

# ANNUAL REPORT 2019







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# CHAIRPERSON'S REPORT



**DEANE PIETERS**

At West Coast Fever, we have the vision to be the best elite netball club on-and-off the court, while working within our purpose of inspiring and making you proud. These two statements are set on the foundations of the five pillars of our strategic plan, the first being performance.

We don't shy away or hide from the fact that our on-court performance during the 2019 season was not what we set out to achieve at the beginning of the year. However, it's important to note that the belief from the Board couldn't be stronger, and collectively, we have a great sense of trust in the process. We know that Stacey and her team, along with the playing group, are doing everything they can to give our Members, fans and partners, the success they so richly deserve.

The second pillar is our community and fans. We aim to engage, excite and inspire our community through exceptional fan engagement. Our game day experience has been an area of focus for our event delivery team, and the results have been well recognised by our members and fans, as they rate our game day experience a nine out of ten. We continue to be a club that advocates and leads, with 10 strong role models in our squad, whose stories continued to be shared with our passionate community. We have again continued to be prominent in the community through our countless player visits, while our Shooting Stars Ambassadors have worked tirelessly with the program. We were again proud to host Indigenous Round, which doubled as our Shooting Stars Round,

providing everyone the opportunity to celebrate the significant successes the Shooting Stars program is having.

Our partners and alliances, the third pillar, ensure sustainable growth through long term partnerships, exciting events and strategic alliances. In 2019, we welcomed the largest commercial investment in West Australian women's sport history, when the Gold Industry Group joined Netball in Western Australia. This partnership not only saw the Gold Industry Group become an Elite Partner of our Club, but also the Principal Partner of Netball WA and the inaugural Premier Partner of Shooting Stars. We also welcomed Linley Valley Pork and HCF as Major Partners of the Club, as well as new Partners Flight Centre, Michael Page and PKF Perth, as well as a host of new Preferred Suppliers. All our partnerships are not simply transactional, they are developed with our values in mind and are embedded into our day to day business.

The fourth pillar is our people. We have the most committed, loyal, high performing and enthusiastic athletes and staff, with a relationship that is built on respect and support. And here I would like to acknowledge our 10 contracted athletes, train-on athletes, coaching and support staff and wider Netball WA staff, for their tireless work in driving us toward our vision to attract, recruit, develop and retain talented and high performing staff and players. I would also like to make mention of Fran Lawrence, who joined our Board earlier this year. Fran, and the rest of our Directors including Suzanne Ardagh, Chris

Massey, Kylie Chamberlain and Simon Taylor, bring a wealth of knowledge and expertise to their positions.

The fifth and final pillar is business operations. We proudly boast financial strength through growth in key revenue streams that continue to support elite netball operations to achieve our performance outcomes. From a membership perspective, 2019 was a record year, with 3,568 members throwing their support behind the club. A total of 44,699 people attended a West Coast Fever home game last season, as we again made RAC Arena a fortress for our opposition. For the first time we took all seven home games to RAC Arena, thanks to the support of the City of Perth. RAC Arena is the best indoor venue in our State, and the best netball venue in the country. We are incredibly proud to call it home. We have again continued to raise the bar across all areas of the Club, further signifying that West Coast Fever is truly a holistic operation.

As we look forward to 2020, we will continue to strive to inspire and make you proud. We are exploring further opportunities to engage in Asia and the Pacific Rim. We will look to further enhance our fan engagement and community access. We will further develop and nurture our up and coming talent both on-and-off the court with the expansion of our Academy program and we will look to further maximise the return to our partners through the use of technology.

Again, I thank you for your ongoing support of our Club and look forward to seeing you at RAC Arena again in 2020.



## COACH'S REPORT



**STACEY MARINKOVICH**

Being a witness to West Coast Fever's inner sanctum for the last five years, it is evident that each year brings a different set of challenges, new experiences, creates new memories and tests our coaching, our high performance systems and structures, our strategic vision for the club, and the performance of our players both on and off the court.

Whilst the 2019 season did not see the Club reach the heights we desired, there is true optimism in what our future can hold and the plans we put in place are thorough, holistic, realistic and aim to achieve the sustained success we continue to strive for.

