FOREWORD

The Australian Baseball National Participation plan is a document designed to set the platform of participation growth of baseball in Australia. The main aims of the document are to identify and document the priority drivers that support participation in Australia and define how we can collectively address these drivers.

Starting with the Baseball in Australia stakeholder engagement series, it was clear to all involved that a collective and collaborative approach to developing a plan was needed. Working closely with our State and Territory partners, this plan maps out how we will work together to help grow the sport we all love.

This is just the starting point of Australian Baseball working together to deliver a great experience in playing our game. Our greatest strength is the passion that those who are involved in baseball possess. Harnessing that passion and working together to provide amazing experiences participating in baseball, for everyone is the ultimate goal of this plan.

Developing and delivering a compelling suite of offerings, in safe and welcoming environments through a willingness to work together and build strong relationships will be a key element as this plan is rolled out.

We are excited about sinking our teeth into this plan with those who love the game as much as we do and creating a new generation of baseball lifers.

Glenn Williams
Chief Executive Officer Baseball Australia
OUR PURPOSE

TO LEAD AND SUPPORT THE DELIVERY OF BASEBALL PARTICIPATION OPPORTUNITIES AROUND AUSTRALIA

OUR VISION

AMAZING EXPERIENCES PARTICIPATING IN BASEBALL FOR EVERYONE
## OUR STRATEGY

### STRATEGIC PILLARS

#### PLAYING THE GAME

**Key Focus**
- Sustainable growth
- Quality of experience and retention
- Compelling products

**Headline Measure of Success**
More people participating in clubs

#### PUTTING ON THE GAME

**Key Focus**
- Safe and welcoming clubs and other delivery environments
- Those who make the game happen, including volunteers, coaches and other facilitators, umpires and scorers
- Fit-for-purpose facilities

**Headline Measure of Success**
Growth in the number of active volunteers, coaches, umpires and scorers

#### FACILITATING THE GAME

**Key Focus**
- Our professional workforce
- Alignment across Australian Baseball
- Great relationships with clubs, charters, schools/education partners, government, international and other partners

**Headline Measure of Success**
Number of dedicated Australian Baseball participation staff

### ENABLERS

**BOARD AND GOVERNANCE SUPPORT** | **MARKETING AND COMMUNICATIONS** | **DATA, SYSTEMS AND INSIGHTS**

### DELIVERY PRINCIPLES

**SUPPORT & EMPOWER** | **ALIGNED & UNITED** | **INSIGHT-DRIVEN** | **CUSTOMER-FOCUSSED**

### Glossary of Key Terms and Acronyms

**Australian Baseball**: The organisations comprising Baseball Australia and its Member Associations

**BA**: Baseball Australia

**MA**: The seven state and territory Member Associations of the Baseball Australia

**Participation**: Opportunities to play baseball in clubs, schools or other settings for people of all ages and abilities excluding talent, high performance and professional programs. The people, resources and infrastructure to support and enable playing opportunities (e.g. clubs, volunteers, coaches, facilities, etc).
WHY WE EXIST

OUR PURPOSE

To lead and support the delivery of baseball participation opportunities around Australia.

Baseball in Australia has a dedicated, passionate workforce of paid staff and volunteers. As Australian Baseball’s participation specialists, our role is to engage with and listen to our participants, and collaborate with, lead, support and enable baseball’s deliverers to achieve our collective vision. This means...

Put simply, Australian Baseball’s role in participation is to:

• Set the direction for baseball participation in Australia
• Develop and maintain a compelling product suite
• Support those who make our game happen, including clubs, volunteers, coaches, umpires, teachers and others via resources, education and training
• Engage with those who participate in the game and ensure that the game evolves in line with their expectations
WHERE WE ARE GOING

OUR VISION

Amazing experiences participating in baseball, for everyone

Baseball is a global game with huge reach and following around the world. It can be played by anyone, regardless of age or ability. Some who participate go on to have amazing playing careers all over the world. Some just play for fun. Others become baseball ‘lifers’ as players, coaches, volunteers, umpires or scorers. Regardless of how people participate in the sport, they all have fun, make great friendships, learn valuable life lessons and become part of our baseball community.

