

# Softball WA's Key Focus Areas, Key Objectives and 2020 Targets



The key areas of focus for the strategy, their underlying objectives and 2020 targets.

**Mission:** To grow the game of softball and provide opportunities for all.

**Vision:** To create a united softball community throughout the state.

## COMMUNICATION

### KEY OBJECTIVE

Implement a strategy to effectively listen to, communicate with and engage at all levels of the Softball WA membership and stakeholders.

### TARGETS

- 1.1 An informative and user friendly website and social media footprint.
- 1.2 To visit each affiliated regional association at least once per calendar year.
- 1.3 Implement a coordinated system and approach in communicating and engaging with members.

## FACILITIES

### KEY OBJECTIVE

Establish have a network of well managed and maintained facilities for softball throughout the state.

### TARGETS

- 2.1 A state-wide database of all facilities where softball is played – current and future.
- 2.2 An Asset Management Plan outlining the full costs to maintain the Mirrabooka International Softball Stadium.
- 2.3 A state-wide facilities plan covering all levels of softball competition.

## PARTICIPATION AND DEVELOPMENT

### KEY OBJECTIVE

Increased and improved participation in all areas of the sport and ensure all new and existing players, coaches, officials and administrators are provided opportunities to develop along their relevant pathway.

### TARGETS

- Increase the:
- 3.1 Number of members from 3,200 to 5,000.
  - 3.2 Percentage of junior members from 16% to 30%.
  - 3.3 Number of accredited coaches and officials by 100%.
  - 3.4 Number of affiliated members from country regions from 24% to 30%.
  - 3.5 Number of people across the state participating in 'participation programs' to 7,500.

## TALENT DEVELOPMENT

### KEY OBJECTIVE

Enhance Softball WA's current TD programs by creating external partnerships and providing quality training and competition opportunities for high achieving participants.

### TARGETS

- 4.1 Top 3 finish (all levels) at national champs by 2020.
- 4.2 Increase the number of regional athletes involved in performance squads and state teams.
- 4.3 A culture of excellence and fair play amongst players and officials to ensure that selection in a state team is a result of hard work and excellent performances.
- 4.4 Number of Coaches, Umpires and Statisticians from WA who have been involved win Softball at the National level.

## SOFTBALL SUSTAINABILITY

### KEY OBJECTIVE

Improve the organisational capacity across all of the sport and develop existing and new partnerships to ensure softball is sustainable into the future and can deliver on its plan.

### TARGETS

- 5.1 Increase revenue through sponsorship by 200%.
- 5.2 Closer more positive working relationship with the clubs / associations throughout WA.
- 5.3 Implement appropriate levels of governance across the sport.
- 5.4 Establish cash reserves to cover for appropriate level of operational expenses.

KEY FOCUS AREA	July 2016 – June 2017	July 2017 – June 2019	>July 2019
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>• Establish complete database of members.</li> <li>• Develop an effective strategy for communication between Softball WA and the clubs associations and other stakeholders.</li> <li>• Establish an annual member satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the current website content and adjust/renew as necessary.</li> <li>• Implement actions within the Communications Strategy.</li> <li>• Identify and take advantage of any marketing opportunities that present themselves.</li> <li>• Using information from the Member Satisfaction Survey, re-visit and implement relevant actions to address issues.</li> <li>• Seek external funding to visit each affiliated regional association once per year.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement actions within the Communications Strategy.</li> <li>• Continue to implement actions within the Communications Strategy.</li> <li>• Continue to Identify and take advantage of any marketing opportunities that present themselves.</li> <li>• Continue to use information from the Member Satisfaction Survey, re-visit and implement relevant actions to address issues.</li> </ul>
<b>FACILITIES</b>	<ul style="list-style-type: none"> <li>• Develop an Asset Management Plan that outlines the operational and capital costs to maintain Mirrabooka International Softball Stadium and a strategy to resource them.</li> <li>• Establish a state-wide database of all facilities where softball is played.</li> <li>• Provide support, guidance and direction to clubs and associations with their facility management / maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm the arrangement between Softball WA and the City of Stirling regarding the future of the Mirrabooka facility.</li> <li>• Improve relationships and cooperation through regular contact with facility managers where softball is currently played, as well as those facilities that could service the softball community in the future.</li> <li>• Continue to provide support, guidance and direction to clubs and associations with their facility management / maintenance.</li> <li>• Develop a business case to seek external funding to create a state-wide facilities plan</li> </ul>	<ul style="list-style-type: none"> <li>• Work with 5 separate local governments to ensure that when new facilities are being planned, requirements for softball (e.g. lighting and markings) are considered.</li> <li>• Develop a state-wide facilities plan that outlines the various needs to ensure softball can be played socially and competitively.</li> <li>• Continue to provide support, guidance and direction to clubs and associations with their facility management / maintenance.</li> </ul>
<b>PARTICIPATION AND DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Establish and implement a Participation and Development Plan that outlines strategies for participation growth and development of players, coaches and officials.</li> <li>• Develop a calendar of events offering increasingly more activity through: <ul style="list-style-type: none"> <li>○ Weekend tournaments</li> <li>○ Inter club or association pennants</li> <li>○ Specialty events for CaLD, juniors, vets and corporate recreation/social players.</li> </ul> </li> <li>• Encourage clubs and associations to leverage upon the following available programs: <ul style="list-style-type: none"> <li>○ Sporting Schools</li> <li>○ Softball Batter-up</li> <li>○ Social 7's</li> </ul> </li> <li>• Investigate the establishment of a coaches and officials committee as part of a Board Governance Review.</li> <li>• Encourage Softball WA clubs and associations to work closer with Tee-ball Clubs and Associations in close proximity.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the Participation and Development Plan.</li> <li>• Continue to review and develop the calendar of events</li> <li>• Continue to encourage clubs and associations to leverage upon available programs.</li> <li>• Act on the results of the investigation to establish a Coaches and Officials Committee.</li> <li>• Establish an agreement with each regional association which clearly outlines the level of funding and or support that Softball WA will provide in the training of their coaches, managers and umpires to a stage as well as other sport, club and facility development needs.</li> <li>• Increase the focus on schools, particularly those that are located nearby to a facility as well as those private schools that are currently involved in softball.</li> <li>• Actively partner with affiliated associations and clubs to deliver Social 7's and Softball Batter-up Programs to the community.</li> </ul>	<ul style="list-style-type: none"> <li>• In conjunction with the clubs and associations, develop greater understanding of potential markets for the sport and a strategy to access them.</li> <li>• Develop a funding model that will allow Softball WA to re-invest back into grass roots activities that will increase participation.</li> <li>• Leverage off Softball being re-introduced back into the Olympics.</li> </ul>

