

Made in Netball.

2025-2035 Strategic Plan





*Made in
Netball.*

Acknowledgement of Country



In the spirit of Reconciliation, Netball Australia acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this ancient unceded land where we live, work and play netball on.

We honour the continuing cultures, languages, and heritage of Aboriginal and Torres Strait Islander peoples whose cultural, spiritual, and ancestral connections to the lands, sky, and waters have endured since time immemorial.

We pay our respects to Elders past and present, and we acknowledge and value the significant and continuing contributions Aboriginal and Torres Strait Islander people make within our community.

Netball Australia is committed to Reconciliation. We acknowledge the need to reflect on our shared history in order to build a vision for a reconciled and prosperous future for all within our sport. One built on mutual respect, equity, authentic collaboration, and genuine truth-telling.

Contents

Message from the Chair and CEO	4
Our Purpose and Vision	6
Made in Netball	7
Strategic Framework Overview	9
Strategic Principles	12
Enablers	18





A Message from the Chair

As we embark on our most important decade yet for the future of our sport, the Board of Directors at Netball Australia are proud to endorse the Made In Netball strategy and thank everyone who has contributed to its creation. Netball is stepping into its power, and we have big ambitions. But we can't grow this game alone. We need the support and backing from our community of participants, our Member Organisations, partners, governments, and investors to amplify our impact and build a bigger, stronger and more resilient game for the future.

And for so many of us, we are in fact, Made in Netball. Netball has made me the person and leader I am today. It's my why and what drives me and the Board every day to deliver on our ambitions, set and reinforce the structures and foundations for our success, and to stand up for the issues that matter most to our communities – be those issues on or off the court.

This strategy sees us continue to strive for success and to see Australia thrive on the international stage. During the life of this plan, our Origin Australian Diamonds will play for Gold at the Commonwealth Games and play in front of home-grown fans and partners at the 2027 Netball World Cup in Sydney. We are fiercely pursuing netball's inclusion in the Brisbane 2032 Olympic Games - a moment in time for our sport that may not come around again. Securing inclusion will be a game changer for netball, for our athletes, for our partners and will be a key catalyst for change and for growth. We need to continue to expand our footprint into new pathways, new markets and to remain relevant on the global stage as the competition for women's sports accelerates.

And the same can be said for our Suncorp Super Netball League – which is the strongest women's sports league in Australia, and the best netball product internationally. We will do the work to shape the foundations of this league and ensure it maintains its market leading position.

Equally, I'm deeply excited by our refreshed focus and deep commitment to build our First Nations strategy in partnership with communities and our new First Nations Cultural Council. As a Board, we have heard from First Nations communities that we need to open our hearts to listening and our minds to learning. We know that together we can co-create a culturally safe framework that increases the participation and success of First Nations participants in our systems – and this is a benefit that is wider than netball. It extends to supporting new leaders of the future.

As we look toward 2035, my commitment to you is that the Netball Australia of the next decade will be purpose led and unified in our direction. Everywhere you look in business, government, community – in every industry in this country, in every town and suburb in Australia - we see people and leaders who are Made In Netball. That means something. It's valuable and who we are. And we are focused on bringing together that impact and to keep making a difference to the fabric of our society.

As you read this plan, I want you to know that as the current custodians of netball our plan is to modernise, support and grow this game for the next generation of participants, partners, fans and leaders, so that they too can be Made In Netball.



Liz Ellis AO
Chair – Netball Australia



A Message from the CEO

In 2027, we celebrate 100 years of netball in Australia—a century of passion, progress, and purpose. As we honour this extraordinary legacy, we also look boldly ahead. Our new 10-year strategy is more than a roadmap; it's a rallying call to shape the future of netball and ensure its place in the hearts of Australians for the next hundred years.

We envision an Australia that is Made in Netball—where the sport is not only the choice of women and girls, but a powerful force for connection, excellence, and impact. Through our strategic pillars—**Grow and Excel Netball, Deepen Community Connection and Audience Engagement, and Amplify Netball's Impact and Legacy**—we will elevate every aspect of the game, from grassroots to elite, from local courts to national conversations.

