



# Karakia Timatanga | To open a meeting

Whakataka te hau ki te uru,  
Whakataka te hau ki te tonga.  
Kia mākinakina ki uta,  
Kia mātaratara ki tai.  
E hī ake ana te atākura he tio,  
he huka, he hau hū  
Tīhei mauri ora

Cease the winds from the west  
Cease the winds from the south  
Let the breeze blow over the land  
Let the breeze blow over the ocean  
Let the red-tipped dawn come with a sharpened air.  
A touch of frost, a promise of a glorious day.

# Welcome

Kia ora koutou,

At present, Netball is experiencing a resurgence in popularity and we are loving it. The remarkable success of our Silver Ferns at the Netball World Cup in Liverpool has re-inspired us all. As well as the only code to focus on putting females first, we are well placed to build on the global interest in gender equity that has seen renewed and unprecedented interest in female sport. With an incredible legacy and strong platform to build on we, as Netball kaitiaki, must look forward to how we will best face the future.

In 2024 Netball New Zealand will be the first national Netball association to reach 100 years. A significant and important milestone. However, we live in an era of rapid change, and unpredictability is all we can count on. We need to look inside ourselves to find what makes our sport so special, so that as we move forward, we keep close the things that are important to us while remaining adaptable and evolving as we need to meet the future. What we take for granted today, we cannot count on for tomorrow.

Our future strategy must enable us to shift and adapt to meet the needs of all future Netball participants. No longer can we plan out precisely what is needed across our sport. Rigid planning will leave us behind. Rather, with the guidance of our understanding of what really matters to us in our sport, we will find our future paths. So it is important that we listen to the many voices who make up the guardians of our sport. Inclusivity, excellence, fun, inspiration, friendship, care for one another.

I hope that we will all join to capture the essence of what is Netball in Aotearoa, and how we will move together to lead our sport into the future in a way that honours all who have gone before us, and those who are yet to join us.

Ngā mihi nui,

Allison Ferguson  
Netball New Zealand Board Chair



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# Our Story |

Where we have come from

When the game we know today as Netball was introduced in New Zealand around the turn of the 19th century, it provided young women with a competitive, healthy and social sporting opportunity. It was a time of liberation for women in New Zealand, as Kate Sheppard and her suffragettes fought for them to be the first in the world to vote.

Netball was considered the perfect game to foster good health, fitness and strong team camaraderie without aggressive contact. It needed little in the way of facilities or equipment. To play Netball, girls and women, who were allowed to play in the early days, only needed sensible shoes, a ball and two netted hoops to put on a game.

By the 1920s, Netball in New Zealand was taking a more formal shape. The New Zealand Basketball Association was formed to run the game throughout the country; lines were drawn between regions, and a national competition was born. By the mid-1930's, there were 25 local associations and more than 1100 teams.

New Zealand fielded its first national team in 1938, travelling by ship to Melbourne. This game established, in those early encounters, New Zealand's unique style of Netball, which still exists today – a game marked by speed, agility, two-handed passing and a distinct natural flair.

A landmark in the progression of the sport came in 1959, when an international set of rules were agreed upon, and the game in New Zealand switched to seven-a-side. It was a strong indication that the sport was open to transformation, and would not shy away from change.

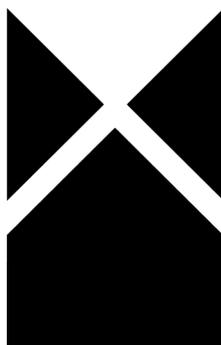
Netball unions across the nation continued to grow, run by incredible bands of volunteers – women who gave their time to coach, umpire and administer the sport for the benefit of hundreds of thousands of young women and girls. Consequently, they became smart, capable businesswomen running the largest participation sport in New Zealand. In 1970, the sport confusingly known as basketball was given the name "Netball". It was the beginning of an era of rebranding for the game.

