



2022 ANNUAL report

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ACKNOWLEDGEMENT OF COUNTRY

Netball Australia respectfully acknowledges the traditional custodians of the lands on which we live and work. Netball is played in communities across Australia, and we acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands on which we play and recognise the significant contribution of Aboriginal and Torres Strait Islander peoples to our game.

We pay our respects to elders past, present, and emerging; commit to working respectfully to honour their ongoing cultural and spiritual connections to this country; and recognise the role and value of culture in all our communities.



A MESSAGE FROM AUSTRALIAN SPORTS COMMISSION CHAIR – Josephine Sukkar AM

Sport has a place for everyone and delivers results that make Australia proud.

As we progress through this defining era in Australian sport, the Australian Sports Commission (ASC) is clear in our vision to lead and support the sector.

Our role is to provide opportunities for all communities to be involved in sport, while growing elite success and representation, inspiring future generations.

As the Australian Government agency responsible for supporting and investing in sport at all levels, we strive to increase involvement in sport and enable continued international sporting success.

We do this through leadership and development of a cohesive and effective sports sector, targeted financial support and the operation of the Australian Institute of Sport (AIS).

We play a unique role in the sport ecosystem and tackle the big challenges and opportunities with and for the sector.

We're proud to do so and through our vision, we aim to bring out the best in everyone involved in sport as we establish Australia as the world's best sporting nation.

Collectively, we've already made huge strides to set Australian sport up for success.

Australia's High Performance 2032+ Sport Strategy is an industry-wide approach to harness our collective strengths, talent and resources.

The strategy has a strong focus on Winning Well – balancing success and wellbeing and acknowledging that how we win is just as important as when we win.

Working hand in hand with this is the codesigned National Sport Participation Strategy which will transform the way participation is connected, delivered and supported in Australia.

The strategy is the first of its kind in Australia and I'm looking forward to seeing the positive impact it has on the sector.

The sporting strategies, programs and facilities we deliver now have the capacity to shape Australia's long-term prosperity, well beyond sporting boundaries.

This is a defining era for Australian sport. We are well into the green and gold decade to Brisbane 2032, and we are focused on building sustainable success for decades to come.

Meanwhile, it has been wonderful to see continued demand from sports to use the AIS facilities in Canberra to prepare for major events, at home and abroad.

As the national home of sport, we are proud of the role we play in supporting athletes and coaches to reach their potential and I look forward to seeing many of our athletes shine at the upcoming Paris 2024 Olympic and Paralympic Games.

The Victoria 2026 Commonwealth Games, uniquely hosted in regional areas, is also an opportunity to inspire Australians to get involved in sport, and to champion the role sport can play in engaging every Australian.

On behalf of the ASC, thank you to everyone who contributes to the sector as we work collectively to ensure every Australian sees a place for themselves in sport.

Josephine Sukkar AM



A MESSAGE FROM NETBALL AUSTRALIA CHAIR -

Wendy Archer AM

I am pleased to present the Netball Australia 2022 Annual Report to our members.

This was another significant year for our sport, and one which presented both highlights and challenges. Notably, the financial and operational impacts of the pandemic continued throughout much of 2022. We also celebrated a year of exceptional on-court performances, particularly from the Origin Australian Diamonds. To start the year with an empty trophy cabinet and finish the year with it full is a testament to everyone involved in the delivery of the great game of netball at an international level in our country.

I am pleased to report we have made strong progress on the financial stability of the sport, posting a modest surplus at the end of 2022 and securing several significant new commercial partners over the course of the year. This leaves us in a strong position to pay our debts as and when they fall due.

While fiscal responsibility was one overarching theme for 2022, we also appreciate our duty to keep an eye on the bigger picture. We continue to identify new opportunities to secure a strong future for the sport, our players and our fans; and are making strategic investments to ensure we lift netball to new heights.

Our board remains focused on appointing a mix of directors with skill sets that will help us meet these strategic ambitions, and to complement the varied and valuable perspectives of our existing directors. This was a key outcome of the 2021 merger of the previous Netball Australia Board and Super Netball League Commission, and pleasingly we have made significant progress in the appointment of new directors with strong skills to complement the remaining board.

While I have been a director of Netball Australia since 2018, I was appointed to the role of Chair in October 2022 after Marina Go stepped down from the position. We thank Marina for playing such a pivotal role in driving the commercial turnaround of the sport and its strategic development over the past few years. We are incredibly fortunate that Marina continues her involvement as a director Netball Australia, and has been an incredible support during the leadership transition.

“We continue to identify new opportunities to secure a strong future for the sport, our players and our fans; and are making strategic investments to ensure we lift netball to new heights.”

Supporters and advocates

Netball is nothing without its people. On behalf of the Netball Australia board, I extend a heartfelt thank you to everyone who has worked hard to ensure the success of our sport in 2022. That includes the players and coaching staff, the Netball Australia executive leadership team and staff, the state associations and Suncorp Super Netball clubs, the Australian Netball Players' Association, and our commercial and broadcast partners.

This year a special celebration is due for the volunteers and club members who support netball in our communities. We can not thank you enough for your tireless work to get grassroots netball back to 'business as usual'. Without you, there is no sport.

There is a bright decade ahead for netball in Australia. As we climb towards our flag on the hill - the 2027 centenary celebrations and World Cup - it will be time to celebrate our past and present, even as we prepare for our future. There are so many special stories to be told - from those who built the sport from the ground up a century ago, to the on-court heroes of yesterday who have transitioned to other supporting roles, to the gold medal champions of today.

In the coming years, we have a once in a lifetime opportunity to celebrate with our global netball family, as well as reach new audiences through high-profile events and on-court successes. We are a sport that inspires great passion, and we look forward to sparking that passion in our own community and beyond.

Wendy Archer AM



A MESSAGE FROM NETBALL AUSTRALIA CEO –

Kelly Ryan

It is no exaggeration to say that 2022 was a watershed year for Netball Australia.

After the unprecedented challenges of the past two years, our three priorities for 2022 were clear: stabilise the organisation after the pandemic's disruption, bring strategic unity to the broader netball ecosystem and plan ahead for the high-profile international events Australia will host in 2026 and 2027. It speaks to the dedication and resilience of this organisation that we have made significant progress towards all three priorities.

The overall theme of 2022 was consolidation and preparation for netball's bright future in Australia. It marked the first year of our new Strategic Plan, under a new leadership team, and we saw genuine progress towards each of the four strategic priorities - *Grow, Play, Inspire* and *Lead*. Even as we completed the essential work to consolidate the organisation, it is a testament to each and every member of Netball Australia that we were also able to support a range of incredible achievements, both on and off the court.

A gold medal win at the Birmingham 2022 Commonwealth Games, sell-out crowds at Suncorp Super Netball including a record crowd at the Grand Final, Diamonds games on home soil, the first display of international men's games on the same card as women's, and the successful delivery of multiple programs for our neighbours in Asia and the Pacific were some of the more visible highlights of a momentous year. However, we can be equally proud of some of the 'behind the scenes' moments of the past 12 months.

Stabilising our financial position

Our immediate aim as we emerged from the disruptions of 2020/21 was to stabilise our overall financial position. A broad focus on fiscal responsibility and cost management across the organisation ensured operating expenses for 2022 were below budget by \$3m, along with a further saving of \$1.1m in depreciation. With an eye on the longer term, we also invested in various initiatives to generate positive cashflows. I am pleased to report our efforts are bearing fruit.

The financial result for 2022 was an improvement of \$4.7m on 2021, delivering a surplus of \$0.3m over budget. Notably, the Suncorp Super Netball finals series and in particular the Grand Final returns were better than budget, primarily through increased ticketing revenue and government support. The Diamonds test series financial results also performed over budget, thanks to sell out crowds and strong government support.

Total revenues were behind budget by \$3.8m. This was primarily driven by not achieving the commercial sponsorship budget due to the widely reported events of the final quarter. While this was a challenging moment for Netball Australia and the broader netball ecosystem, it demonstrated our resilience as an organisation.

Overall, we have delivered an improvement on our net asset position from \$0.16m to \$0.46m.

“A gold medal win at the Commonwealth Games, sell-out crowds at Suncorp Super Netball including a record crowd at the Grand Final, Diamonds games on home soil, the first display of international men’s games on the same card as women’s, and the successful delivery of multiple programs for our neighbours in Asia and the Pacific were some of the more visible highlights of a momentous year.”

State of the Game becomes business as usual

The 2020 *State of the Game Review* was the impetus behind unanimous support for Netball Australia’s former structure being replaced by one that sees all aspects of the netball operations under one board and operating with aligned systems and processes. While the focus of 2021 was standing up the new structure, 2022 was about embedding those changes and moving into a new state of business as usual.

A key outcome of the review process has been bringing together every member of Australia’s netball ecosystem under a single strategic framework, with the aim of ensuring that all strategic planning, from grassroots to global, is consistent and aligned with international netball. This framework underpins Netball Australia’s own Strategic Plan for 2022-24, as well as the respective strategic plans of each state and territory organisation across the country. This incredible demonstration of unity is a first for Australian netball.

While we will continue to implement the recommendations from the review in the years to come, we would like to acknowledge the State of the Game Review panel for their hard work over the past two years. Together we have helped to define a shared vision for our sport and created the strategic pathway to ensure we meet and exceed our collective aspirations.

A MESSAGE FROM NETBALL AUSTRALIA CEO – Kelly Ryan

Continued

Celebrating people and partners

Australian netball at all levels had a strong comeback in 2022, defying participation trends noted in other community sports. According to the Australian Sports Commission, 964,100 people played netball in the year to June 2022. This represents our best participation numbers since 2016 and falls just short of our goal of more than one million participants.

Our sport is known for its far-reaching and passionate grassroots community, and these results demonstrate it continues to be one of Australia's most loved sports. These numbers are a credit to our member organisations, netball clubs, associations and volunteers.

Netball Australia's staff must also take much of the credit for an incredible year. They are a committed and talented cohort, and it is clear we have the right people in the right roles delivering the right strategy for the sport.

