



NETBALL AUSTRALIA DIRECTOR POSITION DESCRIPTION

December 2025

NETBALL AUSTRALIA BACKGROUND

Netball holds a unique position in the Australian sporting landscape. It is a sport with significant and long held participation rates that are the envy of many other Australian sports. It is widely held to be the women's sport in Australia with eight out of ten Australian families having some involvement with netball - either through playing, volunteering, coaching or assisting in the administration of the sport.

Netball Australia (NA) is the national body for Netball in Australia and the organisation was founded in 1927 when the All Australia Women's Basketball Association was formed. In 1970, the name of the game was changed to "Netball" resulting in a change in name of the Organisation to the All Australia Netball Association (AANA). The AANA was incorporated as a public company limited by guarantee on 18 September 1986 and is governed by the Corporations Act 2001. "Netball Australia" was registered as a Business Name in 1993. NA operates as a company under a constitution that is resolved by the NA State and Territory Organisations (Member Organisations).

The Board of Directors consists of three Elected Directors elected by the Member Organisations and up to six Appointed Directors who may be appointed by the Directors. The Board independently elects the Chair of the Board.

The Board is accountable for the strategic leadership, direction and development of the sport.

NA's vision for 2025-2035 is for an Australia that is *Made in Netball* - where netball is not only the choice of women and girls, but a powerful force for connection, excellence, and impact. *Made in Netball* is more than a tagline. It captures what makes our sport unique: a place where generations of girls and women have found and become their best selves.

Our strategic pillars:

- Grow and Excel Netball – Elevating participation and performance from grassroots to elite
- Deepen Community Connection and Audience Engagement – Strengthening bonds with fans, families, and communities
- Amplify Netball's Impact and Legacy – Ensuring netball's influence reaches far beyond the court

BOARD RESPONSIBILITIES

The Board's key responsibilities include ensuring:

- The vision, behaviours, strategies and measurement systems are established, implementation tracked and reported on.
- The policies and Terms of Reference which govern the way we work are maintained and implemented, including the establishment and implementation of sub-committees.
- Organisational risks and compliance obligations are identified, mitigated and monitored.
- That performance is monitored and responded to through the NA Chief Executive Officer.
- Strong and effective relationships with key stakeholders are maintained.

BOARD CULTURE

The Board is committed to developing and sustaining an inclusive, collaborative and high-performing Board Culture. Directors acknowledge that the way they conduct themselves in delivering NA's strategic outcomes sets the tone for all levels of the organisation. Directors commit to holding each other accountable for adhering to the key NA Director trademark behaviours of:

Custodianship

Act with a longer-term view of what will deliver the sport ongoing sustainability while keeping an eye upon the unique role Netball plays within the lives of individuals and the fabric of communities.

Humanity

Expect a commitment to Purpose while co-creating an environment where individual humanity and differences of approach are honoured. Allow and be open to "forgivingness".

Diversity

Bring intense curiosity to the discussion so that all views are aired and can be considered. Be patient with reaching outcomes and explore the "other side of the fence".

Goodwill

Start with an assumption of goodwill and positive intent so that words and actions are taken at face value and are accepted as coming from a place of openness and trust. Maintain a bias towards optimism.

Respect

Act with respect toward each other; toward processes; authority; and diversity in all its forms. Demonstrate integrity and be truly accountable and honest with each other.

Collective Responsibility

Own decisions of the Board and present a united view outside the Board. Be solutions-focused and fully engaged in all discussions of the Board.

Personal Responsibility

Own your role in the creation of a safe space for all. Check any baggage at the door, and if you perceive something's not quite right or someone's view is not quite resolved, raise this and encourage further exploration.

All Board members are required to sign the Board Code of Conduct annually.

DIRECTOR COMMITMENTS

NA Director Meetings

Between six to eight planned Board Meetings annually, with the majority held in-person.

Two Member Forums annually

NA holds two Member Forums annually, generally held over a weekend, and all Directors are expected to attend.

Sub-Committees

The NA Board is supported by four (4) sub-committees – Finance, Audit & Risk Committee, Governance Committee, Nominations Committee and History & Traditions Committee, with all Directors expected to sit on at least one sub-committee.

Confident Girls Foundation

An NA Director sits on the Confident Girls Foundation Board.

The Confident Girls Foundation is NA's official charity and an ACNC-registered not-for-profit. It empowers marginalised girls and young women through netball-based programs that build confidence, leadership, and resilience, helping them overcome social and financial barriers.

