



# **SOFTBALL SA INCORPORATED**

## **Strategic Plan 2015 - 2018**

*Affiliated with Softball Australia Limited*

### ***Purpose/Mission:***

To grow softball; for all, for life, together.

### ***Vision:***

To be a thriving, innovative and inclusive sport for the South Australian Community.

### ***Values:***

We are inclusive, innovative, collaborative, professional and act with integrity.

***Inclusive:*** we encourage participation and involvement by the entire community.

***Innovation:*** we strive for new and creative ways to deliver value to the community

***Collaborative:*** through effective engagement we will listen and respond to the needs of the community

***Professionalism:*** we conduct ourselves in a professional manner and represent our products, partners and members to the highest level

***Integrity:*** we will behave ethically and honestly in all our actions.

### **Strategic Priorities:**

Softball South Australia will achieve its purpose and vision by focusing on the following strategic themes that are supported by Softball Australia (SAL) and SSA objectives and initiatives will support this.

**1. Growing Participation:** Focusing on products, promotion, participation marketing, communication, pathways, and events.

**2. Developing Associations and Clubs:** Focusing on the sustainability and health of local clubs/associations through building the capacity and management of our facilities and skills of volunteers.

**3. Organisational Sustainability:** Focusing on financial sustainability, people management, leadership and governance.



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### **Strategic Objectives, Key Initiatives and Measures**

#### **1. Growing Participation**

Focusing on products, promotion, participation, marketing, communication, pathways and events

- **1.1: Products**
- **1.2: High Performance Pathways**
- **1.3: Events**
- **1.4: Community Engagement**
- **1.5: Membership Growth**

##### **1.1: Products**

*Key Strategies:*

- Promote SAL products
- Promote use of diverse private operators in distribution model

*Measures:*

- Report on product success and provide feedback on implementation
- Report on type and scope of activities undertaken by private providers

##### **1.2 High Performance Pathways**

*Key Strategies:*

- develop players of a national and international standard
- state team success at national competitions
- develop the coaching, scoring & umpiring capability throughout SA to national and international standards

*Measures:*

- increase in number of players and officials gaining selection in Australian squads and teams
- aiming for top 3 finish for SA teams in National titles
- increase the quantity of current officials progressing to higher accreditation levels

##### **1.3: Events**

*Key Strategies:*

- attract and host national and international events
- host state based, regional and school based championships and events



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Measures:

- number of submissions for events to host event in each of the categories
- each year to supplement current state based events
- each event to produce a profit to SSA after expenses
- participation levels,

### **1.4: Community Engagement**

Key Strategies:

- to create community awareness and promotion of SSA activities
- continuously review & improve communication practices between SSA and its members
- create and sustain commercial partnerships

Measures:

- develop a stakeholder plan that supports the marketing plan
- communication strategy/plan
- measure the value of in-kind media exposure

### **1.5: Membership Growth**

Key Strategies:

- grow the membership by focusing on products, pathways, events and community engagement
- grow participation rates through School Sports Australia and SAPSASA
- increase the number of affiliated associations
- identify best practice processes for engaging and managing volunteers (move to 3.3)
- identify and understand the existing membership demographics
- grow the non-playing membership

Measures:

- Increase current SSA membership of XXXX by 5% year on year by
- monitor and report yearly on drop off rates and associated demographics
- reduce the number of associations not affiliated with SSA
- increase in number of officials applying for representative teams
- an efficient CRM system



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#### **2. Developing Associations and Clubs**

Develop our membership base by focusing on the sustainability and health of local clubs/associations through building the capacity and management of our facilities and skills of volunteers

- **2.1: Club/Association Development**

*Key Strategies:*

- Build the capacity of District Associations and their clubs to deliver softball within their local community.
- Promote healthy and socially inclusive softball communities by supporting volunteers' roles in the development and delivery of softball.
- Facilitate more collaborative and inclusive approaches in local communities so that opportunities are available for all to participate in softball.
- Encourage sustainability of softball associations and clubs through local, tailored support that builds the capacity of volunteers to softball associations and clubs more effectively and efficiently

*Measures:*

- appoint Club Development Officer by end August 2015
- develop key measures in conjunction with funding bodies and SSA Board for this role
- meet/exceed all compliance, reporting and outcomes as requested by funding bodies and SSA Board
- develop and measure key statistics of volunteering skill development outcomes in conjunction with attraction & retention rates.



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### **Strategic Objectives, Key Initiatives and Measures**

**3. Organisational Sustainability** - Focusing on financial sustainability, people management, leadership and governance.

- **Overview:**
  - **3.1: Finance**
  - **3.2: Governance**
  - **3.3: Leadership & People Management**

#### **3.1: Finance**

*Key Strategies:*

- safeguard integrity in financial reporting
- recognise and manage all forms of risk
- securing the necessary income to allow SSA to perform its planned activities
- ensuring annual accounts are prepared in line with Australian reporting standards
- operating budgets are prepared annually in line with strategic objectives
- increase revenue by means other than membership fees.

*Measures:*

- report and investigate any discrepancies in financial reporting
- maintain risk register
- establish, manage and report monthly on yearly budgets to the Board
- ensure value for money in all transactions
- operating budgets approved by the Board by 30 June each year.
- 20% of total SSA revenue by means other than membership fees (see 1.4)

#### **3.2: Governance**

*Key Strategies:*

- ensure that the structure and skill set of the Board adds value to SSA
- promote ethical and responsible decision making
- recognise the legitimate interests of SSA members

*Measures:*

- board appointments and structure supports effective composition, size and adequate commitment to adequately discharge its roles and responsibilities
- actively promote ethical and responsible decision making
- use all forms of communication to gather member interests and respond accordingly
- ensure constitutional compliance for all SSA activities



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### **3.3: Leadership & People Management**

*Key Strategies:*

- develop yearly business plans in line with strategic plan
- review and report on current WH&S policies and procedures for SSA staff and volunteers
- develop a highly engaged, skilled, professional and service focussed workforce
- provide leadership, guidance and support to our volunteers
- maximise revenue streams through efficient management practices
- be a representative and advocate for Softball in South Australia
- target, grow and support non-playing membership

*Measures:*

- business plans approved by the Board by July each year
- WH&S review completed with recommendations
- SSA employees will have annual performance reviews against established KPI's and organisational values
- provide metrics on numbers and retention of volunteers (see 2.1)
- ensure that all revenue streams achieve budget targets