In turn, we are proud to offer our people meaningful career experiences in a supportive and flexible environment - which is why we announced a new parental leave policy in 2022 of up to 18 weeks for primary carers.

Our people are a critical enabler to our Strategic Plan, and we are striving to become the employer of choice in Australian sport. 95 per cent of our staff reported they are proud to work at Netball Australia in this year's staff climate survey, which suggests we are well on our way to meeting this ambition.

Finally, I would also like to thank and acknowledge our core stakeholders and partners, including all of our State and Territory Member Organisations, the Australian Sport Commission, Commonwealth Games Australia, the Foxtel Group, Suncorp, HCF, Nissan, Origin, Woolworths and Visit Victoria. Without your valued support, we would not have emerged from the turbulence of the past few years in a position of strength.

I would also like to thank the on-going support of the Federal Government and Anika Wells as the Minister of Sport.

The future beckons

As we build towards the 2027 Netball World Cup and our centenary commemorations, as well as the 2026 Commonwealth Games, Netball Australia appreciates we have an unprecedented opportunity to showcase our sport on the domestic and international stages.

The work we undertook in 2022, and outlined in the pages of this Annual Report, demonstrate clearly we are well-prepared to take our sport into this exciting future, even as we complete the work required to steer the ship in the short term. I am proud to present such exceptional outcomes in my first full year as CEO with the knowledge our brightest moments are still to come.

Kelly Ryan

“Netball Australia’s staff must also take much of the credit for an incredible year. They are a committed and talented cohort, and it is clear we have the right people in the right roles delivering the right strategy for the sport.”



DIRECTORS



WENDY ARCHER AM

Chair Director

Elected 21 April 2018

Wendy's lifelong passion for netball started in her days as a junior player, and her achievements in senior ranks include being awarded the National A standard in umpiring and excelling in administrative roles. Wendy is currently the patron and a life member of her local association, a life member of Netball NSW and Chair of Netball Australia since October 2022. Wendy's strong leadership has been recognised through being named Sportsperson of the Year within the Port Stephens LGA and as a finalist in the Administrator of the Year category in the NSW Sports Federation Awards.

In 2005, NSW Governor Marie Bashir, AD, CVO, made Wendy a Member of the Order of Australia (AM) for her services to netball. Wendy's vision during her time as president of Netball NSW included working closely with the NSW Swifts, and the creation of GIANTS Netball.

Wendy received a Parliamentary commendation for her outstanding service to netball and her work helping to establish the state of the art Netball Central in the Sydney Olympic Park precinct.

Wendy is currently the executive director of InteRisk Pty. Ltd., ComplyNet Pty Ltd and Australian Rescue Management Pty Ltd.

A passionate sports follower with strong community values, Wendy believes in the power of sport and community to create a sound environment for the nurturing of young people.

Wendy was elected Chair of Netball Australia in October 2022.



MARINA GO

Director

Appointed 26 March 2021

Marina Go is chair of Adore Beauty, a non-executive director of Energy Australia, Autosports Group, 7-Eleven and Transurban, a member of the UNSW Business Advisory Council and the ANU Centre for Asian Australian Leadership Advisory Board, and author of Break Through: 20 Success Strategies for Female Leaders. Boss magazine named her as one of its Twenty True Leaders of 2016.

Marina has more than twenty-five years of leadership experience in the media industry, having started her career as a journalist. She was a founder of the female leadership website Women's Agenda and is a former chair of the Wests Tigers NRL Club and the Super Netball Commission.

In May 2021, Marina became the inaugural chair of the new Netball Australia Board, which was formed when the old board and the SSN Commission were merged.

She has an MBA from the Australian Graduate School of Management and is a member of the Australian Institute of Company Directors and Chief Executive Women.

Marina stepped down as Chair of Netball Australia in October 2022 but remains a director.



PETER LEGG

Director

Elected 13 April 2019

Peter Legg is a Chartered Accountant who has spent over 20 years as a Senior Finance executive in the sporting industry. Starting as the Chief Financial Officer for Sydney Turf Club, then one of Sydney's two metropolitan horse racing clubs, from 1998 and leading to his current role as the Chief Financial Officer for the South Sydney Rabbitohs in the NRL competition. The Sydney Turf Club as well as being a sporting club was a major venue operator and Peter was part of building and refurbishing two racecourses, including grandstands and exhibition spaces. He was then the Merger Integration Executive tasked with combining Sydney's two racing Clubs into one, forming the Australian Turf Club.

After 13 years in Racing he became the Chief Finance Officer for the NRL at the time of the formation of the new Commission structure which now runs the game of Rugby League in Australia. His time at NRL included the game's first billion-dollar broadcast deal. Peter has spent the last seven years at the Rabbitohs helping the Club to being profitable and highly competitive on the field. Peter's passion for netball comes through his daughter's involvement at grass roots level. Peter is a member of the Audit and Risk committee since his election and is currently the Chair of that committee.



JANE SEAWRIGHT

Director

Elected 18 July 2020

Jane has extensive experience as a corporate, commercial and sports lawyer, in private practice and in-house in the sport, health, research and technology start-up and not for profit sectors. She is also highly qualified in marketing and has previously run a marketing consultancy offering specialist advice to professional service providers across a wide range of sectors.

Jane is highly respected as a sports administrator and company director, having led netball at every level of the sport in Queensland. Before joining the board of Netball Australia, she was chair of Netball Queensland for five years, and was the QSport Volunteer of the Year in 2018. She is currently a non-industry board member of Racing Queensland, a Cricket Australia conduct commissioner, and an inaugural member of the National Sports Tribunal.

Jane is also Chair of TAFE Queensland, Chair of Buy Aussie Now Pty Ltd (an online marketplace for Australian-made products), Deputy Chair of The Australian Festival of Chamber Music and a non-executive director of QCN Fibre Pty Ltd, a Queensland Government-owned communications technology provider.

Jane chairs Netball Australia's Nominations Committee, is a member of Netball Australia's Audit and Risk committee, and is the Netball Australia board representative on the SOTG Participation Working Group.

DIRECTORS

Continued



JOHN O'SULLIVAN

Director

Appointed 12 May 2021

John has over 20 years' experience in sports and entertainment, tourism and travel and media sectors. He is the CEO and Executive Director of the ASX-listed adventure tourism company, Experience Co. Prior to joining Experience Co, John was Managing Director of Tourism Australia, the nation's tourism marketing agency, where he was responsible for driving Tourism Australia's strategies to increase demand for Australia's tourism experiences.

Prior to joining Tourism Australia, John also held executive positions with Fox Sports Australia, Events Queensland, Football Federation Australia and the Sydney 2000 Olympic and Paralympic Games Organising Committee. John is also a director of Tourism Tropical North Queensland.



TODD DEACON

Director

Appointed 12 May 2021

Todd is a managing director of Techstars, leading SportsTech investments for their venture capital fund. Techstars is one of the most active venture capital investors globally, making approximately 500 new investments every year in predominately seed stage start-up companies across the world.

More recently, Todd formed Wildcard Ventures with Tennis Australia as managing partner. Wildcard Ventures is the venture capital investment arm of Tennis Australia focused on SportsTech investments. Before Techstars, in 2013 Todd founded Unscriptd, a sports technology start-up that was acquired in 2018 by US-based media company The Player's Tribune.

Before founding Unscriptd, Todd had a long career in management consulting specialising in the sports and entertainment industry with clients such as Tennis Australia, Netball Australia, Cricket Australia, National Rugby League, Australian Sports Commission, Adidas, Quiksilver and Nike.



GABBI STUBBS

Director

Appointed 12 May 2021

Gabbi is an executive strategist and business advisor with over 20 years of senior experience in media, technology, and digital transformation. She currently leads Product Strategy and Product Marketing for data management and AI solutions across APAC for Adobe.

Gabbi's experience extends from corporates to small business and start-ups working extensively through the Australian media industry, including at News Corp, Nine Entertainment Co and the ABC. She is a trusted, private sounding board for founders, C-suite executives and boards, and further advises and mentors students, women in business, social enterprises and start-ups spanning sport, media and advertising, data and analytics, AI, and the future of education, work and communities.

Gabbi is a Director of the Confident Girls Foundation, a member of Netball Australia's Audit and Risk committee, and the Netball Australia board representative on the SOTG Digital Transformation Working Group.



MICHAEL THOMSON

Director

Appointed 12 May 2021

Michael is head of aviation at Canberra Airport. A native Canberran, and avid sports fan, Michael has extensive international sports management experience working with FIFA on the 2002 World Cup as head of business and legal affairs and subsequently as Interim CEO FIFA Marketing. Michael has held positions with Nike as the Marketing Director for Greater China, and head of Sports Marketing Australia and New Zealand. He has also occupied senior roles with the Australian Sports Commission (Sport Australia) and was CEO of the Brumbies Super Rugby team.

Michael graduated from Australian National University with economics and science degrees and received a post-graduate law degree from the University of Canberra.

Michael served on the inaugural Super Netball commission before being elected a director of Netball Australia.

2022 ACHIEVEMENTS

OUR GAME PLAN

GROW

Spark step-change in participation, engagement, revenue and capacity.

PLAY

Foster ways to play, deliver and watch the game that ensure our 1 - 1 - 1 - 1 success.

INSPIRE

Champion our game and its stars, and unleash the potential in our people.

LEAD

Using innovation and collaboration, we ignite change in netball across Australia and the world.

