSW Council Meeting Minutes

- J Hahn (Life Member): Camden Council is building a new \$11 million complex, Council is talking about another 14 courts and car parking, probably within 2 years.

**President declared meeting closed at 1.24pm.**

Minutes

## 4. Correspondence

There are no items of correspondence to be tabled for this meeting.

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## 5. Business Arising from Correspondence

Nil.

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## 6. Applications for Membership

No applications for Membership have been received.

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# Netball NSW Council Meeting



## 7. Notices of Motion

There are no notices of motion to put forward to Council.

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## 8. Reports

- 8.1 Board of Directors Report Pages 14 to 15
- 8.2 Finance Report Pages 16 to 21
- 8.3 CEO's Operational Report Pages 22 to 39
- 8.4 Appeals Tribunal Report Pages 40 to 41

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## **8.1 Board of Directors Report**

### **8.1.1 Annual General Meeting 2019**

Please be advised that the Annual General Meeting and 1<sup>st</sup> Council Meeting of 2019 will be held on Saturday 30 March 2019 at Genea Netball Centre. A calendar detailing other key dates will be available at the Council Meeting.

### **8.1.2 2019 Netball NSW Affiliation, Membership and Competition Fees**

The 2019 Netball NSW Affiliation, Membership and Competition Fees and rationale are detailed below in the Finance Report.

### **8.1.3 Policies Updated**

See below a list of policies that have been updated between March and October 2018. Any amendments to these policies are notified by memo and emailed to Association Secretaries.

By referencing policies through the Netball NSW website you will always access the most recent version.

- Netball NSW Volunteer Recognition and Awards Policy – 31 July 2018
- Netball NSW Pathway Selection Policy – 31 July 2018
- Netball NSW ANL Selection Policy – 31 July 2018
- Netball NSW Nomination Committee – Terms of Reference – 28 August 2018
- Netball NSW Volunteer Recognition and Awards Policy – 28 August 2018
- Netball NSW Election and Voting Policy – 18 September 2018

### **8.1.4 Constitution**

The Board is proposing changes to the Constitution that have been detailed in the agenda of the Extra Ordinary Council Meeting that will precede the Council Meeting.

### **8.1.5 2019 Championship Venues**

- Netball NSW Senior State Titles: 8, 9 & 10 June 2019  
For 15 years, 17 years and Opens age groups  
Divisions 1 and 2: Campbelltown District Netball Association  
Divisions 3 and 4: Camden and District Netball Association
- Netball NSW Junior State Titles: 6, 7 & 8 July 2019  
For 12 years, 13 years and 14 years age groups  
Divisions 1 and 2: Baulkham Hills Shire Netball Association  
Divisions 3 and 4: Penrith District Netball Association

- Netball NSW State Masters Titles : 19 & 20 October 2019  
Tamworth

### 8.1.6 Vales

- Kay Smith, Lower Clarence Netball Association Life Member & Anne Clarke Service Award Recipient passed away in April 2018.
- Dot McHugh OAM, Life Member and Hall of Fame inductee, passed away in May 2018.
- Julie Poole, Baulkham Hills Netball Association, passed away in July 2018.
- Judy Borger, Wakehurst Netball Club Life Member, passed away in September 2018.

### 8.1.7 Acknowledgement of Commonwealth Games Bench Official Appointments

- Patricia Mann – officiated Australia v New Zealand semi finals.
- Ruth Havrlant & Yvonne Richardson – officiated England v Jamaica semi final.

### 8.1.8 Honours List Recipients

Congratulations to the following netballers, who were included in the Queens Birthday Honours list:

- Clara Hicks from Randwick was awarded an OAM for services to Netball.
- Sharon Kelly from Norths was awarded an OAM for services to Netball.
- Vicki Kerr from Sutherland was awarded an OAM for services to Netball and the community.
- The late Dot Lockwood from Tamworth was awarded an OAM for services to Netball.
- Donna Baker from Northern Suburbs was awarded an OAM for contribution to sport including netball.
- Kathryn Harby-Williams was awarded an AM.

In addition, Carol Baiton was awarded an OAM for services to Netball in the Australia Day Honours list.

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## 8.2 Finance Report

### 8.2.1 Finance Report (for the Period Ending 31 August 2018)

The Financial Report for August 2018 for Netball NSW shows a net asset position of \$31,582,969 (including fixed assets with a book value of \$30,632,836, inclusive of Genea Netball Centre) in the Balance Sheet (or Statement of Financial Position).

The full year forecast for 2018 is for a profit of \$31,371 (before interest & other income, depreciation expense & extraordinary items) against a budgeted profit figure of \$225,932. The variance to budget is primarily due to lower than expected SSN-related incomes.

The 2018 opening consolidated cash balance as at 1 January 2018 was \$1,758,003, with the closing balance for the 2018 financial year expected to be \$1,754,000, showing a stable cash position. Note the Genea Netball Centre sinking fund bank balance is separate to the consolidated cash balance and this balance is currently \$150,000.

The 2018 full year forecast net loss after depreciation and extraordinary items is (\$1,769,711), which includes a depreciation expense of (\$1,833,939).

For further information please refer to the Consolidated Trading Statement and Balance Sheet.

A draft 2019 budget will be given out at the Council Meeting scheduled for Saturday 3 November 2018. It is expected that a final budget will be approved by the Netball NSW Board at the board meeting scheduled for 21 November 2018.

Membership count as at 30 September 2018 was 112,666 members.

Netball NSW Membership numbers for the 2017 year were 113,356.

The finance report for the period ending 31 August follows, pages 17 to 18.