Our vision is that regardless of age, ability, background or circumstance, these amazing baseball participation experiences are accessible to everyone, for life.

This means:

• Developing compelling products and executing through great delivery in welcoming, inclusive, accessible environments.
• Delivering every experience with the game to meet (or exceed) the expectations of those involved.
• Making these experiences consistent and accessible to people of all ages, abilities and background in every community.
• Australian Baseball working as one towards our aspiration.
THE PILLARS
PLAYING THE GAME

Providing more playing experiences, of better quality, to more people requires amazing products.

We will refine our product suite to provide a great mix of compelling products and programs that meet the needs of current participants, as well as a broad cross section of prospective participants.

This will involve:

<table>
<thead>
<tr>
<th>Baseball Australia</th>
<th>Member Associations</th>
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</thead>
<tbody>
<tr>
<td>• Reviewing the product suite, including documenting a clear focus and target market for each (existing or desired) product in the national ‘suite’</td>
<td>• Participating in the review, providing specific insights based on local products and experiences</td>
</tr>
<tr>
<td></td>
<td>• Reviewing and reaching agreement on the product suite</td>
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<tr>
<td>• Developing agreed solutions targeted to address gaps in the product suite, potentially including:</td>
<td>• Supporting and providing agreed input into the development of solutions</td>
</tr>
<tr>
<td>• Accessible participation opportunities for women and girls</td>
<td>• Implementing solutions as they relate to our jurisdiction</td>
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<td>• Offerings that fit more seamlessly with modern lifestyles (e.g. ‘social’ forms of the game)</td>
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<td>• Offers that encourage participation among new and/or more diverse cohorts</td>
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<td>• Consistent, appropriate participation offerings in schools</td>
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<tr>
<td>• Reviewing the entry level pathway and developing (or refining existing) products to provide greater consistency in the quality of T ball experiences and seamless transition (in terms of both skill acquisition and customer experience) from T ball to baseball</td>
<td>• Supporting and providing agreed input into the review</td>
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<td>• Implementing recommendations as they relate to our jurisdiction</td>
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<tr>
<td>• Revisiting the premise of Little League to drive participation outcomes for the sport, whilst better aligning Little League’s structure, format and delivery to the Australian context</td>
<td>• Providing input into the project</td>
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<td></td>
<td>• Implementing recommendations as they relate to our jurisdiction</td>
</tr>
<tr>
<td>• Leading a process to agree upon and document the purpose and intent of Baseball 5</td>
<td>• Engaging with and being involved in the process and its outcomes</td>
</tr>
<tr>
<td>• Expanding the Sporting Schools Program to provide more baseball experiences to Australian school children via centralised coordination, administration and promotion</td>
<td>• Driving expansion via driving local take up and resourcing the delivery of programs within our jurisdiction</td>
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</tbody>
</table>
THE PILLARS

PLAYING THE GAME

MEASURES OF SUCCESS

MORE PEOPLE PARTICIPATING IN CLUBS
MORE PEOPLE PARTICIPATING OVERALL (I.E. ALL OFFERINGS)
QUALITY OF EXPERIENCES
HIGHER RETENTION RATES
CONVERSION FROM SCHOOL TO CLUBS
CUSTOMER SATISFACTION WITH PRODUCTS
THE PILLARS
PUTTING ON THE GAME

Great environments and quality delivery are integral to the provision of amazing baseball experiences.

We will lead, support and empower those responsible for putting on the game and work to ensure our facilities and environments meet the expectations of our participants.

This will involve:

<table>
<thead>
<tr>
<th>Baseball Australia</th>
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<tbody>
<tr>
<td>Developing a plan to drive the take up of Sport Australia’s Game Plan among baseball clubs</td>
<td>Contributing to the development of the plan and driving take up among baseball clubs within our jurisdiction</td>
</tr>
<tr>
<td>Identifying common trends, challenges and support needs for clubs (based on Game Plan data) and using the insights to develop (or leverage existing) tools, resources or programs to provide clubs with the required support</td>
<td>Ensuring clubs within our jurisdiction are aware of, have access to, and are supported in utilising/implementing available resources</td>
</tr>
<tr>
<td>Developing policies and guidance for adoption at club level to ensure safe and welcoming environments (including Member Protection)</td>
<td>Adopting relevant policies and related activities as they relate to Member Associations</td>
</tr>
<tr>
<td>Reviewing coaching content against our product suite to ensure that we are providing fit for purpose skills for our coaches and program facilitators</td>
<td>Participating in the review, providing specific insights based on local products and experiences</td>
</tr>
<tr>
<td>Reviewing and reaching agreement on the product suite</td>
<td>Participating in the review, providing specific insights based on local experiences</td>
</tr>
<tr>
<td>Collaborating with umpiring and scoring leaders to develop a national framework for umpire and scorer development, including provision of a national platform for training content</td>
<td>Participating in the review, providing specific insights based on local experiences</td>
</tr>
<tr>
<td>Developing 'best practice' resources and providing information to support facility planning across community, high performance and professional sport (e.g. facility standards and guidelines)</td>
<td>Identifying and documenting our future facility requirements to accommodate participation growth aspirations within our jurisdiction</td>
</tr>
<tr>
<td>Developing strategies to secure and grow investment in community baseball facilities via all levels of government and Australian Baseball</td>
<td>Collaborating with BA and other MAs in the development of the strategies and executing them within our jurisdiction</td>
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<td></td>
<td>Encouraging clubs to engage with local government and supporting clubs in doing so</td>
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</tbody>
</table>
THE PILLARS

PUTTING ON THE GAME

MEASURES OF SUCCESS

GROWTH IN THE NUMBER OF ACTIVE VOLUNTEERS, COACHES, UMPIRES AND SCORERS

CLUB CAPABILITY/ MATURITY (ASSESSED VIA GAME PLAN)

QUALITY OF EXPERIENCE FOR VOLUNTEERS, COACHES, UMPIRES AND SCORERS

TOTAL INVESTMENT IN COMMUNITY BASEBALL FACILITIES
THE PILLARS

FACILITATING THE GAME

Our aspirations for baseball participation require great people and strong relationships. We will invest in and develop our people and work to strengthen our relationships with those critical to the success of the game.

This will involve:

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Investing in our national participation workforce to make sure we have sufficient capacity to deliver on the Plan</td>
<td>• Investing in our participation workforce within each jurisdiction to make sure we have sufficient capacity to deliver on the Plan</td>
</tr>
<tr>
<td>• Providing inclusive practice training to key Australian Baseball personnel, including senior leaders</td>
<td>• Ensuring key personnel attend inclusive practice training</td>
</tr>
<tr>
<td>• Developing resources and content to support inclusive practices among our paid workforce and volunteers</td>
<td>• Contributing to the development of inclusive practices resources as appropriate</td>
</tr>
<tr>
<td>• Developing and tracking metrics for assessing the level of alignment and the quality of relationships within Australian Baseball’s participation workforce</td>
<td>• Contributing to the development and tracking of relationship metrics (e.g. completing surveys, collecting data, etc)</td>
</tr>
<tr>
<td>• Facilitating national collaboration, sharing of good practices, etc. in support of MAs' development of club engagement and support plans</td>
<td>• Developing and executing club engagement and support plans within our jurisdiction</td>
</tr>
<tr>
<td>• Identifying better practice approaches to school engagement, including partnership opportunities with other (national) education stakeholders</td>
<td>• Contributing to the identification of better practice approaches to school engagement and executing them in our jurisdiction</td>
</tr>
</tbody>
</table>
| • Maintaining and strengthening relationships with:  
  - International participation partners  
  - Federal Government  
  - Other national partners | • Maintaining and strengthening relationships with:  
  - State Government  
  - Local Governments  
  - Other participation partners within our jurisdiction |
THE PILLARS

FACILITATING THE GAME

MEASURES OF SUCCESS

NUMBER OF DEDICATED AUSTRALIAN BASEBALL PARTICIPATION STAFF (FTE)

NUMBER OF AUSTRALIAN BASEBALL STAFF COMPLETING INCLUSIVE PRACTICES TRAINING

NUMBER AND STRENGTH (REPORTED BY CLUBS) OF RELATIONSHIPS WITH CLUBS

FORMAL ALLIANCES WITH INTERNATIONAL PARTNERS
THE SUPPORT NEEDED TO BE SUCCESSFUL

ENABLERS

Our enablers are those things that are critical to success, but outside of the direct remit or skillset of Australian Baseball’s participation workforce.