ENABLERS

- › Our People
- › Culture & Leadership
- › Relationships with our States/Territories
- › Players - Past and Present
- › Data & Insights
- › Digital & ICT Capabilities



- **Record SSN Grand Final crowd**
- **Sell out Origin Diamonds games on home soil**
- **New and renewed commercial and broadcast partners**
- **Roll out of new community online systems**



- **Gold medal - Birmingham Commonwealth Games**
- **Quad Series and Constellation Cup victories**
- **Men's international tests played and broadcast alongside the Diamonds**



- **Successful delivery of multiple programs for our Pacific neighbours**
- **Launch of magazine-style content programming with Fox Sports, providing an additional 90 minutes of weekly coverage**
- **Delivery of major partnership campaign between NetSetGO, My Little Pony and Confident Girls Foundation to inspire young players**



- **Delivery of a National Strategy for the sport**
- **Delivery of inclusive national uniform guidelines and integrity framework**
- **Launch of Australia's High Performance 2032+ Sport Strategy**



- **95% of staff 'proud to work at NA'**
- **New executive leadership team**
- **Enhanced collaboration with member organisations**



KEY UPDATES

FIRST NATIONS STRATEGY EVOLVES

In line with our Declaration of Commitment, Netball Australia and its member organisations came together in 2022 to establish the Netball in Australia Framework. This Framework is an integral part of an industry wide plan to create an improved working model right across the sport. This process also identified opportunities where the sport can grow and improve with a focus on First Nations people and culture.



“Through deeper understanding and awareness of the culture and symbols, we are committed to authentic engagement with our communities to ensure the importance of First Nations history is better understood from coast to coast.”

The Framework, in alignment with *State of Game Review* recommendations, prioritises and elevates First Nations culture and people across the country and continues to celebrate the work being done within member organisations.

We are grateful for the work of the First Nations Advisory Committee, as well as its predecessors, for their commitment and advice to increase the level of understanding of the importance of First Nations history and culture in netball. In addition,

all have played a significant part in highlighting the opportunities that lie ahead of our sport with First Nations people.

We are building on these strong foundations in 2023. Through deeper understanding and awareness of the culture and symbols, we are committed to authentic engagement with our communities to ensure the importance of First Nations history is better understood from coast to coast; and from grassroots to the international stage.

In 2023, we confirmed the appointment of First Nations Director Professor Cheryl Kickett-Tucker AM to our Board and will work with First Nation consultants to ensure we continue to highlight the rich history and culture of First Nations people, both in Australia and within netball.

KEY UPDATES

Continued



Supporting netball across Asia Pacific

Netball Australia has a significant contribution to make to the health and wellbeing of communities beyond our borders, and we are proud of the work we undertook in 2022 to increase participation in physical activity and build capability amongst netball associations across Asia and Pacific. We celebrated 10 years of ongoing collaboration with the Department of Foreign Affairs and Trade as part of the Official Development Assistance (ODA) program in

“Congratulations to Tonga on winning both events and further to Tonga and Fiji, who have both qualified to represent the Pacific at the 2023 World Cup in South Africa.”

December 2022, with a focus on delivering initiatives to our PacificAus Sports partners - Fiji, Papua New Guinea, Samoa and Tonga. This included the delivery of an inspiring leadership program in Fiji, with representatives from all four nations participating.

We were also proud to host the first PacificAus Sports series in March 2022, providing high-level competition for the national teams of our PacificAus Sports partners. This also included Singapore representing the Netball Asia Region.



The second PacificAus Sports Series was held on the Sunshine Coast in October 2022, with the addition of two teams from USC Thunder and an Australian Pathway team. Congratulations to Tonga on winning both events and further to Tonga and Fiji, who have both qualified to represent the Pacific at the 2023 World Cup in South Africa. The two teams will join

the Diamonds and the Silver Ferns in South Africa, who are not required to participate in regional qualifying events.

The PacificAus Sports series and select Super Netball and Diamonds matches were also broadcast through the Pacific via PacificAus TV, shining a light on elite netball to inspire the communities in those regions.

Further north, our work with Japan Netball Association over the course of 2022 included the delivery of both in-person and virtual umpire workshops, as well as the provision of a range of equipment for use in development activities.

BY THE NUMBERS

SUPER NETBALL



1,166,849

users visiting the Suncorp Super Netball website (up from 954,899 in 2021)



245,200

total season attendance



an average audience

171,000

tuned into the Suncorp Super Netball Grand Final in 2022



31%

increase in Instagram followers



15%

increase in twitter followers

SOLD OUT

Grand Final with 13,900 in attendance, a new National League attendance record



773 hours

of Suncorp Super Netball content broadcast in 2022 (up from 67 hours on the Nine Network in 2021)

5.1m viewing hours

of Suncorp Super Netball content across 2022

PARTICIPATION



11%

above pre-covid registrations



56K

NetSetGO registrations



79,800

sporting schools participants



24,000

coaches nationally

INTERNATIONAL TEST SERIES



41,300

total attendees across five matches

14,117

in attendance at QBA, Sydney



SOLD OUT

Melbourne, Gold Coast and Newcastle test matches

3.5m

people reached on



2.2m

people reached on



1.8m

people reached on



BUSINESS OF NETBALL



COMMERCIAL PERFORMANCE

Commercial and broadcast sponsorship contributed 49 per cent of Netball Australia's total revenue during the year, a strong recovery from 2021 and an incremental improvement on the years prior to that.

The outstanding performance of the Origin Australian Diamonds has been a win for both netball as a sport, and netball as a commercial enterprise. The headline-making win in Birmingham coupled with victories in the Quad Series, Constellation Cup and England Series have ensured there is a strong commercial interest in the Diamonds.

Netball Australia would also like to thank the WA Government for partnering with us to deliver the most successful Super Netball Grand Final in history.

Renewals and new partnerships

In 2022 we were also thrilled to renew a number of our major partners - including Origin, Nissan and HCF - and are grateful for their ongoing support. We were also proud to announce the following new partners:

- SUPERBOOST will be our hydration partner until the end of 2023. The company was founded to act as a vehicle to give back to local sport, whilst empowering the next generation of athletes.
- One of Australia's most trusted real estate brands, LJ Hooker, has pledged its support for a three-year period.
- Beaurepaires came aboard as our official tyre partner for 2022.

Notably, the announcement of Visit Victoria as a major partner from 2023 will help to showcase netball at the national and international levels for the next five years. These outcomes demonstrate that we have an exceptional product and while some of the commercial arrangements will not bear fruit until 2023, the foundations were laid throughout 2022.

Values-based partnerships

Many of our new arrangements are a reflection of the fact that all sports, including netball, are undergoing a social evolution.

We have entered an era where associations and commercial partnerships that are based on alignment of values are becoming increasingly important.

Netball has a leading role to play in championing the rights and livelihoods of women and girls, as well as promoting fitness and sport across all sections of our community. Members of our ecosystem are increasingly values-aware so we are seeking out commercial partners that demonstrate the best alignment with our players, our members, our umpires, our volunteers and Netball Australia's people.

Broadcast outcomes

2022 was the commencement of the ground-breaking broadcast arrangement with Fox Sports Australia, accessible via Foxtel and Kayo. This resulted in all Suncorp Super Netball matches and all Origin Australian Diamonds matches (home and away) being broadcast in more fan-friendly timeslots. The Suncorp Super Netball Grand Final was the highest rating match of the year, with an average audience of 171,000 people. Fox Sports also invested in the broadcast of pathway events such as the National Netball Championships (NNC) and Australian Netball Championships (ANC) - a first for netball - as well as launching Centre Circle and Pivot, magazine-style content that provided an additional

90 minutes of coverage every week during the season. In total, there was 773 hours of Super Netball content broadcast in 2022, an increase from 67 hours in 2021.

We also launched our first direct to consumer OTT solution NetballAustralia.tv to complement various international broadcast arrangements around the world. NetballAustralia.tv reached customers in over 70 countries and carried content including Super Netball, Diamonds, ANC, NNC and PacAus Series.

Record-breaking event attendance

During 2022 we made the decision to develop internal event capabilities within Netball Australia, with the aim of creating holistic, meaningful experiences for athletes and fans across all platforms and events. This work has elevated the customer experience and enabled NA to create a range of new products that encourage loyal customers and repeat purchases. Success in this area was reflected in attendance numbers at events, from the record crowd of 13,908 at the SSN Grand Final in Perth (the first ever fixed location SSN grand final) to sell-out Diamonds games in Melbourne and the Gold Coast for the Constellation Cup. Income from events surpassed the \$3 million mark, an outstanding result coming off 2 years of Covid restrictions.

ON-COURT PERFORMANCE





ORIGIN AUSTRALIAN DIAMONDS

It was an incredible year for Australian netball, and for the Origin Australian Diamonds, who provided one of the major highlights in Australian sports in 2022 with their gold medal performance at the Birmingham Commonwealth Games. This secured their place at the top of the world rankings and their place at the 2023 Netball World Cup in Cape Town.

The Diamonds had already been demonstrating impressive form in the lead up to the Games. They retained the Quad Series trophy in London at the start of the year and then managed a clean sweep against the England Roses on home soil - supported by sell-out crowds keen to return to the excitement of live international events.

Their winning form continued in the Constellation Cup against New Zealand Silver Ferns, with the final clash of the series also marking the Diamonds' 100th win over the Silver Ferns.

High attendance numbers at the two matches in Australia again made it clear that Diamonds fans were happy to be back in support of the team.

Special congratulations goes to:

- Liz Watson, named Liz Ellis Diamond for the second time after leading the team courageously through a momentous year
- Stacey Marinkovich, Coach of the Year at the Australian Netball Awards
- Donnell Wallam, a Diamonds debutant in 2022 and the third Indigenous netballer to represent Australia

ON-COURT PERFORMANCE

Continued

Suncorp Super Netball

Suncorp Super Netball (SSN) cemented its place as the world's premiere national netball league in 2022, with players, coaches and umpires all rising to the occasion in the lead-up to the Commonwealth Games.

The standard of netball on display in the finals series in Melbourne was arguably the finest seen in years, culminating in the exceptional Grand Final in front of a sell-out crowd in Perth. Congratulations to the Fever for their 70-59 win over the Vixens, and to Sasha Glasgow who was named Grand Final MVP.





Fast5 victory

It was an exciting end to the year when Australia's Fast5 team teamed up to deliver a win in November's Fast5 World Series. Coached by Briony Akle of the NSW Swifts, the team made history by winning Australia's first Fast5 trophy after defeating South Africa in the grand final.

Development pathways

This year marked the return of our Pathways Camps for our 17/U, 19/U and 21/U squads, who came together at the Australian Institute of Sport with specialist coaches to focus on their development both on and off the court.

