



**SNSW
Strategic Plan
2018-2022**

**Reframing the
Future**

***Approved by SNSW Board
25th February 2018***



To have more people positively connecting with Softball, in more places, more often!

To be the number one Softball State in Australia, providing exciting, competitive and recreational opportunities to a rapidly expanding and diverse membership and communities.

Our Plan

As we reflect on the SNSW 2014-2017 Strategic Plan and all we achieved in that time we see a paradigm shift. For Softball to further develop and connect with more people SNSW together with all other States and Territories of Australia is working collaboratively on unified behaviours with Softball Australia.

To this end we have all agreed to adopt and work cooperatively with the Softball Australia Strategic Plan.

We believe in the power of softball to have a positive impact on all Australians, through their engagement in our sport (whether as a player, coach, official, volunteer, supporter, spectator, parent, caregiver or in any capacity). This Plan is intended to be relate to everyone within the Australian softball community (Clubs, Affiliate Associations, Softball NSW, Softball Australia, supporting Partners, Commercial partners and all supporters of our great sport).

With the reintroduction of Women's Softball into the Olympic program in 2020 a greater focus returns to our sport and we are confident of the role softball in NSW can play in reframing the future! during this 2018 – 2022 period.

Our goal is to provide meaningful and positive experiences for our members and others who engage in softball, as well as introducing more people to **the game that teaches life values**.

Each element of the Plan is important. Each is connected. Every sector plays a vital role. Together we shall see softball returned to its rightful place as a sport of significance throughout NSW and Australia.

Frances Crampton AM
President
Softball NSW



Softball in NSW and Australia - Our Way!

Our Common Vision

“To have more people positively connecting with Softball, in more places, more often!”

Our Common Purpose

For the NSW and Australian softball community to work together to enable all Australians to engage with softball in meaningful and positive ways; and to address barriers to this occurring. We will provide the right participation opportunities for more people, in more places and show a new generation how to get involved and stay involved with our great sport.

Our Behavioural Framework

Our Behavioural Framework will drive everything we do individually and collectively - to achieve our common vision. We will reflect a positive, collaborative and respectful approach to working effectively and transparently with all within the Australian softball community. We will live a **what’s possible** mindset, underpinned by all people within the Australian softball community, owning the positive role they play in enhancing softball in Australia. **When we do this, our potential is limitless!**

What is Softball in Australia – Reframing the Future?

Softball in Australia – Reframing the Future! has been developed to:

Provide **vision and direction** to all elements of the *Australian softball community*.

Guide the future **growth and capacity** of the *Australian softball community*.

Ensure the **relevance of softball** within the Australian sporting sector and broader community.

Encourage **coordination, cooperation** and **collaboration** amongst the *Australian softball community*.

Excite the Australian softball community enough to work together to ensure the **successful and sustainable future** of softball throughout the country, in what are rapidly changing times.

Softball in Australia – Reframing the Future! outlines what the Australian softball community plans to achieve collectively and how it plans to do so over the 2018 - 2022 period.

Softball in NSW - Our Way!

Our Vision

“To be the number one Softball State in Australia, providing exciting competitive and recreational opportunities to a rapidly expanding and diverse membership and communities”

Our Purpose

To maintain and increase interest and participation in all levels of Softball in NSW and to ensure collaboration in the Softball Australia framework.

Our Behavioural Framework

SNSW embraces the Softball Australia Behavioural Framework.

User Experience - Everything we do stems from us being ‘End-User Focused’. We are committed to accurately identifying the specific motivators of individual softball consumer groups (clubs, associations, players, coaches, umpires, volunteers, parents, supporters, sponsors, and others); and to developing / delivering systems, programs and products designed specifically to meet these motivators.

Collaborative - All elements of the Australian softball movement will plan, deliver, monitor and review our core business together, in an honest, respectful and open system approach to our work, for the benefit of the sport as a whole. We will always communicate openly and work together, to be better tomorrow than we are today.