When we achieved the heights we did in 2018 it is only natural to have the ambition and desire to go one further. To strive for the ultimate success, to win our first premiership. We had made huge gains in our performance in 2018. Anything short of making finals was not going to be acceptable. Unfortunately, that is the position we found ourselves in, and for everyone involved, it was a hard pill to swallow.

This thinking and this expectation that we drive from within, I believe, reflects how far this club has evolved. We are now a club that demands a standard of play, a game day presentation that is leading, a presence in the netball and broader WA community that is continuously making people proud, and consistently executing in our areas of expertise is demanded and expected. You can only come to this mentality when there is true belief and a true understanding of what we are capable of.

Sport invokes many emotions whether it be from winning, losing, drawing, umpires, opposition performances, individual performances, team selections, skilful play and errors made. Each of the emotions experienced are different to all involved and are reflective of one's perceptions, reality, ambitions and expectations. In 2019, there were areas that we fell short in, areas where consistency evaded us and decision making and execution that did not enable us to earn the right to win.

One of our club's best qualities is that we confront these shortfalls, look them in the eye and then develop a plan to rectify them. We have certainly been reviewing and reflecting those in detail with the focus of ensuring we put plans in place to improve our execution in all areas of high performance both on and off the court. Because we are in an area of high performance, each year we are always quick to review and reflect the areas of improvement and find out what we can do better. But with every gain, we are trying to find a balance in our reflections.

There are also many positive areas that we should acknowledge and take a moment to appreciate the achievements that have been made. The 2019 season saw the debut of two exciting products of the Netball WA pathway with Olivia Lewis playing 20 quarters for the season as a fully contracted player and Sunday Aryang taking the court in Round 3 against Swifts as a replacement player. Alice Teague-Neeld stepped out onto RAC Arena in the Green Dress for the first time and we had three players achieve

their 50 game milestones in Stacey Francis, Ingrid Colyer and Shannon Eagland. Jhaniele Fowler shot her 4000th national league goal making her the most prolific shooter of the competition, finishing the year with 709 goals at 94% accuracy.

We have a strategic vision of being a team that consistently finishes in the top four and delivers a premiership to Western Australia. We do not shy away from this commitment.

Like every year we go into our review with an uncompromising commitment to improve. Being open, honest, measured, holistic and detailed in our approach ensures that we collate the right information for us to be able to identify our key areas of focus to enable us to implement systems and structures and ensure that we invest the right time and resources into the most impactful areas to ignite our program.

As the leader of this club I stand before you confirming we want the reality, we want the details of our performance because we know this will ensure we are educated, aligned and united in our approach to 2020.

Go Fever!

# BOARD MEMBERS



## **DEANE PIETERS CHAIRPERSON**

An accomplished sportsman and businessman, Deane was the Board's inaugural Chair in February 2017. A former freestyle swimmer who competed for Australia at the 1992 Summer Olympics in Barcelona, Spain, Deane is a former World Life Saving Champion (1990) and has won eight Australian Surf Life Saving Titles between 1990 to 1993. A graduate of the Stanford Executive Program as part of the Graduate School of Business, Stanford University, California, USA, Deane is also a graduate member of the Australia Institute of Company Directors (GAICD) and currently works as the General Manager of Business Strategy and Growth for the West Coast Eagles.



## **SUZANNE ARDAGH BOARD DIRECTOR**

Suzanne brings more than 30 years of international management experience in higher education, corporate and professional services associations. With an extensive background in corporate governance, business development, strategic marketing, communications and international affairs, Suzanne will use her role to build on the Club's position as a leader in elite women's sport. As a Director, Suzanne has served on both international and national Boards in the health sector, education, international aid development and the Arts.



## **KYLIE CHAMBERLAIN BOARD DIRECTOR**

A current Director of Herman Property Group, Kylie possesses an exceptional knowledge of the corporate and finance sectors, having also previously worked for ANZ, Macquarie and St George Banks. Netball also plays a prominent role in her life, as both a fan and former player of note, having been a member of the Perth Orioles team from 1997-98 and represented Western Australia in State open and underage teams throughout the nineties.