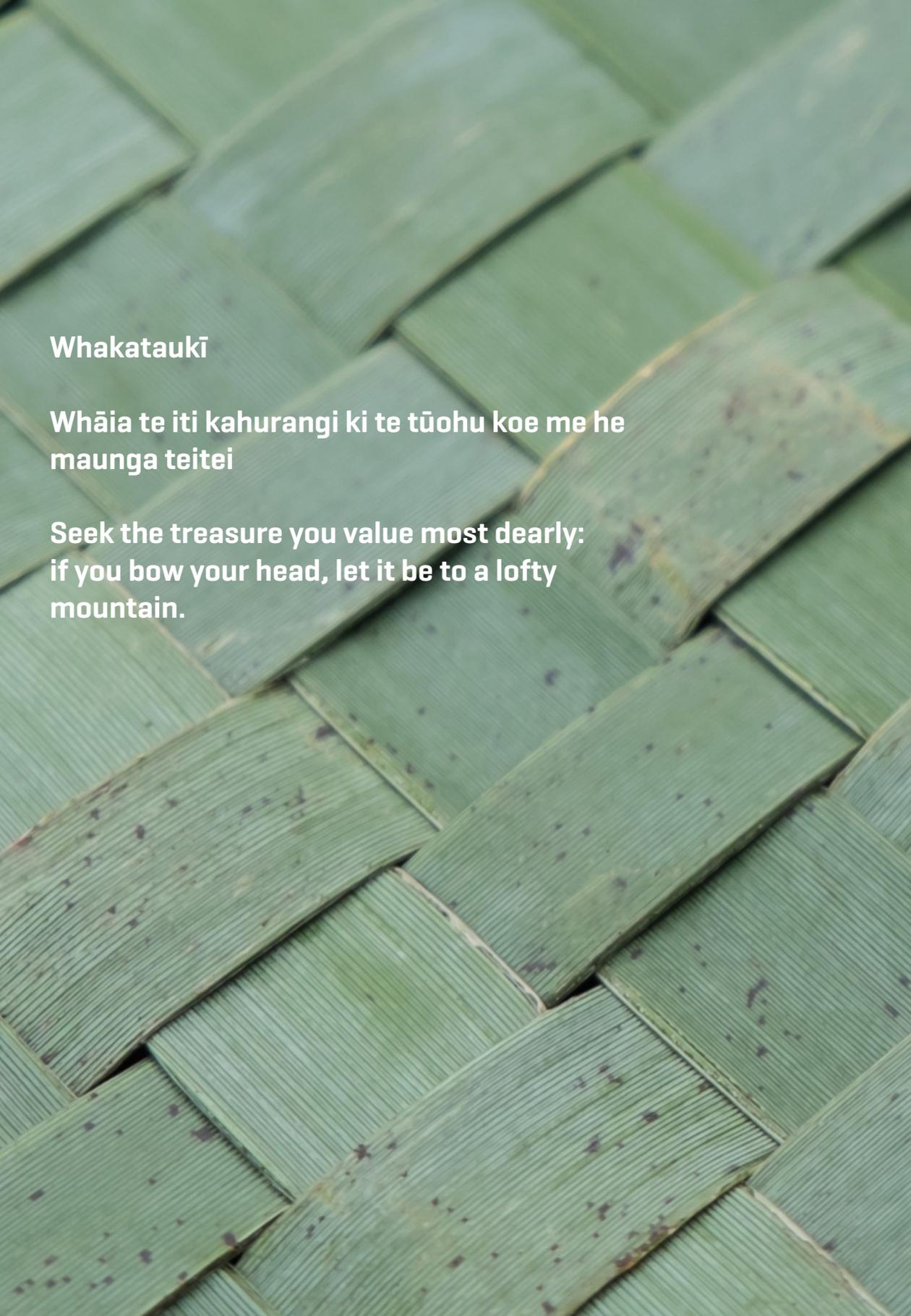
By the late 1980s, New Zealand was playing regular Test matches, and Netball had shifted its major games indoors, a move that not only benefited players and fans, but also provided a better environment for television production. At the time, amateur, but forward thinking, Netball administrators fought for a greater share of television time and garnered a greater respect for the game.

