

# **2023-2026 STRATEGIC PLAN**

**Access for all**





# Pickleball is....

a “racquet and ball” sport with a perfect balance of court dimensions, rules, and equipment to afford all skill levels and age groups enjoyment and success on court.

Using a paddle and plastic “wiffle” ball, played on a hard surface indoors or outdoors, the game is a combination of tactical shots, patience, and easy to learn strokes, which encourage an inclusive play environment with no need for modifications or adaptations to cater for gender, ability, or age differences.

Pickleball is both fun and challenging with a combination of long rallies and a blend of soft and rapid-fire shots; where the best athlete must earn their points not purely by athleticism, power, and speed, but also through the use of positioning, patience, tactics, and touch.

Finally pickleball, and the sense of community achieved through pickleball, provides connections, social, mental, and physical well-being benefits, which are just some of the reasons players are passionately embracing this sport at such a rapid rate both in Australia and globally.

Pickleball in Australia is welcoming, accessible, and safe; striving to be equitable, diverse and inclusive. The aim of Pickleball Australia is to continue to grow pickleball as a player-centric and values-based sport for all.

**NOTE:** We would like to acknowledge Mike Hess for his insightful article *The Perfect Balance* providing the basis of much of the information in this description of pickleball.





## THE JOURNEY SO FAR....

Since our start in 2020 Pickleball Australia has experienced continuous growth, constant demand for playing opportunities, and an ever-increasing interest in this sport from all facets of the community.

Meeting this demand has been a challenge for the members, affiliates, and broad base of hard-working volunteers of our passionate pickleball community.

Whilst we saw genuine significant progress against the *2020-2023 Strategic Plan*, as predicted, there was an obvious need to reassess and adjust to meet the needs of our pickleball communities.

*Strategic Plan 2023-26 : Access for all* will focus on developing resources to manage the demand and build on our priorities of Leading, Promoting, Growing, and Guiding to establish pickleball as a thriving sport providing opportunities to connect players, programs and places to play.

## 2020 – 2023 Advancements

- ✓ 5000 members with an established integrated member platform for individuals, affiliates, State Members, and Pickleball Australia.
- ✓ Implementation of a broad-based affiliation program to support pickleball development in a wide range of communities and settings.
- ✓ A collaborative network of 7 states/territories, 100+ affiliates and 7 pickleball development committees.
- ✓ A Community Player Program supporting groups of players not yet establishing a club.
- ✓ National officiating program implemented.
- ✓ Establishment of Pickleball Australia Seniors.
- ✓ Recognised and sanctioned tournaments nationwide with competitive opportunities for all ages and abilities.
- ✓ Program and policy development to support best practice.