**FRAN LAWRENCE BOARD DIRECTOR**

Currently the Director of Corporate Affairs at Cannings Purple, Fran was a senior journalist and section editor at The West Australian for almost a decade, before moving into the communications sector in 2007, and joining Cannings Purple in 2015. Fran is a corporate communications specialist and strategic adviser with more than 20 years' experience in the media and public relations industries.



**CHRIS MASSEY BOARD DIRECTOR**

The current Director of Student Life at the University of Western Australia, Chris is a foundation Board member appointed in February in 2017. Prior to his role at UWA, Chris had more than 12 years' experience in the Education Sector encompassing secondary teaching, physical education, and managing an educational self-esteem program within Australia and Singapore. Chris has also had more than 5 years' experience in the Health Sector, including two years at the Cancer Council of WA and three years as part of the WA Senior Executive team in Medicare Australia.



**SIMON TAYLOR COMPANY SECRETARY | MANAGING DIRECTOR**

Simon has more than 20 years' experience working in a wide variety of roles in Community, Commercial and Executive positions within a number of Sporting organisations including Australian University Sport, Queensland Rugby Union and the Reds, and Swimming WA where he was CEO. In his current role as CEO of Netball WA, Simon is responsible for driving the strategic direction of the sport in Western Australia with the many and varied key stakeholders of the organisation.



# PERFORMANCE

## WEST COAST FEVER

### Squad List

- Jessica Anstiss
- Courtney Bruce
- Verity Charles
- Ingrid Colyer
- Shannon Eagland
- Stacey Francis
- Jhaniele Fowler
- Alice Teague-Neeld
- Olivia Lewis
- Kaylia Stanton

### Replacement Players

- Sunday Aryang
- Emma Cosh
- Beryl Friday

### Training Partners

- Jess Eales
- Emma Cosh
- Jess Penny
- Sunday Aryang

### Support Staff

- Managing Director: Simon Taylor
- General Manager: Morag Croser
- General Manager: Mick Doherty
- Head Coach: Stacey Marinkovich
- Operations Manager: Suzanne Lennon

- Assistant Coach: Belinda Reynolds
- Defensive Coach: Sue Gaudion
- Performance Analyst: Gary Dawson
- Athletic Performance Coach: Liam Warwick
- Doctor: Dr Gary Couanis
- Physiotherapist: Cam Watkins
- Leadership and Wellbeing: Jodii Maguire
- Massage: Bernd Adolph
- Sports Nutrition: Emily Eaton
- Podiatrist: Darryn Sargent
- Shared and Corporate Services of Netball WA

### 2019 Results

**Round 1:** Adelaide Thunderbirds 61 def West Coast Fever 60

**Round 2:** West Coast Fever 55 def by Sunshine Coast Lightning 80

**Round 3:** NSW Swifts 80 def West Coast Fever 66

**Round 4:** West Coast Fever 63 draw w/ Melbourne Vixens 63

**Round 5:** West Coast Fever 63 def Collingwood Magpies 61

**Round 6:** Queensland Firebirds 62 draw w/ West Coast Fever 62

**Round 7:** West Coast Fever 62 draw w/ Giants Netball 62

**Round 8:** West Coast Fever 53 def Adelaide Thunderbirds 52

**Round 9:** Sunshine Coast Lightning 65 def West Coast Fever 57

**Round 10:** NSW Swifts 53 def West Coast Fever 49

**Round 11:** Melbourne Vixens 64 def West Coast Fever 52

**Round 12:** Collingwood Magpies 63 def West Coast Fever 57

**Round 13:** Queensland Firebirds 68 def West Coast Fever 62

**Round 14:** Giants Netball 70 def West Coast Fever 60

### League Awards

**Suncorp Super Netball Player of the Year:** Jhaniele Fowler

**Leading Goal Scorer:** Jhaniele Fowler

**Team of the Year:** Jhaniele Fowler (GS)

### Club Awards

**Most Valuable Player:** Jhaniele Fowler

**Player's Player of the Year:** Jhaniele Fowler

**PerthNow People's Choice Award:** Courtney Bruce

**Coach's Award:** Olivia Lewis

**Club Person of the Year:** Dr Gary Couanis





## WESTERN STING

### Team List

- Sunday Aryang
- Natalie Bright
- Kate Bunten
- Sloan Burton
- Emma Cosh
- Jessica Eales
- Courtney Kruta
- Jessica Penny
- Georgia Pitt
- Jess Repacholi
- Helen Taylor
- Giselle Taylor
- Brittany Turnbull