The exposure through games televised in prime-time was incredible – the 1999 world championship final in Christchurch, between New Zealand and Australia, was at the time the highest-ever rating programme on TV2, with more than one million New Zealand viewers – both men and women alike. It also opened the door to a new wave of sponsorship, and the birth of professionalism. More money was poured into the sport, through sponsors and funding injections from the government. But in this new professional era, it was equally important for Netball to retain its heritage and so the national team was christened the Silver Ferns, embodying the spirit of New Zealand and claiming the uniqueness and mana of the New Zealand game.

The game has continued to evolve with over 350,000 people participating in Netball each year and the Silver Ferns being household names in the sporting landscape. Forming as New Zealand’s first National Sports Organisation in 1924, Netball New Zealand is set to celebrate its 100 year centenary in 2024. This is an opportunity to reflect on the many ways Netball has woven itself into the fabric of our country. Something that continues to come to life at all levels thanks to thousands of volunteers at Netball Centres, community courts, school teams and age group competitions right through to the inspirational performances seen in the ANZ Premiership and Silver Ferns representing the black dress with pride on the world stage.

The Silver Ferns story continues to be written, from their first world title in 1967 through to the most recent Netball World Cup victory in Liverpool 2019, the Silver Ferns are a vital part of New Zealand’s sporting landscape and history.





## Whakataukī

Whāia te iti kahurangi ki te tūohu koe me he  
maunga teitei

Seek the treasure you value most dearly:  
if you bow your head, let it be to a lofty  
mountain.

# **Our Purpose** | Why we are here

The most important part of our strategic framework- everything has to connect to our purpose.

What we are about and have always been about.

Something for Netball to own - the difference Netball makes in New Zealand.

An expression that defines us, what makes us/Netball unique.

**Poipoia** | It was both Matekitawhiti Chase and Hamuera Rotohiko\* who gifted the kōrero for Poipoia to Netball in New Zealand.

The simple translation means to inspire, to care for, to provide guidance, to nurture.

But it is the depth within the translation that helps strengthen Netball in New Zealand's purpose.

'Poi' is a term many are familiar with, referring to the equipment used to entertain in Māori performance art.

It has always been associated with women and the connection to Netball is relatively straight forward – a connection already made through our original translation of the word Netball Poitarawhiti.

But what many do not know is that men also used the 'poi' as a way to enhance their skills in weaponry and to strengthen their hands.

Poipoia is inclusive and speaks to how the sport aims to guide and care for everyone, even the game itself.

Our goal is more than just the scoreboard result in what has become a rapidly changing sporting and social terrain.

Poipoia encapsulates how in New Zealand, we connect and inspire communities through Netball.

Protecting our community, providing sustenance and watching our next Netballing generation grow – whether an elite athlete, an umpire, a volunteer or a player at grassroots level – it's what we have always been about.

\*Netball New Zealand wishes to acknowledge the contribution to Poipoia:  
Matekitawhiti Chase - Ngāi Tūhoe, Te Teko, Whakatane  
Hamuera Rotohiko - Ngati Awa te Iwi, Mataatua te waka

**“Connecting and  
inspiring communities  
through Netball”**

**Poipoia |**





**“The world around us is changing.**

**Sports, recreation and play is changing, our  
players, fans, partners and communities are  
changing.**

**And we are changing too, moving boldly  
forward.”**

# **Our Direction** | Where we are going

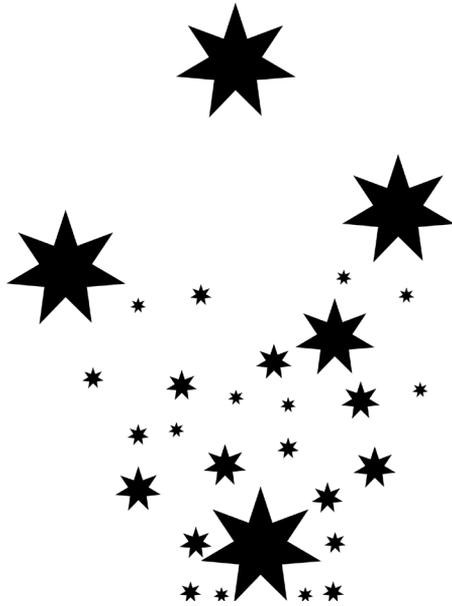
Where we are heading together.