After a two-year pause, it was encouraging to see skill and fitness levels amongst our up-and-coming players have been maintained, if not improved since 2019. It was apparent we have strong and diverse talent in the junior ranks of our sport, which will serve us well in the lead-up to the Netball World Cup in 2027 and other major events over the decade.

“After a two-year pause, it was encouraging to see skill and fitness levels amongst our up-and-coming players have been maintained, if not improved since 2019.”

ON-COURT PERFORMANCE

Continued



“The Australian men claimed both a victory against New Zealand and respectable viewer audience numbers.”

Men's netball

In late 2022, and in partnership with the Australian Mens and Mixed Netball Association, the Australian men's netball team played two international test matches against New Zealand and England, alongside the respective Diamonds test matches against the Silver Ferns and Roses.

This was a truly historic occasion, as both test matches were broadcast in Australia on Foxtel and Kayo and internationally on NetballAustralia.TV. The Australian men claimed both a victory against New Zealand and respectable viewer audience numbers.

The second test match in Sydney was also a win to the Australian men's team over England.

A near capacity crowd confirmed that the netball ecosystem would support both the mens and womens test matches.

Coaches and umpires

This year we rolled out an umpire and coach development program, a key initiative to ensure we are building strong, healthy performance cultures at all levels of the sport. The programs were delivered in both group and one-to-one settings, with a focus driving continuous improvement and building a more connected coaching and umpiring system. This work has allowed us to increase the number of high-performance umpires and will be extended in 2023 and 2024.

Community

From grassroots to global, netball in Australia has been aligning with a new common purpose and direction over the course of 2022. A key enabler of this engagement is building our digital capabilities in order to elevate the experiences of everyone in the netball ecosystem.

Our online digital learning platform moved to Totara, as part of the continued partnership with Australian Sport Commissions early in the year. It delivers learning experiences to the 150,000 people nationwide involved in the delivery of netball programs, competitions and events.

This year was also the first year in operation for PlayHQ and World Sport Action - our new digital platforms to provide netball community participants, volunteers and administrators with a simplified and innovative community sports experience.

Meanwhile, our pathways program for children under 10, Woolworths NetSetGO continues to grow, providing more than 50,000 young people with the opportunity to learn about the basics of netball throughout the year. This means we are more than halfway towards our 2032 membership goal of 100,000. In 2022 we also took the opportunity to evaluate the program in conjunction with our member working group and designed a number of incremental uplifts to implement for the 2023 season.

The partnership campaign between Woolworths NetSetGO, My Little Pony and Confident Girls Foundation was another highlight for young players in 2022. Designed to engage young netballers, the initiative included co-branded activity packs, inspiring video content, competitions and concourse activations at Diamonds games.

Funds were directed towards membership and community organisations across Australia who run inclusive programs to build resilience amongst girls facing adversity.

Finally, this year we also finalised two critical frameworks that will help foster unity and consistency, encourage participation, and improve diversity and inclusion at all levels of our sport. The first of these was the Netball in Australia Uniform Guidelines, which recognise the various individual preferences and religious beliefs of netballers. The second was the Netball Integrity Framework, marking the first time there has been a single national framework specific to netball. Both have been adopted by all member organisations across the country for the 2023 season.



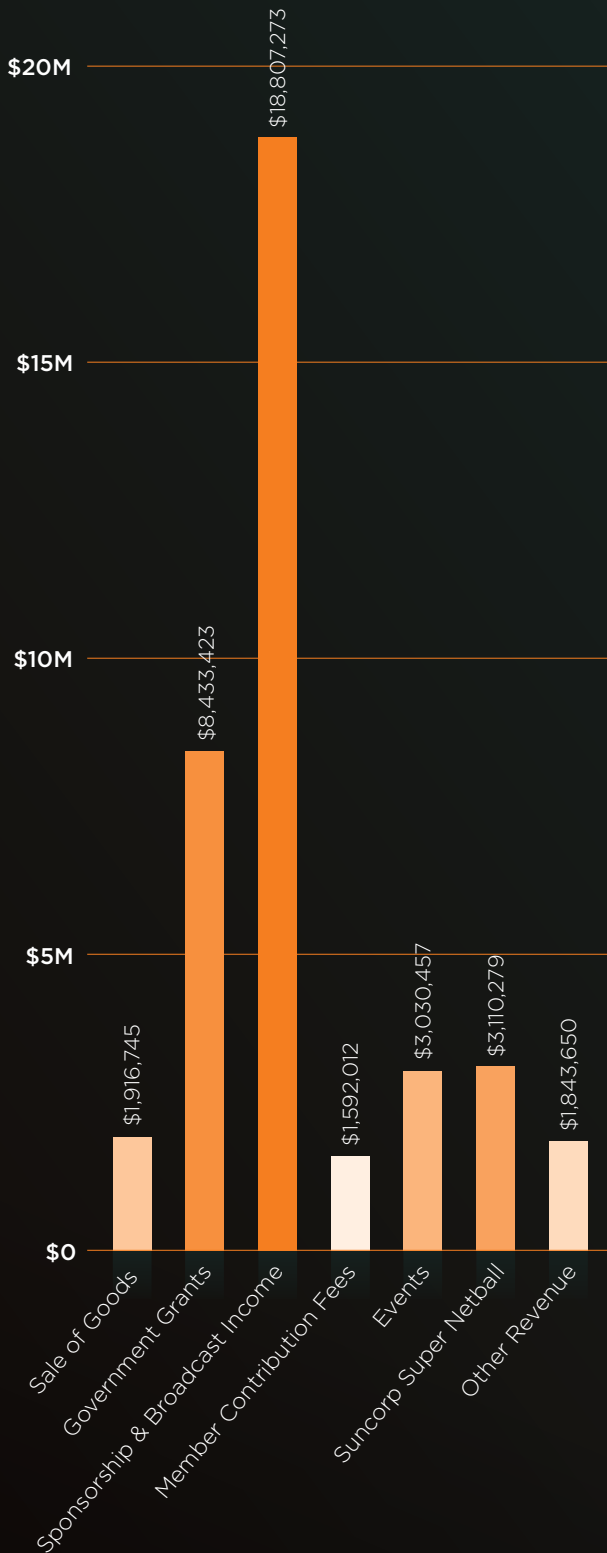
FINANCIAL OVERVIEW

REVENUE		INVESTMENT IN NETBALL		NET FUNDS AS AT 31 DECEMBER	
2022	\$38,733,839	2022	\$38,433,938	2022	\$458,619
2021	\$30,004,232	2021	\$34,373,068	2021	\$158,718
2020	\$28,741,639	2020	\$31,549,842	2020	\$4,527,554
2019	\$29,835,698	2019	\$29,788,538	2019	\$7,332,216
2018	\$29,308,680	2018	\$29,242,770	2018	\$7,269,311
2017	\$26,830,272	2017	\$27,222,383	2017	\$7,182,553
2016	\$15,853,286	2016	\$18,974,228	2016	\$7,546,484
2015	\$27,563,112	2015	\$27,185,587	2015	\$10,598,412
2014	\$16,358,596	2014	\$16,124,443	2014	\$10,220,887

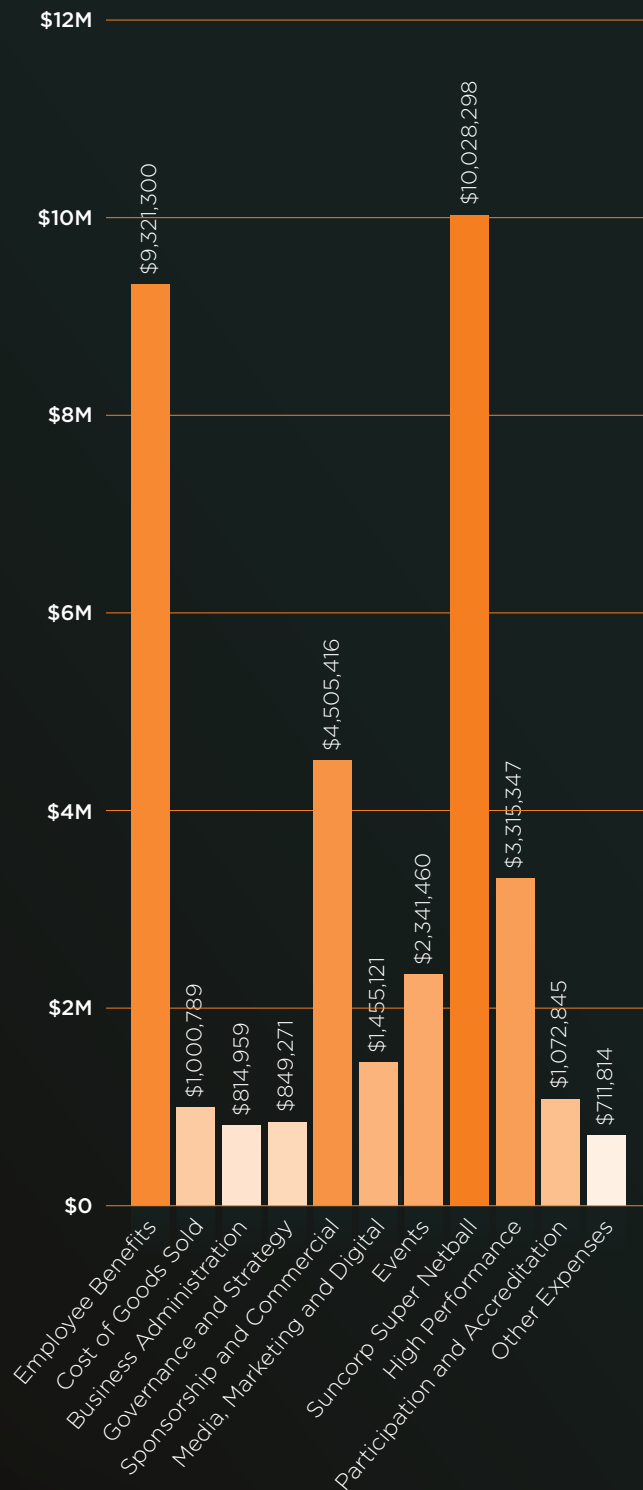
EXECUTIVE REMUNERATION	
2022	\$1,963,442
2021	\$1,839,914

OVERALL RESULT	
2022	Surplus of \$299,901
2021	Deficit of \$4,368,836

REVENUE SPLIT



INVESTMENT SPLIT



PARTNER HIERARCHY

PRINCIPAL PARTNERS



Australian Government
Australian Sports Commission



MAJOR PARTNERS

NISSAN



ASSOCIATE PARTNERS



BROADCAST PARTNERS



SUPPLIERS





Commonwealth Games Australia is proud to have supported **Netball Australia** on the road to the Birmingham 2022 Commonwealth Games.