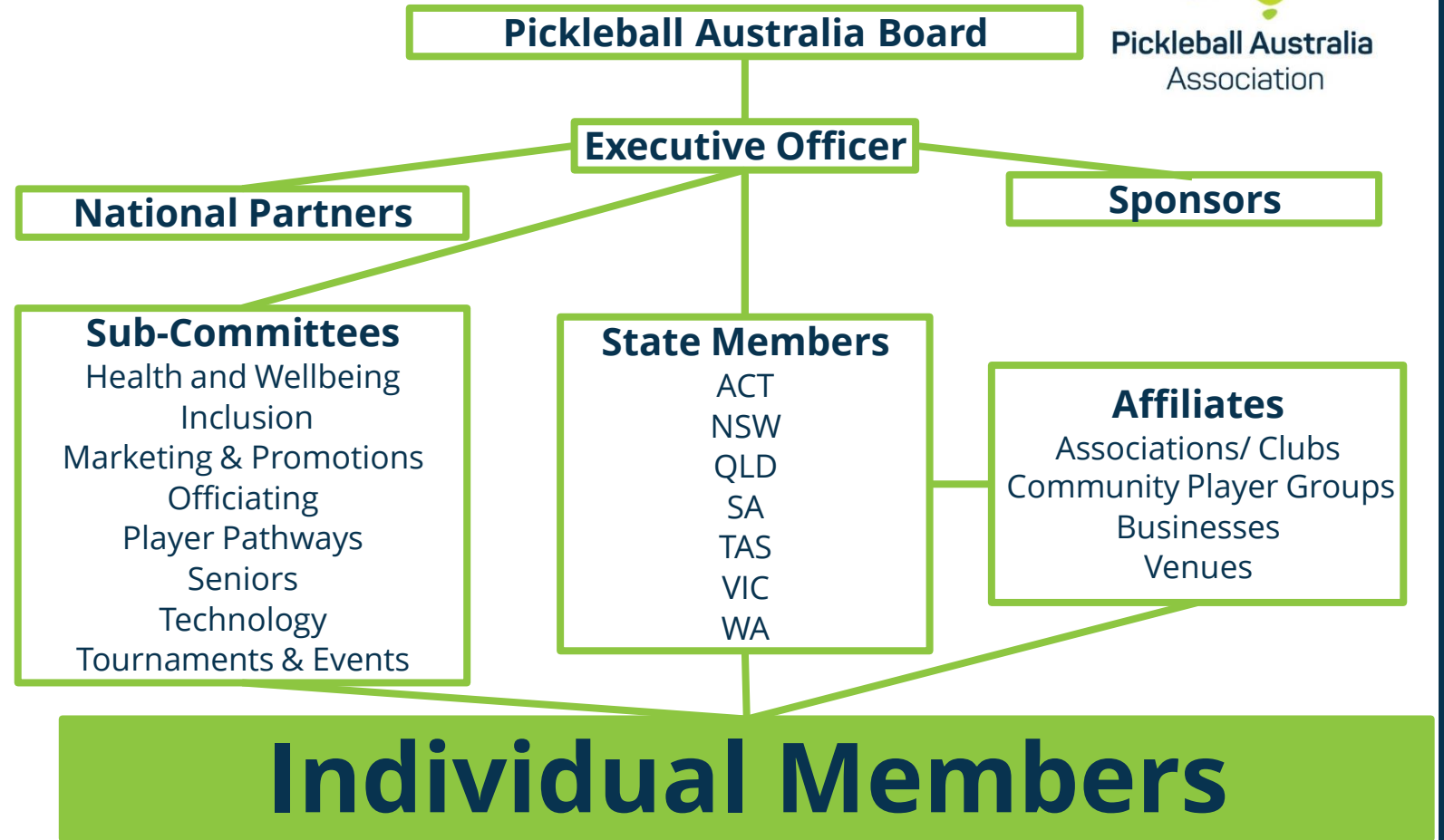
# Pickleball Australia now

Since inception, Pickleball Australia has nurtured and guided the development of pickleball nationwide. The establishment of 7 State and Territory associations, supportive sub-committees, and a range of affiliates, has advanced the Australian pickleball footprint with continuous strong growth in membership, playing opportunities, and program development.

A not-for-profit, volunteer organisation, Pickleball Australia is committed to furthering playing opportunities both within Australia and internationally while progressing the accreditation and training of administrators, coaches, and referees to foster the advancement of State members, affiliates and individuals of all ages and ability levels.

**State Members** hold voting rights at the national level. All individuals are recognised as non-voting members of Pickleball Australia.

**Individual Members** have the option of becoming a member of their State Association OR an affiliated association or club (incorporated). In either case the individual has voting rights at the State level.



Pickleball Australia  
Association





# Our Vision

Pickleball recognised as the ultimate accessible sport for competition, community, family, fitness, and fun.

# Our Mission

Nurturing a national network of members and affiliates to facilitate expansion of social and competitive play, while developing a respected structure of support services for training and accreditation of coaches, players, officials, and administrators.

# Our Values: Spirit of pickleball

- S Sportsmanship**- Competition encouraged and celebrated with respect for players, adherence to rules and the fun and laughter endemic in gameplay.
- P Passion** -for the game and growth of pickleball across Australia.
- I Inclusivity**-Access for all ages, genders, and ability levels with attention to those who might be excluded or marginalised.
- R Responsibility** -Our commitment to effectively guide the development of pickleball and our obligation to Australian communities.
- I Integrity** -Our commitment to best practice in governance, and an ethical approach to the development of the game and skill of its players.
- T Trailblazing** -Our desire to lead the way in supporting community connections through establishment of pickleball, a game played for life.

# Our Alignment

*Strategic Plan 2023-2026 – Access for all* reflects the following megatrends expected to shape sport in the coming 10 years.

**Megatrend 1 - Escalate the exercise** – Pickleball a fun sport facilitating quick success encouraging all to exercise.

**Megatrend 4 - Mind the gap** – Pickleball an intergenerational sport closing the gap as a sport for all ages and abilities without modification.

**Megatrend 5 - Our best sporting side** – Pickleball enables an inclusive environment encouraging diversity, inclusivity, fair play and sustainability

**Megatrend 6 - The perfect pivot** – Pickleball a sport for a small space no major infrastructure required just a flat hard surface.

# OUR APPROACH



## LEAD

Collaborate and consult to build a strong foundation to catalyse the growth and development of pickleball.

## PROMOTE

Engagement with the pickleball and wider community to elevate the pickleball profile.

