



# ***Towards 2020*** **Strategic Plan**

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# ONE PAGE SUMMARY OF STRATEGIC PLAN – TOWARDS 2020

<b>Focus</b>	<b>Direction</b>	<b>Results</b>
<p><b>1. Our Vision</b></p> <ul style="list-style-type: none"> <li>To realise softball as a fun living thriving sport!</li> </ul>	<p><b>5. Strategic Direction Summary</b></p> <p><i>This plan's core focus is to optimise participation levels derived from innovative thinking and practice.</i></p>	<p><b>7. KPIs Quantitative</b></p> <p>The following quantitative measures will be used to measure the achievements made by 2020:</p>
<p><b>2. Our Mission &amp; Purpose</b></p> <ul style="list-style-type: none"> <li>To grow participation in softball by 5% by 2020</li> <li>To provide leadership for the development and delivery of Softball in Queensland</li> </ul>	<p><b>6. Priorities &amp; Projects</b></p> <p><b>6.1 Growing Participation</b></p> <ul style="list-style-type: none"> <li>Operation Sport Ball</li> <li>Swing into Softball</li> <li>Social Softball</li> <li>Hub Participation Model</li> <li>Deadly Softball</li> <li>Towards the Green and Gold</li> <li>Know Your Members</li> </ul>	<ul style="list-style-type: none"> <li># of players retained</li> <li># of new players</li> <li># of competitions</li> <li># of events</li> <li># of participants</li> <li># of players and officials in Australian squads and teams</li> <li># of clubs and associations implementing governance improvement plans</li> <li># of association development officers</li> <li># of volunteers progressing through education and development programs</li> <li># of coaches</li> <li># of existing volunteers</li> <li># of new volunteers</li> <li># of clubs and associations that have concept buy-in</li> <li>% retention of participants</li> <li>% retention of volunteers</li> </ul>
<p><b>3. Our Core Values</b></p> <p>The core values of the SQI are:</p> <ul style="list-style-type: none"> <li>Leadership</li> <li>Integrity</li> <li>Stability</li> <li>Innovation</li> <li>Reliability</li> <li>Commitment (Diversity and Inclusion)</li> </ul>	<p><b>6.2 Developing Clubs &amp; Associations</b></p> <ul style="list-style-type: none"> <li>DA Development Initiative</li> <li>Club Health Check</li> <li>Facilities Plan Review</li> <li>You're Welcome</li> <li>Good to Great</li> </ul>	<p><b>8. KPIs Qualitative</b></p> <p>The following qualitative measures will be used to measure the achievements made by 2020:</p>
<p><b>4. Our Strengths</b></p> <p>The strengths of the SQI are:</p> <ul style="list-style-type: none"> <li>Value for money</li> <li>Strong presence in schools across QLD</li> <li>Popular with female indigenous community</li> <li>Family friendly – games can be played at the one venue</li> <li>Less space intensive compared to other bat and ball sports</li> <li>Mobile sport can be played anywhere.</li> </ul>	<p><b>6.3 Foundations for the Future</b></p> <ul style="list-style-type: none"> <li>Integrated Marketing</li> <li>Digital Integration</li> <li>Partners in Softball</li> </ul>	<ul style="list-style-type: none"> <li>High satisfaction levels from members and participants</li> <li>High level of parent satisfaction</li> <li>Strong associations and clubs with SQI</li> <li>High player satisfaction in the pathway programs and support provided by SQI</li> <li>Efficient development of family pack</li> <li>Informative pilot programs</li> </ul>

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## 1. OUR VISION – TOWARDS 2020

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SQI's vision is – *To realise softball as a fun, living, thriving sport!*

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## 2. OUR MISSION & PURPOSE

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SQI's mission is – To grow participation in softball by 5% by 2020.

SQI's purpose is - To provide leadership for the development and delivery of Softball in Queensland.

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## 3. OUR CORE VALUES

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**The core values of the SQI are:**

- Leadership - We will act professionally in a strong and decisive manner.
- Integrity - We will be honest and ethical in our actions and decision making.
- Stability - We will ensure the stability of the association through effective financial management.
- Innovation - We will challenge the status-quo and always search for improvement
- Reliability - We will listen to and communicate with our members.
- Commitment (Diversity and Inclusion) - We are committed to growing and developing softball throughout Queensland for everyone's enjoyment.

