

Strategic Plan 2021-2023






Our Collective Vision

To connect Queenslanders with softball in
their lifetime





Our Collective Purpose



For the Softball Queensland community to work together to encourage more people engaging with softball in more ways, more places, more often.

Collaborate - All elements of the Softball Queensland community will plan, deliver, monitor and review our core activities together, in an honest, respectful and transparent manner, for the benefit of the sport.

Creative and Courageous - We are always open to new ideas and different and initiative ways of thinking; we are prepared to be challenged and to make significant decisions in order to achieve our vision.

Have Fun – We are all involved in softball because we love it! Softball should always be fun and we need to always remember this.

Inclusive – We welcome and embrace all members of the community into our sport. We are a single sporting community, from all walks of life, inclusive of all backgrounds, ages and ability levels and are representative of contemporary society. We are a sport for all, a sport for life.

Compliance – We will ensure the sport and its bodies actively comply with governing laws and regulations through implementation of good governance and best practices.

Our Values

Our Behaviours

These six agreed behaviours will define our pathway to success within this Plan. These should be our whole of sport behaviours, relatable to all participants from the grassroots through to the elite level, inclusive of our partners, administrators, players, umpires, officials and stakeholders. Our ability to integrate them across all facets of our sport will be critical in our journey towards a common vision of becoming a major sport in Queensland. It is essential that we adhere to our agreed behaviours and, most importantly, hold each other accountable to them, in order for our sport and all within it, to set the highest standards.

1. BE ON THE SAME SIDE AND ACT AS ONE.
2. ALWAYS SUPPORT EACH OTHER TO REACH OUR GOALS.
3. BE OPEN AND HONEST.
4. FIND A WAY TO DO WHAT WE SAY WE WILL DO.
5. LISTEN TO AND VALUE OUR PEOPLE.
6. BE THE BEST AT WHAT WE DO

Our Priorities

1. **Integration** – We will work collaboratively, through aligned structures, systems and behaviours, to build a thriving sporting organisation and activity.
2. **Participation** – We will make softball more accessible, relevant and rewarding for all.
3. **Profile** – We will unite the Softball brand and innovatively connect the community with our sport.
4. **Performance** – We will deliver teams on the national and international stage who inspire and excite.
5. **Our People** – We will proactively attract, support and retain people who love softball - Committees; staff; volunteers; coaches; officials; participants / athletes; parents / caregivers, commercial partners; all levels of government; and all other friends of softball.

Our Strategic Pillars



Defined within each, are the goals and strategies that will drive a series of outcomes for the respective pillars, facilitating our ability to be sustainable and grow. The ability to focus our energies on these pillars will enable our organisation to further strengthen the pathway that sees our athletes journey from Softball Batter Up or equivalent through to Queensland Heat or Patriots and national representation. It will allow us to invest the time and resources into delivery that our game now demands. Our strategies will set the course for a period of commercialisation that will ultimately support these pillars for the next three years. We must promote an environment of flexibility and responsiveness that will enable our business to react appropriately to a constantly evolving world and market. Central to this organisational agility and performance will be our ability to leverage the knowledge and expertise of our workforce, not only within our administration but amongst our broader softball community. We believe that every one of our Members and stakeholders has something valuable to contribute to one or more of these pillars. Consequently, the process of consultation across all facets of our sport that was so important to shaping this plan will continue over the next three years and beyond to ensure that it always reflects the needs of our community

People & Culture

LEADERSHIP, MANAGEMENT AND WORKFORCE

1 . EFFECTIVE, ACCOUNTABLE WORKFORCE THAT ACHIEVES OUTCOMES THROUGH COLLABORATION

- Support our leaders in strengthening their values based leadership qualities
- Position the organisation to effectively and efficiently manage future resource implications
- Attract and retain high performing staff (incl volunteers)
- Provide role clarity across our working environment to enable our people to achieve their performance goals
- Build capacity in our Human Resources to drive the development of people and culture initiatives

PERFORMANCE, DEVELOPMENT AND ACCOUNTABILITY

2. EMPOWERED, SUPPORTED AND MOTIVATED PEOPLE ACHIEVING THEIR POTENTIAL

- Develop effective, credible and valid professional and personal development opportunities allowing our people to maximise their potential
- Develop a shared understanding of performance expectations and accountability across our sport
- Develop a reward system for our people linked to performance