## GROW

Innovate to inspire participation, engagement, and support of pickleball.

## GUIDE

Create pathways that champion pickleball and its participants, enhancing opportunities for involvement and enjoyment by all.

## ENABLERS

- Our passionate community.
- Our common goals of growth, enjoyment, and inclusion.
- Our wide playing demographic.
- Quick success on court for all.

# 2023-26 PRIORITIES

## LEAD



**Collaborate and consult to build a strong leadership and governance foundation, catalysing the continued growth and development of pickleball and setting the standard for members and affiliates.**

- **Develop and maintain best practice and procedures to support growth and development.**
- **Ensure administrators have access to and utilise training opportunities.**
- **Streamline services to facilitate a positive membership and participant experience.**
- **Establish strong relationships with national and international governing bodies.**
- **Reduce the operational status of the Pickleball Australia board and State executive committees.**

**2023-26  
PRIORITIES**

**PROMOTE**



**Engagement with the pickleball and wider community to elevate the pickleball profile.**

- **Cultivate the pickleball profile with the general public and target audiences.**
- **Establish pickleball as a recognised sport in Australia.**
- **Create and cultivate a professional corporate image.**
- **Secure sponsorship to grow and sustain Pickleball Australia, its members, affiliates, programs, and events.**
- **Apply successful and new innovative approaches to increase the media profile of pickleball, Pickleball Australia, its members and affiliates.**



## 2023-26 PRIORITIES

# GROW



**Innovate to inspire participation, engagement, and support of pickleball.**

- **Grow and retain state, affiliate, and individual memberships by 25% annually to 2026.**
- **Promote a sports wide volunteering culture to facilitate growth and development.**
- **Build commercial relationships to support members and growth.**
- **Identify and support initiatives for development and access to facilities.**
- **Identify and introduce a growing number of member benefits and services ensuring membership value.**
- **Monitor membership and stakeholder demographics, needs, and wants.**

# 2023-26 PRIORITIES

## GUIDE



**Create pathways that champion pickleball and its participants, enhancing opportunities for involvement and enjoyment by all.**

- **Formalise player entry and retention pathways for members.**
- **Create coach accreditation framework and education programs to facilitate sound training approaches embracing the SPIRIT values.**
- **Support growth of the referee education program.**
- **Drive inclusion as the norm for pickleball events and social play.**
- **Develop player education programs for all ages and abilities.**
- **Provide consistent competitive opportunities for all ages and abilities.**
- **Establish elite national tournaments and leagues and international representative opportunities.**

# THE PICKLEBALL FUTURE

The future of pickleball in Australia is focussed on inclusiveness and five sport development areas supported by our strategic plan.

1. **Introducing communities to pickleball:** Educating participants on fundamental skills, knowledge and attitude to facilitate involvement in organised social play.
2. **Developmental pickleball:** Utilising pickleball to support individuals and communities with:
  - Promotion of positive values
  - Economic development
  - Building healthy lifestyles and active communities
  - Personal skill development on and off the court
3. **Recreational play:** Participating in social sessions for fun, fitness, family, and connection while developing personal skills and recreational competition.
4. **Competitive pickleball:** Opportunities to improve and measure performance against others.
5. **High performance pickleball:** Facilitating opportunities to achieve world-class results.





# WE ARE ON A GROWTH TRAJECTORY....

119  
MEMBER  
ORGANISATIONS

7  
STATE  
MEMBERS

6.7K  
MEMBERS

25,000  
REGULAR  
PARTICIPANTS

30+  
TOURNAMENTS  
/ YEAR



Read on for more details on our plans...