**Mike Anderson**

Chief Operating Officer

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The NSW Netball Association Limited Consolidated Trading Statement By Department for the period ending 31/8/2018	Actual Aug 2018 Year to Date	2018 Full Year Forecast as at Aug 2018	Previous 2018 Full Year Forecast as at July 2018	Variance Current Forecast vs Prior Month Forecast	Variance%	Approved Budget 2018	Variance Current Forecast vs Full Year Budget
<b>1. Stakeholder Relations, Participation &amp; Community</b>							
Capitation & Affiliation Revenue	3,436,764	5,572,233	5,572,233	-	0%	5,285,740	286,493
NetSetGO Revenue	1,106,771	1,247,610	1,248,610	(1,000)	0%	1,522,810	(275,200)
School & Community Revenue	231,831	287,048	267,000	20,048	8%	361,891	(74,843)
Grants Revenue	123,981	323,661	323,661	-	0%	216,989	106,672
Other Income	-	-	-	-	0%	-	0
<b>Sub-total Stakeholder Relations, Participation &amp; Community Revenue</b>	<b>4,899,346</b>	<b>7,430,552</b>	<b>7,411,504</b>	<b>19,048</b>	<b>0%</b>	<b>7,387,430</b>	<b>43,122</b>
Netball Australia Contribution Expense	(465,202)	(689,115)	(689,115)	-	0%	(689,115)	0
NetSetGO Expenses	(460,655)	(471,366)	(471,366)	-	0%	(576,000)	104,634
School & Community Expenses	(545,755)	(940,642)	(960,724)	20,082	-2%	(936,878)	(3,764)
Association Development Expenses	(64,291)	(123,068)	(143,068)	20,000	-14%	(189,192)	66,124
Other Expenses	(601,637)	(1,019,576)	(1,026,758)	7,182	-1%	(992,998)	(26,578)
<b>Sub-total Stakeholder Relations, Participation &amp; Community Expenses</b>	<b>(2,137,540)</b>	<b>(3,243,767)</b>	<b>(3,291,031)</b>	<b>47,264</b>	<b>-1%</b>	<b>(3,384,183)</b>	<b>140,416</b>
<b>Stakeholder Relations, Participation &amp; Community Profit / (Loss)</b>	<b>2,761,806</b>	<b>4,186,786</b>	<b>4,120,474</b>	<b>66,312</b>	<b>2%</b>	<b>4,003,247</b>	<b>183,539</b>
<b>2. SSN Operations (NSW Swifts, GIANTS Netball &amp; ANL Teams)</b>							
Sponsorship & Merchandise Revenue	1,742,313	2,606,781	2,615,441	(8,660)	0%	2,806,995	(200,215)
Membership & Ticketing Revenue	1,336,049	1,336,049	1,354,229	(18,179)	-1%	1,534,230	(198,180)
SSN League Grants (Net) Revenue	680,000	640,000	640,000	-	0%	640,000	0
VIK/Contra Revenue	259,215	385,246	388,091	(2,845)	-1%	385,273	(27)
Functions & Events Revenue	135,170	135,569	93,190	42,379	45%	93,190	42,379
Other Revenue	5,091	5,091	5,091	-	0%	5,090	1
<b>Sub-total SSN Operations Revenue</b>	<b>4,157,838</b>	<b>5,108,735</b>	<b>5,096,041</b>	<b>12,695</b>	<b>0%</b>	<b>5,464,778</b>	<b>(356,043)</b>
Player Expenses	(909,590)	(1,383,658)	(1,274,527)	(109,131)	9%	(1,294,130)	(89,528)
Coaches, Support Staff & Related Expenses	(600,918)	(958,152)	(949,745)	(8,407)	1%	(958,172)	20
Management & Other Staff Allocation Expenses	(878,031)	(1,330,334)	(1,330,334)	-	0%	(1,330,334)	0
Game Day, Membership & Marketing Expenses	(1,160,992)	(1,446,011)	(1,471,267)	25,256	-2%	(1,506,205)	60,195
Team Expenses	(355,014)	(921,062)	(940,110)	19,047	-2%	(867,634)	(53,429)
Sponsorship Expenses	(168,203)	(258,981)	(254,070)	(4,911)	2%	(249,070)	(9,911)
Functions & Events Expenses	(98,524)	(167,391)	(171,700)	4,309	-3%	(183,700)	16,309
<b>Sub-total SSN Operations Expenses</b>	<b>(4,171,272)</b>	<b>(6,465,588)</b>	<b>(6,391,753)</b>	<b>(73,835)</b>	<b>1%</b>	<b>(6,389,246)</b>	<b>(76,343)</b>
<b>SSN Operations Profit / (Loss)</b>	<b>(13,435)</b>	<b>(1,356,853)</b>	<b>(1,295,712)</b>	<b>(61,141)</b>	<b>5%</b>	<b>(924,468)</b>	<b>(432,386)</b>
<b>3. Competitions, Pathways &amp; Volunteer Workforce</b>							
Competitions Revenue	406,160	476,478	469,105	7,373	2%	468,462	8,016
Pathways Revenue	79,875	104,988	98,519	6,469	7%	70,425	34,563
Umpiring and Coaching Revenue	81,270	88,943	88,460	483	1%	88,460	483
Other Revenue	-	-	-	-	0%	-	0
<b>Sub-total Competitions, Pathways &amp; Volunteer Workforce Revenue</b>	<b>567,305</b>	<b>670,408</b>	<b>656,084</b>	<b>14,324</b>	<b>2%</b>	<b>627,347</b>	<b>43,061</b>
Competitions Expenses	(461,225)	(798,217)	(799,410)	1,193	0%	(829,448)	31,231
Pathways Expenses	(221,144)	(392,599)	(392,599)	-	0%	(387,140)	(5,459)
Umpiring and Coaching Expenses	(27,429)	(81,720)	(81,720)	-	0%	(96,860)	15,140
Other Expenses	(65,560)	(101,436)	(101,436)	-	0%	(67,380)	(34,056)
<b>Sub-total Competitions, Pathways &amp; Volunteer Workforce Expenses</b>	<b>(775,358)</b>	<b>(1,373,972)</b>	<b>(1,375,164)</b>	<b>1,193</b>	<b>0%</b>	<b>(1,380,828)</b>	<b>6,856</b>
<b>Competitions, Pathways &amp; Volunteer Workforce Profit / (Loss)</b>	<b>(208,053)</b>	<b>(703,564)</b>	<b>(719,081)</b>	<b>15,517</b>	<b>-2%</b>	<b>(753,481)</b>	<b>49,918</b>
<b>4. Commercial, Marketing, Events &amp; Media (Non-SSN)</b>							
Commercial & Sponsorship Revenues (incl. VIK)	479,459	676,162	686,701	(10,539)	-2%	614,840	61,322
Marketing, Events & Media Revenues	358,089	409,039	409,494	(455)	0%	488,800	(79,761)
<b>Sub-total Commercial, Marketing, Events &amp; Media Revenue</b>	<b>837,548</b>	<b>1,085,201</b>	<b>1,096,194</b>	<b>(10,993)</b>	<b>-1%</b>	<b>1,103,640</b>	<b>(18,439)</b>
Commercial & Sponsorship Expenses	(198,052)	(265,146)	(262,932)	(2,214)	1%	(267,132)	1,986
Marketing, Events & Media Expenses	(744,677)	(1,151,321)	(1,182,583)	31,262	-3%	(1,256,504)	105,183
<b>Sub-total Commercial, Marketing, Events &amp; Media Expenses</b>	<b>(942,729)</b>	<b>(1,416,467)</b>	<b>(1,445,515)</b>	<b>29,048</b>	<b>-2%</b>	<b>(1,523,635)</b>	<b>107,168</b>
<b>Commercial, Marketing, Events &amp; Media Profit / (Loss)</b>	<b>(105,181)</b>	<b>(331,266)</b>	<b>(349,321)</b>	<b>18,054</b>	<b>-5%</b>	<b>(419,996)</b>	<b>88,729</b>
<b>5. Administration and Genea Netball Centre</b>							
Genea Netball Centre Revenue	717,171	1,088,489	1,133,779	(45,291)	-4%	1,163,313	(74,824)
Other Revenue	34,645	38,949	38,949	-	0%	18,200	20,749
<b>Sub-total Administration &amp; Genea Netball Centre Revenue</b>	<b>751,816</b>	<b>1,127,438</b>	<b>1,172,728</b>	<b>(45,291)</b>	<b>-4%</b>	<b>1,181,513</b>	<b>(54,075)</b>
Genea Netball Centre Expenses	(588,240)	(951,392)	(941,382)	(10,011)	1%	(926,607)	(24,785)
Administration Expenses	(1,263,174)	(1,939,777)	(1,966,323)	26,546	-1%	(1,934,277)	(5,500)
<b>Sub-total Administration &amp; Genea Netball Centre Expenses</b>	<b>(1,851,414)</b>	<b>(2,891,169)</b>	<b>(2,907,705)</b>	<b>16,535</b>	<b>-1%</b>	<b>(2,860,884)</b>	<b>(30,286)</b>
<b>Admin &amp; Genea Netball Centre Profit / (Loss)</b>	<b>(1,099,598)</b>	<b>(1,763,731)</b>	<b>(1,734,976)</b>	<b>(28,755)</b>	<b>2%</b>	<b>(1,679,371)</b>	<b>(84,361)</b>
<b>Consolidated Netball NSW *EBITDA Level</b>							
Revenues	11,213,852	15,422,334	15,432,551	(10,217)	0%	15,764,708	(342,373)
Expenses	(9,878,313)	(15,390,963)	(15,411,168)	20,204	0%	(15,538,775)	147,812
<b>Profit / (Loss) * EBITDA</b>	<b>1,335,539</b>	<b>31,371</b>	<b>21,384</b>	<b>9,987</b>	<b>47%</b>	<b>225,932</b>	<b>(194,561)</b>
<b>Interest &amp; Other Revenue &amp; Expenses (Net)</b>	<b>11,891</b>	<b>32,857</b>	<b>32,857</b>	<b>-</b>	<b>0%</b>	<b>42,809</b>	<b>(9,952)</b>
<b>Profit / (Loss) after Other Revenue &amp; Expenses</b>	<b>1,347,430</b>	<b>64,228</b>	<b>54,241</b>	<b>9,987</b>	<b>18%</b>	<b>268,741</b>	<b>(204,513)</b>
Depreciation Expenses (non-cash)	(1,204,914)	(1,833,939)	(1,833,939)	-	0%	(1,833,939)	0
<b>Grand Total Profit / (Loss)</b>	<b>142,516</b>	<b>(1,769,711)</b>	<b>(1,779,698)</b>	<b>9,987</b>	<b>-1%</b>	<b>(1,565,198)</b>	<b>(204,513)</b>

\* Earnings Before Interest, Tax, Depreciation & Amortisation (EBITDA) and Extraordinary Items

**THE NEW SOUTH WALES NETBALL ASSOCIATION LIMITED**  
**BALANCE SHEET**  
**As at 31 August 2018**

<b><u>ASSETS</u></b>	<b>August 31, 2018</b>	<b>January 1, 2018</b>	<b>\$ Change</b>
<b><u>Current Assets</u></b>			
Cash Assets	4,266,694	1,758,003	2,508,690
Accounts Receivable	593,884	1,226,438	(632,554)
Other Current Assets	355,411	233,724	121,688
Prepayments	98,462	176,648	(78,187)
	<u>5,314,451</u>	<u>3,394,813</u>	<u>1,919,638</u>
<b><u>Non-Current Assets</u></b>			
Fixed assets (at WDV)	30,632,836	31,631,535	(998,699)
Other Assets	150,000	150,000	0
	<u>150,000</u>	<u>150,000</u>	<u>0</u>
<b>Total assets</b>	<b><u>36,097,287</u></b>	<b><u>35,176,349</u></b>	<b><u>920,938</u></b>
<b><u>LIABILITIES</u></b>			
<b><u>Current Liabilities</u></b>			
Accounts Payable	328,457	589,817	(261,360)
Other Creditors/Unallocated CC transactions	499,779	1,292,302	(792,523)
Income in advance	2,703,093	1,085,821	1,617,273
Bank Loans (venue improvements, café, cars)	543,327	58,718	484,610
GST payable/(receivable)	21,115	(23,624)	44,739
PAYG/FBT/Payroll Tax Payable	23,306	193,031	(169,725)
Superannuation contributions payable	90,674	140,494	(49,820)
Provision for employee entitlements	317,145	253,372	63,772
	<u>4,526,895</u>	<u>3,589,931</u>	<u>936,964</u>
<b><u>Non-Current Liabilities</u></b>			
Loans and Borrowings	(56,991)	101,551	(158,542)
Provision for employee entitlements	44,414	44,414	0
	<u>(12,577)</u>	<u>145,965</u>	<u>(158,542)</u>
<b>Total liabilities</b>	<b><u>4,514,319</u></b>	<b><u>3,735,896</u></b>	<b><u>778,422</u></b>
<b>NET ASSETS</b>	<b><u>31,582,969</u></b>	<b><u>31,440,453</u></b>	<b><u>142,516</u></b>
<b><u>EQUITY</u></b>			
Retained earnings	31,440,453	32,893,895	(1,453,442)
Current year profit/(loss)	142,516	(1,453,442)	1,595,958
<b>TOTAL EQUITY</b>	<b><u>31,582,969</u></b>	<b><u>31,440,453</u></b>	<b><u>142,516</u></b>

## 8.2.2 2019 Netball NSW Affiliation Fees

Following the restructure and the increase in the cost in 2018, in 2019 affiliation fees will remain unchanged.

2019 Netball NSW Affiliation Fee	Excl GST	GST	Incl GST
Membership up to 500 individuals	\$90.00	\$9.00	\$99.00
Membership 501-1000 individuals	\$180.00	\$18.00	\$198.00
Membership 1001-2000 individuals	\$240.00	\$24.00	\$264.00
Membership 2001 individuals and over	\$360.00	\$36.00	\$396.00

## 8.2.3 2019 Netball NSW Full Season Membership Fees

The Netball NSW Board recommends the following fee structures for 2019 and provides the below rationale for the increases proposed.