Improve the use of technology to enhance core service delivery

CULTURE, ENGAGEMENT AND RECOGNITION

3 . AN ORGANISATION THAT LISTENS, LEARNS, SUPPORTS AND EMPOWERS OUR PEOPLE

- Promote an open and positive working environment where our people are valued
- Incorporate our values and behaviours through engagement of our workforce
- Create an environment of open and transparent communication across the whole of sport
- Value and celebrate our history and heritage

SOCIAL INTEGRITY AND FOOTPRINT

4 . ADDRESSING SOCIAL ISSUES THROUGH OUR SPORT

- Define the role our community plays in addressing social issues
- Strengthen the significant relationship between softball and Aboriginal and Torres Strait Islander communities

Participation

RETENTION AND CONVERSION

5 . DRIVING THE SOFTBALL ECONOMY TO ITS POTENTIAL

- Convert our schools' market to active participants of our sport
- Retain and support our members and volunteers as our sport changes
- Develop and grow our Aboriginal and Torres Strait Islander programming through health, wellbeing, education and leadership partnerships
- Expand the Softball Batter Up footprint across the state through the engagement of new communities

NEW AND EMERGING MARKETS

6. EXPLORING AND GROWING EMERGING PARTICIPATION MARKETS

- Embed softball's engagement in our Disability and CaLD populations (is this achievable)
- Adapt our delivery to engage new markets across the participant lifecycle, particularly junior girls & boys
- Develop Fast5 and social softball concept & participation

INFRASTRUCTURE AND FACILITIES

7. INFLUENCE THE DEVELOPMENT AND USE OF FACILITIES FOR SOFTBALL

- Increase and maximise softball facilities

Pathway.

COMPETITIONS

8. QUALITY COMPETITIONS PRODUCING STRONGER OUTCOMES FOR ALL PARTICIPANTS

- Deliver a competition framework and schedule that maximises the potential of all participants
- Position SSS as the pre-eminent female and male competition in the State

HIGH PERFORMANCE

9. A HIGH PERFORMANCE SYSTEM WITH PATHWAYS AND PROGRAMS SUPPORTING PARTICIPANTS TO ACHIEVE AT THEIR HIGHEST LEVEL

- Develop a system that leads high performance of the sport at all levels
- Deliver support and education to participants that supports their development and performance needs
- Drive Softball QLD teams to perform consistently against their targets

PATHWAYS

10. A CLEAR AND CONNECTED PATHWAY FOR ATHLETES, COACHES, UMPIRES AND OFFICIALS

- Develop our athletes, coaches, umpires and scorers' pathways with multiple entry points

Business Performance

GOVERNANCE

11. RECOGNISED AS A LEADER AND INFLUENCER IN CORPORATE GOVERNANCE AND BUSINESS SYSTEMS

- Establish a shared and corporate services framework that supports the organisation and its associations
- A Board of influence committed to best practice industry standards and leading governance practices

PARTNERSHIPS

12. IDENTIFY, RETAIN AND GROW A PORTFOLIO OF PARTNERS CONTRIBUTING TO THE SUCCESS OF THE SPORT

- Establish a partnership procurement and development program
- Identify and recruit leading Queensland corporate brands that align with our sport
- Strengthen Government's support of the sport

FINANCIAL MANAGEMENT AND COMMERCIALISATION

13. A SUSTAINABLE SPORT THROUGH COMMERCIALISATION OF PARTICIPANT PROGRAMS, EVENTS AND INFRASTRUCTURE

- Create a commercial conversion strategy to strengthen our connection with our participants
- Implement marketing plans and strategies across all programs and events
- Develop a merchandise program
- Develop and maximise our data capture capabilities
- Develop and rollout a Softball QLD fundraising and philanthropy strategy

TECHNOLOGY

14. LEVERAGING TECHNOLOGY TO CREATE EFFICIENCIES AND NEW OPPORTUNITIES

- Maximise the CRM platform to improve participant data capture
- Create connectivity between our technology, marketing, sales and communications platforms

BRAND AND COMMUNICATIONS

15 . EMBED A BRAND THAT IS SYNONYMOUS WITH THE SPORT ACROSS QUEENSLAND

- Develop a Customer Value Proposition to deliver a leading customer experience