# LEAD

Strategic Actions	KPI
1. <b>Develop and maintain best practice and procedures to support growth and development.</b>	<ul style="list-style-type: none"> <li>➤ Establish required process and procedures to satisfy the National Integrity Framework. (Mid 2024 unless stipulated earlier for NSO status).</li> <li>➤ NSO status established and maintained</li> <li>➤ Contribute to the international body requirements to meet standards and criteria for IOC and GAISF to facilitate affiliation.</li> <li>➤ National framework for child safeguarding adopted and implemented. (Mid 2024 (required in TAS) unless stipulated earlier for NSO status)</li> </ul>
2. <b>Ensure PAA Board, Associations and office bearers have access to and utilise training opportunities.</b>	<ul style="list-style-type: none"> <li>➤ Induction processes established and followed for all Board members by September 2023</li> <li>➤ Continued identification of Board members to support PAA growth and development.</li> <li>➤ Training opportunities recommended and access provided for Associations and Office-bearers by 2024.</li> </ul>
3. <b>Adoption and streamlining of services to facilitate a positive membership and participant experience.</b>	<ul style="list-style-type: none"> <li>➤ Regular in-house training provided for all software programs for membership, accounts, tournament, meetings, and event management by 2025.</li> <li>➤ 80% of clubs utilising software recommended by PAA by 2025.</li> <li>➤ Rating and ranking software adopted and utilised across the PAA membership.</li> </ul>
4. <b>Establish strong relationships with national and international governing bodies.</b>	<ul style="list-style-type: none"> <li>➤ Affiliation with pre-eminent international body by 2024 EOY.</li> <li>➤ Establish and maintain representation on international entities by 2025</li> <li>➤ Establishment of annual meetings with 5 national governing pickleball entities.</li> <li>➤ Pivotal involvement in establishment of a globally recognised Oceania Pickleball Federation.</li> </ul>
5. <b>Establish a professional operation and reduce the operational status of the PAA Board</b>	<ul style="list-style-type: none"> <li>➤ Establishment of a PAA headquarters (virtual or physical).</li> <li>➤ Appointment of equivalent of 3 full time staff. (2026)</li> <li>➤ Establishment of diversity and equity balance in all PAA, State Member and affiliate committees</li> </ul>

# PROMOTE

Strategic Actions	KPI
1. Cultivate the profile of pickleball both publicly and within target audiences	<ul style="list-style-type: none"> <li>➤ Present as a sport in 10 multi-sport events in Australia over 4 years.</li> <li>➤ Involvement in or alongside 2026 Commonwealth Games.</li> <li>➤ Establishment of high-profile national ambassadors.</li> <li>➤ 100% of affiliates meet with one of their elected representatives with a media acknowledgement with pickleball mentioned by 2026.</li> </ul>
2. Establish pickleball as a recognised sport in Australia	<ul style="list-style-type: none"> <li>➤ 50% of public surveyed recognise pickleball as a sport.</li> <li>➤ Prominent media presence through streaming of events.</li> </ul>
3. Create and cultivate a professional corporate image	<ul style="list-style-type: none"> <li>➤ Uniform branding for PAA and State members.</li> <li>➤ Identification and ownership of IP for pickleball naming rights – associations and events.</li> </ul>
4. Secure sponsorship to grow and sustain PAA, its members, affiliates, programs and events	<ul style="list-style-type: none"> <li>➤ Promotion and marketing sub-committee established.</li> <li>➤ Development and implementation of a promotion and marketing strategy.</li> <li>➤ \$500,000 sponsorship/ annum by 2026.</li> <li>➤ 5 national sponsors at top 2 tiers. (2026)</li> <li>➤ PAA Sponsors established for all levels of tournaments.</li> <li>➤ State level sponsor protocols negotiated and implemented.</li> </ul>
5. Apply successful and innovative approaches to increase the media profile of pickleball, Pickleball Australia, its members and affiliates	<ul style="list-style-type: none"> <li>➤ Identification and implementation 3 innovative ways to promote pickleball .</li> <li>➤ Pickleball featured in mainstream media monthly.</li> <li>➤ 10% increase in social media activity each 6 months.</li> <li>➤ Maintenance of 3 posts a week on social media.</li> <li>➤ Establishment of a quality streaming and broadcast arrangement (2026).</li> </ul>



# GROW

Strategic Actions	KPI
1. Grow and retain State, affiliate and individual memberships,	<ul style="list-style-type: none"> <li>➤ Northern Territory established as a new State Member (2024).</li> <li>➤ 15,000 members by 2026 EOY.</li> <li>➤ Membership options developed to facilitate inclusion and increase participant numbers.</li> <li>➤ Pickleball Australia Seniors participant numbers at 5000 by 2026.</li> <li>➤ Para pickleball participant numbers at 500 by 2026.</li> <li>➤ Membership consistently growing at a rate of 25% annually.</li> </ul>
2. Monitor membership demographics, needs and wants.	<ul style="list-style-type: none"> <li>➤ Annual survey completed to inform future development priorities and adjustment of strategic plan.</li> <li>➤ 75% retention of members.</li> <li>➤ 90% of members surveyed recognise the value of membership services.</li> </ul>
3. Identify and introduce a growing range of member benefits and services ensuring membership value.	<ul style="list-style-type: none"> <li>➤ Information provided to States for relevant welcome packs for member categories.</li> <li>➤ Identification and implementation of services for State, affiliate, and individual members inclusive of: <ul style="list-style-type: none"> <li>• App for bookings and member connection.</li> <li>• Clearly defined player pathways.</li> <li>• Accessible coaching services and education pathways.</li> </ul> </li> </ul>
4. Promote a sports wide volunteering culture to facilitate the growth of pickleball.	<ul style="list-style-type: none"> <li>➤ Benefits established for volunteers.</li> <li>➤ Established processes for the regular recognition of volunteer contributions.</li> <li>➤ Non-playing volunteer membership category established and represent 10% of pickleball membership.</li> <li>➤ 30% of members state they are willing to and do volunteer.</li> </ul>