As a direct legacy of the Gold Coast 2018 Commonwealth Games, Commonwealth Games Australia invested \$13 million across the 21 sports that formed the Australian Team in Birmingham.

The funding was designed to help our Member Sports be **Green2Gold2Great** in Birmingham and assist emerging Team Members to keep Australia as the No. 1 nation in the Commonwealth.

Commonwealth Games Australia congratulates **Netball Australia** for their continued efforts, and our netball team for their outstanding performances in Birmingham.





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Fitzroy, VIC 3065

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Law Courts
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APPENDIX

STATE OF THE GAME

DECEMBER 2022

ACKNOWLEDGEMENT OF COUNTRY

Netball Australia acknowledges the Wurundjeri people of the Kulin Nation who are the Traditional Custodians of the Country on which Netball HQ is based in Naarm/Melbourne.

**We acknowledge the Traditional Custodians of Country throughout Australia.
We recognise their continuing relationship to the land and waters and pay our respects to Elders past, present and future.**

A MESSAGE FROM THE PANEL

Netball is ever evolving. It is a game that provides inspiration and innovation. This, however, does not come from staying stagnant. Netball, its future and its success, relies on the ways we reflect on the past to inform the future.

The experiences gained from netball are something to treasure. It's in the empowerment of a team, support of individuals, and fellowship of everyone who has built, and will continue to build, a strong community.

It's for this reason that in 2020, the Netball Australia Board, in consultation with the Member Organisations, Suncorp Super Netball League and Clubs, initiated an independent review, supported by Sport Australia. This review, known as the State of the Game Review, identified key changes critical to the growth of netball.

When formed, the panel offered eight recommendations specific to the review and the betterment of netball across the country. A wide range of opinions and influences were taken into consideration, including the stakeholders of our game, governance and participation factors, pathway opportunities, and the progression of elite tier success. Over the last two years these recommendations have looked to address challenge in the game, considered the opportunities not yet taken, and looked ahead at netball's ideal position for today and tomorrow.

It has been pleasing to see work being done across the netball ecosystem to implement many of the recommendations contained in the State of the Game Review. The panel has since submitted a full report to the Netball Australia Board, adding further insight and extending each recommendation. It is the intention for all State of the Game stakeholders to continue to commit to these updates in order to unlock further developments to netball, and allow yet to be seen progressions.

The work is not finished, however. What commenced as a review has now become entwined with the day-to-day workings of netball nationally. The Panel looks forward to seeing the defining work continue. We remain excited about the future of Australian netball and thank Netball Australia and the Member Organisations for entrusting us with this important project.

EXECUTIVE SUMMARY

Netball is a sport that touches every corner of the nation.

From the regional towns where netball is the beating heart of the community to the bright lights of our city stadiums where we get to witness the best of the best.

While there's already a foundation for success, success requires change.

But change is always ongoing, and the State of the Game Review ("The Review") has been a significant milestone for netball in Australia.

The Review has created the opportunity for netball to better align its purpose and strategy to strengthen and reinforce netball's position as the cornerstone of women's sport in Australia.

As the largest participation sport for women and girls in Australia, it is our duty to bring the netball community with us, every step of the way.

Importantly, Netball Australia and its state and territory-based Member Organisations, all eight Suncorp Super Netball Clubs, the Australian Netball Players' Association and the Confident Girls Foundation all welcomed the report and are aligned in our vision for the sport.

State of the Game is not a tick of the box exercise, it is a journey to better position netball for the future.

We are all committed to this and excited about the opportunities ahead, and there are many key strategic pillars of the game which will help lead the sport going forward and have provided the perfect ground for our transformational years.

Netball's best moments and biggest achievements are still ahead of us.

From the success of the Diamonds to community netball, which makes up 95 per cent of our fanbase, netball has the foundations to really set itself up for a thriving future, but netball must embrace change.

The Review has provided netball with a vehicle, a unifying tool that will help lay the foundation for a bright future for everyone involved in the sport.

It has both highlighted the wealth of opportunities for the sport, but it also showcased challenges netball must work through.

While those challenges might not be unique to the netball ecosystem, they are holding netball back from making the most of our opportunities in a sporting landscape that continues to become more competitive.

The rise of women's leagues in other sports has created intense competition to grow our game via, share of voice and revenues across grassroots and through broadcast and digital audiences.

We are committed to being the number one sport for women and girls, to having the best netball league in the world, to having the number one ranked women's and men's national teams, and to being the number one participation sport in Australia.

How we get there, starts here. This is just the beginning. Since the Review was undertaken there have been significant changes within the netball community,

including changes to the leadership of both Netball Australia and within many of the Member Organisations.

These changes have allowed netball to take the time to review and consider all the recommendations together and allow for increased and open communication and greater collaboration.

These changes, coupled with the financial and organisational challenges presented to sport as a result of the Covid-19 pandemic, really drove home the importance of ensuring all core stakeholders were aligned in Vision, Purpose and Strategy for netball in Australia, and its overall direction.

This is a critical step in ensuring the sport can build on the success of the past and ensure success in the future. And it is a step closer to ensuring we are united and operating as one.

We are committed to addressing the recommendations together and working under an agreed Netball in Australia Framework which provides netball the guiding principles to establish a culture and environment where trust can be built.

That trust is essential in ensuring netball can successfully address the key findings within The Review and the recommendations moving forward.

The framework has helped drive stronger collaboration with Member Organisations and improved communications beyond the industry.

Member Organisations, key stakeholders and representatives of Netball Australia, from across the country, have worked together within working groups to discuss and identify priorities as well as develop strategies for each of the recommendations contained within The Review.

These working groups created the opportunity for netball to strategically align, collaborate and increase trust.

They have identified the strengths and areas for improvement within the current working model, meaning netball is now focused on moving into a more operational format centred around looking forward.

The State of the Game Review is a unifying document, now etched in netball history.

But creating change does not end here. The framework will continue well beyond the report.

Change is ongoing, and we are committed to working tirelessly to ensure the sport has an aligned vision and a sustainable presence well into the future.

RECOMMENDATION

ONE



RECOMMENDATION ONE

Core stakeholders to agree and implement an aligned vision, purpose, and strategy for Australian netball.

RECOMMENDATION 1.1

By building on the suggested processes and division of duties outlined in this report, the Core Stakeholders within Australian netball participate in a process to agree and ratify the national strategic priorities for Australian netball for the next three years. From this, respective strategic plans can be developed/refined to demonstrate clear alignment around:

- purpose;
- vision;
- priorities; and
- agreed measurement and accountability.

RESPONSE TO RECOMMENDATION 1.1

A critical step in ensuring netball can build on the success of the past and thrive in the future was to establish an aligned strategic direction for the sport.

Netball Australia has adopted elements from World Netball's Strategic Framework - GROW, PLAY and INSPIRE. This was done to ensure when the sport is forging ahead with strong international aspirations such as the Brisbane 2032 Olympics, there is an aligned strategic framework from grassroots to global. The framework will be the game plan in which all Member Organisations develop their new strategic plans - ensuring consistency and alignment across the whole sport. Whilst the framework provides consistency and alignment, it also enables flexibility for all stakeholders to build plans that are relevant to their markets.

In February 2022, Netball Australia convened a meeting with all Member Organisation CEOs and armed with collective learnings and collaboration mindset, a new path was forged.

RESPONSE TO RECOMMENDATION 1.1

PURPOSE

We are the ultimate team sport.
Netball is the place to belong,
be your best and be yourself.

VISION

Our game is united and people
are thriving on and off the court.

OUR CULTURAL STATEMENT

We respect and trust each other, leading
to the best outcomes for Australian netball.

OUR GAME PLAN

Grow - Play - Inspire.

OUR ENABLERS

- › Vibrant grassroots community supported by a strong Netball Federation.
- › Great People and Great Culture.
- › Elevate experiences through the power of digital platforms and data.

This was unanimously endorsed by all Member Organisations.

RECOMMENDATION 1.2

The strategic plan will be completed and ratified by all Member Organisations, Suncorp Super Netball (SSN) Commission and Netball Australia by June 2021.

RESPONSE TO RECOMMENDATION 1.2

All Member Organisations ratified the Strategic Framework in 2022 and set about developing their own strategic plans in line with this framework ahead of 2023.

In early 2023 Netball Australia and all Member Organisations will reconvene and develop an aligned set of priorities and Key Performance Indicators (KPI's) that will sit within the strategic framework. These KPI's will drive the collective conversation for the sport going forward.

In line with this framework, Netball Australia developed its own three-year strategic plan which can be found [here](#).

