

STRATEGIC PLAN

2023 – 2025

ACKNOWLEDGEMENT OF COUNTRY





Netball Queensland acknowledges the Traditional Custodians of the land on which we live, work and play. We acknowledge their Elders, past, present and emerging. In particular, we pay our respects to the Turrbal and Yuggera peoples, who are the Traditional Custodians of the land which our home office, Nissan Arena, is situated.

We pay our respects to ancestors of this land, their spirits and legacy which remain linked to traditional lands and waters. Our First Nations peoples give strength, inspiration and courage to current and future generations of Queenslanders, both First Nations and non-First Nations.



INTRO DUCTION

Strategy is all about choices, the choices you make under competition and uncertainty in order to achieve your vision.

Netball Queensland's Strategic Plan 2023-2025 outlines the choices we are going to make over the coming three years as we strive toward our vision of being the most played and supported sport in Queensland.

We operate in an increasingly complex and cluttered environment where the wave of support and engagement in women's sport from codes traditionally dominated by men is significant. We need to work harder than ever to be the sport of choice for women and girls and put more energy into learning from others as we welcome and embrace a participation and audience base more inclusive and reflective of our society.

We have defined what "winning" means for our organisation and have made choices that will make it happen and create value.

This document outlines where we are going to spend our main efforts. In year one of our strategic plan, Netball Queensland will focus on consolidating and reinforcing our foundations and will select a few key initiatives to deliver really well. In year two, we will start to implement some bigger moves to grow our sport. In year three, we will get bolder and capitalise on the work we have put in during the previous years.

Netball Queensland also commits to working cooperatively with our fellow Member Organisations and Netball Australia in pursuit of growing and promoting the game we all serve.

THE NETBALL QUEENSLAND TEAM



OUR V

BRAVE

To show valour in decisions and actions. The courage to take risks, to stand up for what we know needs to be done, and the resilience to convert failure into fuel.

AUTHENTIC

Genuine, not false, copies or counterfeit. A daily practice of living out one's true beliefs, our shared values, consistently in both words and deeds.

INCLUSIVE

To value and respect difference and diversity; to pursue equity and seek opportunities to optimise participation.



VALUES



TRUST

To be earned and given. To have confidence or belief in someone or something, to rely on each other, to always act in good faith and fidelity.

INNOVATIVE

The result of continual learning and daring creativity applied with perseverance to things that will deliver value to netball.

COLLABORATIVE

The decision to work in teams, to seek diverse perspectives and embrace constructive debate in the pursuit of being world-leading.

BEHAVIOURS ARE IMPORTANT TO CULTURAL IDENTITY



RECONCILIATION ACTION PLAN

Netball Queensland's Reconciliation Action Plan was launched in April 2022.

As stated by Reconciliation Australia ... "at its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians."

Netball Queensland's Reconciliation Action Plan is an important step along our cultural journey.

Through our RAP, Netball Queensland has formalised our commitment to reconciliation by embedding a framework to turn our intentions into practical, meaningful actions and outcomes.

Our organisation will hold itself accountable to the commitments outlined in our RAP. We hope to be an inspirational example and support to others who may be contemplating a RAP as part of their cultural journey.

FIND OUR RAP ON THE [NETBALL QUEENSLAND WEBSITE](#).

THE FUTURE
REIGNITED. HEALING SMOKE, UNITING FLAMES

ARTIST **RACHAEL SARRA** (Goreng Goreng)





OUR PUR
OUR V
OUR GAME



PURPOSE VISION PLAN

We enrich lives
through netball.

We aspire to be the most
played and supported sport
in Queensland.

We will get there with
initiatives that Grow, Play,
Inspire & Lead.