This unique and differentiated space Netball wants to occupy.

Something that will challenge us to connect, think, and work differently.

How we speak about our aspiration.

**The Southern Cross** | Māori likened it to an anchor or an aperture to head towards and pass through. Early European voyagers saw it as a cross. Both describe a unique Southern night sky that provided direction and guided decision making. Usually depicted as four or five stars, it is in fact made up of thousands of stars.



## **Our Southern Cross** | Always moving towards

Embodying, the Wairua of Mana Wāhine and their whānau.

Embracing all of New Zealand's diversity within fun, safe and welcoming environments.

Being local, affordable and accessible.

Empowering dynamic leadership, innovation and operational excellence.

Inspiring NZ with our performances at home and on the world stage.

# System Shifts | How we get there

What we need to do together to bring our purpose to life and move towards our Southern Cross.

A set of levers to focus and align our plans, actions and experiments.

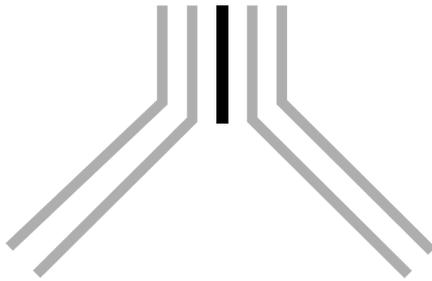
Where we will get the most return and learning across the whole Netball system.

How the many move as one.



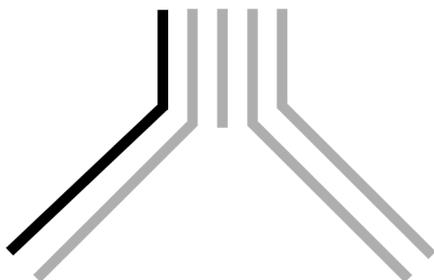
## **Presence** | Story, Brand and Voice

We have a wonderful history and story, one that is worth telling. This shift is about how we increasingly unify and amplify our message and take it to the world.



## **Funding** | Excellence, Efficiency & Share

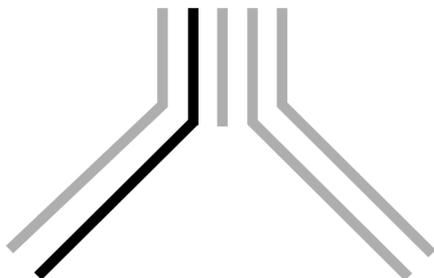
All across our system we deliver measurable change. This shift is about how we even better leverage and promote what we do, building a core capability in being irresistible to funders.



## **Partnership** | Relationships, Creativity & Collaboration

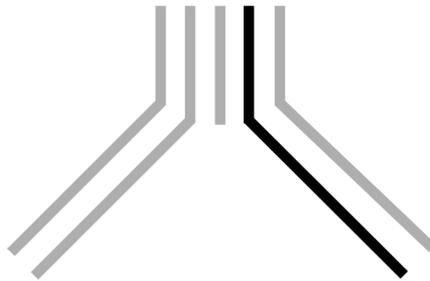
Successful partnerships inside and outside of Netball will strengthen all aspects of our game.

Netball is strongest when we work together. This shift is how we ignite our ability to work together within and across the lines, inside and outside our game.



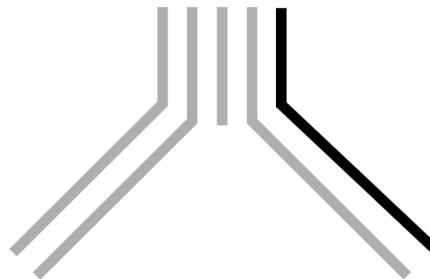
## **Game |** Delivery, Formats, Participants & Performance

We have developed a diverse, varied and quality offering. This shift is about how we continue to adapt and grow by making “the game” the ultimate experience for everyone who touches it.