Our enablers—**Data & Technology, Governance & People, and Safeguarding & Integrity**—will ensure we are future-ready, values-led, and world-class in everything we do.

To ensure netball continues to grow and inspire, we must be bold in how we shape its future. This strategy is our commitment to every player, coach, fan, and community member who believes in the power of netball. Together, we will create moments that matter, build deeper connections, and leave a legacy that inspires generations to come. It has been developed through consultation with Member Organisations, communities, participants, partners and more, reflecting the voices of those who live and breathe the game.

We know the scale of our ambition. We want to elevate participation, strengthen our high-performance system, engage more fans and build a stronger commercial foundation to future-proof the sport. But we cannot do it all at once. This ten-year plan allows us to take a structured, strategic approach, ensuring we make the right moves at the right time while staying true to our long-term vision.

This strategy is not just a plan—it's a promise to future generations. Let's build the next century of netball, together.



Stacey West
CEO – Netball Australia



Our Purpose

Netball is the sport of choice for women and girls, providing space for them to be their best selves and develop confidence, resilience, leadership and community connections.

Our Vision

An Australia that is Made in Netball.

It's not just a game we play.

It's not a court, or a stadium.

It's not clean lines or goal posts.

And it's definitely not one size fits all.

Netball. It's a meeting place, a bringing together of a collective.

An energy giver where we find ourselves, not just as athletes but as people.

A connector that thrives on teamwork yet celebrates the individual.

A life teacher that refines us and brings us closer to our own potential.

A catalyst that makes our minds and bodies stronger.

It's where we learn to move together, knowing when to drive and when to make space.

A lifter that brings laughter and light and shows us how to go again.

And it's a home. For women and girls. For all and many. **A safe space.** Built for us, by us.

It's a place we've made on our own.

We are made in netball because, through this game, is the making of us.

On our courts we write a new story—**one where we are limitless,**

and the boundaries of our potential are ours to define.

In the classrooms and the playgrounds, on the worksites and the boardrooms,

at our lowest time and our highest peaks. It has made us.

We are the teammates, the architects, the defenders, the athletes, the leaders.

We are the women shaped by the courts we call home,

and **the world will never be the same for it.**

We are Made in Netball.



Purpose Driven Progress



Made in Netball is the principle for not just how we tell people that we are different, but how we behave differently as an organisation.

It is the **operating matrix that allows Netball Australia to diversify, differentiate and ensure the commercial success of netball, as a purpose-led organisation.**

In a world where sport is shaping culture and fans place their trust in sporting organisations and athletes to lead the way, it is an articulation of purpose and meaningful action that will see our game thrive.

Our path forward, strategic decisions, priorities and partnerships are evaluated through the lens of Made in Netball and progressing our game.

The next 10 years presents us with the opportunity to engage stakeholders, unite our ecosystem, attract new partners and galvanise a movement, with a clear articulation of power and purpose.

Made in Netball is the platform that makes this possible.

Strategic Framework



netball
AUSTRALIA



Made in Netball.

Strategic Framework



The Strategic Principles and Enablers are the guard rails for the business and will shape all future decisions.

Strategic Principles

Grow and Excel Netball

Creating a stronger sport, a stronger business of netball and more opportunities for netball communities.

Deepen Community Connection and Audience Engagement

Creating moments that matter, inspire and engage to build deeper connections with our participants, our fans, our audiences and our communities.

Amplify Netball's Impact and Legacy

Amplifying our place and contributions to Australia, including with First Nations Australians.

ENABLERS



Data and Technology

Leverage Data & Technology to create a sport that is future-ready.