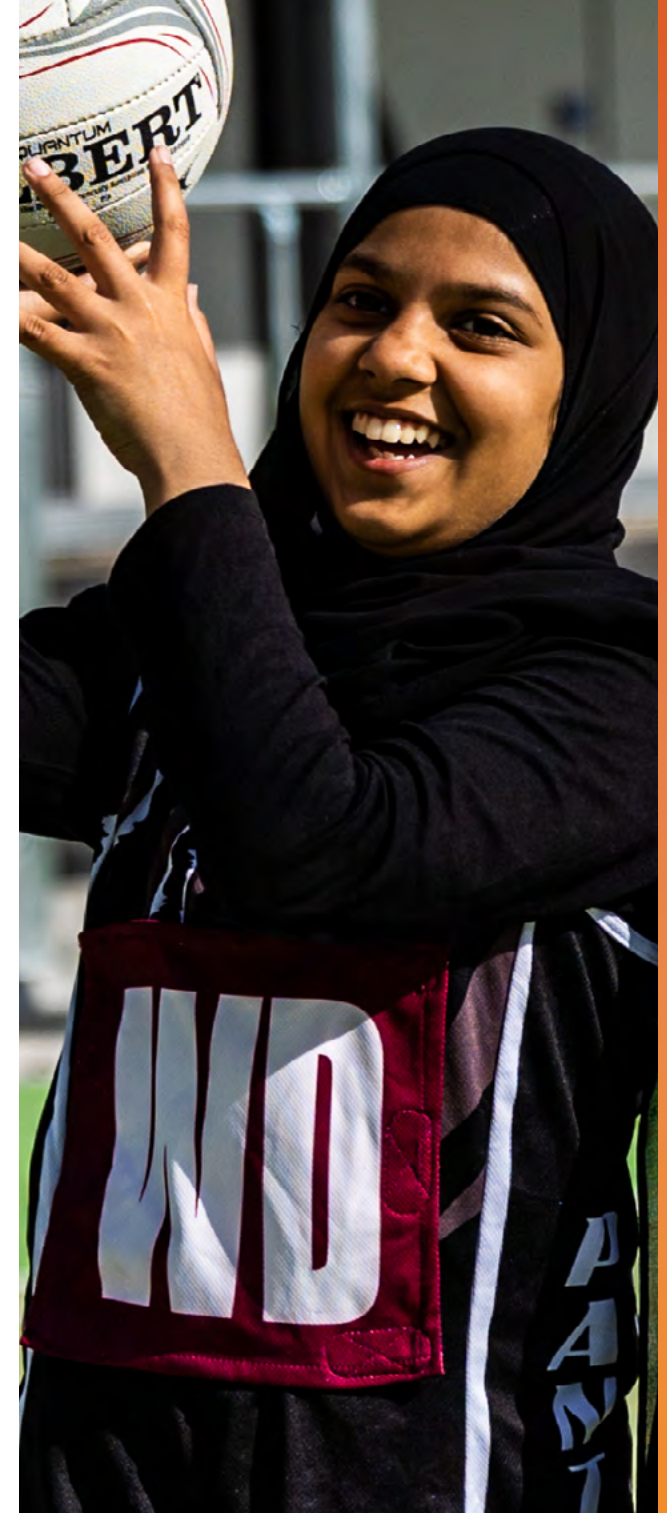
RECOMMENDATION 1.3

These priorities and plans will be publicly communicated by Netball Australia and the Member Organisations via websites and social media and include annual public updates on progress.

RESPONSE TO RECOMMENDATION 1.3

The strategic framework has been made public as a result of this report. All Member Organisations will endorse and promote their individual plans as required.

Netball Australia will publish the aligned priorities and KPI's as a result of the next phase of development.



RECOMMENDATION

TWO



RECOMMENDATION TWO

Netball Australia and Member Organisations establish a contemporary governance framework for the future of Australian netball.

RECOMMENDATION 2.1

Netball Australia, through a Special General Meeting, should effect the following changes voted by the Member Organisations.

BOARD COMPOSITION

- Nine-person board with five appointed directors, three member elected directors and one athlete director**;
- Each director will be appointed/elected for three years and may serve three terms, equating to maximum tenure of nine years;
- Directors will be rotated such that three positions are declared vacant each year (one elected vacancy and two appointed; except in the third year which would be one elected, one appointed and the athlete director);
- Minimum one director who will be of Aboriginal and/or Torres Strait Islander descent; and • All directors are independent, within the following definition. Independent directors are those who: - Are not elected by the members to represent any constituent body; - Are not employed by Netball Australia or any constituent body;
- Do not hold any other material office within the sport's organisational structure; and
- Have no material conflict of interest due to being a director. Transitional arrangements will need to be determined.

*** the athlete director must not be a current member of the Diamonds or an SSN team but must have played in the Diamonds or an SSN team in the preceding ten years. Nominations Committee (codified in the constitution).*



NOMINATIONS COMMITTEE COMPOSITION

- A Chair fully independent of netball (with casting vote), appointed by the Netball Australia Board;
- One Netball Australia Director, appointed by the Netball Australia Board;
- One nominee appointed by the Member Organisations accepted by six of the eight Member Organisations; The Nominations Committee must assess nominations and candidates for all Director vacancies (including Elected Directors, Appointed Directors, the Athlete Director, and casual vacancies) and provide advice to the Netball Australia Board and, for Elected Directors, also the Voting Members, with respect to:
 - The suitability of nominations or candidates for director positions, having regard to the skills and attributes of the nominees.
 - The composition of the board, having regard to diversity of skills, gender, and backgrounds of directors; and
 - Considering skilled Aboriginal and/or Torres Strait Islander board members consistent with the Declaration of Commitment. The Nominations Committee, by majority vote, has the power to determine that a nominee or candidate is unsuitable for further consideration by the Board or Voting Members (as the case may be) and is therefore ineligible for election or appointment to a director vacancy.

RESPONSE TO RECOMMENDATION 2.1

In 2021 the Suncorp Super Netball League Commission, a former stand-alone entity, was merged with the Netball Australia Board to centralise all decision making. It was deemed that the responsibility, governance and roles would carry over, culminating in the overarching Board making decisions on behalf of the netball industry. On the current Netball Australia Board there are six appointed directors and three elected directors. The makeup of the Board reflects a diversity of skills, gender, and backgrounds of directors.

Two director positions are currently vacant which provides the opportunity for the recommendation to be realised with the recruitment of two specialised directors. One position will be filled with a skilled Aboriginal and/or Torres Strait Islander person and another with expertise in athletic performance. Netball Australia is currently recruiting for these two positions.

Netball Australia's Nominations Committee consists of one Netball Australia Director, who is Chair of the Committee, a Member Organisation Chair as appointed by the Member Organisations and an independent representative with the relative skill set to appoint the relevant Director vacancy.

RECOMMENDATION 2.2

All Member Organisations should amend their constitutions to apply this proposed Board Structure and Nominations Committee process consistently across the system. There may be nuances (for example fewer directors) but the percentages of elected/appointed directors and the Nominations Committee process should be replicated and codified in the Netball Australia Constitution and all Member Organisation constitutions.

RESPONSE TO RECOMMENDATION 2.2

All Member Organisations have agreed to review the composition, identification and nomination processes for Boards. It is acknowledged by all stakeholders that changes to Board structures and size and composition will need to reflect the priorities and timeframes of each stakeholder.

Netball Australia and the Member Organisations will come together in early 2023 to continue discussions relating to governance and constitutional change. These conversations will be ongoing with the Netball Australia Chair and the Chair of each Member Organisation. It is worth noting that some Member Organisations have amended their constitutions to align to the recommendations.

RECOMMENDATION 2.3

The boards in the Australian netball system should review the evolved Sport Governance Principles, Sport Governance Standards, and agree a subset of nationally connected benchmarking standards that they remain publicly accountable to achieving and work together to implement.

RESPONSE TO RECOMMENDATION 2.3

All netball stakeholders have agreed to follow the Sport Governance Principles and Sports Governance Standards and are committed to identifying uniformed benchmarking standards that not only can hold each stakeholder accountable but helps highlight the opportunities and challenges we face together.

In 2022 Netball Australia and all eight Member Organisations completed the Sport Governance Principles and Sports Governance Standards survey. This survey provided benchmark information to collectively identify areas for further alignment and learning opportunities amongst all states. All Member Organisations have highlighted their core focus areas as part of the survey and these will form ongoing conversations with all respective Chairs.

RECOMMENDATION 2.4

Netball Australia, in collaboration with Member Organisations, to agree on their distinct roles and accountabilities across the key areas of operation. This will include timely communication, commitment to collaboration both vertically and horizontally, clear accountabilities, and prioritising efficiency and alignment with the agreed national strategy.

RESPONSE TO RECOMMENDATION 2.4

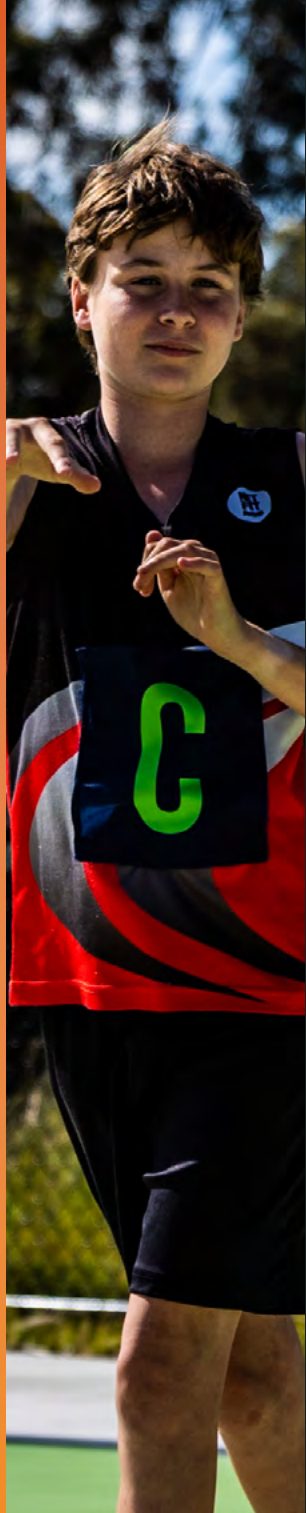
As the game grows, Netball and its stakeholders must evolve. Many of the roles and responsibilities within the netball ecosystem have been based on traditional roles and responsibilities. Netball Australia and the Member Organisations have agreed on the importance of clarity of the roles and responsibilities across the netball ecosystem as this will underpin the opportunities in which the system can find better ways in which the sport can be delivered, and operational efficiencies can be realised.