## **Digital |** Technology & Experience

The way players, fans and communities engage with sport is changing fast. This shift is how we embrace digital transformation and innovation in everything we do.





**“People want to be in an environment where they are constantly surprised by what they can do and achieve.”**

# Kaitiakitanga |

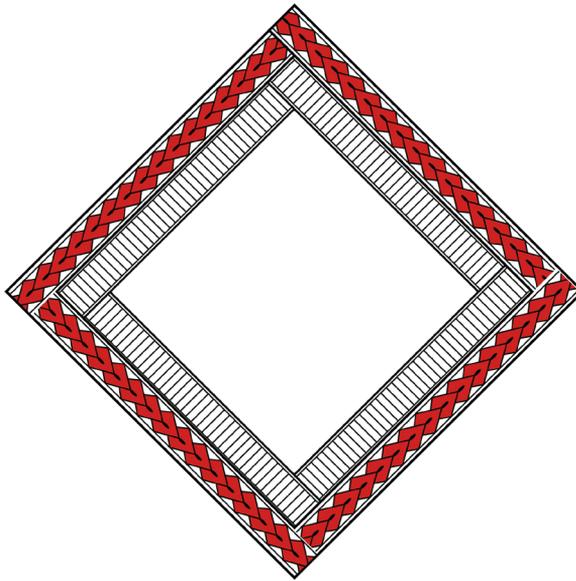
Guardianship & Leadership

As Kaitiaki we are guardians, protecting and looking after our communities.

We all hold and protect the integrity of this plan for Netball in New Zealand.

As leaders we call out and identify what we want to change and do.

We create space for our people to bring these frameworks to life.



## Imperatives

- 1.** Manaakitanga – BE RESPECTFUL, by showing hospitality, kindness and generosity for others.
- 2.** EMBRACE the potential and differences amongst us, and use these to create new possibilities and boldly face into the tricky situations and emerging challenges, looking for new possibilities and ways forward.
- 3.** Unashamedly PROTECT and nurture the unique space that Netball holds.

# Our Icons Explained

## Our Direction

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At the top lighting the way is The Southern Cross - a constant source of orientation and direction. Its many stars represent all the component parts of Netball in New Zealand and what we individually and collectively want to do and become.

## System Shifts

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The five lines represent the five shifts that will take us towards our Southern Cross [our direction]. They are pathways levers, lines to play within and across.

## Poipoia

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The circular symbol Poipoia, represents the movement of poi, and the round of a Netball - all connected in a koru motion.