Safeguarding and Integrity

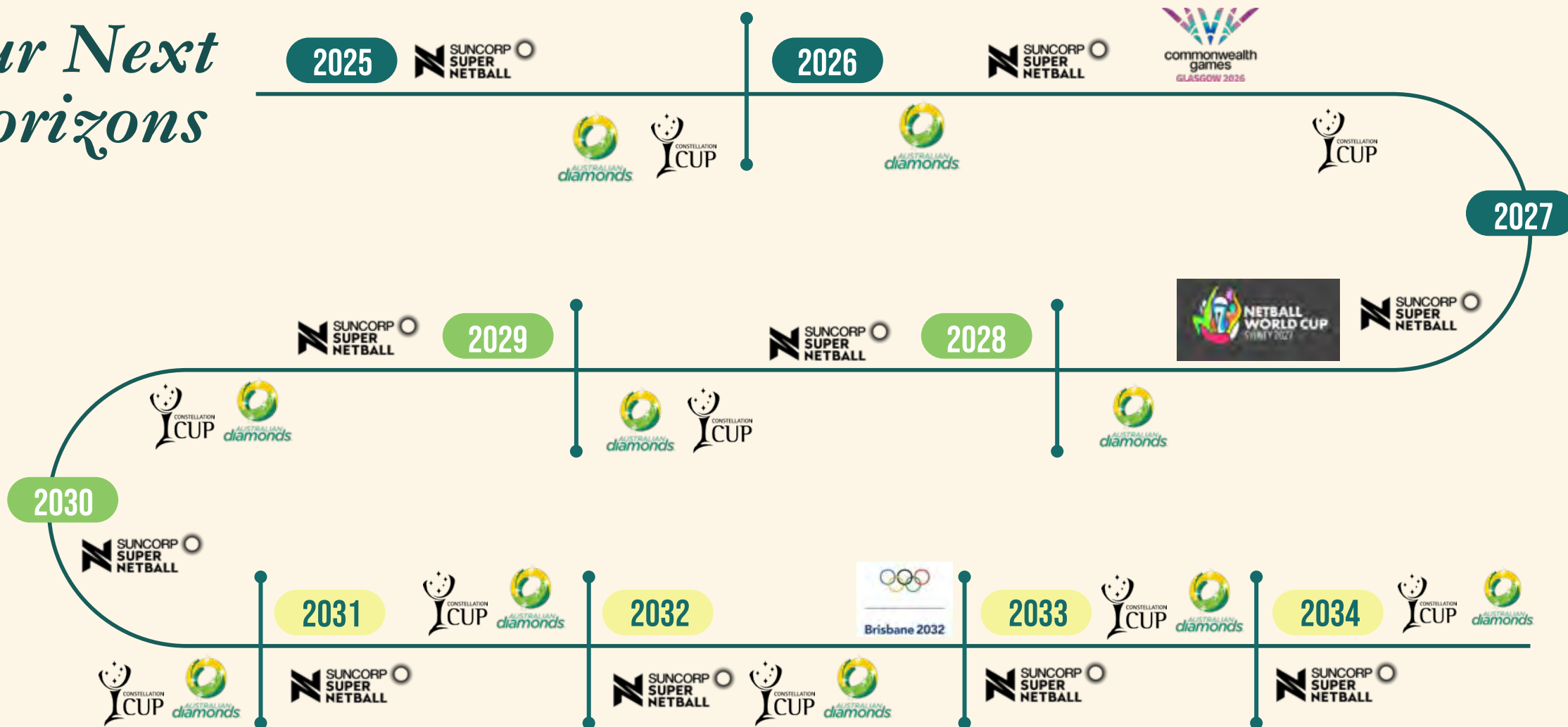
Ensure Safeguarding & Integrity frameworks are best in class.



Governance and People

Uplift and optimise our Governance & People to strengthen our operations and capability.

Our Next Horizons



Grow and Excel Netball

Creating a stronger sport, a stronger business of netball and more opportunities for netball communities

Netball is a game for everyone, and we can share it with more people. We are committed to creating more opportunities for people of all backgrounds to play, coach, umpire, and be part of the netball community. By strengthening our participation platforms, our pathways systems and investing in programs, facilities, and technology we can ensure that netball continues to thrive.

Strategic Objectives

1. Netball in Australia grows its playing and non-playing community to 2 million by 2035.
2. The Diamonds are ranked world #1 and the most recognised national female team in Australia.
3. Netball Australia has the world's strongest talent pipeline with diverse representation and clear grassroots-to-elite pathways.
4. Super Netball is the world's most followed netball league and Australia's most popular women's sports league with a strong commercial economy.
5. Netball Australia is the gold standard of women's sports administration in Australia.
6. Commercial revenues are increased to reinvest in activities that will drive growth in netball and ensure the financial sustainability of the sport.