Netball Events Pty Ltd

A number of NA Directors sit on the Netball Events Pty Ltd Board.

In 2027, Australia will host the 2027 Netball World Cup. Netball Events Pty Ltd – a subsidiary of NA - is the responsible Local Organising Committee for this event.

Event Attendance

Optional attendance at key NA events including but not limited to; Season Launch, SSN matches, Diamonds matches in Australia and other events, such as the Australian Netball Awards.

Director Education and Training

Directors are required to complete training as directed by NA, including with respect to NA Policies and Integrity frameworks. Directors may also be required to complete the Australian Institute of Company Directors (AICD) Company Directors Course or other relevant programs.

LEGAL PROTECTION FOR DIRECTORS

Constitution

Directors are currently indemnified through the following general indemnity clause provided at clause 42 of the company's Constitution.

Indemnity

The company indemnifies:

- its office-bearers and directors, and
- its employees and agents,

against any liability incurred in that capacity (other than to the company or a related body corporate), unless the liability arises out of conduct involving a lack of good faith.

Directors and Officers Liability Insurance

NA provides Directors with Directors and Officers Liability Insurance up to a maximum sum of \$20 million.

ELIGIBILITY REQUIREMENTS

To be eligible to become an Elected Director or Appointed Director, a person must:

- be an individual;
- be at least 18 years old; and
- not be otherwise ineligible or disqualified from holding office under NA's Constitution or the Corporations Act.

The majority of Directors must ordinarily reside in Australia. Directors must, prior to being appointed, agree to be bound by NA's Constitution and Policies.

KEY SELECTION CRITERIA

Core Competencies

All NA Directors are required to have the following core competencies:

Knowledge of Directors duties and responsibilities

An understanding of the legal duties and responsibilities of a Company Director as set out in the Corporations Act.

Strategic Thinking and Planning

The ability to analyse and problem solve at a strategic level and contribute to effective decision making.

Financial Literacy

The ability to read and understand NA accounts, understand the financial reporting to the Board, the Financial KPM and the financial reporting requirements of NA.

Compliance and Risk Management

Understanding of the legal and compliance environment of NA and its compliance requirements.

People Management

Knowledge and understanding of current thinking on effective people management, employee engagement and staff remuneration

Personal Attributes

All NA Directors are required to possess the following personal attributes:

Committed to NA Values, Vision and Purpose

Practical understanding and personal commitment to the organisation's goals.

Team Player / Collaboration

The ability to work as part of a team, and commit to acting with respect for Management, peer Directors and relevant organisational and Board processes.

Demonstrated passion and willingness to undertake the workload required to make a genuine contribution to the Board.

Independent

Able, when required, to be curious and courageous, to think independently and to express an independent viewpoint.

Constructive Questioning / Probing

Preparedness to ask questions and challenge Management and peer Directors in a constructive and respectful way about key issues.

Ability to demonstrate sound judgement in assessing information and discerning appropriate responses.

Integrity and Ethics

A commitment to put NA's interests before any personal interests, act in a transparent manner and declare interests/activities or conduct that might be a potential conflict.

Always maintain Board confidentiality and understand and fulfil the duties and responsibilities of a Director.

Effective Listening and Communication

Ability to listen to, and constructively and appropriately debate, other people's viewpoints, develop and deliver clear and concise arguments and points of view.

Leadership

Range of leadership competencies including the ability to make and take responsibility for decisions and actions, set and reinforce appropriate Board and organisational culture and appropriately represent NA.

Act in a manner consistent with a Director's role as custodian of the organisation and the game.

Specialist Skills and Experiences

NA Directors will possess one or more of the following key competencies:

Governance and Leadership

- Significant experience as a Company Director (5 years or more), with sophisticated, contemporary corporate governance structures and accompanying policies and processes.
- Significant experience as an organisational leader, leading an organisation or team to achieve organisational goals through application of strategy.
- Formal qualifications (AICD graduate) and demonstrated interest and involvement in the areas of governance and organisational leadership.
- Creating and maintaining a strategy to align organisational actions, plans and resources with business objectives.
- Experience that demonstrates engagement and communication across a range of industries, including government and the sporting sector, to achieve desired outcomes.
- Understanding of and experience in federated stakeholder environments that enables effective engagement and communication with key stakeholders/audiences.