TSGROW

BE TARGETED AND TENACIOUS IN IDENTIFYING COMMERCIAL OPPORTUNITIES TO IMPROVE OUR ABILITY TO INVEST IN THE GAME

MAROON COMPLETED
→ CARRIED OVER

KEY INITIATIVES	FOUNDATION MOVES - 2023	BIG MOVES - 2024	BOLD MOVES - 2025
1. Diversify our consumer base	<ul style="list-style-type: none"> I. Deliver a digital marketing strategy to deepen and broaden engagement with participants and fans in populations across Queensland. → II. Engage in targeted communications with a specific focus on First Nations and men and boys. III. Reimagine Queensland Firebirds Match Day corporate offerings. 	<ul style="list-style-type: none"> I. Explore taking a Queensland Firebirds Super Netball fixture into regional Queensland in SSN25 and/or SSN26 and beyond. II. Build a national fan base for the Queensland Firebirds. III. Undertake a feasibility study for a Ruby North competition. IV. Implement the Queensland Firebirds Futures Academy across the State. V. Explore and trial Firebirds Matchday hospitality offering to broaden target market - "Sipping Saturdays" 'Pre-match Lunch on the Plaza'. 	<ul style="list-style-type: none"> I. Explore taking a Queensland Firebirds Super Netball Fixture into a new interstate location or international market in SSN26 and/or beyond. II. Build an international fan base for the Queensland Firebirds.
2. Grow participation	<ul style="list-style-type: none"> I. Establish and utilise connections with schools to deliver netball experiences that convert to club registrations, including Schools of Excellence. → II. Launch pre-school offerings to capture new participants early. III. Support associations and clubs to develop non-traditional and social netball offerings. IV. Create a mechanism to identify opportunities for growth across all participation areas (Associations, Clinics, Schools, Competitions). 	<ul style="list-style-type: none"> I. Establish a School Ambassador network to support the delivery of netball programs. II. Automate tailored participation offers to existing participants to improve retention. III. Develop more regional and state carnivals which promote participation and engagement instead of performance. IV. In line with Netball Queensland's Infrastructure Strategy (2024 – 2034), engage with local and state government on increasing court capacity where it is needed most. V. Explore the development of digital solutions and/or gamification experiences that enhance the connections of grassroots participants with netball. VI. Undertake feasibility enquiry to provide shared services to other Member Organisations. 	<ul style="list-style-type: none"> I. Implement digital solutions and/or gamification experiences that enhance the connections of grassroots participants with netball. II. Support the development of a classroom-based physical literacy program for primary schools.