Grow and Excel Netball

Strategic Initiatives

1. Deliver clearly defined national participation initiatives to enhance retention and drive growth within existing and emerging markets.
2. Create a Netball World Cup Sydney 2027 Legacy strategy that drives awareness, investment and sustainable growth.
3. Lead an aligned High-Performance System to continue to deliver Diamonds success.
4. Unlock diverse talent in pathways by enhancing and expanding program and competition environments through to the Black Swans and Diamonds.
5. Transform Super Netball to accelerate growth and enhance its status as the world's best league via an optimised structure, operations and commercial model.
6. Meet and beat the Australian Sports Commission's sport governance standards and ensure our game is delivered with the highest levels of integrity and safety.
7. Create conditions for financial sustainability and investment for the sport, including creating new commercial assets and securing new partners.

Measures of Success

- Total netball participant growth increases (players + non-players).
- Australian Diamonds are ranked #1.
- Most recognised national female team in Australia.
- World's strongest talent pipeline with diverse representation and clear grassroots-to-elite pathways.
- Super Netball has a strong commercial foundation, the most engaged supporter base and is the leading netball league in the world.
- Australia's most popular women's sports league.
- Drive sustainable commercial performance for the Super Netball League.
- Achieve recognition as gold standard of sports administration through operational excellence.



Deepen Community Connection and Audience Engagement

Creating moments that matter, inspire and engage to build deeper connections with our participants, our fans, our audiences and our communities

Netball has a unique place in the Australian community. It's a meeting place where self and community is enriched. The partnerships we continue and create will elevate the contributions we make to the collective. Partnerships that cement both our financial sustainability, but also our social licence. By thinking bigger, bolder and more holistically we can shape the true value we create, and we can share and drive positive change in the towns and cities in which we exist.

Strategic Objectives

1. Netball Australia innovates world-class events and products that meet consumer needs.
2. Netball Australia grows its reach and drives deeper audience engagement to deliver greater commercial outcomes.
3. Netball has a positive culture where stakeholders work in partnership to ensure audiences and participants from all communities feel safe, included and respected.