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## 4. STRENGTHS

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**The key competitive strengths of Softball in Queensland are:**

- Value for money
- Strong presence in schools across the state
- Popular with female indigenous community
- Family friendly – games can be played at the one venue
- Less space intensive compared to other bat and ball sports
- Mobile sport can be played anywhere.

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## 5. STRATEGIC DIRECTION SUMMARY

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This plan's core focus is to optimise participation levels derived from innovative thinking and practice.

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## 6.0 GOALS & STRATEGIC PRIORITIES - Summary

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Three priority areas and their goals have been identified as critical to the success of Softball Queensland over the next four years.

They are:

Strategic priorities	Goal
1. Growing Participation	▪ To provide a contemporary and relevant sport that appeals to a broad base
2. Developing Clubs & Associations	▪ To build capacity in our clubs to administer professionally
3. Foundations for the Future	▪ To ensure the sport lays solid foundations beyond 2020

## 6.0 STRATEGIC PRIORITIES & PROJECTS - Summary

The projects to support the priorities are listed below and stated in full later in this document with supporting Goals, KPIs, responsibilities and time frames.

Growing Participation	Developing Clubs & Associations
<p><b>6.1.1 Operation Sport Ball</b> – Deliver softball into school programmes for children aged 6-12 introducing them to the game and linking to the pathway to play club ball utilising SBU and the junior games pathway.</p>	<p><b>6.2.1 DA Development Initiative</b> – Duplicate the role of the club development officers to assist DA's to educate volunteers to establish effective outcomes</p>
<p><b>6.1.2 Swing into Softball</b>– Identify an association implementing Swing into Softball “well” to highlight successes and promote these to other associations</p>	<p><b>6.2.2 Club Health Check</b> – Audit the number of clubs and DA's that have completed the CHC and find out which ones have developed an action plan (as well as finding out where each is at) to determine the level of support offered by SQI (with the proviso that SQI get clubs that haven't started up and get them running)</p>
<p><b>6.1.3 Social Softball</b>– Support Softball Australia to establish the Social Softball Product &amp; Delivery Model targeting new players to motivate them to try the game at a level suitable to their skills and motivations and provide alternate competitions to retain members in our game (with the proviso that benchmarks are set and progress is monitored quarterly to measure effects)</p>	<p><b>6.2.3 Facilities Plan Review</b> – Review the SQI Facilities Direction Plan so that SQI can offer direction to associations where their facilities can be improved (which should support future grant applications)</p>
<p><b>6.1.4 Hub Participation Model</b> – Research the ‘HUB’ Participation Model concept to explore all opportunities to make the game accessible to ‘anyone’ who wants to play</p>	<p><b>6.2.4 You're Welcome</b> – Identify the key elements of a ‘welcoming club’ so that there is a consistent approach to customer service</p>
<p><b>6.1.5 Deadly Softball</b> – Initiate the untapped resources of the indigenous communities to grow participation in the sport</p>	<p><b>6.2.5 Good to Great</b> – Develop ways to instil a ‘continuous improvement agenda’ with all of our coaches, scorers and umpires, so that each technical official develops their skills to benefit themselves and the game and to ensure that the latest techniques are used to bring the best out of all of our players and motivate the retention of players and officials in the game.</p>
<p><b>6.1.6 Towards the Green and Gold</b> – Ensure SQI produces a high performance program that maximises the number of male and female Queenslanders into the national team as this offers the aspirational pathway to international representation</p>	
<p><b>6.1.7 Understand Your Member</b> – Develop a survey tool to allow DA's and clubs to collect data from their members to understand each person's motivations and commitment to a long term association with our game.</p>	

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## 6.0 STRATEGIC PRIORITIES & PROJECTS - Summary

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### Foundations for the Future

- 6.3.1 *Integrated Marketing*** – Ensure that SQI marketing is informed by the sport’s goals and the marketing tactics are linked to project imperatives (KPI’s etc.)
- 6.3.2 *Digital Integration*** – Explore the use of engaging ‘digital’ experts equipped to advise and construct a SQI digital integration strategy to ensure we optimise the use of digital technologies effectively and efficiently
- 6.3.3 *Partners in Softball*** - Develop a *Partners in Softball Framework* to assist with a strategic approach to developing win / win relationships with our game

### Appendix 1 – Project Assessment

Each of the projects listed above underwent an ‘Effect’ and ‘Effort and Expense’ assessment, the results of which can be found in Appendix 1 pag