Creative and brave - We will be open to new ideas and different ways of thinking; we are prepared to be challenged; we are committed to sharing ideas and information; and to displaying collective determination and drive for the benefit of all elements of softball in Australia.

Fun - We are all involved in softball because we love it and we want to enjoy every aspect of this involvement. Softball should always be fun and we need to always remember this.

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

Our Core Values

Softball the game that teaches life values.

Integrity -

- Promote the life skill values of softball – the games teamwork, collaboration and cooperation.
- Advocating honesty and sportsmanship
- We will act with honesty and openness in the decisions we make

Inclusivity -

- Further enhance and promote programs that encompass people from all walks of life including those with disabilities and from marginalised groups or regions.

Transparency -

- We will communicate with all stakeholders in a manner that elevates the professionalism of the sport
- We will provide information to our members that helps justify sound decisions in the best interests of the sport

Respect -

- Work with respect and listen to the opinions of our stakeholders no matter how diverse the views
- We will value the contributions of staff, members and volunteers.
- We must respect the traditions, history, and rules of the game, whilst being progressive and innovative in promoting the game in the modern era.

Consultation -

- Be open to seeking and respecting external advice to make decisions in the best interests of the game and the financial performance of the organisation.
- We will work effectively with a common purpose that benefits members, partners and affiliates in the planning and delivery of programs and services.

Our Strategic Priorities

To achieve the Softball Australia Common Vision and our Vision we will prioritise:

One Softball

We will work collaboratively, through aligned structures, systems and unified behaviours, to build a sustainable national and state sports business

Contemporary good practice governance structures and systems are in place at all layers of the sport in NSW

A contemporary, collaborative approach to organisational planning and management is in place between Softball Australia, SNSW and our Affiliated Associations and Clubs to ensure our collective sustainability

Standardised policies and procedures are in place at all layers of the sport

The softball brand is a united, relevant and purposeful brand, widely recognised throughout the Australian sport and active recreation sector and the broader Australian community

Contemporary digital / technology systems are in place at all layers of the sport

Participation

We will make softball more accessible, relevant and rewarding for all and to grow participation and membership in NSW.

More recreational / social participants

More school based participants

More junior, youth, open and masters players

More players from diverse population sectors (people with disabilities, Indigenous Australians, multicultural Australians)

More skilled, supported and rewarded coaches, officials and volunteers

More delivery of softball participation products and programs

More flexible competition formats

More access to better infrastructure (facilities)

An evidence-based whole of sport national development framework in place guiding the optimal support of all players, coaches and officials

High Performance Success

We will deliver winning teams that inspire and excite all in NSW and Australia

Podium placed state teams at all Australian Championships

A high quality softball spectator experience for all at every local, state, national and international event hosted in NSW

Better broadcast and digital products and content

Enhanced relationships with broadcast partners to connect with more fans

Key social media metrics increasing by 10% per annum

Hosting commercially viable state, national and international softball events

Our Projects

Between 2018 and 2022, SNSW will develop, review and implement strategic projects and annual operations plans to outline projects to be initiated / completed each year and the collective human, physical and/or financial resources to be allocated to each project.

We will prioritise the following projects:

Strategic Project Area 1 – One Softball

<p>Project 1</p> <p>Work with Softball Australia to develop a Softball in Australia service delivery model</p>	<p>Review and identify any mutually beneficial areas of the <i>Softball in Australia Service Delivery Model</i> (people and culture, commercial, financial management, insurance, digital / IT, policies and procedures) being piloted by Softball Australia in 2018.</p> <p>Identify opportunities that may exist between SNSW and our Affiliated Associations and Clubs.</p>
<p>Project 2</p> <p>Softball in Australia and NSW governance model (reframing the future)</p> <p><i>Identify and agree on the governance / administrative model which will best support the sport of softball in Australia achieving its potential.</i></p>	<p>Support Softball Australia's development of the <i>Softball in Australia Strategic Direction Improvement Working Party</i> and seek involvement and SNSW representation.</p> <p>Review and work with all parties to ensure SNSW's support and implementation of all agreed sections of the <i>Softball in Australia Optimal Governance and Administrative Model Action Plan</i>.</p> <p>Enhance Governance and Management practices at Board, Staff, Association and Club levels through training, Affiliate, President and Club Forums.</p> <p>Review and maintain all current policies, manuals, operating tools and processes. Ensure member protection.</p>