Business, Financial & Commercial Acumen

- Managing and performing administrative services and tasks to enable individuals, teams and organisations to succeed in their objectives.
- Qualifications, experience in the financial services sector and/or deep understanding of finance matters including financial reporting and audit processes, evaluating financial statements, assessing financial viability and performance, overseeing budgets and the efficient use of resources.
- Experience in developing and implementing strategies for investment and securing capital to support organisational growth, with a focus on social/impact investing.

- Experience that reflects identifying, creating and implementing opportunities for business growth.
- Demonstrated relevant experience in the Corporate and/or private sector that would provide insight into the operations, strategy and overall performance of the organisation.
- Demonstrated relevant experience in the public or not-for-profit sector that would provide insight into the operations, strategy and overall performance of the organisation.
- Knowledge and experience in supporting relations between management and workers, including unionism, policy and frameworks for negotiation of collective bargaining agreements.

Risk, Legal & Compliance

- Significant experience at a senior level, formal qualifications and demonstrated track record of success as a lawyer.
- Ability to identify risks to the organisation in a wide range of areas including legal, and regulatory compliance, and monitor risk and compliance management frameworks and systems.
- Experience in adopting and integrating AI technologies to improve organisational processes, decision-making, and innovation, with appropriate governance and risk management.
- Experience in best practice in oversight of organisational cyber risk management and mitigation.

People & Change

- Experience in the development and implementation of best practice human resource management systems, policies and procedures and/or qualifications in this area of expertise.
- Significant experience in driving or overseeing transformational change agendas and programs.
- Experience in delivering and/or participating in executive coaching or mentoring programs.

Sport Knowledge & Experience

- Strategic understanding of sport, its ecosystem from community participation to High Performance and commercial completion.

- Participation in netball at a professional/elite level or knowledge and/or experience in netball administration at a professional/elite level (similar experience in other sports will be considered).
- Participation, Coaching & Officiating or Volunteering in sport at a local, regional, state or national level or experience in game development at local, regional, state or national level.
- Recognised leader within sport with proven experience in guiding strategic direction and planning, and skilled in influencing policies and procedures to support elite athlete.
- Managing and performing sports administrative services and tasks, particularly in a federated sports system, to enable individuals, teams and organisations to succeed in their objectives.

Brand, Marketing & Digital

- Significant experience at a senior level, formal qualifications and demonstrated track record of success in the brand strategy, marketing and communication.
- Experience in developing and implementing strategies to position and grow a brand commercially in line with corporate strategy; building brand/s as a commercial asset.
- Experience in creating and executing marketing campaigns across multiple channels with a particular focus on campaigns that engage fans, communities and drive near term commercial outcomes.
- Significant experience at a senior level and demonstrated track record of success in the media and / broadcast industry.
- Experience in planning, promoting, activating and delivering large-scale events.
- Qualifications, knowledge of and/or experience in the development and implementation of best practice public relations and communication concepts and strategies.
- Experience in collecting and analysing data, identification of insights and developing narratives to support business objectives - Data > Insights > Action.
- Significant experience at a senior level and demonstrated track record of success in developing and delivering digital strategy.
- Knowledge of and/or experience in the application and development of information technology-related innovation programs, digital infrastructure or applications to build customer/member journeys and engagement.

- Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance.

2026 PRIORITISED BOARD SKILLS

Applications are sought from proven Board Directors who have a weighting towards any of the following:

- Business, Financial & Commercial Acumen - high regard will be paid to Senior Executive and/or Chief Financial Officer experience and experience in leading investment strategy and capital raising
- Legal, Risk and Compliance Competencies
- Brand, Marketing and Digital Competencies - with particular focus on Major Events Promotion and Delivery

Nominees with extensive experience in Sports Administration are also highly desirable. Applications from nominees who ordinarily reside outside of New South Wales is desirable.

NETBALL AUSTRALIA BOARD POLICIES

NA Directors must comply with the NA Board Code of Conduct, Governance Principles Policy, Delegation of Authority Policy, Director Entitlements Policy, Directors Travel Policy and agree to undertake their Director Duties according to the Board Cultural Charter.

All Directors are bound by NA's Netball Integrity Policy Framework, and associated policies, including without limitation NA's Competition Manipulation & Sports Wagering Policy for Elite Netball and prohibitions on betting on any form of netball.

NA Directors must be able to demonstrate an understanding of appropriate behaviours when engaging with children/young people and hold or be willing to obtain a Working with Children Check and a National Police Clearance.

NA is committed to the safety and wellbeing of children and young people and has a zero tolerance towards any form of bullying, harassment, discrimination and abuse within the workplace.