3. Expand revenue streams	<ul style="list-style-type: none"> I. Develop a Commercial Partnership Strategy for Netball Queensland and the Firebirds to drive new asset creation and revenue results in sponsorship, merchandise, digital assets, membership, ticketing and community. → II. Continue to identify underutilised assets across the business for commercialisation. → III. Use customer journeys to drive value in commercial partnerships. IV. Identify opportunities for partnering with the Queensland Government including via Accelerate (2022-2025), Elevate 2042, 2024 State Election and 2025-2026 Queensland Government Budget Submission. → 	<ul style="list-style-type: none"> I. Review commercial opportunities in existing netball products and events: traditional, indoor, camps, clinics and competitions. II. Develop a Future Fund to invest a component of Netball Queensland's annual reserves. III. Finalise commercialisation plan and roll out Little Netty's program. IV. Develop a whole of business plan to ensure Firebirds pillar meets financial break-even target by the end of 2025. V. Develop new consumer program for licensed products including Phoenix the mascot. 	<ul style="list-style-type: none"> I. Explore private investment into the Queensland Firebirds and Nissan Arena/Investigate a partnership with another code for the Queensland Firebirds. II. Establish the Netball Queensland Foundation/bequest program. III. Finalise the implementation of a whole of business plan to ensure Firebirds pillar meets financial break-even target by the end of 2025.
4. Grow the return from Nissan Arena	<ul style="list-style-type: none"> I. Implement the business development and marketing plan for Nissan Arena to secure competitions and events from both traditional (sporting) and emerging markets (i.e. music and entertainment). → II. Identify and activate commercial assets within Nissan Arena. III. Facelift and refresh all venue catering outlets, including a major upgrade to Feathers café. → IV. Develop a plan for Nissan Arena short and medium term-infrastructure upgrades. V. In partnership with Stadiums Queensland finalise a 15 to 25 year lifecycle and asset management plan for Nissan Arena. VI. In partnership with Stadium's Queensland, evolve an Environment Social & Governance Plan for Nissan Arena. → 	<ul style="list-style-type: none"> I. Implementation of Nissan Arena Infrastructure Plan. II. Commence implementation of the lifecycle and asset management plan for Nissan Arena. III. In partnership with Stadium's Queensland, evolve an Environment Social & Governance Plan for Nissan Arena. IV. Secure a major national or international tournament or event at Nissan Arena. 	<ul style="list-style-type: none"> I. Secure at least two major international or national tournaments or events at Nissan Arena. II. Create a plan in collaboration with our ticketing partner on music and entertainment event opportunities for Nissan Arena inclusive of infrastructure and overlay requirements.
5. Maximise opportunities created by Brisbane 2032	<ul style="list-style-type: none"> I. Engage with government stakeholders and commercial partners to influence the development of the Queensland Sports and Athletics Centre precinct Master Plan. → II. Engage with relevant government bodies, the Organising Committee for the Olympic and Paralympic Games and Legacy Committee to position netball's policy and infrastructure interests. → 	<ul style="list-style-type: none"> I. Commence planning to capitalise on the Netball World Cup 2027 including pre-tournament event/matches involving the Queensland Firebirds. 	<ul style="list-style-type: none"> I. Explore soft diplomacy initiatives to take the Queensland Firebirds brand into Olympic cities.