	<p>Consider all financial implications and solutions.</p> <p>Review OH&S across all of Softball.</p> <p>Review, maintain and make changes to SNSW Constitution to ensure compliance.</p>
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<p>Project 3</p> <p>Maintain a strong, experienced SNSW Management Team</p>	<p>A cohesive, well informed and trained staff and Board that covers all aspects to progress the game as a leader in NSW sport.</p> <p>Implement a rolling Professional Development program for key staff.</p> <p>Develop an annual Operational Plan.</p> <p>Enhance governance and management practices in NSW, Affiliated Associations and Clubs.</p> <p>Establish and support committees that report to the Board to provide expertise on specific areas of Softball in NSW.</p>
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<p>Project 4</p> <p>Enhance relationships with all SNSW stakeholders including but not limited to all SNSW Affiliated Associations, Clubs, members, committees, Softball Australia, State / Territory Softball Associations, NSW State and Local Government Agencies, all commercial partners.</p>	<p>Review and develop a SNSW Communications Strategy to improve communication levels to Associations, Clubs, Staff and partners.</p> <p>Maintain and strengthen relationship with Blacktown International Sportspark stakeholders.</p>
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<p>Project 5</p> <p>Softball in Australia and NSW Commercial Strategy</p>	<p>Support Softball Australia’s development of a <i>Whole of Sport 2018-2022 Commercial Strategy</i>, designed to grow the collective commercial revenue of the Australian and NSW softball community.</p> <p>Review and work with all parties to ensure SNSW’s support and implementation of all agreed sections.</p> <p>Ensure SNSW’s short and long term financial viability, stability and growth.</p> <p>Identify, secure, service and increase the number of commercial partners and sponsorship income for SNSW. Maintain strong relationships and networking with the commercial and sporting sectors.</p>
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<p>Project 6</p> <p>Softball in Australia and NSW Digital Strategy</p>	<p>Support Softball Australia’s development of a <i>Whole of Sport 2018-2022 Digital Strategy</i>, designed to ensure digital systems, tools and activities help all elements of the Australian and NSW Softball community to more effectively and efficiently manage core business.</p> <p><i>This will include enhancing the current My Softball CRM and all aspects of softball’s data management.</i></p> <p>Review and work with all parties to ensure SNSW’s support and implementation of all agreed sections.</p> <p>Maintain and improve technology and services provided to support SNSW, our programs and members. Ensure alignment between Softball Australia, SNSW and all SNSW Affiliated Associations and Clubs.</p> <p>Build and train the workforce capabilities to embrace new technologies.</p>
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Project 7

Softball Australia and NSW Marketing and Communications Strategy

Support Softball Australia's development of a Strategy to maximize the effectiveness and reach of our communications with both internal and external partners, increasing softball's brand's exposure, and optimally marketing the Australian national team and players. SNSW to optimally market NSW national and state team players.

The strategy to include the development and promotion of more cutting edge softball related digital content and products.

Review and work with all parties to ensure SNSW's support and implementation of all agreed sections and ensure relativity to NSW.

SNSW to develop a SNSW specific Marketing and Communications Strategy that aligns.

SNSW to improve communication avenues and regularity with all stakeholders.

SNSW to maintain, identify and develop media and corporate relationships.

SNSW to appoint a staff member to support this strategy and develop new media and digital opportunities.