### Support Staff

- Head Coach: Belinda Reynolds
- Coach: Karly Guadagnin
- Assistant Coach: Cherie Farnan
- Manager: Suzanne Lennon
- Physio: Luke Tozer
- Analyst: Gary Dawson
- S&C: Paul Goods

### Results

**Round 1:** Territory Storm 59 def Western Sting 43

**Round 1:** Western Sting 47 def Territory Storm 43

**Round 2:** NSW Waratahs 49 def Western Sting 55

**Round 2:** Western Sting 40 def by NSW Waratahs 68

**Round 3:** Victorian Fury 64 def Western Sting 46

**Round 3:** Western Sting 39 def by Victorian Fury 66

**Round 4:** Tasmanian Magpies 61 def Western Sting 43

**Round 4:** Western Sting 50 def by Tasmanian Magpies 63

**Round 5:** Queensland Fusion 47 draw w/ Western Sting 47

**Round 5:** Western Sting 54 def Queensland Fusion 49

**Round 6:** Canberra Giants 51 def Western Sting 44

**Round 6:** Western Sting 50 def by Canberra Giants 56

**Round 7:** Southern Force 57 def by Western Sting 47

**Round 7:** Western Sting 47 def Southern Force 45

### WEST COAST FEVER ACADEMY

2019 was the second year the West Coast Fever Academy operated in the new structure, working in close collaboration with the West Australian Institute of Sport (WAIS).

The purpose of the Academy is:

- To support athletes progress to underage National teams and the SSN competition.
- To provide athletes in WA with an opportunity to train and prepare at an elite level.

- To create a program focused on individual athlete development & progression.

### 2019 WEST COAST FEVER ACADEMY SQUAD

- Abbey Hicks
- Sloan Burton
- Giselle Taylor
- Charlie Allen
- Ella Sigley
- Jess Repacholi
- Brooke Repacholi
- Trinity Rond
- Kate Bunten
- Courtney Kruta
- Brittany Turnbull
- Helen Taylor
- Sunday Aryang
- Ruth Aryang
- Chelsea Bartlett

The Academy will continue to work alongside West Coast Fever as the underpinning high-performance program for our underage netball athletes, with the support of the WAIS service providers.

### WEST COAST FEVER REVIEW

An internal analysis of the season revealed that our competition ranking in attack dropped whilst our defence had to endure five matches without Courtney Bruce. An external review was conducted post-season, involving all players, staff and contractors.

The review focused on the following aspects of the Club:

- Game plan/strategy
- Individual coaches, admin staff and contractors
- Training schedule, environment and standards
- High Performance components (e.g. recovery, practice matches etc)
- Operational functions and services (e.g. logistics, communication)
- Leadership
- Culture
- Personal wellbeing
- Marketing/Media
- Appearances – community and corporate
- Club values
  - » **FEEDBACK/COMMUNICATION**
  - » **LEADERSHIP**
  - » **COACHING STRUCTURE**
  - » **ATTITUDE TOWARDS ADVERSITY**
  - » **VARIATION IN TRAINING & ENJOYMENT**

An action plan was developed, and the implementation of numerous aspects commenced across November and December, as the players returned to pre-season training, with positive early indications.







# COMMUNITY & FANS

## GAME DAY EXPERIENCE

In 2019, West Coast Fever set the national benchmark for the game day and fan experience. Seven games at RAC Arena provided our club with a great opportunity to maximise the venue and integrate new ways to engage our members and audiences. Some initial insights from our first West Coast Fever Nielson Pulse Survey from a Saturday night game, Fever vs Vixens, indicated that customers felt game days were well put together, had a connection to WA and had a positive impact on their physical health and mental wellbeing.