The fee increases proposed are to cover the rising expenses and operational costs associated with administering the membership program and the Netball NSW business. In particular costs for insurance for the membership personal accident cover are expected to increase by \$100,000 to \$200,000 in 2019. Insurance claims have increased exponentially in recent years and are up nearly 50% in 2018 year to date which will result in a substantial premium increase. The NetSetGO kit charge has been raised by \$3 per participant for 2019 by Netball Australia and grants normally received by Netball NSW from Netball Australia have been discontinued for 2019 (Fast5 and Participation Grants).

A fee increase of 5% for all membership categories is proposed to NNSW Council.

Covers a member from 1 January – 31 December 2019

Membership Category	2018 fee (excl GST)	% increase	Increase amount	2019 fee (excl GST)	2019 fee (incl GST)
Senior	\$74.69	+ 5%	\$3.73	\$78.42	<b>\$86.26</b>
Junior	\$56.73	+ 5%	\$2.84	\$59.57	<b>\$65.53</b>
NetSetGo	\$54.84	+ 5%	\$2.74	\$57.58	<b>\$63.34</b>
Non-Player	\$38.76	+ 5%	\$1.94	\$40.70	<b>\$44.77</b>
All Abilities	\$25.53	+ 5%	\$1.28	\$26.81	<b>\$29.49</b>

Please note:

- Participants turning 10 in 2019 who are playing in junior competitions will be required to register as a Junior member.
- Participants turning 10 in 2019 who are participating in NetSetGo “GO” tier program will be required to register as a NetSetGo member.

## 8.2.4 2019 Netball NSW Summer Membership Fees

The Netball NSW Board recommends the following fee structures for 2019 and provides the below rationale for the increases proposed.

These membership fees will continue to sit alongside the normal membership categories of Senior and Junior. This fee structure will continue to be made available by Netball NSW to enable Associations to deliver a choice of netball tailored to their community's changing needs and at a reasonable price point aiming to engage new participants and retain them as a long term member from 2019 and beyond.

- This membership option is targeted at Associations that hold a social/twilight competition under traditional rules allowing for both mixed, male only and female only competitions.
- This fee option is available to all Affiliated Associations
- This fee is applicable for individual registrations for members who **have not registered in the 2019 season**.
- This fee option covers a player from 1st September – 31 December 2019, based on a 30% discount on the proposed 2019 Membership Fee

2019 Summer Membership Fees	2019 full fee (excl GST) Jan-Dec	30% discount on full fee	2019 summer fee (excl GST) Sept-Dec	2019 summer fee (incl GST) Sept-Dec
Senior	\$78.42	-\$23.53	\$54.89	<b>\$60.38</b>
Junior	\$59.57	-\$17.87	\$41.70	<b>\$45.87</b>

### Definition

- **Senior:** have reached or will reach the age of 18 by 31 December in the year of play.
- **Junior:** have reached or will reach the age of between 10 and 17 years by 31 December in the year of play.

### Please note:

- **Played Winter Season at a different Association/Club**

Players who HAVE been previously registered in the 2019 Winter Season and playing at a different Club are not liable to pay the Netball NSW Registration Fee. In this case, players will need to renew their membership with the new Association/Club.

- **Played Winter Season at the same Association/Club**

Players already correctly registered for the 2019 Winter Season with their Association/Club are not required to do anything.

- **NetSetGo, All Abilities** and **Non Player** Membership Categories and costs remain unchanged during this period.
- **Fast5** is a Netball Australia Product and the costs remain unchanged during this period.
- **Walking Netball** is a Netball NSW Product and still being piloted at this stage. The costs will remain unchanged during this period.

## 8.2.5 Proposed Competition Fees 2019

The Netball NSW Board recommends the following fee structures for 2019 and provides the below rationale for the increases proposed.

For Netball NSW to continue to deliver State events to an appropriate and safe standard costs are rising year-on-year. The competitions listed below are proposed to incur a 2.1% increase in fees to attempt to reduce the deficit in this area. Some of the escalating costs in this area include: local council and host association costs; security costs; portable toilets; equipment and walkway hire; and the provision of medical services. Netball NSW believes the fees charged are still very reasonable when analysed from a team or individual perspective and when compared to fees charged by other State Sporting Organisations.

Competition		2018 fee (excl GST)	% Increase/ decrease	Increase/ decrease amount	2019 fee (excl GST)	2019 fee (incl GST)
Senior State Titles (replaces State Championships)	Per team	\$292.60	+ 2.1%	\$6.15	\$298.75	<b>\$328.62</b>
Junior State Titles (replaces State Age Championships)	Per team	\$292.60	+ 2.1%	\$6.15	\$298.75	<b>\$328.62</b>
State Masters	Per team	\$292.60	+ 2.1%	\$6.15	\$298.75	<b>\$328.62</b>
Regional League	Per team	\$170.50	+ 2.1%	\$3.58	\$174.08	<b>\$191.49</b>
Night Inter-district	Per player	\$79.86	+ 2.1%	\$1.68	\$81.54	<b>\$89.70</b>
Metro League	Per player	\$106.70	+ 2.1%	\$2.24	\$108.94	<b>\$119.83</b>
State Cup	Per player	\$84.70	+ 2.1%	\$1.78	\$86.48	<b>\$95.13</b>
Social Masters (excludes social function, which will be ticketed separately)	Per player	\$108.90	- 27.5%	-\$29.95	\$78.95	<b>\$86.84</b>
Fast5/ Development League		To be determined post 2018 evaluation				

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## 8.3 CEO's Operational Report

In reflection of 2018 we are proud of the achievements by all involved in Netball NSW. The following report captures just a few of these achievements.

- **Suncorp Super Netball**

Although the Swifts didn't make the finals in 2018 they nearly doubled their wins from 2017.

GIANTS Netball took on Sunshine Coast Lightning at Qudos Bank Arena in the Preliminary final for the chance to play West Coast Fever in the 2018 Suncorp Super Netball Grand Final. Lightning came out on top with the final score of 50-59.

Three 2018 GIANTS Netball players were named to the Suncorp Super Netball 2018 Team of The Year.

- **2018 State Age Championships.**

The 2018 Netball NSW State Age Championships saw three wonderful days of action at the Liverpool City, Camden & District, Eastwood Ryde and Inner Western Suburbs Netball Associations.

Almost 3,000 players, representing 300-plus teams from 88 Associations from all over New South Wales, took part in the 50th hosting of the event.

- **2018 State Championships.**

The 2018 Netball NSW State Championships were held in June at Gosford Netball Association.

This year marked the 50th hosting of the iconic Championships and 96 teams from 71 Associations travelled from all over New South Wales to participate on the Central Coast.

- **2018 Bing Lee State Championships Masters.**

A fantastic two days of netball was had at the Genea Netball Centre in May, for the 2018 Bing Lee State Championships Masters.

In total 170 players from 17 teams, representing 13 Associations from right across New South Wales, competed across two divisions: Over 35s and Over 40s.

- **2018 Marie Little OAM Shield.**

The Netball New South Wales Marie Little OAM Shield State team took home the Marie Little OAM Shield for the fourth consecutive year in October after defeating South Australia in the Grand Final of the 2018 competition held in Brisbane.

- **2018 TAFE NSW Schools Cup.**

More than 15,000 students from all across the State played in the 2018 TAFE NSW Schools Cup competition, with the State Final contested in September at Netball NSW's Genea Netball Centre.

- **2018 Premier League.**

Central Coast Heart took out the 2018 Netball NSW Premier League Opens title win over ERNA Hawks at the Genea Netball Centre in September.

Minor Premiers North Shore United went up against their biggest rivals of the competition, GWS Fury, in the Netball NSW 2018 Premier League Grand Final at the Genea Netball Centre, with NSU coming out on top.



## 8.3.1 Staffing Matters

### Appointments:

Employee	Position	Hire Date
Cogno, Shantel	Policy & Support Manager	05/03/2018
Free, Alana	Media & PR Manager Giants Netball	09/04/2018
Bysouth, Donna	Events Co-Ordinator (from part time Fan Activations & Player Appearances)	23/05/2018
Bourke, Stephen	Facilities & Infrastructure Manager	04/06/2018
Cogno, Shantel	Policy & Support Manager (from Policy & Support Co-Ordinator)	18/06/2018
Achten, Melissa	Member Engagement Manager	09/07/2018
Clarke, Kirsten	Regional Development Officer	23/07/2018
Hay, Rosemary A	HR Manager	07/08/2018
Hamilton, Talor	Pathway & Coach Development Co-Ordinator	13/08/2018
Hodson, Melissa	Administration & Customer Service Officer	13/08/2018
Lan, Linda	Accountant	20/08/2018
Stephenson, Louise	Participation Administrator (PT)	20/08/2018
Christopher, Angela	Policy & Support Co-Ordinator (PT)	21/08/2018
White, Sam	Participation Co-Ordinator – Community Engagement	10/09/2018

### Resignations:

Employee	Position	Resignation Date
Tindle, Sophie	Volunteer Workforce Manager	23/03/2018
Whitaker, Kristian	Association Development Manager	18/04/2018
Gouveia, Sonia	Community Engagement Manager	10/05/2018
Goodsell, Zoe	Regional Development Officer	21/05/2018
Jensen, Renee	Policy & Support Manager	15/06/2018
Abrahams, Laura	Inclusion & Diversity Co-Ordinator	17/07/2018
Rees, Claire	GIANTS Netball Physiotherapist	28/07/2018
Ensor, Rana	Finance Manager	20/08/2018
Wade, Julie	Administration & Customer Service Officer	30/08/2018