Strategic Project Area 2 – Participation

<p>Project 8</p> <p>Softball in Australia and NSW Competitions and Events Framework Review</p>	<p>Support Softball Australia's facilitation of an independent review of the <i>Softball in Australia Competitions Framework</i> at all levels, to scope the opportunities to improve the structure of the <i>Competition Framework</i> currently delivered across Australia and NSW, to ensure the greatest efficiencies, whilst optimally supporting current and future players, coaches and umpires.</p> <p>The outcome of the review will include recommendations for SNSW to review and implement where agreed to ensure the delivery of a sport industry leading competition pathway, which meets the participation motivations and development needs of all players, coaches and umpires participating in softball at local, regional and state levels.</p> <p>The review will also provide strategic guidance to ensure the greatest commercial viability and operational efficiencies of hosting all national and international softball events.</p> <p><i>Note: The scope of the review will also include assessing the feasibility of a National Softball League.</i></p> <p>Develop guidelines for innovation and improvement in all areas of event / competition management, equipment and operations.</p>
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<p>Project 9</p> <p>Softball in Australia and NSW Participation Strategy</p>	<p>Support Softball Australia’s development and implementation of a <i>Whole of Sport 2018-2022 Participation Strategy</i> to grow membership and participation base of the Australian and NSW Softball community. Focus to be given to all metro and regional areas across NSW with plans developed with each Affiliated Association.</p> <p>SNSW to maintain strong linkages and enhance opportunities for School sport and its students and teachers through CHS, PSSA Championships and competitions; Sporting Schools Program, coach and umpire education and support.</p> <p>SNSW to review and assess all opportunities and new formats with members and potential members - Inclusion, Social, Masters, Gala, Come’n’Try Days.</p> <p>Review SNSW’s Membership package, encouraging social and supporter membership and promoting member benefits.</p> <p>Strengthen the recruitment and retention capacity of Affiliated Associations / Clubs in NSW.</p>
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<p>Project 10</p> <p>Softball Player Pathway Framework</p>	<p>Support Softball Australia’s development of a detailed <i>Player Pathway Framework</i> resource. The resource will provide specific and consistent guidance and support to anyone who influences a grass roots/development level softball player (parents, coaches, officials, selectors, performance services personnel and administrators) in order for them to optimally support their successful participation in all stages of the pathway.</p>
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<p>Project 11</p> <p>Update the Softball Australia and NSW Coach Development Framework</p>	<p>Support Softball Australia’s development of an updated <i>Whole of Sport Coach Development Framework</i> which aligns with and is based on the various elements within the <i>Player Pathway Framework</i>.</p> <p>Contribute to the development of relevant updated courseware (learning and assessment resources) associated with each updated National Coach Accreditation Scheme Training Program.</p> <p>Promote, support, deliver and implement in NSW.</p> <p>Maintain and increase the number of accredited coaches and course presenters in NSW at all stages of the pathway.</p> <p>Ensure all Affiliated Associations and Clubs have suitable personnel to enable competitions to occur.</p> <p>Promote education and utilisation of technology to coaches.</p>
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<p>Project 12</p> <p>Softball in Australia and NSW Coach Accelerator Program</p>	<p>Support and assist Softball Australia develop and implement a Softball Coach Accelerator Program (CAP), designed to accelerate the development of outstanding coaches, operating at all levels of the player pathway.</p>
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<p>Project 13</p> <p>Update the Softball Australia and NSW Official Development Framework</p>	<p>Support Softball Australia’s development of an updated <i>Whole of Sport Official Development Framework</i> which aligns with and is based on the various elements within the <i>Player Pathway Framework</i>.</p>
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	<p>Contribute to the development of relevant updated courseware (learning and assessment resources) associated with each updated National Official Accreditation Scheme Training Program.</p> <p>Promote, support, deliver and implement in NSW.</p> <p>Maintain and increase the number of accredited officials (umpires and scorers) and course presenters in NSW at all stages of the pathway. Ensure all Affiliated Associations and Clubs have suitable personnel to enable competitions to occur.</p> <p>Promote education and utilisation of technology to officials (umpires and scorers).</p>
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<p>Project 14</p> <p>Softball in Australia and NSW Facilities Policy Guidelines</p>	<p>Support and assist develop the Softball Australia's Facilities Policy Guidelines resource for softball in Australia and NSW. This will be a user friendly resource to support the sport, all levels of government and developers to ensure the provision of the optimal softball facilities footprint for many years to come.</p> <p>The Guidelines will provide stakeholders with an overarching policy that can assist in the planning and development of community softball facilities, ensuring the softballers of today and tomorrow can enjoy this great sport into the future.</p> <p>Ensure good softball facilities throughout NSW. Provide assistance to Affiliated Associations and State / Local Government agencies as required.</p>
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	<p>Ensure the NSW Softball Centre, BISP remains Australia's Number 1 Softball Venue for both competition and training.</p> <p>Compliant with the BISP masterplan, the Softball Centre will become a Centre of Excellence.</p> <p>Develop guidelines for innovation and improvement in all areas of facility management, equipment and operations.</p>
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<p>Project 15</p> <p>Develop a Softball in NSW Volunteer Management Framework</p>	<p>Develop a Softball in NSW Volunteer Management Framework to assist in the recruitment, retention, training, rewarding of our large volunteer network which is vital to delivering all aspects of Softball in NSW.</p>
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Strategic Project Area 3 – High Performance Success