In broad terms, it was agreed that:

- Netball Australia is responsible for regulating the sport and other national issues that affect all Australians including the national and international competitions.
- Member Organisations are responsible for issues that affect people in that state or territory, including the promotion and delivery of participation outcomes on behalf of the sport; and
- There are shared responsibilities across national sporting organisations and state/territory sporting organisations.
- The roles and responsibilities as defined by their CEOs are in the process of being endorsed by their respective Presidents.

RECOMMENDATION

THREE



RECOMMENDATION **THREE**

Develop member organisation-led participation strategy to make Australian netball the number one team participation sport in Australia.

RECOMMENDATION 3

Create a workgroup led by a Member Organisation CEO, and consisting of a representative of one large Member Organisation and one small Member Organisation, Netball Australia's Executive General Manager Sport and representatives from two local Associations/Affiliates to develop a Participation Strategy.

RESPONSE TO RECOMMENDATION 3

The development of a Member Organisation-led participation plan resulted in the recommended working group being expanded to include representatives from all Member Organisations and key participation leaders within Member Organisations. This small but critical change has enabled increased collaboration to create a national participation plan.

RECOMMENDATION 3.1

Protect and grow core business (participation of women and girls)

- Retain the current participants.
- Increase market share by attracting more women and girls to play more often by evolving the product(s) to be more accessible and flexible to suit customers and potential customers. This includes digital delivery of “tailored for netball” fitness products.
- Develop a plan for netball to deliver its product in an agile and flexible manner to reflect the new “COVID normal.” This includes planning for multiple, shorter competitions through the year when required.
- Develop an inclusion plan that addresses both unconscious bias and systemic barriers to entry and progression for diverse communities and sets out a plan to actively engage and support the participation of these communities.
- Develop a marketing plan that drives grassroots participation by capitalising on Benchmark Events (SSN, Netball World Cup, Commonwealth Games).

RESPONSE TO RECOMMENDATION 3.1

The development of a Membership Organisation led participation plan is a fundamental pillar within Netball Australia’s Strategic Plan and is critical to ensuring netball continues to be the cornerstone of women’s sport in Australia.

In an increasingly competitive marketplace, customer experience and the quality of the product being delivered is an agreed priority by all stakeholders (Netball Australia and Member Organisations). The initial focus in developing this plan, and as agreed by Member Organisations, has been to review and update our nationally agreed junior entry product – NetSetGO.

NetSetGO is the nationally standardised product that provides the fundamentals of netball and can be utilised not only within clubs and associations but also in schools and within new and emerging communities across Australia.

As part of the NetSetGO review, Netball Australia will develop culturally specific resources to support these new and emerging communities.

It is important to recognise that while all stakeholders are committed to growing the game, we are also equally committed to removing barriers to make netball more accessible and flexible. The introduction of the Netball in Australia Uniform Guidelines is a significant and important first step.

RECOMMENDATION 3.2

Create an Aboriginal and/or Torres Strait Islander identified position to develop the National Indigenous Netball Plan/ Strategy, which would be a stand-alone and complementary plan to the Netball Australia Participation and Pathway strategy. This Plan/ Strategy will also include appropriate targeted actions/KPIs and timelines to ensure the outcomes of the Plan/ Strategy are achieved. This position should be in place by end of April 2021.

RESPONSE TO RECOMMENDATION 3.2

The netball system works with and engage key people within the First Nations community to ensure cultural understanding and learning continues beyond the Declaration of Commitment.

An aligned and complementary strategy must recognise the work and programs that is already being delivered across the Member Organisations, associations and clubs.

In 2023, Netball Australia will engage First Nations leaders to create an independent process to support the development of the National Indigenous Netball Plan/Strategy.

RECOMMENDATION 3.3

Develop and grow new business:

- Unify netball delivery networks to gain new customers by providing a compelling value proposition for already existing netball competitions that currently do not come under the jurisdiction of Netball Australia or the Member Organisations.
- Embrace and offer boys', men's, and mixed competitions within the formal Netball Australia/Member Organisation delivery system.
- Enable while easing the load on volunteers.

RESPONSE TO RECOMMENDATION 3.3

As part of the Netball in Australia Framework, all Member Organisations are committed to grow, play and inspire netball at all levels. This agreed and aligned commitment has allowed the sport of netball to create a more unified voice.

The benefits of the stronger, united voice have been evidenced in the increased collaboration and dialogue between Netball Australia and the Australian Men's and Mixed Netball Association (AMMNA). These discussions have created and resulted in opportunities for the Australian Men's Netball Team to be incorporated into the international test match schedule in 2022 and play official curtain raisers before the Australian Diamonds test matches in New Zealand and Australia.

RECOMMENDATION 3.4

Professionalise the delivery network in addition to implementing a customer friendly national database platform, Australian netball recognises the demands placed upon the volunteer workforce in maintaining and in growing participation. Working with Associations/Affiliates to employ professional managers of local Associations/Affiliates or regions will enable the upskilling and supercharging of netball's delivery network. The development of a business model to achieve this should be initially trialled on a pilot basis, including exploration of whether this should be a Member Organisation owned/ administered network of development and administrative officers or whether local Associations/Affiliates should administer and appoint their own staff, and whether the latter is achieved by way of a partnership/ investment model with government or existing sponsors.

RESPONSE TO RECOMMENDATION 3.4

The professionalism of the delivery network is an agreed priority for both Netball Australia and the Member Organisations, with an alignment to enhance the customer experience and ensure there is a positive experience at all levels.

In conjunction with netball's digital and data strategy, both Netball Australia and the Member Organisations are reviewing the data, information, and the resources that both underpins and drives Netball, as well as undertaking a review of all existing resources that support netball's volunteer workforce.

The development of new and more user-friendly resources will be critical to ensure clubs and associations are able to take advantage of the opportunities that will arise when Australia hosts both the Victoria 2026 Commonwealth Games and the 2027 Netball World Cup in Sydney.

RECOMMENDATION

FOUR



RECOMMENDATION **FOUR**

Establish a high-performance work group to align player pathways and high performance programmes with SSN; resource the Diamonds to ensure success at Netball World Cup and Commonwealth Games; improve diversity in Australian netball pathways and high performance programmes; improve coach and umpire development.

RECOMMENDATION 4.1

Establish a Pathways and High-Performance working group to develop a Pathways and High Performance Plan.

This working group should be led by Netball Australia's Executive General Manager Performance, and membership could include:

- a High Performance Manager from an SSN club;
- the newly created Indigenous role (title to be advised);
- A senior executive of SSN;
- Diamonds and Australian 21/Under coaches;
- Member Organisation Pathways Manager; and
- the National High Performance Umpire Manager. In developing this Pathways and High-Performance Plan priority should be given to the following:

RESPONSE TO RECOMMENDATION 4.1

In 2021, Netball Australia formed a High Performance Leadership Group that consists of key high performance stakeholders to lead in developing an updated National High Performance Plan.

High Performance priorities both during and after the Covid-19 pandemic, have been to ensure the Australian Diamonds have been prioritised and resourced properly to support Netball Australia's strategic ambition of being the number one ranked netball team in the world. This includes returning to the top of the podium at the Birmingham 2022 Commonwealth Games and at the 2023 Netball World Cup in South Africa.

Following two challenging years, the high performance program has prioritised re-engaging stakeholders to resume important pathway activities.

The 2023 - 2027 Netball Australia High Performance Plan will be released in 2023 following the Netball World Cup.

RECOMMENDATION 4.2

Develop and invest in clear competition and development pathways that connect the 19/Under cohort with SSN and the Diamonds and provide opportunities for Australian players to progress into SSN, including working towards a reinvigorated ANL competition.

RESPONSE TO RECOMMENDATION 4.2

The Netball Australia High Performance Leadership Group has created a number of new initiatives to help identify, retain and develop the next generation of elite netball players. In an increasingly demanding marketplace for talented athletes, Netball Australia, the Member Organisations and the Suncorp Super Netball clubs are working hard to ensure the next Origin Australian Diamonds have the opportunities to develop both on and off the court.

In 2022 the Australian Netball Championships was formed as a revised format of the Australian Netball League. The new 10-team format increased the opportunities for talented and emerging athletes, coaches, and officials from across Australia.

This competition, combined with the National Netball Championships, provides the High Performance Leadership Group with greater clarity across the age cohort and an increased ability to identify the future and emerging Diamonds.

RECOMMENDATION 4.3

Ensure diversity in pathways and high-performance programmes by:

- Linking the High Performance Plan to the National Indigenous Netball Strategy;
- Identifying current Indigenous specific competitions and programmes and consult with appropriate stakeholders on the inclusion of these competitions and programmes in the high performance pathways. This also requires investment in sending selectors/Talent ID to regional/remote areas to identify and support talented Aboriginal and/or Torres Strait Islander athletes for whom living regionally/remotely could be a barrier to progression.
- Addressing barriers to diverse (Aboriginal and/or Torres Strait Islander/CALD) athletes, coaches and umpires progressing through the development pathways.

RESPONSE TO RECOMMENDATION 4.3

Netball Australia and all eight Member Organisations are committed to making authentic changes to remove the barriers and increases the opportunities available for First Nations athletes within the pathway programs.

In 2022, Netball Australia launched a First Nations Mentoring Program – a pilot program at the National Netball Championships to provide targeted support and opportunities for 17/Under and 19/Under First Nations athletes to come together. As a result of this program, Netball Australia has identified an exciting and growing cohort of Aboriginal and Torres Strait Islander athletes, who will continue to work with targeted mentors within culturally safe environments.

Netball Australia's high performance pillar will next year play a critical role in working with First Nations leaders as the organisation builds its National Indigenous Netball Plan/Strategy. This important work will align with Netball Australia's Participation Plan to ensure the sport is inclusive and accessible for all First Nations peoples.

RECOMMENDATION 4.4

Improve coach and umpire development, including the creation of roles at Netball Australia and Member Organisations dedicated to the development of these crucial parts of the high performance pathway.

RESPONSE TO RECOMMENDATION 4.4

With the inclusion of a dedicated resource in 2021, Netball Australia and its Member Organisations have elevated the training and support for coaches and umpires.