KEY FOCUS AREA	July 2016 – June 2017	July 2017 – June 2019	>July 2019
<p style="text-align: center;"><b>TALENT DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• Articulate a comprehensive Talent Development pathway for players, coaches and officials that links through to the national HP program.</li> <li>• Undertake a review of the current TD activities and develop a TD Action Plan that will develop players and coaches.</li> <li>• Continue to collaborate with Edith Cowan University to add value to on and off-field training and development requirements of players and coaches.</li> <li>• Establish a Winter Development Academy Programs in both north and south of the Perth Metropolitan area.</li> <li>• Improve the quality of coaches at all levels by introducing a suite of coach the coaches programs annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish off-season squad programs for U/15, U/17, U/19 and seniors with a minimum of 20 players in each.</li> <li>• Implement TD Action Plan.</li> <li>• Establish a pool of talent development coaches to develop the sub elite and elite players with the support of Softball WA.</li> <li>• Review the competition structures that support talent development pathways.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the TD Action Plan.</li> <li>• Continue to support the pool of talent development coaches in their role to develop the sub elite and elite players.</li> <li>• Implement the relevant recommendations from the review of the competition structures that support talent development pathways.</li> <li>• Develop a strategy where affiliated associations facilitate an Academy Program with the support of Softball WA.</li> </ul>
<p style="text-align: center;"><b>SOFTBALL SUSTAINABILITY</b></p>	<ul style="list-style-type: none"> <li>• Establish a Workforce Development Plan for both the paid and unpaid (volunteer) sections of the softball workforce.</li> <li>• Develop guidelines / checklists / procedures for major management functions such as financial planning /, event planning etc.</li> <li>• Undertake an external Governance Review to the Board of Softball WA.</li> <li>• Appoint an Association Coordinator that will support, guide and assist clubs and associations develop their capacity and obtain external grant funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Begin implementation of the Workforce Development Plan for both the paid and unpaid (volunteer) sections of the softball workforce.</li> <li>• Engage additional staff to allow the CEO to focus more on the management and development of the sport and less on the administration of the office.</li> <li>• Implement the Action Plan developed from the recommendations of the Softball WA Board Governance Review.</li> <li>• Develop and begin implementation of a strategic relationship strategy targeting government, stakeholders and sponsors.</li> <li>• Continue to support clubs and associations through training and education in an annual club workshop that is focused on identified needs.</li> <li>• Commence the development of a review of the Softball WA Financial Model.</li> <li>• Purse affiliation of non-affiliated associations and clubs.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of a Workforce Development Plan for both the paid and unpaid (volunteer) sections of the softball workforce.</li> <li>• Establish a succession plan for the Board of Softball WA.</li> <li>• Continue to implement a strategic relationship strategy targeting government, stakeholders and sponsors</li> </ul>