## Kaitiakitanga

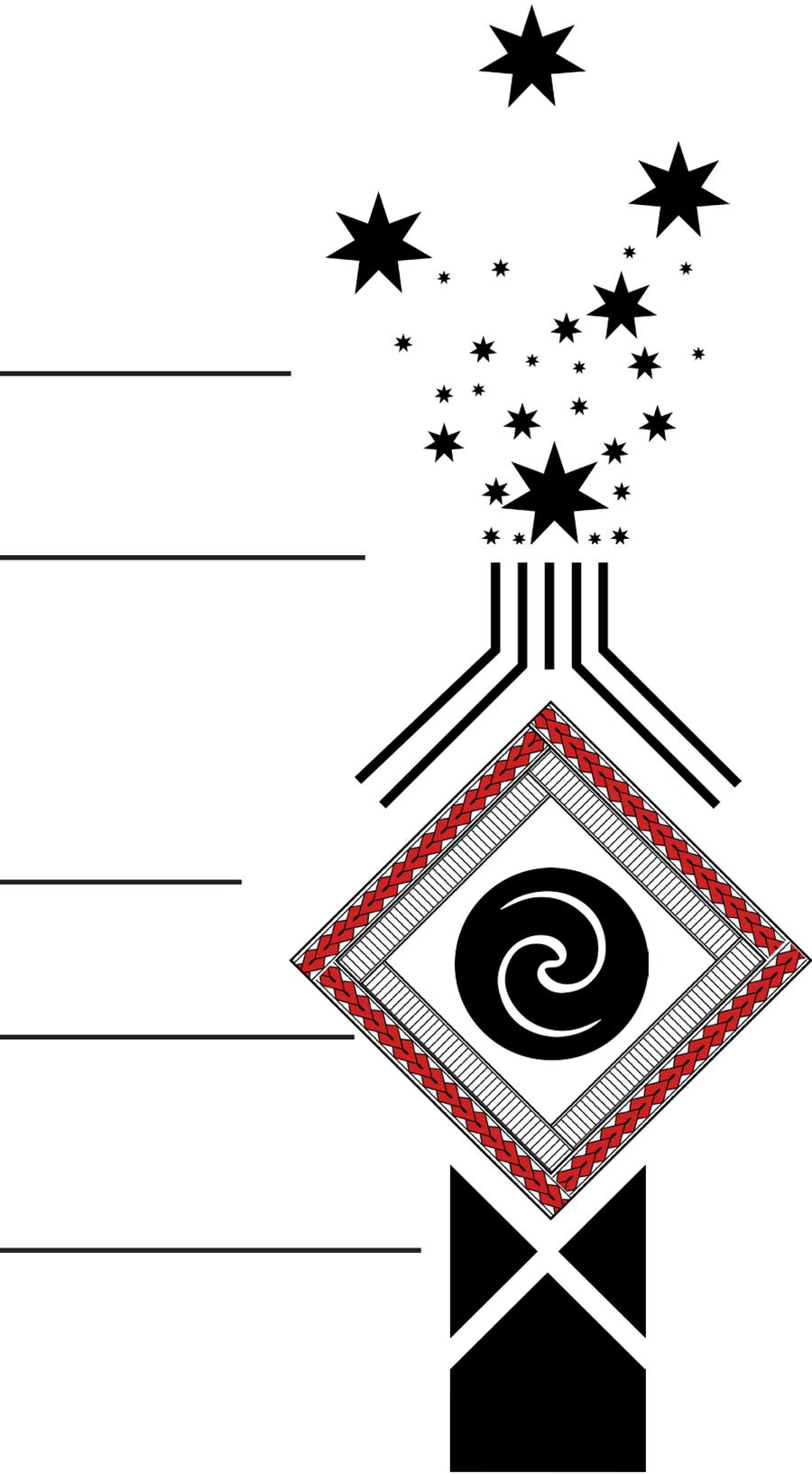
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The diamond is our kaitiakitanga, our leadership. The red woven design is Pakati - courage, strength and honour. The black and white ladder is - Ahu ahu mataroa - talent/achievement in sport, also meaning a fresh challenge. The colour red is a symbol of mana.

## Our Story

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The bottom three blocks are our Story, Brand and Voice. They are solid, and give a strong base to our sport helping us stand up and out.



# How to use these Frameworks | Living the Story

## 1. CONNECT TO WHAT WE STAND FOR AND WHERE WE ARE GOING

Reflect on this framework and what it means for you.

Identify how and where you and your team most want to, need to and can contribute/make a difference.

Ground your thinking in our Purpose and Direction.

## 2. IDENTIFY YOUR GOALS

Translate your thinking into 3-5 specific, time bound, measurable, outcome based goals that will push your thinking and galvanise your community into action.

Make your goals relevant to local ambitions, challenges and opportunities.

## 3. IDENTIFY ACTIONS THAT WILL SHIFT OUR SYSTEM

Explore within and across the 5 System Shifts to identify actions and “safe to fail” experiments\* that will help you to learn and move towards these goals.

Be bold, push boundaries and focus on what you can influence and do.

\* Because we do not know the future, not everything we try and do will work or turn out as we plan. Some failure is critical to learning and growth. “Safe to fail” means when we fail, we can happily live with the consequences.

#### **4. GATHER RESOURCES AND TAKE THE SHOT**

Identify and gather the resources you have and need, agree how you will organise, work and build in feedback mechanisms so you know how you are going.