## 8.3.2 Strategic Priorities 2017 - 2020

### Our Community

#### Goal 1 – Extend capacity and resources within Netball NSW and Associations’ to deliver our sport

Strategy / KPI	Status October 2018
<p><b>1.1 Influence facility growth and improvement within local netball communities.</b></p> <ul style="list-style-type: none"> <li>• KPI 1: Management to prepare a response and indicative 3 Year Business Plan on the recommendations from the Statewide Facility Strategy by 31 July 2018.</li> <li>• KPI 2: Facility Grant Target of \$500,000 per annum across the state over the next three years.</li> </ul>	<ul style="list-style-type: none"> <li>• The Facilities and Infrastructure Manager has been engaged and has undertaken an initial review of the SFS 2018-2033 strategy and has also been supporting associations with their various project submissions for the current rounds of State grants. From this work the manager has recommended that further background work needs to be undertaken in order to provide a more considered 3 year Business Plan.</li> <li>• The advancement of the further background work has been progressed by the General Manager Stakeholders Relations in association with Participation Manager who have been in discussion with a lead consultant to develop a Data Roadmap that will support Netball NSW to coordinate the development and application of market intelligence, with the aim of supporting participation growth at clubs and securing further capacity at priority facilities. The data roadmap will assist Netball NSW to understand the value of our current data sets and along with the use of available market intelligence to focus our resources on locations and organisations with greatest growth potential, while having a clear line of sight (an up to date, data driven evidence base) on the likely outcomes of interventions and investment.</li> <li>• Netball NSW has continued to liaise with relevant LGA’s and affiliated Associations throughout 2018 to identify their needs in relation to facility improvements and management. Over the course of 2018 this has included communication with organisations such as Maitland NA, Maitland Council, Lismore NA, Shoalhaven NA, Griffith NA, Muswellbrook NA, Scone NA, Kempsey Shire Council, Wagga Wagga NA, Ku- Ring-Gai Council, Eastwood Ryde NA and Office of Sport (NSW Government) amongst many others.</li> <li>• Funding for projects to assist in the development of facilities are regularly communicated to members via the Netball NSW website and EDMs. Netball NSW provides ongoing support to Associations when requested.</li> </ul>
<p><b>1.2 Promote administration excellence and collective intelligence to support Associations.</b></p> <ul style="list-style-type: none"> <li>• Continue to support the first group of Associations and implement a second round with new targeted Associations.</li> <li>• Assist 18 targeted Associations to review their governance and administrative processes to support their development</li> <li>• KPI 3: Quality Management Program (QMP) to be launched by March 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• The content of the Quality Management Program has been developed and is currently being refined, which is currently being soft launched and refined, with a full launch of it being re-branded to Beyond the Court in 2019. This will become a valuable tool for Associations to improve their administrative practices and governance related issues and the discussion that we have together. With the implementation of the Quality Management Program, this will see a new look and feel to the Beyond the Court innovative in the future, so it fits the needs the organisation has identified.</li> <li>• 2018 has seen another 10 Association participate in Beyond the Court, with Netball NSW also providing continued support to past participants as well as a number of other Associations ongoing support and assistance in identified areas such as Constitution updates, member and Club communication strategies, financial management and budgeting, sourcing</li> </ul>

Strategy / KPI	Status October 2018
<ul style="list-style-type: none"> <li>• KPI 4: Association QMP completion 20% (23 Associations) by 31 December 2018.</li> <li>• KPI 5: MyNetball: Provide 2 annual training sessions to each region (16 in total across all 8 regions) which provides upskilling to Associations and Club representatives.</li> <li>• KPI 6: Provide an opportunity annually in each region for upskilling to our members in Member Protection compliance.</li> </ul>	<p>local sponsorship, creation of volunteer position descriptions and member surveying.</p> <ul style="list-style-type: none"> <li>• Associations and Clubs have access to ongoing support with the MyNetball online registration process, late registration process and creating participant accounts for members to complete umpires and coaching courses. On the Netball NSW website there has been a number of recent updates on the information and resources that are provided to administrators. This will be continued to be updated and further developed in 2019.</li> <li>• Regular funding opportunities have been promoted via the Netball NSW website and through communications to affiliated Associations. An Association and Club e-newsletter (EDM) has been re-developed and is distributed to administrators on a monthly basis featuring information from all departments of Netball NSW.</li> <li>• Netball NSW is currently reviewing the Member Protection Policy, dividing the document into three areas, which will also include a decision tree mapping and triage system.</li> <li>• Regularly programmed forums and workshops have been delivered in 2018 including, MyNetball Association Forums, Member Protection (MPIO) training and the Future Leaders Forum. These training opportunities are in addition to the regular education webinars provided to Associations and Clubs on the MyNetball database for member registration and competition management. NNSW is currently working with the Office of Sport in the regions to understand where they have MPIO courses (as well as other courses available) earmarked for 2019, so we are able to promote this to associations within the area, as well as ensure that all Associations have access to these face to face courses</li> </ul>
<p><b>1.3 Provide a diverse range of products, memberships, competitions, events to grow and sustain participation.</b></p> <ul style="list-style-type: none"> <li>• KPI 7: Increase total Membership of NNSW by 3% annually with a target of approximately 124,000 Members for the 2020 Year.</li> <li>• KPI 8: Grow summer registrations to 7,000 members by 2019 with a target of 50% of Associations to be offering Twilight Competitions.</li> <li>• KPI 9: Fast 5 provider target of 40 in 2018 with 80 competitions run with providers with these targets to grow by 50% for 2019.</li> <li>• KPI 10: Non-Membership Participant Target of 40,000 in 2018, growing to 60,000 by 2020.</li> </ul>	<ul style="list-style-type: none"> <li>• YTD Netball NSW member registration have slightly increased by 1.2% in September 2018. 112,666 30 September 2018 compared with 111,285 30 September 2017. Junior, All Abilities and Non Player (Coaches, Umpires, Volunteers etc.) registration types experienced slight increase in 2018 when compared with 2017 figures.</li> <li>• With the introduction of online self-registration and the Active Kids Program, netball has had a huge response with over 50,000 participants registered with Netball clubs across the state to date, with netball being the 2nd popular sport behind football (soccer) within this program to date.</li> <li>• The introduction of Summer Registration fees has seen over 3000 Junior and Senior members register YTD (30 September 2018) across the State in social/twilight competitions under traditional rules allowing for both mixed, male only and female competitions</li> <li>• Netball NSW has seen 12 providers in 2018 with 8 competitions being run YTD (30 September) and a number more to start over the coming months.</li> <li>• 46,897 non membership participants including sporting clinics, sporting schools, TafeNSW Schools Cup, Come and Try Days as well as various activations held across the state.</li> </ul>

## Our Community

### Goal 2 – Evolve our sport by increasing participation opportunities and products.

Strategy / KPI	Status October 2018
<p><b>2.1 NetSetGo is the single authorised national introductory program for netball.</b></p> <ul style="list-style-type: none"> <li>• KPI 11: Increase NetSetGO Membership of NNSW by 3% annually with a target of approximately 30,000 Members for the 2020 Year.</li> <li>• KPI 12: Ensure quality of the delivery and the experience of the participant in NetSetGO is consistent throughout NSW.</li> <li>• KPI 13: NetSetGO Centres of 650 in 2018, growing to 700 in 2020 by introducing commercial businesses to our product.</li> </ul>	<ul style="list-style-type: none"> <li>• 22,526 NSG Participants as at 30 September 2018</li> <li>• 625 NSG Centres approved as at 30 September 2018</li> <li>• Continuing on from the NSG approval process earlier this year, which allowed NNSW to also audit each centre to understand who they are delivering NSG within their community, it has provided NNSW with the opportunity to develop resources, form relationship and educate our members on the number of resources available.</li> <li>• NNSW are currently exploring how we can use the existing NSG coaching workshop and utilise our DO network to run training session throughout NSW.</li> </ul>
<p><b>2.2 Netball has a strong presence in schools and educational institutions.</b></p> <ul style="list-style-type: none"> <li>• KPI 14: Sporting Schools Program: target of 120 programs and 3,600 participants in 2018.</li> <li>• KPI 15: Schools Cup Target of 12,000 participants in 2018.</li> <li>• KPI 16: Teacher Ambassadors – target of 375 Primary and Secondary ambassadors in 2018, with a 2% increase annually.</li> </ul>	<ul style="list-style-type: none"> <li>• 2018 School Programs (including Sporting Schools and Programs) 235 YTD (10 October 2018)</li> <li>• 2018 School Program (including Sporting Schools and Programs) participants 18,358 YTD (10 October 2018)</li> <li>• 2018 Tafe NSW Schools Cup and year 3-4 Gala Days: 1,527 teams</li> <li>• 2018 Tafe NSW School Cup and Year 3-4 Gala Days: 16,539 participants</li> <li>• 187 Teacher Ambassadors YTD (10 October 2018)</li> </ul>
<p><b>2.3 Increase netball’s engagement with our diverse population.</b></p> <ul style="list-style-type: none"> <li>• KPI 17: 2018 Targets: Indigenous NetSetGO Participants 3,000; Disability NetSetGO participants 1,500; and CaLD NetSetGO participants 2,500.</li> <li>• KPI 18: Increase the number of athlete’s trialing for the Marie Little Shield OAM NSW Team by 10% in 2018 with an increase of 20% by 2020.</li> <li>• KPI 19: Deliver competition and event opportunities for non-traditional markets and our key community partners.</li> <li>• KPI 20: Achieve an increase awareness and participation of all</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous, CaLD and Disability NetSetGO programs were paused due to national review</li> </ul> <p><b>CaLD</b></p> <ul style="list-style-type: none"> <li>• Oceania Cup held in March 17 2018 had 305 participants</li> <li>• Muslim Women’s Association program with Bankstown NA, 20 participants</li> <li>• Lebanese Muslim Association’s Go Active program, 7 schools, 14 teams and over 200 participants</li> <li>• Western Sydney Sports Festival, Fast5 tournament, 5 teams and 35 participants</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>• Disability Gala Days: 9 events with 805 participants</li> <li>• Marie Little Shield, 19 participants attended trials. MLS team won the gold medal for the 4<sup>th</sup> consecutive year in October.</li> <li>• Partnership with Sport NSW to deliver Activate Inclusion days for participants with disabilities across NSW.</li> </ul>