## FANS RATE GAME DAY EXPERIENCE



Venue itself  
9/10 in 2018 to  
10/10 in 2019

Total attendance at  
RAC Arena in 2019  
**44,699**  
(6% increase from 2018)

**6,386**  
Average crowd of at  
each home game.



Atmosphere  
9/10 in 2018 to  
10/10 in 2019



Quality of Match  
9/10 in 2018 to  
10/10 in 2019



Crowd  
Interaction  
8/10 in 2018 to  
9/10 in 2019



First and  
Third Quarter  
Entertainment  
7/10 in 2018 to  
8/10 in 2019



MC 8/10 in 2018  
to 9/10 in 2019



Half Time  
Entertainment  
7/10 in 2018 to  
9/10 in 2019



Match Day  
Program  
8/10 in 2018 to  
9/10 in 2019

## SOCIAL IMPACT

Fever continued to play an active role with its sister entity, Shooting Stars, which uses netball as a vehicle to improve social and educational outcomes for Aboriginal girls living within WA's regional communities. Program Ambassadors Courtney Bruce, Verity Charles and Jhaniele Fowler played a key role in engaging participants during 2019, conducting several regional visits throughout the year.

These visits included appearances at Narrogin and Midwest sites, which had a positive impact on the young girls involved with the Program. West Coast Fever celebrated Suncorp Super Netball's League-wide Indigenous Round as well as the Club's dedicated Shooting Stars Round during the Round 8 win over the Adelaide Thunderbirds, where both teams wore their Indigenous dresses.

The dress was designed by Noongar artists Peter Farmer and Kylie Graham, incorporating two major design features; separate Aboriginal women's symbols representing each member of the playing squad, patterned onto a series of significant waterholes in Whadjuk Country.



## COMMUNITY

The Club has greater relevancy to more people through our involvement in community via player appearances, Shooting Stars ambassadors and engagement in our participation programs and competitions. The Club continued to play an active role in the community during 2019, with strong engagement with the West Australian netball community through appearances at the Association Championships.

The data from the 2019 research project reaffirms the strong connection between the netball community and West Coast Fever, with 67% of members connected to a community club. Continuing to reward the netball community with attractive price points and providing access opportunities to the Fever players are key areas to continue to develop and support ongoing membership growth.

A membership Net Promoter Score of 77% is very strong and continuing to build advocacy amongst members will help to drive referrals for the 2020 season, combined with the commitment to provide a great match day entertainment product, which 94% of members are satisfied with.



**94%**  
MEMBERS SATISFACTION

**77%**  
NET PROMOTER SCORE

## OUR STORY

The Club's Media and Communications Department highlighted stories throughout 2019 that showcased Fever's five home-grown players, demonstrating that the wider netball community can aspire to play for Fever. Olivia Lewis' debut in Round 1 against the Adelaide Thunderbirds was also a wonderful opportunity to showcase the Netball WA Athlete Pathway.

Media engagement for the Club remained steady throughout the year. Off the back of the 2018 Suncorp Super Netball League Grand Final and the signing of new sponsors, there was steady interest from local and national media.

## SOCIAL MEDIA NUMBERS AS AT END 2019



22,600+



12,500+



28,400+





# PARTNERSHIPS & ALLIANCES

## PARTNERSHIPS

2019 saw a number of partnerships milestones achieved, including the signing of the Gold Industry Group as a new Elite Partner of the Club. Underpinned by a high retention rate of Club partners and supporters, and with multiple new partners joining the Club for the 2019 season, the year was a resounding commercial success.

The Club's connections with government have strengthened across the year with engagement of multiple Ministers and Members of Parliament across the season and at our key events. A new strategic partnership with Newgate Communications has assisted in the development of a broader government relations strategy, with current and future access to venues and infrastructure a key priority.

Early in the year, the Club signed a new three-year agreement with RAC Arena to make the indoor venue the home of Fever for all seven home fixtures, marking a significant step forward and a great outcome for members, fans and partners.

Throughout 2019 the Club's partners demonstrated a deeper connection and investment than ever before, whilst also gaining greater traction in their engagement with our fans. With a strengthened partnerships team providing greater servicing and support, our partners are now more integrated across our activities and aligned more closely with our values and objectives.