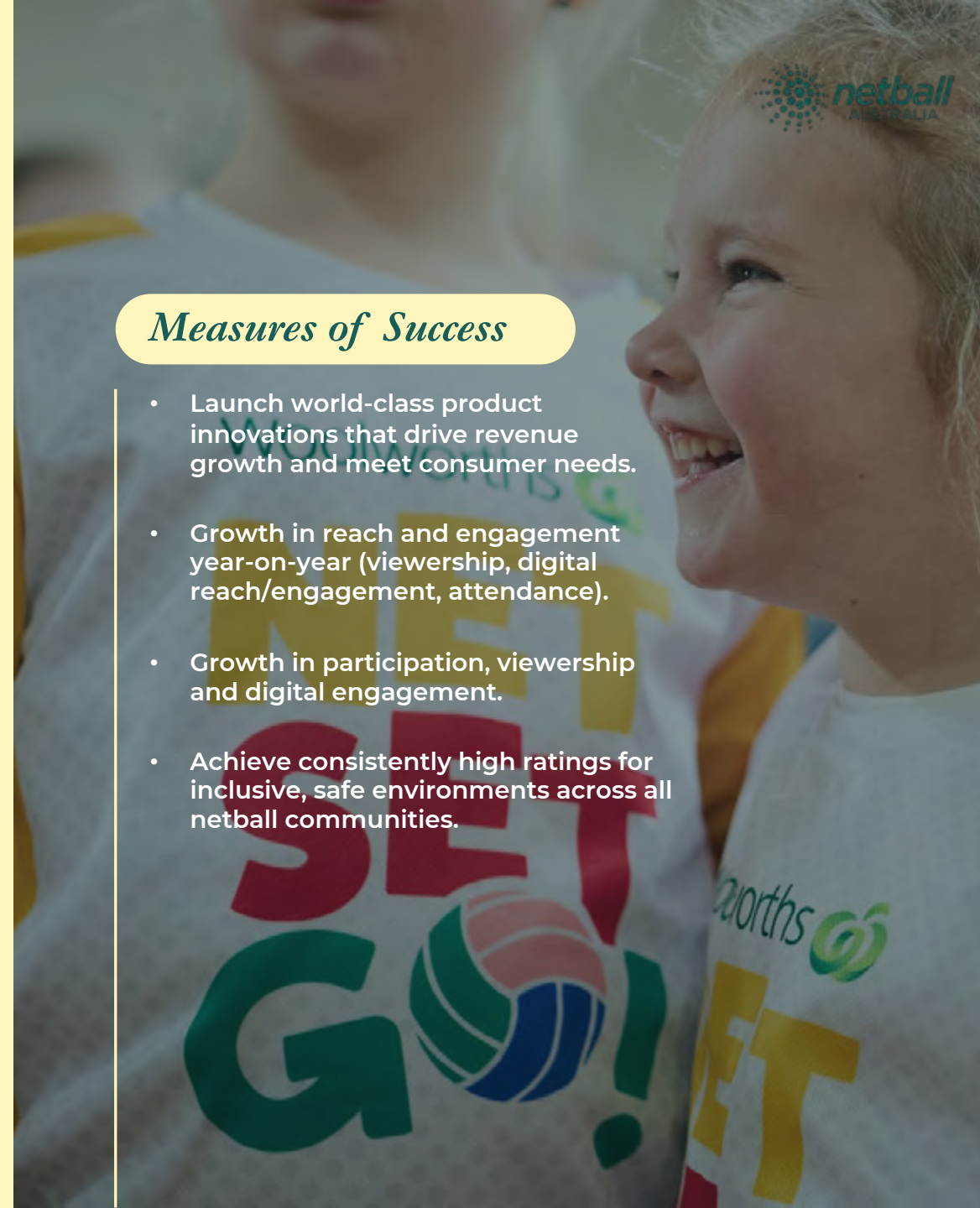
Deepen Community Connection and Audience Engagement

Strategic Initiatives

1. Amplify and deepen existing products and introduce new products which appeal to different audiences and drive better engagement.
2. Implement a targeted audience strategy that focuses on using tailored products and integrated marketing to increase cross-promotion, expand market share and drive sustainable commercial growth.
3. Develop and execute a national data strategy for netball in Australia that leverages integrated data collection, analysis and insights to uncover new market opportunities, enhance fan engagement and drive sustainable growth.
4. Launch a leading fan engagement platform that enables two-way, personalised conversations with the netball community that strengthens engagement, loyalty and advocacy both in Australia and internationally.
5. Accelerate and invest in the creation of our own media and content arm to enable an “always on” connection with audiences.
6. Growth into new markets using the Netball World Cup Sydney 2027 and legacy investment, connecting us to all netball communities.
7. Establish culturally responsive approaches to grow participation that reflect the diversity of communities across Australia.

Measures of Success

- Launch world-class product innovations that drive revenue growth and meet consumer needs.
- Growth in reach and engagement year-on-year (viewership, digital reach/engagement, attendance).
- Growth in participation, viewership and digital engagement.
- Achieve consistently high ratings for inclusive, safe environments across all netball communities.



Netball's Impact and Legacy

Amplifying our place and contributions to Australia, including with First Nations Australians

Netball is more than a sport; it's a movement that connects and inspires. We will elevate the Netball experience, bringing fans closer to the game than ever before. By unlocking new audiences, creating unforgettable moments, and amplifying our reach, we will grow a passionate netball community that enriches the game and the people and communities who are part of it.

Strategic Objectives

1. Netball Australia leads systemic and structural change initiatives in collaboration with First Nations Australians.
2. Netball Australia has values-aligned partnerships that deliver positive impact and elevate netball ensuring commercial prominence and operational strength.
3. Netball creates measurable positive impact in Australian and overseas communities, particularly for women and girls.
4. Australia amplifies its netball leadership to grow the game globally and deliver positive change.