Prepare, take action, measure progress and adjust as you go.

#### **5. KAITIAKITANGA**

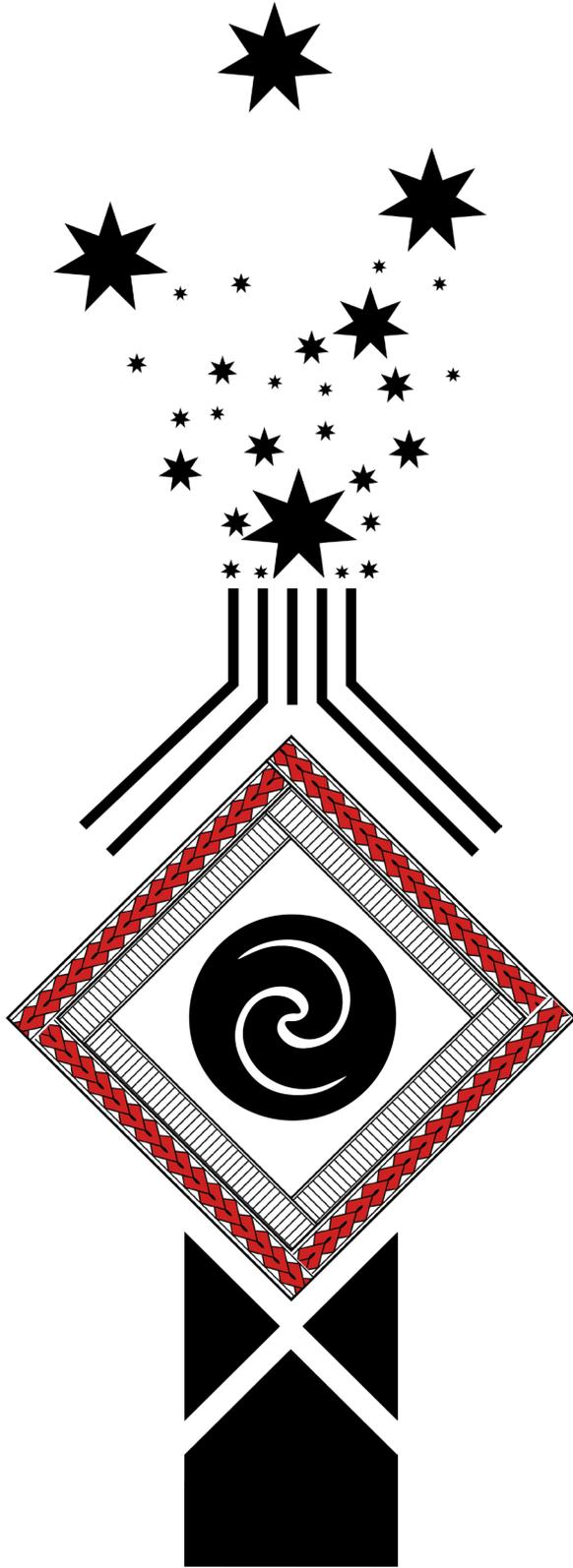
Reflect on and identify what this will require of you as leaders, how you will embody the spirit and essence of our purpose and protect the health and well-being of our communities.

Be Kaitiaki and Guardians of Netball.

#### **6. COMMUNICATE**

Develop and implement a communication plan for your actions and learnings that builds and enhances shared understanding and relationships within and across our many peoples and communities.

Communicate in a way that connects and inspires.



# Karakia Whakamutunga | To close a meeting

Unuhia, unuhia  
Unuhia ki te uru tapu nui  
Kia wātea, kia māmā  
Te ngākau  
Te tinana  
Te wairua i te ira tangata  
Koia rā e Rongo  
Whakairia ake ki runga  
Kia Tina!  
Tina!  
Hui e!  
Tāiki e!

Draw on, draw on,  
Draw on the supreme sacredness  
To clear, to free the heart, the body and the spirit of mankind  
Rongo, suspended high above us  
Draw together!  
Affirm!

**Poitarawhiti | Netball**  
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