<p>Project 16</p> <p>Work with Softball Australia to provide an Athlete pathway that successfully attracts and progresses talented players.</p>	<p>Support and assist in the development of the <i>2018-2022 Softball Australia High Performance Strategy</i> which will be the plan to strategically guide high performance investment and activities in the lead up to the Tokyo Olympic Games.</p> <p>Support and assist in the development of the high performance elements of the National Player Pathway Framework resource project being completed by Softball Australia.</p> <p>SNSW to review and implement.</p>
<p>Project 17</p> <p>Ensure SNSW has an excellent High Performance and Talent identification program to ensure NSW maintain premier status as National Champions.</p> <p>Ensure NSW in the majority of age groups are National Champions and represent the largest number of athletes in national teams / squads.</p>	<p>Review the Talent Identification platform and delivery process.</p> <p>Review the selection and training camps for all ages.</p> <p>Review the State Team Selection Policy.</p> <p>Review the Selection process of State Team Coaches and Team Officials.</p> <p>Maintain and expand relationships with Regional Academies of Sport and the NSW Institute of Sport.</p>
<p>Project 18</p> <p>Utilise and maintain the SNSW headquarters (NSW Softball Centre, BISP) to conduct top class competitions and International opportunities</p>	<p>Attract National and International events to BISP.</p> <p>Maintain the usage levels of BISP.</p> <p>Conduct State Championships, events and training opportunities at BISP.</p>

	<p>Review the competition structure delivered by SNSW.</p> <p>Maintain and expand the relationship with Blacktown Venue Management, BISP and renew the lease agreement.</p> <p>Continue to allocate resources both human and financial to the management of the NSW Softball Centre.</p>
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Our Future Now

Softball in Australia – Framing the Future! 2018-2022 and the SNSW Strategic Plan 2018-2022 is a platform to make exciting and challenging improvements to Softball.

SNSW's agreement to the Softball in Australia – Framing the Future! 2018-2022 signals the start of a new and extraordinary chapter in the life of softball in Australia and everyone who engages with it. Every stakeholder has a role to play in delivering this plan. We will work closely with all key stakeholder groups and individuals to ensure softball achieves its immense potential between 2018 and 2022 and beyond.

Through renewed trust, cooperation, connection and commitment, we can and will achieve our Visions:

“To have more people positively connecting with Softball, in more places, more often!”

“To be the number one Softball State in Australia, providing exciting competitive and recreational opportunities to a rapidly expanding and diverse membership and communities”