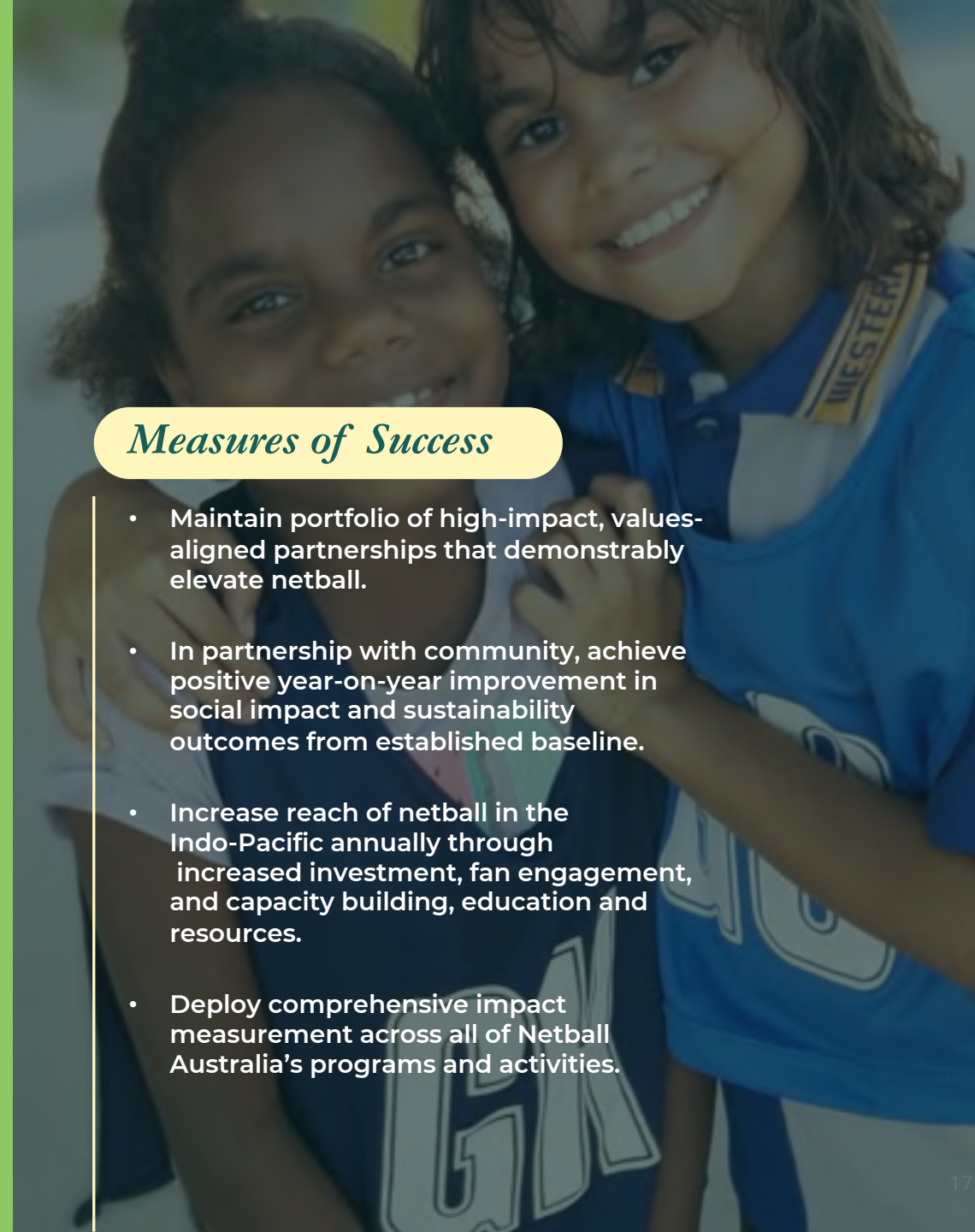
Netball's Impact and Legacy

Strategic Initiatives

1. Showcase netball's impact on First Nations women and girls through compelling narratives, empowered community connections, and legacy storytelling to underscore netball being a catalyst for social impact.
2. Develop a coalition of community-leaders, ambassadors and role-models to champion and influence uptake and interest in netball from grassroots through to the business sector and government.
3. Partner with World Netball to achieve Olympic inclusion in Brisbane 2032 and target growth market opportunities in the Indo-Pacific to expand netball's economy.
4. Integrate and elevate Confident Girls Foundation and establish an investment fund to power projects, initiatives and businesses globally.
5. Create a national framework to measure and communicate netball's impact in the community.
6. Create a blueprint for equitable global participation and engagement in netball, piloting the approach through Australia's Netball World Cup.
7. Deliver a National Netball Infrastructure Plan to improve netball environments across the country.