# GROW

Strategic Actions	KPI
5. Build commercial relationships to support members and growth.	<ul style="list-style-type: none"> <li>➤ Relationships with 20 commercial entities to support pickleball in Australia.</li> <li>➤ 5 negotiated relationships to provide direct individual member benefits.</li> </ul>
6. Identify and support initiatives for development and access to facilities	<ul style="list-style-type: none"> <li>➤ Establishment and initial implementation of a facilities development plan.</li> <li>➤ 50 supporting letters written for associations developing facilities.</li> <li>➤ Development of 10 facilities supported and/ or driven by PAA.</li> <li>➤ Partnership with TA to facilitate development of pickleball court access.</li> </ul>
7. Research and understand the demographic and needs of pickleball stakeholders.	<ul style="list-style-type: none"> <li>➤ Annual surveys of all pickleball stakeholders.</li> <li>➤ Analysis of survey results driving future actions for members.</li> </ul>

# GUIDE

Strategic Actions	KPI
1. Formalise entry and retention pathways for membership categories.	<ul style="list-style-type: none"> <li>➤ Development of a participant pathway committee.</li> <li>➤ Creation of participant pathway framework for all levels and types of participants.</li> </ul>
2. Create a coach accreditation framework and education programs to facilitate sound training approaches embracing the SPIRIT values.	<ul style="list-style-type: none"> <li>➤ Established functioning coach accreditation team.</li> <li>➤ Coach accreditation framework in place.</li> <li>➤ Coach education modules established for transitioning instructors from other sports, junior, senior, players with disabilities specific coaching modules, and finally general coach certification programs.</li> <li>➤ Various levels of both paid and volunteer coaches recognised for their skills and qualifications.</li> <li>➤ Established PAA coach database of 200 accredited coaches.</li> </ul>
3. Support growth of the referee education program.	<ul style="list-style-type: none"> <li>➤ An established and functioning officiating accreditation body.</li> <li>➤ PAA referee training programs run regularly across Australia including Online and face to face options.</li> <li>➤ 200 accredited referees.</li> <li>➤ Referees available for all major tournaments Australia-wide.</li> </ul>
4. Drive inclusion as the norm for pickleball events and social play	<ul style="list-style-type: none"> <li>➤ &gt;50% of pickleball playing opportunities provide inclusive opportunities.</li> <li>➤ Establishment of MOUs with 5 entities providing services for people with disabilities.</li> <li>➤ At major events and tournaments with a focus on inclusion.</li> <li>➤ 50% of media releases identifying the inclusive nature of pickleball.</li> </ul>



# GUIDE

Strategic Actions	KPI
5. Develop player education programs for all ages and ability levels	<ul style="list-style-type: none"> <li>➤ Creation and release of a skills development program for players of all ages and abilities.</li> <li>➤ Program package rolled out to schools recognised by School Sports.</li> <li>➤ 100 over 50 and aged care facilities with connection to PAA and affiliates.</li> <li>➤ Pickleball Seniors Australia (PSA) recognised as a strong contributor to development and growth of pickleball.</li> </ul>
6. Provide consistent competition opportunities for all participants.	<ul style="list-style-type: none"> <li>➤ National tournament calendar featuring an even spread of Junior, Para, Hybrid, Senior, Super Senior and Adult divisions.</li> <li>➤ 60 recognised and/ or sanctioned events across Australia.</li> <li>➤ Ranking/ rating systems embedded in competitive play programs.</li> <li>➤ Pickleball Australia Seniors (PSA) with a nationwide events calendar.</li> </ul>
7. Establish elite national tournaments and leagues and international representative opportunities.	<ul style="list-style-type: none"> <li>➤ Elite competition series for Juniors, Adults, Seniors, Super Seniors, and Para divisions.</li> <li>➤ Individual and team event opportunities established.</li> <li>➤ National and International representative opportunities available.</li> <li>➤ Selection process established including a strong ranking/ rating system embedded.</li> <li>➤ Agreements with entities driving professional pickleball development.</li> <li>➤ Professional playing opportunities for players Australia-wide.</li> </ul>