This important part of the pathway has seen a significant increase in the retention and standards within both groups and will remain an important part of the high performance program moving forward.

RECOMMENDATION 4.5

Develop, implement and communicate system-wide selection and coaching principles to assess players on their raw talent and assist them to develop their inherent abilities, rather than focusing on a particular style or body type.

RESPONSE TO RECOMMENDATION 4.5

In 2021 Netball Australia developed a National Athlete Selection and Categorisation Framework. The framework was implemented in 2022 to provide athletes with individualised selection, assessment, learning and feedback.

RECOMMENDATION 4.6

Clearly enunciate the role of SSN in Australia's high performance pathway, including creating more opportunities for Australian athletes to play in SSN. To this end, the panel recommends as a minimum permanently increasing the SSN squad size from 10 to 12, with the extra two athletes to be Australian athletes; and modifying the injury replacement protocol for SSN teams so that replacement players must come from an existing training partner;

RESPONSE TO RECOMMENDATION 4.6

The role of the Suncorp Super Netball League in the high performance pathway is fundamental to the ongoing future success of the Origin Australian Diamonds and more broadly, netball in this country. The duration of the SSN season, the number of teams and the timing of the competition are all critical elements in ensuring the Australian Diamonds remain the number one ranked team in the world. In addition, the inclusion of additional players and the economic viability and growth of the league is part of the SSN Evolution Project, which is one of the major outcomes further explored under Recommendation Five.

RECOMMENDATION 4.7

Align the Diamonds programme and SSN to harness the best of SSN to ensure the ongoing success of the Diamonds;

RESPONSE TO RECOMMENDATION 4.7

Dissolution of the SSN Commission has enabled greater alignment between the Suncorp Super Netball League and the Australian Diamonds program.

Netball Australia, the Member Organisations and SSN clubs, alongside broadcast partner the Foxtel Group, all work collaboratively to ensure the competition not only supports high performance pathway outcomes but also maintains its status as the number one netball competition in the world.

RECOMMENDATION 4.8

Prioritise strategy for and resourcing of the Diamonds programme to return the Diamonds to top of the podium at 2022 Commonwealth Games and 2023 Netball World Cup.

RESPONSE TO RECOMMENDATION 4.8

As part of Netball Australia's strategic objective to ensure the Australian Diamonds return to the top of the podium at both the Birmingham 2022 Commonwealth Games and the 2023 Netball World Cup, the organisation has further aligned its resources to deliver the 2022/23 Diamonds High Performance Strategy.

RECOMMENDATION

FIVE



RECOMMENDATION FIVE

SSN commission and Netball Australia make SSN the commercial jewel in the crown of Australian netball by capitalising on growth to date and realising its full potential.

RECOMMENDATION 5.1

SSN to produce a more concise and clear strategy for growth as a sports entertainment and high performance business:

- Long term vision and strategy;
- Commercial, sponsorship and broadcast growth opportunities;
- Fan engagement (including innovation in game);
- Social media and digital opportunities;
- Prioritising professional team and player development; and
- Clear enunciation of its role in Netball Australia's high performance pathway and programmes.

RESPONSE TO RECOMMENDATION 5.1

Netball Australia has undertaken a detailed analysis and review of the Suncorp Super Netball League involving key stakeholders, and partners. The analysis has resulted in the implementation of the SSN Evolution Project.

Netball Australia is working closely with industry consultants to support the project facilitation and review and as a result, has established a four-phase project covering:

1. Situation analysis
2. Defining success
3. Model review
4. Recommendations

Recommendations are currently being reviewed and further due diligence will now be undertaken to determine the feasibility of these recommendations. Netball Australia is confident these recommendations will set new foundations to ensure netball in Australia capitalises upon having the number one netball league in the world.

RECOMMENDATION 5.2

The SSN Commission to build a business case that supports investment from private equity, team franchisers and/or broadcaster/sponsor partners in readiness for team license renewals in 2022.

RESPONSE TO RECOMMENDATION 5.2

As part of the SSN Evolution Project, opportunities surrounding external capital, team and franchise expansion, broadcast value, and broader commercial values are being considered.

Further consideration of structure, transparency of commercial performance, and operational efficiency across the industry are incorporated in the discussions and deliberations to ensure the Suncorp Super Netball League continues to grow.

RECOMMENDATION 5.3

Appoint a Netball Australia Director to the Commission creating a direct link at the governance level between the two organisations.

RESPONSE TO RECOMMENDATION 5.3

In 2021, the existing Netball Australia Board merged with the SSN Commission resulting in a more streamlined governance. This new governance structure enables the Netball Australia Board to ensure the direction and commercialisation of the Suncorp Super Netball League has whole of sport outcomes and grows the game at all levels.

RECOMMENDATION 5.4

Create a new commercial strategy that capitalises on the growth of the past three years. Consider a centralised team responsible for driving end to end commercialisation of all available assets to maximise returns at both a national and local level. This group would need to have representation and expertise in national and local commercialisation.

RESPONSE TO RECOMMENDATION 5.4

Netball Australia has completed an extensive commercial growth strategy which is now in place. The strategy provides a partnership framework for increased alignment and transparency between the Suncorp Super Netball clubs and Netball Australia where a partnership opportunity may exist. This framework is periodically reviewed by Netball Australia management.

RECOMMENDATION 5.5

Appointment of a Senior Relationship Manager for all major sponsorship to streamline operations and significantly reduce the multiple interactions with all SSN team commercial and operational teams.

RESPONSE TO RECOMMENDATION 5.5

With the creation of a new position at Netball Australia titled Executive General Manager – SSN, Events and Commercial, the organisation is better structured to support and streamline all commercial operations of the sport. Separately, the role of Head of Commercial was created in 2022 and is responsible for the facilitation of the established SSN Commercial Working Group.

RECOMMENDATION 5.6

Appointment of a Senior Relationship/ Operations Manager for broadcast partners.

RESPONSE TO RECOMMENDATION 5.6

The role of Marketing & Broadcast Lead was created in 2022 and reports to the Head of Marketing and the Executive General Manager – Media. This position is responsible for the Foxtel Group agreement facilitation.

RECOMMENDATION 5.7

Convene a facilitated forum for all commercial partners and key Netball Australia and SSN executives to share and proactively develop strategies for the 2021 season.

RESPONSE TO RECOMMENDATION 5.7

Due to the ongoing impacts of the Covid-19 pandemic, the Commercial Partner Forum for all Netball Australia and SSN Partners commenced in 2022. Netball Australia has held two Commercial Partner Forums with it reverting to be an annual event, essential for both Netball Australia and SSN clubs.

RECOMMENDATION

SIX



RECOMMENDATION **SIX**

Netball Australia and Member Organisations work together to drive operational efficiency.

RECOMMENDATION 6.1

To drive savings, collaboration, and operational efficiencies across Australian netball and to establish trust, transparency and insight, Netball Australia, SSN, Member Organisations and SSN Clubs:

- agree a set of standardised financial metrics (revenue, operational costs, and indirect cost allocation); and
- will share their financial data on an annual basis (for internal use only), at the beginning of the fiscal planning process showing planned expenditure and at the end of the fiscal year to complete reconciliation.

RESPONSE TO RECOMMENDATION 6.1

The global Covid-19 pandemic presented many challenges, and as a result highlighted the fragility of many aspects within both grassroots and elite sport. Netball was not exempt and the cost of delivering netball at all levels is under enormous pressure. The focus for Netball Australia, Member Organisations and SSN Clubs has been to ensure financial stability coming out of the pandemic and to create a platform in which all stakeholders can work collaboratively to agree on standardised metrics and identify savings as a sport.

RECOMMENDATION 6.2

As part of the annual planning process a subcommittee across Netball Australia, Member Organisations and SSN should be established to review consolidated profit and loss and to recommend a series of efficiency drivers that will be adopted for the upcoming fiscal year, with a scorecard that is reviewed quarterly to ensure all efficiency driver projects remain on-track. The obvious first project would be to consider establishing a shared services group – legal, finance, HR, IT to service all entities. Centralising some or all of these operational groups to service the businesses through agreed key performance indicators and service agreements could generate significant savings over time.

RESPONSE TO RECOMMENDATION 6.2

With significant leadership changes across Netball Australia and the Member Organisations, it has been a priority for key staff within these organisations to understand the financial health of their organisations. As a result of these changes there has been an increased level of collaboration across the system to identify opportunities to work together. A key outcome has been the introduction of the Netball Financial Group information sharing sessions - a group consisting of the finance leads from all Member Organisations is to be created which is tasked at establishing a consistent approach to financial reporting across netball.

RECOMMENDATION 6.3

Netball Australia and Member Organisations formally commit to the operational efficiency target of 20% savings over two years. All savings will be earmarked for consolidated reinvestment back into the sport.

RESPONSE TO RECOMMENDATION 6.3

Netball Australia and the Member Organisations have agreed to continue to identify opportunities to create efficiencies both within their own organisations and across the netball ecosystem.



RECOMMENDATION

SEVEN



RECOMMENDATION **SEVEN**

Netball Australia and Member Organisations develop and implement a national digital strategy that enables participation growth, efficient administration, growth in fan engagement and new revenue streams.

RECOMMENDATION 7.1

A national Digital Platform Working Group be established with the single purpose of developing the implementation of a single digital strategy and integrated platforms that will deliver the priorities of registration, grassroots communication, marketing promotions, fan engagement and commercialisation. This group should be established as a matter of urgency to work through what is needed to ensure that Queensland and Victoria can operate into a unified digital strategy and data ecosystem.

RESPONSE TO RECOMMENDATION 7.1

A Digital Platform Working Group was established as part of the implementation of Recommendation Seven. This group identified the need for greater analysis of the day-to-day operational needs and a technology audit across the netball system to create a roadmap, digital infrastructure plan and budget to deliver a fully integrated digital and data strategy. Core to the digital strategy is the new national competition management and registration system – PlayHQ, which has provided a simplified and innovative community sports experience. However, a national roadmap needs to consider that not all Member Organisations have implemented the platform.

Key staff within Netball Australia and the Member Organisations will now drive this recommendation.