Strategy / KPI	Status October 2018
NNSW Participation Products into CALD, Disability and Indigenous communities annually.	<ul style="list-style-type: none"> <li>Starting conversations with Deaf Netball and Special Olympics</li> </ul> <p><b>Indigenous</b></p> <ul style="list-style-type: none"> <li>Koori Games ongoing partnership with Office of Sport</li> <li>KARI Foundation partnership looking to run Fast5 knockout competition early 2019</li> <li>KARI Unity Day Activation, 95 participants</li> <li>Reconciliation Action Plan (RAP) work commenced</li> </ul>

## Our Community

### Goal 3 – Build capacity of our volunteer workforce

Strategy / KPI	Status October 2018
<p><b>3.1 Increase the quality and depth of the netball officials workforce.</b></p> <ul style="list-style-type: none"> <li>KPI 21: 550 umpires obtain accreditation annually.</li> <li>KPI 22: 10 state bench officials obtain accreditation annually.</li> <li>KPI 23: 5 National bench officials obtain accreditation annually.</li> <li>KPI 24: NNSW Umpires &amp; Bench Officials are strongly represented at SSN &amp; National Level.</li> <li>KPI 25: Selected umpires provided opportunity to participate in medical screening and Strength &amp; Conditioning Program.</li> </ul>	<ul style="list-style-type: none"> <li><b>The NetEd Umpire program</b> The 2018 program was very successful with numbers across every region increased from 2017. In 2017 there were 132 participants across the seven regions, in 2018 there were 312! We are currently preparing the 2019 program.</li> <li><b>National Badges</b> The following badges have been awarded in 2018 (YTD): 505 x National C / 86 x National B / 3 x National A (2 of the 3 National A recipients were registered with Regional associations; Newcastle &amp; Orange). Bronwen Adams was awarded her IUA, Tara Warner had her IUA endorsed.</li> <li><b>Online E-Learning Course</b> The following numbers represent the completed courses in 2018 (YTD): 1654 x Foundation Umpiring Course/ 4353 x Rules of Netball Exam</li> <li><b>Umpire professional development</b> Tamara Welsford &amp; Tayla Favell were included in the 2018/19 Netball Australia Emerging Talent Program. Tier 1 umpires continued their professional development by committing to coach umpires at State and State Age championships. Each umpire committed to one day at either Championship. The Umpire workforce increased in 2018, allowing a larger number of experienced umpires to present sessions / courses around NSW. The Rookies Camp was reintroduced in 2018, allowing newly badged C umpires to gain professional development in a structured learning environment. 2019 Camps for B, C &amp; Rookies have been scheduled.</li> <li><b>Bench Officials</b> The following accreditations have been awarded in 2018 (YTD): 5 x State / 6 x National</li> <li><b>Online E-Learning Course</b> The following numbers represent the completed courses in 2018 (YTD):</li> </ul>

Strategy / KPI	Status October 2018
<p><b>3.2 Increase the quality and depth of the netball coaching workforce.</b></p> <ul style="list-style-type: none"> <li>• KPI 26: 1,000 coaches obtain Foundation Coaching Accreditation.</li> <li>• KPI 27: 200 coaches obtain Development Coaching Accreditation.</li> <li>• KPI 28: 75 coaches obtain Intermediate Coaching Accreditation.</li> <li>• KPI 29: 10 coaches obtain Advanced Coaching Accreditation.</li> <li>• KPI 30: 3 coaches obtain Elite Coaching Accreditation.</li> </ul>	<p>170 Bench officials education course</p> <ul style="list-style-type: none"> <li>• <b>The NetEd coaches program</b> has started within Regional NSW with each Region confirming their dates at the conclusion of 2017. In 2018, the program continued with the successful format of 2017; a foundation accredited level coach and not accredited coach session and a development level accredited coach and above session. This has allowed tailor made programs to suit the competency of the learner in each of the 3 hour sessions. A positive increase of attendance in 2018 YTD: 232 coaches in attendance</li> <li>• <b>National Accreditation</b> The following accreditations have been awarded in 2018 (YTD): 945 x Foundation / 181 x Development / 58 x Intermediate / 2 x Advanced / 6 x Elite</li> <li>• <b>Online E-Learning Course</b> The following numbers represent the completed e learning coach education in 2018 (YTD): With NSW leading the country in many of these figures 122 x Coaching our Way – Player Centred/ 4,201 x Rules of Netball Exam / 62 x Mentoring / 21 x Club Champions/ 39 x Expect Respect Community/ 56 x Netball Inclusion / 125 x Select for Success / 29 x Expect Respect - Youth</li> <li>• <b>Insiders Coach Workshops</b> The Insiders series coach development workshop was once again successful with over 100 people in attendance</li> </ul>
<p><b>3.3 Drive volunteer recruitment, engagement and retention.</b></p> <ul style="list-style-type: none"> <li>• KPI 31: Volunteer Management Plan is promoted and provided to Associations and outcomes are reported.</li> <li>• KPI 32: Non-Player Membership registrations rise by 3% annually.</li> <li>• KPI 33; Four Association Volunteer Workforce Case studies are completed annually.</li> <li>• KPI 34: Volunteer Recognition Function is held.</li> </ul>	<p>Resources have been developed for Associations to use that will be housed on the NNSW website, which will be rollout with the Beyond the Court program.</p> <p>Non Player (Coaches, Umpires, Volunteers etc.) registration types experienced slight increase in 2018 when compared with 2017 figures.</p>

## Our Business

### Goal 4 – Lead the strategic direction of Netball NSW.

Strategy / KPI	Status October 2018
<p><b>4.1 Strong governance principles and best practice management models are developed and supported.</b></p> <ul style="list-style-type: none"> <li>• KPI 35: Quarterly Governance Board sub-committee meetings to be held.</li> <li>• KPI 36: The organisational Governance and corporate structure is reviewed annually by the governance and Audit and Risk sub-committees and a report be prepared for the full board.</li> <li>• KPI 37: The staff organizational structural is reviewed twice per annum by the CEO with a report to be provided to the Performance and Remuneration Committee.</li> </ul>	<p>Governance Sub Committee meetings have been held at Genea Netball Centre on 19th June, 3<sup>rd</sup> July, 16 August and 11 September 2018</p> <p>Netball NSW has recently received a report from Netball Australia where PWC were engaged to conduct a whole-of-sport operating model review, covering governance, organisational structures and business processes. NNSW are currently reviewing and discussing this report at Board and management level and also with Netball Australia.</p> <p>As part of the 2019 budget finalisation the NNSW staff structure for 2019 is also being reviewed.</p>
<p><b>4.2 Implement workforce planning requirements to grow the sport by building an environment that values and engages employees.</b></p> <ul style="list-style-type: none"> <li>• KPI 38: Develop a Workforce Business Plan by 30 June 2018.</li> </ul>	<p>A draft HR Business Plan has been developed. It includes:</p> <ul style="list-style-type: none"> <li>• Recruitment and Onboarding</li> <li>• Policies and Procedures</li> <li>• Workforce Planning</li> <li>• Org structure</li> <li>• Employee Separation</li> <li>• Employee Engagement and Wellbeing</li> <li>• HR Record Keeping &amp; Compliance.</li> </ul>
<p><b>4.3 Develop efficient financial systems and manage a positive culture to risk.</b></p> <ul style="list-style-type: none"> <li>• KPI 39: Quarterly Audit Board Sub-Committee meetings and Risk and Strategy Board Sub-Committee Meetings are held.</li> <li>• KPI 40: Risk Register dashboard to be provided for each Board Meeting.</li> <li>• KPI 41: Provide Monthly Financial Reports by no later than working day 10 the following month.</li> <li>• KPI 42: Annual review of all financial systems including online systems to be provided for the</li> </ul>	<p>An Audit &amp; Risk Board Sub-committee meeting was held on 13 February 2018. After that meeting, the sub-committee was disbanded and 2 new sub-committees were formed (Audit Sub-Committee and Risk &amp; Strategy Sub-Committee).</p> <p>Audit Board Sub-Committee meetings have been held on the following dates:</p> <ul style="list-style-type: none"> <li>• 31 July 2018</li> <li>• 28 September 2018</li> </ul> <p>Risk and Strategy Board Sub-Committee Meetings have been held on the following dates:</p> <ul style="list-style-type: none"> <li>• 28 May 2018</li> <li>• 05 September 2018</li> </ul> <p>Independent risk management review currently underway by Adam Berryman (V-Insurance) and Adam presented to the Risk &amp; Strategy Committee on 5 September 2018. Netball NSW is now considering using the V-Insurance risk management online system for reporting, with a decision expected by the end of the year.</p>

Strategy / KPI	Status October 2018
<p>review of the Audit Committee and external Auditors.</p> <ul style="list-style-type: none"> <li>• KPI 43: Maintain a rolling 3 year cash flow for the business of Netball NSW.</li> </ul>	<p>Financial Reporting KPI timelines and an updated 3 year rolling cash-flow KPI for the business have not always been met in 2018 due to staff leave and with the Finance Manager role not yet having been replaced (Vacant since July 2018).</p> <p>The annual review of all financial systems and online systems has been postponed to 2019.</p>