KEY INITIATIVES	FOUNDATION MOVES - 2023	BIG MOVES - 2024	BOLD MOVES - 2025
1. Improve consumer journeys	<ul style="list-style-type: none"> I. Better communicate how people can find netball experiences and register/express interest to play at their chosen level, with a priority on Entry Level Programs. → II. Develop a High Performance Strategy which clearly articulates the pathways, programs, roles and responsibilities to achieve a culture of sustained high performance success for players and officials. III. Build explicit high performance connections between the Queensland Firebirds program and Netball Queensland's Emerging Athlete Program, and with guidance and support from Netball Australia. IV. Explore the feasibility of an Emerging Country Athlete Program. V. Explicitly identify and address instances where First Nations participants experience barriers to participation. VI. Facilitate opportunities for integration and crossover between netball participants and Queensland Firebirds members and fans. VII. Develop an effective and integrated relationship with the Queensland Academy of Sport to enhance the performance of Queensland's most promising netballers and coaches. VIII. Support Netball Australia in national Entry Level Program reform, the development of a national participation strategy and in the promotion of national marketing campaigns 	<ul style="list-style-type: none"> I. Develop a suite of lead-indicators and pre-season milestones to optimise recruitment of new community participants. II. Develop an MOU with the Indoor Netball Federation of Queensland to facilitate transition of participants between both formats. III. Redevelop our Netball Queensland and Queensland Firebirds websites to provide a better customer experience for fans and participants. IV. Implement the High Performance Strategy which clearly articulate the pathways, programs, roles and responsibilities to achieve a culture of sustained high performance success for players and officials. 	<ul style="list-style-type: none"> I. Seek commercial opportunities to subsidise pathway opportunities and reduce barriers to entry for disadvantaged athletes in high performance pathways. II. Undertake a feasibility study in collaboration with the Indoor Netball Federation of Queensland to fully-integrate indoor netball into Netball Queensland.
2. Increase our capacity and capability to welcome boys and men into netball	<ul style="list-style-type: none"> I. Develop an MOU with the Queensland Suns to outline ways of working together to grow participation by men and boys. II. Develop a plan for growing participation by men and boys across existing competitions and events. III. Understand societal barriers amongst the existing netball community which have historically hindered participation of men and boys IV. Advocate via state and private school systems to establish netball as a sport option in school for boys. V. Utilise findings from Social Impact Research to inform the way sport is marketed to appeal to men and boys. → 	<ul style="list-style-type: none"> I. Develop a plan for growing participation by men and boys across new competitions and events. II. Develop a state-wide awareness campaign to address historical social barriers which have traditionally hindered participation of men and boys. III. Consult with non-netball playing men and boys to establish a product position for netball which will be appealing to men and boys. IV. Elevate M-League to run alongside Sapphire Series and integrate with Netball Queensland where appropriate. V. Develop MOU Year-2 with the Queensland Suns to continue ways of working together to grow participation by men and boys. 	<ul style="list-style-type: none"> I. Undertake a feasibility study in collaboration with the Queensland Suns to fully-integrate men's netball into Netball Queensland. II. Develop MOU Year-3 with the Queensland Suns to continue ways of working together to grow participation by men and boys.
3. Be inclusive	<ul style="list-style-type: none"> I. Undertake Social Impact Research Project. II. Undertake sustainable expansion of the Diamond Spirit program. III. Increase representation of diversity at match days through showcase and activation opportunities for wheelchair netball, Gems and Queensland Suns. IV. Inclusive uniform options showcased by Queensland Firebirds. V. Refresh the Diamond Spirit Education program. VI. Explore the expansion of the Queensland Gems program. 	<ul style="list-style-type: none"> I. Embed cultural competency training in coach and officials development programs. II. Create an Inclusion Action Strategy for Nissan Arena. III. Develop Excel pillar of the Diamond Spirit Program. IV. Implement the expansion of the Queensland Gems program. V. Embed practices and activities to support the inclusion of gender and sexually diverse communities in netball as per the Pride in Sport Index. 	<ul style="list-style-type: none"> I. Implement the Excel pillar of the Diamond Spirit program.
4. Take responsibility for the development of coaches and officials	<ul style="list-style-type: none"> I. Work with associations and clubs to create a coach and umpire talent recruitment and development program that utilises Netball Queensland netball competitions and events for development experiences. → II. Lead the delivery of quality, accessible and contemporary officials development and accreditation programs. → 	<ul style="list-style-type: none"> I. Develop technology applications to simplify the accreditation process for umpires. II. Undertake a feasibility study to transition coach and umpire facilitators and assessors into the Netball Queensland workforce. III. Create an integration link from Netball Australia LMS to Netball Connect to support communications with coaches and officials through the Marketing Automation system. 	<ul style="list-style-type: none"> I. Integrate principles of social impact into coaching curriculum to grow the understanding of the impact of coaches. II. Develop an alternative coach development pathway which enhances experience and engagement instead of performance.
5. Create fit for purpose and inclusive places to play	<ul style="list-style-type: none"> I. Review and refresh Netball Queensland's Infrastructure Strategy (2018-2025), including an assessment of the quality, sustainability, and inclusivity of netball infrastructure across Queensland. → 	<ul style="list-style-type: none"> I. Commence implementing priorities outlined in the refreshed Netball Queensland's Infrastructure Strategy. II. Investigate the feasibility of innovative playing surfaces (i.e. LED court) and locations for promotional Firebirds matches. III. Explore opportunities to collaborate with other sports to co-locate or enhance shared facilities with a focus on accessibility and inclusivity. 	<ul style="list-style-type: none"> I. Explore options for a Queensland Firebirds home venue with greater capacity.