# 2019 SPONSORS

## PRINCIPAL PARTNER



## ELITE PARTNER



## MAJOR PARTNERS



## PARTNERS



Better Nature.



## PREFERRED SUPPLIERS



DINNER TWIST  
LOCAL, HEALTHY, DELIVERED



Michael Page



## BROADCAST PARTNERS



## CHARITY PARTNERS



ShootingStars  
Education through art



# PEOPLE

The High-Performance team has shown a very high level of diligence and professionalism throughout a year that involved a challenging season for both West Coast Fever and Western Sting.

The first culture survey specifically for West Coast Fever was administered by the Netball WA People & Culture department in October.

Areas of focus were:

- How it feels to work at/with West Coast Fever
- West Coast Fever Management & Leadership
- West Coast Fever Values

Mick Doherty commenced as General Manager at the end of the season, after the resignation of Morag Croser. All other members of the High-Performance team remain in position for 2020. Tasha Richards commenced in the new position of Pathway Manager at the start of December. This position will play a pivotal role in the implementation of the Netball WA High Performance Plan, which is focused on aligning the Fever coaching and high-performance philosophies throughout the underpinning development pathways.

Our loyal team of contractors must be acknowledged for their contribution to the club, as they consistently exceeded their contracted duties to support the team. A special thank you to physiotherapist, Cam Watkins, and nutritionist, Emily Eaton, who finished their time with the club at the end of 2019. We wish Cam and Emily all the best in their future endeavours.









# BUSINESS OPERATIONS

## SUSTAINABLE BUSINESS MODEL

Off court, 2019 was the Club's most successful in its history. All core revenue streams of membership, sponsorship and grants were achieved and exceeded, whilst ticketing overcame an early season shortfall to end close to original targets (and above our reforecast).

These revenue streams were supported by strong merchandise commissions and additional leveraging activities of the Club's partners across the season, bringing the Club closer than ever to becoming a self-sustainable entity.

One area the Club has taken strides in supporting our commercial streams this year is the evolution of our use of technology. The digital world is constantly shifting and in 2019 the Club made the development of new technology a priority for the first time. New platforms such as Agora have strengthened our connection to fans across social media and the use of Bench Digital has extended our reach, whilst a new Club website with advanced re-marketing capabilities will ensure we remain connected to our fans, and competitive in a data centric world.

Our home fixtures have been a source of pride for the Club in 2019, with our game day experience now the envy of the competition. That has translated into new revenue streams through greater partner leveraging opportunities.

Highlights across the year include the introduction of Komo Live at quarter time, the launch of the Linley Valley Pork 'Pig Blimp' and the 'I've Got Gold Fever' t-shirt promotion for the Gold Industry Group.



## MEMBERSHIP

**40%** **3,568**  
GROWTH IN MEMBERSHIP MEMBERS

2019 was again the most successful year in the Club's history, achieving 3,568 members off the back of the 2018 season, where the Club reached the Suncorp Super Netball Grand Final in front of 13,722 fans at RAC Arena. This represented a 40% growth in our membership, one of the largest in our Club's history.

This 2019 membership feat was made possible through strong engagement from the netball community, with 26% of all new memberships secured from Netball WA members and participants.

A customer first approach was employed in the development of 2019 membership products and this played a key role in supporting the growth of the membership Net Promoter Score (NPS) to 77. NPS is a measure of customer advocacy, and a score over 50 is considered excellent, with over 70 deemed world class.

The introduction of an auto-renewal process was also a success, improving the renewal experience for members who wished to retain seating preferences, along with the establishment of a Customer Value Proposition (CVP), which articulates the uniqueness of a West Coast Fever membership.

With the continued growth of the off-court team for Fever, the planned expansion of the Gold Netball Centre is becoming increasingly relevant and has taken significant strides in 2019. Netball WA is currently working alongside Venues West on two options to extend the 1st floor to accommodate extra office space within the venue. It is proposed that works will commence in early 2020.

Overall, our Club has met and exceeded its ambitious targets for the year and is already on track to achieving a number of its goals for 2020 with both sponsorship and memberships tracking on or above our budget estimates.







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