## Our Business

### Goal 5 – Drive business opportunities to enhance our sport.

Strategy / KPI	Status October 2018
<p><b>5.1 Maximise Revenue Growth for Netball NSW, GIANTS Netball and the NSW Swifts.</b></p> <ul style="list-style-type: none"> <li>• KPI 44: Achieve budgeted year-on-year revenue growth in Netball NSW and SSN sponsorship and merchandise</li> <li>• KPI 45: Achieve year-on-year revenue growth in SSN membership and ticketing including achievement of annual budget targets</li> <li>• KPI 46: By 2020 ensure Netball NSW's SSN Operations are financially self-sustaining,</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst the consolidated sponsorship and merchandise budget for 2018 is unlikely to be achieved, growth of \$370K on the 2017 result is forecasted.</li> <li>• Smaller one year partnerships were signed including Carnival Cruises, Chobani, Modi Bodi, American Tourister (contra only) and Printhe (contra only)</li> <li>• Whilst the SSN membership and ticketing budget for 2018 is unlikely to be achieved, growth of \$220K on the 2017 result is forecasted.</li> <li>• Netball NSW is still working towards KPI 46 with regards to the financial sustainability of its SSN Operations. The NSW Swifts strengthened partnership with the Sydney Swans plus the possibility of government backed improved indoor stadia arrangements and the current Netball Australia Operating Model review are all developments that will assist in the achievement of this KPI.</li> </ul>
<p><b>5.2 Identify business growth opportunities based on extensive research.</b></p> <ul style="list-style-type: none"> <li>• KPI 47: Provide twice yearly reports on business commercial growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• We will receive our SSN Team specific reports from Nielsen in mid-October inclusive of property/partner media values which will help us with our sales opportunities moving forward. Additionally we are working with Lauren Woods on her facilities research strategy to see how that can assist in providing more information around our participants which can be used to assist in acquiring new partners.</li> </ul>
<p><b>5.3 Drive revenue growth and profitability.</b></p> <ul style="list-style-type: none"> <li>• KPI 48: Achievement of annual budget including revenue targets set</li> <li>• KPI 49: Maximise Usage of Genea Netball Centre and grow revenue year-on-year</li> <li>• KPI 50: Benchmark the financial performance of Netball NSW against other Member Organisations and SSN Franchises and rival sporting codes at least annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst Netball NSW is on track to record a small profit in 2018 it is unlikely to achieve the budgeted profit level of \$225,932 primarily due to less than anticipated SSN commercial revenues (sponsorship, ticketing and membership).</li> <li>• Genea Netball Centre (GNC) is on track to record 250,000 facility users and visitors in 2018 and revenue for GNC has grown again this year and surpassed the \$1 million mark for the first time.</li> <li>• NNSW completed a financial benchmarking exercise in June of the other large State Netball member organisations.</li> </ul>

## Our Business

### Goal 6 – Deliver the business model through effective business planning

Strategy / KPI	Status October 2018
<p><b>6.1 Enhance technology and information systems that expand our business.</b></p> <ul style="list-style-type: none"> <li>• KPI 51: Implement a digital workflow system by 30 June 2018 to streamline the administration of the NNSW finance system.</li> <li>• KPI 52: Investigate opportunities to have a consolidated business-wide CRM system.</li> </ul>	<p><b>KPI 51</b></p> <ul style="list-style-type: none"> <li>• Part 1 (corporate credit cards and reimbursements) The Concur Expense system has been implemented successfully.</li> <li>• Part 2 (Purchase Orders) Implementation of Concur Invoice has begun, with this component not expected to be completed until 2019.</li> </ul> <p><b>KPI 52</b></p> <ul style="list-style-type: none"> <li>• Discussions are ongoing in related to a consolidated business-wide CRM system. The Salesforce system will be trialed in 2019.</li> </ul>
<p><b>6.2 Have a digital focus to drive engagement with new and existing audiences.</b></p> <ul style="list-style-type: none"> <li>• KPI 53: Undertake a review and an improvement scoping exercise of the Netball NSW websites and digital assets during 2018</li> <li>• KPI 54: Develop a data acquisition plan and achieve a consolidated cleansed database of 200,000 members, participants and customers.</li> </ul>	<p><b>Website:</b></p> <ul style="list-style-type: none"> <li>• Currently updating NNSW, Premier League and Genea Netball Centre websites.</li> <li>• Limitations with NNSW still on an old Netball Australia framework.</li> <li>• Premier League and Genea Netball Centre to include new branding.</li> </ul> <p><b>Netball NSW websites and digital assets review:</b></p> <ul style="list-style-type: none"> <li>• The Netball Australia and MO "Data Working Group" will continue to look at website options for across the industry whilst Netball NSW will also continue to scope the best way to improve the functionality of our websites.</li> <li>• Post the SSN Season a major project for the Communications Team will be to update and clean the current websites so they provide a better consumer experience within their current format.</li> </ul> <p><b>Cleansed database :</b></p> <ul style="list-style-type: none"> <li>• Online registration process (2018) is resulting in more accurate, higher volumes of participant contact details to date.</li> <li>• Currently reviewing SSN and Netball NSW customer databases, to include only active records to understand true database size/audience.</li> </ul>

## Our Pathways

### Goal 7 – Pathways are inclusive, innovative and connected

Strategy / KPI	Status October 2018
<p><b>7.1 Support relevant external programs and service delivery partners that underpin Netball NSW pathways.</b></p> <ul style="list-style-type: none"> <li>• KPI 55: Support competition opportunities for the Regional</li> </ul>	<ul style="list-style-type: none"> <li>• NNSW is supporting the following RAS competitions/events Academy Games, Academy Challenges, High Performance Camp</li> <li>• NNSW co-ordinated the Academy Challenge, held in Orange in September with the support of WRAS. Feedback from coaches and athletes was overwhelmingly positive. The 3 day Challenge achieved several goals including: Coach mentoring. A minimum of 2 coaches from each Academy</li> </ul>



Strategy / KPI	Status October 2018
<p>Academy of Sport (RAS) Programs at Academy and NIB Games.</p> <ul style="list-style-type: none"> <li>• KPI 56: Provide technical and personal development of all athletes within RAS programs.</li> <li>• KPI 57: Conduct and support athlete, umpire and coach education within RAS.</li> <li>• KPI 58: Ensure RAS comply with all agreed KPI's in accordance with the MOU between the RAS and Netball NSW and provide reports as directed.</li> </ul>	<p>received immediate, written feedback from mentors - Anita Keelan, Maria Lynch and Lenore Blades. Umpire and Officials mentoring – Chris Hall coordinated umpire mentoring and Nikki Welsford coordinated Manager education sessions and mentoring. Abbey McCulloch joined Anita and Maria to undertake systematic Athlete Talent Identification of the 17/U age group leading into NSW trials.</p> <ul style="list-style-type: none"> <li>• Coaches were identified at Academy Challenge to be a part of the Tier 2 Talented Coach Program – providing ongoing education</li> <li>• During the Academy Challenge NNSW was successful in facilitating the accreditation of a Regional Academy of Sport Head Coach with her Elite Coaching accreditation. Two National B badges were awarded and two national C Badges were awarded.</li> <li>• NNSW has distributed to all RAS programs an Individualised Athlete Performance Plan (IAPP) and is encouraging all RAS programs to utilise this as a measure of technical and tactical development of all players as well as forging closer links with Association coaches. The IAPP's were reviewed during the Academy Challenge and each coach was encouraged to speak to each athlete about this and their Academy experience during the challenge.</li> <li>• NNSW has distributed a load management diary and is encouraging all RAS programs to monitor the load of all players to maximise development and minimise the risks of injury and illness.</li> <li>• NNSW has distributed the revised NA Core Curriculum of Skills and is encouraging all RAS programs to follow.</li> <li>• A \$12,000 Women Leadership in Sport Grant from the ASC has enabled NNSW to increase focus on RAS coach development.</li> <li>• NNSW hosted a weekend workshop for RAS coaches. The goal of the Program was to significantly increase leadership abilities in RAS coaches and provide them with the confidence and skills to develop both the technical and personal development of athletes.</li> <li>• The Workshop was overwhelmingly positive. Presenters included Kerry Turner &amp; Julia Symons. Mentor coaches Ali Broadbent, Colleen Mitchell, Jaqua Heddle, Megan Anderson, Lenore Blades, Amber Cross and Nardia McDonald gave practical guidance to the coaches. Abbey McCullough was thought provoking talking about coaching from an athletes perspective and Anita Keelan shared her coaching wisdom and experience.</li> <li>• Following the Workshop, NNSW has followed up with a distribution of coaching resources and provided workshops and sessions at the Academy Challenge.</li> <li>• NNSW has streamlined the MOU and reporting processes with a goal to ensure all RAS programs have a clear understanding of NNSW guidelines and expectations and that NNSW has a concise outline of the support we will provide.</li> <li>• In 2018 an increase in NNSW financial support of the RAS programs will be equalled by an increase in the expectation of a professional and effective program delivery.</li> </ul>
<p><b>7.2 Provide a range of competitions that provide competitive opportunities and support</b></p>	<ul style="list-style-type: none"> <li>• The Competitions Framework has been adopted by the NNSW Board. Further work is currently being undertaken regarding Host Venues for major NNSW competitions.</li> </ul>

Strategy / KPI	Status October 2018
<p><b>pathways for athletes, coaches and officials.</b></p> <ul style="list-style-type: none"> <li>• KPI 59: Management to prepare a response and indicative 3 Year Business Plan on the recommendations from the Competitions Framework Review by 31 July 2018.</li> </ul>	<ul style="list-style-type: none"> <li>• In 2019 Netball NSW the following Representative Competitions will take place: <ul style="list-style-type: none"> <li>Premier League – Genea Netball Centre</li> <li>Metro League – Genea Netball Centre</li> <li>Masters State Titles (inc. Social Masters) – Tamworth Netball Assn</li> <li>Senior State Titles – Campbelltown NA and Camden NA</li> <li>Junior State Titles – Baulkham Hills Shire NA and Penrith &amp; District NA</li> <li>Summer Series – NID/ Fast5/ Development League – Genea Netball Centre -</li> <li>The Final Competition format to be determined following a review of the 2018 Competitions</li> </ul> </li> </ul>