3

INSPIRE

KEY INITIATIVES	FOUNDATION MOVES - 2023	BIG MOVES - 2024	BOLD MOVES - 2025
1. Invest in storytelling targeted at more diverse audiences	<ul style="list-style-type: none"> I. Curate content that highlights high-performance stats for Netball Queensland competitions and the Queensland Firebirds. II. Engage the wider sports market with Queensland Firebirds (athletes) and women's sport. 	<ul style="list-style-type: none"> I. Explore options to reach a more diverse audience through channels and platforms (I.e., bite size content seeded into non-traditional avenues) and explore collaboration opportunities across codes, arts, music and entertainment.. 	<ul style="list-style-type: none"> I. Launch exclusive Netball Queensland or Queensland Firebirds product offering or channel/s.
2. Develop deeper connections between the Queensland Firebirds and grassroots netball	<ul style="list-style-type: none"> I. Deliver a Digital Marketing Strategy to deepen and broaden engagement with participants and fans in populations across Queensland. II. Hold pre-seasons matches in regional areas combined with full Queensland Firebirds community tour. III. Increase engagement with the Queensland Firebirds at the grassroots level by helping broadcast partners access our fanbase and community audiences. IV. Increase utilisation of player appearances for greater connection to community. 	<ul style="list-style-type: none"> I. Develop a mechanism to recognise home clubs of Super Netball players. II. Netball Queensland High Performance team to develop and deliver specialist non-playing community webinars and workshops to Netball Queensland members. III. Develop and launch annual 'Birdies to the Bush' program (subject to funding). IV. Deliver "watch parties" at all major community events during the Queensland Firebirds season. 	
3. Advocate benefits of being part of the netball community	<ul style="list-style-type: none"> I. Inclusive uniform options showcased by the Queensland Firebirds. II. Undertake Social Impact Research Project. III. Netball Queensland to drive awareness and key messages of the benefits of playing netball. IV. Implement a Netball Queensland (individual) Member Benefits Program. V. Continue implementing compelling government relations strategy to raise awareness and align the benefits of netball with all levels of government. 	<ul style="list-style-type: none"> I. Amplify results of the Social Impact Research and positive attributes of netball participation on health and wellbeing. 	
4. Celebrate our stars and honor our heritage	<ul style="list-style-type: none"> I. Deeper promotion of Queensland representative teams and competitions. II. Establish an annual event to connect the Former Queensland Firebirds Nest with the Queensland Firebirds and Super Netball. III. Activate a History and Traditions Committee to ensure our Queensland Firebirds club and state history and significant individual and team contributions and achievements are recognised and celebrated. 	<ul style="list-style-type: none"> I. Develop a framework and product suite to engage the former Queensland Firebirds Nest via delivery of coaching clinics, club development and engagement opportunities. II. Create interactive experiences and visual displays throughout Nissan Arena to connect patrons with our stars and recognise our heritage. 	<ul style="list-style-type: none"> I. Explore the development of a mixed netball All-Stars competition hosted by Netball Queensland and the Queensland Firebirds.
5. Provide leading sport experiences	<ul style="list-style-type: none"> I. Use customer journeys to build profiles and unlock consumer experiences (curate the Driveway to Driveway experience/curate the Rego to Results experience). 	<ul style="list-style-type: none"> I. Maximise technology advancements to enhance the fan experience at Nissan Arena. II. Explore gamification and interactive experiences for patrons at Nissan Arena for Netball Queensland and Queensland Firebirds events. III. Explore options to deliver a pre-season match in 2025 in an outdoor stadium OR landmark location. 	<ul style="list-style-type: none"> I. Explore technology opportunities to increase capacity at Nissan Arena. II. Explore a gamification product for Netball Queensland community competitions that deepens and broadens the event experience and engagement by participants.