Measures of Success

- **Maintain portfolio of high-impact, values-aligned partnerships that demonstrably elevate netball.**
- **In partnership with community, achieve positive year-on-year improvement in social impact and sustainability outcomes from established baseline.**
- **Increase reach of netball in the Indo-Pacific annually through increased investment, fan engagement, and capacity building, education and resources.**
- **Deploy comprehensive impact measurement across all of Netball Australia's programs and activities.**



ENABLER



Data and Technology

Leverage Data & Technology to create a sport that is future-ready

Implementing a Data Strategy for netball in Australia to identify growth opportunities and data synthesis and building systems to strengthen direct relationships with audiences.

Strategic Initiatives

1. Develop a Data Strategy for netball in Australia in partnership with Member Organisations, including an agreed approach to the capturing and sharing of participant data between Member Organisations and Netball Australia.
2. Explore opportunities for AI to be securely employed through Netball Australia operations.
3. Establish a fan data platform with Member Organisations and Super Netball clubs that captures and engages netball fans across Australia.
4. Integrate innovative technological solutions, such as AI-driven personalisation and mobile apps, to enhance fan interaction.
5. Develop a Super Netball App – a central digital hub integrating live streaming, ticketing, merchandise, exclusive content and community engagement.





ENABLER



Safeguarding and Integrity

Ensure Safeguarding & Integrity frameworks are best in class

Establish netball as a global leader in integrity, safeguarding, and ethical governance.

Strategic Initiatives

1. Develop and launch a Safe & Inclusive Netball Commitment document in partnership with Member Organisations.
2. Implement club-based safeguarding and inclusivity reporting mechanisms with Member Organisations.
3. Work with international netball bodies and other sports to drive best practices in safeguarding, integrity, and ethical leadership.
4. Establish and enforce policies that promote a safe and inclusive environment and reduce the risk of integrity threats to the game.
5. Strengthening measures to prevent discrimination, abuse and misconduct.
6. Provide education and training on safeguarding, integrity and ethical and respectful behaviours.

ENABLER



Governance and People

Uplift and optimise our Governance & People to strengthen our operations and capability

Ensuring financial sustainability through sound financial management and risk mitigation strategies whilst implementing clear governance frameworks to support decision-making and strategic alignment.

Establish and maintain a reputation as an Employer of Choice by fostering an inclusive, engaging, and high-performing workplace where every employee feels valued, empowered, and supported in their growth and success.

Strategic Initiatives

1. Implement a new member contribution framework.
2. Identify and implement industry-wide operational efficiencies, including research and media buying, to maximise impact and drive greater value for Netball.
3. Implement a national shared services model to streamline key administrative functions (finance, HR, marketing, legal, IT) between Netball Australia and Member Organisations to improve efficiency and reduce duplication.
4. Optimise governance structures to ensure alignment, transparency and effective collaboration between Netball Australia and Member Organisations.
5. Unified system approach for growing and governing men and boys in netball.
6. Transform Netball's governance and operations for long-term sustainability and global leadership.
7. Establish Netball Australia as a pioneer in sustainability, gender equity and social responsibility within global sport.

Strategic Initiatives

1. Align the organisational structure of Netball Australia against the new strategic plan.
2. Develop a strategic People Framework for Netball Australia.
3. Develop a strong Employee Value Proposition (EVP).
4. Create leadership development pathways to build the next generation of leaders.
5. Explore a Netball Talent Academy to build a long-term pipeline of administrative and corporate talent for netball (Netball Australia and Member Organisations).
6. Sustain best practice workplace processes while continuously innovating to maintain Employer of Choice Status.

Thank You



*Made in
Netball.*