## Our Pathways

### Goal 8 – Deliver sustainable programs to secure high performing athletes, coaches and officials

Strategy / KPI	Status October 2018
<p><b>8.1 Continual identification and development of NSW athletes.</b></p> <ul style="list-style-type: none"> <li>• KPI 60: Completion of the Pathways Review by May 2018</li> <li>• KPI 61: develop robust, athlete talent identification process, recruitment and establish retention structures and policies.</li> <li>• KPI 62: Develop and deliver a best practice training environment to ensure the success of Netball Teams and athlete selection in National teams.</li> <li>• KPI 63: (20) NSW Athletes with SSN contracts and (15) NSW Athletes on NSW Swifts/GIANTS Netball rosters.</li> </ul>	<ul style="list-style-type: none"> <li>• The Pathways Review and Recommendations Report is complete and provides a platform of research based findings for the Pathways Unit to formulate a Strategy 2019 – 2022.</li> <li>• A Strategy is currently being formulated with 3 cornerstone objectives: 1) Connect and align with partners to deliver a vision that is innovative and inclusive. 2) Create and drive a winning culture that has long term, holistic, positive athlete growth at the centre of all we do. 3) Promote a culture that acknowledges and supports the critical role of coaches, support staff, umpires and officials. This Strategy along with a Culture Statement and Athlete Pathway Framework will create an action plan with measurable, achievable and observable goals and will enable NNSW the opportunity to communicate with partners to optimise unified delivery of NNSW vision.</li> <li>• Strategies that have already been implemented in 2018 working towards the long term goal of delivering a best practice training environment and maximising performance include: <ul style="list-style-type: none"> <li>• Talent Squad sessions and Regional Talent Squad sessions. These sessions have been led by many of NSW's most experienced coaches and have provided more than 100 athletes with access to several sessions of coaching excellence in the lead up to State Team Trials.</li> <li>• A focus on harnessing and developing the athlete potential residing in regional NSW to add to depth of player pool.</li> <li>• A Stronger Communities grant has enabled indigenous coach and player development in rural and remote regions. An indigenous athlete and coach development camp is planned in November following the Koori Games.</li> <li>• Systemised talent ID at State Age, State Champs, School carnivals leading to additional inclusions of athletes in both the Talent Squad and Regional Talent Squads.</li> <li>• NNSW partnership with the seven NSW Sports High Schools providing a further avenue for talent ID and coach development. A second gala day is organized for November.</li> </ul> </li> </ul>

Strategy / KPI	Status October 2018
	<ul style="list-style-type: none"> <li>• Sydney Netball Academy and for the first time in 2018, the SNA Training Squad providing opportunities for athlete development and monitoring. SNA was successful in winning the Academy Challenge in Orange.</li> <li>• Phase 1 -17 U State Team Trials will again be held in 3 regional areas in addition to a Sydney trial.</li> <li>• Final phase of selections will be held as as a three day selection camp prior to naming team with an aim of optimising player selection.</li> <li>• A Strength and Conditioning Intern will work with both the State Teams and the Talent Squads with a goal that NSW athletes are stronger, fitter, faster and more resilient to injuries. The plan will be to provide all Pathway athletes with consistent, progressive and individualised strength and conditioning programs.</li> </ul>
<p><b>8.2 Identify and continually develop coaches, officials and support staff within the high performance pathway.</b></p> <ul style="list-style-type: none"> <li>• KPI 64: Report annually on the success and progress of this activity.</li> </ul>	<p>NNSW recognises that coaches and umpires are central to all netball experiences. It is the coach who plays a major role in making sport a positive experience—or not. For Pathway Programs to be successful NNSW must raise the overall quality and depth of coaching, recognising that short term campaigns must be supplemented by coaching excellence at Associations, Academies and Franchises level.</p> <ul style="list-style-type: none"> <li>• The Targeted Coach Program (TCP) is being implemented in 2018/19 with a specific objective to challenge, support and maximise the performance of 10 coaches that have the potential to be leaders in the NNSW Talent and Elite Pathway. The TCP will be led by Australian coach legend Jill McIntosh and will provide selected coaches with the opportunity to: Establish an individualised coach performance plan that sets goals and measures progress, attend workshops to stimulate learning, innovation and improved performance, receive individual mentoring in sessions and match play, focus on a player centred approach, understanding the athlete, maximising their performance and developing them as a whole person.</li> <li>• Increased coach education forums have been provided in 2018 with a goal of increasing numbers of knowledgeable, motivated and effective coaches. It is a major goal in 2019 to increase access to education forums for coaches.</li> <li>• NNSW hosted a follow up forum for Premier League coaches. From a HP perspective, the presentation was positive in providing coaches information from NA and increasing communication about player load management and focus of development.</li> <li>• A major project set for completion by the end of 2018 is a Coach and Player pathway Resource – This will be a series of user friendly booklets to support coaches, inform players and align Netball NSW Pathway Programs. The booklets will hero NSW players and coaches and define a clear NSW pathway culture. They will draw on existing information and research.</li> <li>• An application for a Sport Development Grant has been submitted. If successful with this grant NNSW will undertake a series of Coach, Mentor and Umpire Education workshops.</li> </ul>
<p><b>8.3 Be the most successful on-court Netball organization in the world</b></p> <ul style="list-style-type: none"> <li>• KPI 65: NSW State Teams placed either 1st or 2nd at the 19 &amp; Under</li> </ul>	<ul style="list-style-type: none"> <li>• 2018 National Championships - Coaches, players and NNSW staff supporting the state teams are all in agreement that NSW placing 3<sup>rd</sup> and 5<sup>th</sup> at 2018 Nationals was an unsuccessful performance outcome.</li> <li>• There were, however, several areas of the campaign that provided markers of success. Coaches provided a positive, growth culture that enabled each</li> </ul>

Strategy / KPI	Status October 2018
<p>and 17 &amp; Under National Championships.</p> <ul style="list-style-type: none"> <li>• KPI 66: NSW Waratahs and Canberra GIANTS finish in the ANL top 4 each year.</li> <li>• KPI 67: NSW Swifts and GIANTS Netball finish in the SSN Top 4 each year.</li> <li>• KPI 68: NSW Swifts and GIANTS Netball win two titles in aggregate in the next five years.</li> </ul>	<p>player to develop both on and off the court. Player surveys show an overwhelmingly positive response to the campaign.</p> <ul style="list-style-type: none"> <li>• In a further positive 2018 Netball Australia recognised the individual talent in NSW and selected 14 players into Australian squads (17U, 19U and tall). A further 5 NSW athletes were ratified by NA and offered NSWIS scholarships. In 2018/19 - 10 NSW players are first time NSWIS scholarship holders.</li> <li>• Both the NSW Waratahs and the Canberra GIANTS teams finished in the Deakin University Australian Netball League Top 4 with the Canberra GIANTS finishing runners-up and the NSW Waratahs winning the playoff for third place.</li> <li>• GIANTS Netball won the SSN minor premiership in 2018 and bowed out in the preliminary final with the NSW Swifts finishing in sixth place.</li> </ul>

## Our Pathways

### Goal 9 – Build a high performance culture based on success, respect and excellence.

Strategy / KPI	Status October 2018
<p><b>9.1 Embrace and develop a winning culture on and off the court.</b></p> <ul style="list-style-type: none"> <li>• KPI 69: Ensure the values of the organization and a best practice approach are espoused by all staff and players.</li> <li>• KPI 70: Supportive Administration which provides maximum support to create an environment which assists the coaches to manage the program and carry out their jobs effectively.</li> <li>• KPI 71: A Holistic approach to athlete development including a balance between the sport and non-sport (education, career, social, family) aspects of their lives.</li> </ul>	<ul style="list-style-type: none"> <li>• NNSW continues to provide professional development opportunities for staff.</li> <li>• We have been successful in gaining funding to provide Personal Excellence support to SSN athletes for 2019.</li> <li>• All athletes in NSW SSN teams and pathways programs have completed an induction which includes information on player welfare, code of behaviours and expectations</li> <li>• Management Staff and Team Staff are provided with opportunities for Professional Development these include courses such as Leadership and the AIS Mental Health for Athletes Workshop</li> <li>• The introduction of the State Pathway's Manager position has provided more administration support to coaches and athletes in the NSW pathway. The Pathways Review will provide further information regarding resource support</li> <li>• SSN General Managers and Team Staff work closely with contracted athletes to provide support in regards to providing a balance between sport and non-sport.</li> </ul>
<p><b>9.2 NSW teams are recognised and respected as leaders within the field of Netball and meet KPI's and benchmarks set by Netball Australia and the Australian Sports Commissions:</b></p> <ul style="list-style-type: none"> <li>• KPI 72: The General Managers of the NSW SSN Teams and the State Pathways Manager to provide an annual report to the CEO on status of this standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Post Nationals report provided to the CEO and post SSN reports and benchmarking completed.</li> </ul>

Strategy / KPI	Status October 2018
<p><b>9.3 The quality of training facilities, sports science and medical support for NSW Teams is Industry best practice:</b></p> <ul style="list-style-type: none"> <li>• KPI 73: The General Managers of the NSW SSN Teams and the State Pathways Manager to provide an annual report to the CEO on status of this standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning post the Pathways review includes strategies to provide more support services to pathway athletes including Strength and Conditioning.</li> <li>• NNSW will also gather the relevant information and evidence regarding best practise/benchmarking to measure against for the basis of the reporting</li> </ul>