4

HEAD

KEY INITIATIVES	FOUNDATION MOVES - 2023	BIG MOVES - 2024	BOLD MOVES - 2025
1. Create a supportive and accountable workplace culture	<ul style="list-style-type: none"> I. Embed Netball Queensland's Values behaviours through a reward and recognition program. II. Implement the Performance Review and Career Development Framework supported by a learning and development budget. III. Refine the clear and shared plan for ensuring success for the Queensland Firebirds. → IV. Evolve the Queensland Firebirds List Management Committee to develop a retention and recruitment plan for 2024 2025 and beyond. → 	<ul style="list-style-type: none"> I. Launch the Netball Queensland Leadership Program. II. Review and refresh Netball Queensland's health and well-being support for staff and athletes. 	<ul style="list-style-type: none"> I. Explore the introduction of a performance-coach for Netball Queensland staff. II. Review flexible workplace policies and explore agile staff leave arrangements to support Netball Queensland working rhythms.
2. Use insights from data to make better decisions	<ul style="list-style-type: none"> I. Implement the Data & Technology Plan. II. Develop a club and association dashboard to identify development needs, measure effectiveness of initiatives and visualise the health of the netball ecosystem by region. III. Ensure Netball Connect integrates with the Marketing Automation system. 	<ul style="list-style-type: none"> I. Evolve the Data & Technology Plan to extract insights to improve our commercial performance. II. Measure effectiveness of development initiatives including coach accreditation and NetSetGo programs and use insights to encourage more uptake through clubs and associations. III. Develop an insights dashboard for Netball Queensland Members to help secure local sponsorship and support for clubs and associations. 	<ul style="list-style-type: none"> I. Launch the Queensland Firebirds High Performance Data Insights Program. II. Through more advanced and integrated systems, develop the ability to create a single view of customer data to improve our ability to conduct more personalised and targeted sales and marketing initiatives to drive increased commercial returns.
3. Transition diversity, equity and inclusion from a function to a practice	<ul style="list-style-type: none"> I. Transition ongoing RAP commitments into Departments as business as usual. II. Ensure cultural practice is a key consideration in event, program and recruitment design. III. Explicitly define what allyship means at Netball Queensland and how every individual can practice it and contribute to building an inclusive and equitable environment. IV. Create an Education Hub on Sharepoint to house cultural, diversity and inclusion education materials for ongoing cultural and Diversity, Equity and Inclusion competency training. V. Develop Netball Queensland's Innovate RAP. 	<ul style="list-style-type: none"> I. Implement Netball Queensland's Innovate RAP. II. Develop a framework for the inclusion of netballers with a disability in community clubs and associations. III. Undertake an enterprise review of policies and procedures to reflect inclusion principles and consideration within standard Netball Queensland practice, including Nissan Arena. 	<ul style="list-style-type: none"> I. Undertake an enterprise review of job descriptions and key selection criteria to place greater value in diverse experiences, thought and representation.
4. Demonstrate and deliver value to our Members	<ul style="list-style-type: none"> I. Articulate an industry-leading value proposition for Netball Queensland membership that is underpinned by service and support and benefits from our corporate partners. II. Create an associations and clubs Support Tool Box. III. Directly support the enablement of Netball Connect. IV. Deliver a full calendar of development opportunities to Netball Queensland members based on identified needs. V. Implement the Community Support Fund. 	<ul style="list-style-type: none"> I. Launch a member services portal on the Netball Queensland website to house key reference materials and promote development opportunities. II. Review Netball Queensland's internal governance standards and frameworks for best practice. 	<ul style="list-style-type: none"> I. Explore the creation of an annual sports governance training bursary for Member Association committee members.
5. Support club and association sustainability	<ul style="list-style-type: none"> I. Support clubs and associations to develop paid workforce roles to relieve the burden on volunteers where appropriate and desired. II. Develop practical and effective resources to ensure Netball Queensland and our Members are aware of and can easily execute our obligations under Netball's National Integrity Framework. → III. Provide support for clubs and associations to commence or continue their diversity, inclusion and cultural journey. IV. Participate in the review of the national insurance scheme for netball. V. Undertake a feasibility study for expansion of the Sapphire Series. 	<ul style="list-style-type: none"> I. Optimise opportunities through Netball Queensland commercial partnerships for direct benefit for Netball Queensland Associations and Clubs. 	<ul style="list-style-type: none"> I. Lead a study to capture impact of climate change on netball participation in Queensland. II. Establish a Netball Queensland Infrastructure Fund to support the priorities outlined in Netball Queensland's Infrastructure Strategy.





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