## Our Brand

### Goal 10 – Drive the depth and breadth of participation and fan engagement

Strategy / KPI	Status October 2018
<p><b>10.1 Develop marketing and PR plan for participation growth across player, coaches, officials and volunteers.</b></p> <ul style="list-style-type: none"> <li>• KPI 74: Marketing and PR Plan to be developed by 30 June 2018.</li> </ul>	<p>Brand:</p> <ul style="list-style-type: none"> <li>• All brand guidelines across business are up to date.</li> <li>• Logo's for all competition to be updated for 2019 if they weren't in 2018 and aligned to brand guidelines.</li> </ul>
<p><b>10.2 Implement marketing and crowd build strategies to maximize attendances at SSN games, with a match day experience delivered which is valued to drive repeat purchases.</b></p> <ul style="list-style-type: none"> <li>• KPI 75: Develop marketing and attendance growth strategies by 28 February 2018.</li> <li>• KPI 76: Achieve the highest ranking in the annual SSN league-wide member and fan survey.</li> </ul>	<p><b>NSW Swifts</b></p> <ul style="list-style-type: none"> <li>• 2720 members in 2018 v 2279 members in 2017 which represents a 20% increase in overall membership numbers</li> <li>• Introduction of 3 Game memberships allowed more people to experience SSN, representing 32% of all members</li> <li>• Ladies in Red upgrade offer introduced for current members to increase engagement with the club through exclusive access opportunities and special offers</li> </ul> <p><b>GIANTS Netball</b></p> <p>GIANTS finished the 2018 season with 3,137 Members in total. This is a growth of 26% from 2017.</p> <p>New initiatives in 2018 that saw this increase is membership numbers included:</p> <ul style="list-style-type: none"> <li>• 3 Game membership replaced the Sydney Olympic Park package in 2018. This was a more affordable option for those who couldn't attend every game (22% of Members held this package in 2018).</li> <li>• This change also saw a large increase in Members upgrading to the Full Season package for 2018 (57% in 2018 compared to 22% in 2017)</li> <li>• Introduction of GIA'S GIANTS – a junior membership package that could be purchased as an add-on or stand-alone package for juniors between 5 – 15.</li> </ul>

Strategy / KPI	Status October 2018
<p><b>10.3 Connecting the elite and participation by creating hero's and traditions.</b></p> <ul style="list-style-type: none"> <li>• KPI 77: Marketing and communications initiative to be developed to achieve this activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement strategies with visits to NetSetGO centres, half time NetSetGo participants at SSN games - working group of MO's and Netball Australia has been developed to have a stronger national approach in 2019.</li> </ul>

## Our Brand

### Goal 11 – Expand relationships with partners to maximise opportunities for long term growth of the sport.

Strategy / KPI	Status October 2018
<p><b>11.1 Build and retain relationships with key organisations and commercial partners.</b></p> <ul style="list-style-type: none"> <li>• KPI 78: Continued and sustained revenue growth from corporate and government partnerships.</li> <li>• KPI 79: Retain 80% of existing sponsors over the next 12 months .</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate and government partnerships remain strong and further revenue growth has been achieved in 2018 as per item 5.1</li> <li>• Upcoming renewals include Hawaiian Airlines, Bioglan, Sydney Boulevard Hotel, Skins, Darrell Lea, The Kid's Cancer Project, Elastoplast, Wynstan, Sydney Swans, ACPE, Tafe NSW, BBX, Castlereagh Imaging, Brokenwood and Finish with the Right Stuff</li> <li>• We have recently sent out a survey to all of our partners to measure our service levels and to identify areas for improvement, as well as providing a benchmark for future years.</li> </ul>
<p><b>11.2 Develop new commercial opportunities across the business to optimize revenue.</b></p> <ul style="list-style-type: none"> <li>• KPI 80: All Netball NSW departments to look at opportunities for innovation and the expansion of existing business revenue streams.</li> </ul>	<ul style="list-style-type: none"> <li>• New commercial properties have been identified for 2019 including the sponsorship of the Swifts Fan Zone and additional branded areas on the match dresses (shoulder straps)</li> <li>• Currently exploring opportunities with OVO, a mobile company, for streaming of grassroots netball (in particular Premier League) to provide greater commercial opportunities. We are discussing with Netball Australia what can and can't be done given the Telstra arrangement.</li> </ul>

## Our Brand

### Goal 12 – Drive our brand through the use of innovative communication platforms.

Strategy / KPI	Status October 2018
<p><b>12.1 Deliver contemporary digital media platforms to promote netball.</b></p> <ul style="list-style-type: none"> <li>• KPI 81: Minimum 10% growth across all digital platforms annually (SWIFTS and Netball NSW).</li> <li>• KPI 82: Minimum 10% growth across all digital platforms annually (GIANTS Netball and Netball NSW).</li> </ul>	<ul style="list-style-type: none"> <li>• Steady growth continues across all digital platforms.</li> <li>• Giants digital platforms Facebook: 19,526, 19% growth 2018 Instagram: 22,570, 62% growth 2018 Twitter: 1,457, 44% growth 2018 Youtube: 553, 168% growth 2018</li> <li>• Swifts digital platforms Facebook: 33,745, 6.3% growth 2018 Instagram: 33,440, 19% growth 2018</li> </ul>



## 8.4 Appeals Tribunal Report – 2018 Competitions

### 8.4.1 2018 State Championships

The Appeals Tribunal met on 2 May 2018 to consider the appeals that were lodged.

The Appeals Tribunal members that heard these appeals on 2 May were: Rachael Sutton (Chair), Di Bills, Jo-Anne Perry, Lyn Burgess

<b>Appeal 1</b>	Kurri Kurri Netball Association	Opens - Move from Division 1 to Division 2	Decision: Dismissed
<b>Appeal 2</b>	Quirindi Netball Association	Opens - Move from Division 1 to Division 2	Decision: Dismissed
<b>Appeal 3</b>	Westlakes District Netball Association	17s - Move from Championship Division 1 to Division 2	Decision: Upheld
<b>Appeal 4</b>	Orange Netball Association	17s - Move from Division 2 to Division 1	Decision: Upheld
<b>Appeal 5</b>	Lismore Netball Association	17s - Move from Division 1 to Division 2	Decision: Upheld
<b>Appeal 6</b>	Coffs Harbour Netball Association	17s - Move from Division 2 to Division 3	Decision: Dismissed

### 8.4.2 2018 State Championships Second Round Appeals

2nd Round Appeals were heard on 15 May 2018, to consider appeals that were lodged due to movement of Associations following the 1st round appeals.

The Appeals Tribunal members that heard these appeals on 15 May were: Rachael Sutton (Chair), Di Bills, Jo-Anne Perry, Kim Higgins

<b>Appeal 1</b>	Maitland Netball Association	17s - Move from Championship Division 1 to Division 2	Decision: Dismissed
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### 8.4.3 2018 State Age Championships

The Appeals Tribunal met on 29 May 2018 to consider the appeals that were lodged.

The Appeals Tribunal members that heard these appeals were: Rachael Sutton (Chairperson), Jo-Anne Perry, Lyn Burgess, Tracey Chalk

<b>Appeal 1</b>	Charlestown Netball Association	12s - Move from Division 1 to 2	Decision: Dismissed
<b>Appeal 2</b>	Coffs Harbour Netball Association	12s - Move from Division 2 to 3	Decision: Dismissed
<b>Appeal 3</b>	Grafton Netball Association	12s - Move from Division 3 to 4	Decision: Dismissed
<b>Appeal 4</b>	Lakeside Netball Association	12s - Move from Division 1 to 2	Decision: Dismissed
<b>Appeal 5</b>	Gosford Netball Association	12s - Move from Division 2 to 1	Decision: Dismissed
<b>Appeal 6</b>	Coffs Harbour Netball Association	13s - Move from Division 2 to 3	Decision: Dismissed
<b>Appeal 7</b>	City of Sydney Netball Association	13s - Move from Division 2 to 3	Decision: Dismissed



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<b>Appeal 8</b>	Grafton Netball Association	13s - Move from Division 3 to 4	Decision: Appeal withdrawn
<b>Appeal 9:</b>	Gosford Netball Association	13s - Move from Division 2 to 1	Decision: Dismissed
<b>Appeal 10</b>	Mudgee District Netball Association	13s - Move from Division 3 to 4	Decision: Dismissed
<b>Appeal 11</b>	Port Stephens Netball Association	13s - Move from Division 3 to 4	Decision: Dismissed
<b>Appeal 12</b>	Tumut Netball Association	14s - Move from Division 4 to 3	Decision: Upheld
<b>Appeal 13</b>	St George Netball Association	14s – Move from Division 2 to 1	Decision: Dismissed
<b>Appeal 14</b>	Mount Druitt Netball Association	15s - Move from Division 3 to 4	Decision: Upheld
<b>Appeal 15</b>	Muswellbrook Netball Association	14s - Move from Division 2 to 3	Decision: Dismissed

### 8.4.4 2018 State Age Championships Second Round Appeals

The Appeals Tribunal met on 13 June 2018 to consider the 2nd round appeals that were lodged.

The Appeals Tribunal members that heard these appeals were: Rachael Sutton (Chairperson), Di Bills, Jo-Anne Perry

<b>Appeal 1</b>	Wollondilly Netball Association	13s - Move from Division 3 to 4	Decision: Dismissed
<b>Appeal 2</b>	Mount Druitt Netball Association	12s - Move from Division 2 to 3	Decision: Dismissed

### 8.4.5 2018 Night Inter-District

No Appeals received.

I would like to take this opportunity to thank the Appeals Tribunal members as well as the Chair, Rachael Sutton for their commitment.

**Claire Dale**

Competitions Manager

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