Therefore, we will seek support from other parts of Baseball to secure the resources and expertise required to enable our success.

Board and Governance Support

To achieve our participation aspirations we will need participation to be a sharp and ongoing strategic focus. We will seek support from BA and MA Directors and Executives to (for example):

• Provide leadership and focus on participation across our organisations and engender the support of those who can enable participation
• Invest in participation resources to deliver on the Plan

Marketing and Communications

Marketing and communications is a key ingredient for participation growth. We need to create and grow awareness of baseball participation opportunities, our successes and our stories. We will seek support from Australian Baseball’s marketing and communications experts to (for example):

• Develop an overall plan for baseball participation brand awareness
• Develop consistent resources, tools and templates to support state and local marketing initiatives
• Loudly and proudly tell our stories, especially to those outside the current baseball community

Data, Systems and Insights

The better we understand the state of the game via reliable and consistent data, the better informed our participation decision making will be. We will seek support from Australian Baseball’s data and systems experts to (for example):

• Clearly understand Baseball’s participation system and data requirements
• Develop and implement a national systems and data solution for the benefit of Baseball Australia and all Member Associations
• Enable access to reliable, valid and relevant data
HOW WE WILL GO ABOUT IT

DEVELOPMENT PRINCIPLES

Having a common approach as to how we will achieve our common objectives is also important. Our Delivery Principles will inform our decision-making and behaviours to ensure that we’re always delivering in the best interest of our sport and our stakeholders.

Support and Empower
We recognise that success is not necessarily delivered ‘top-down’. We regularly see great things done by great people ‘at the coalface’.
Therefore, we will support and empower those best placed to deliver on the Participation Plan.

Aligned and United
To deliver the success we aspire to, Australian Baseball needs to work together towards common goals. We have worked together to design this Plan and will work together to deliver on it.
We will continue to work together, in alignment with our Plan, delivering on our defined roles and responsibilities to ensure consistent opportunities and great experiences for baseball participants Australia-wide. Where differences of opinion arise we will respectfully debate and resolve them.

Insight-Driven
We want our decisions to be based on empirical evidence around facts, trends and collective experiences.
We will ensure our decision making is driven by data and insight.

Customer-focused
Ultimately, participants are our game. To deliver amazing experiences we need to understand, and deliver on their needs and wants.
We will always put our customers at the centre of our decision making and insight.
THANK YOU

ACKNOWLEDGEMENTS

We would like to thank the following people and organisations who assisted in the development of this plan. The passion and enthusiasm for baseball was evident throughout and we sincerely appreciate their input.

Steering Committee:
• Jess Goddard – BA Board member
• Ross Morrison – President BNSW
• David Hayes – Participation Manager BWA

Workshop Contributors:
• Ross Morrison – BNSW
• David Hayes – BWA
• Danny Haymes – BVIC
• Gareth Jones – BQ
• Giang Danh – BSA
• Gemma Scales – BNT
• Michelle Bankowski – BACT

Project Facilitators:
• Dale Wood
• Mark Simpson

State of Play contributors:
• BNSW
• BSA
• BQ
• BVIC
• BACT
• BWA
• BNT
• BA Board

A special thanks to the 80 plus clubs who contributed to the Baseball in Australia project. The outputs from the project was a major driver in the development of the plan. Thank you.
# PRIORITY THEMES

<table>
<thead>
<tr>
<th>Themes</th>
<th>Priorities To Address</th>
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<tbody>
<tr>
<td>Baseball participation rates</td>
<td>Higher</td>
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<tr>
<td>Inconsistent approaches to T-ball and ‘transition’ programs</td>
<td>Higher</td>
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<tr>
<td>Little League is not consistently delivering desired outcomes</td>
<td>Higher</td>
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<tr>
<td>Baseball 5 does not have a clearly defined purpose</td>
<td>Higher</td>
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<tr>
<td>GAP – Consistent opportunities for women and girls</td>
<td>Higher</td>
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<tr>
<td>GAP – Offerings to ensure baseball really is for everyone</td>
<td>Higher</td>
</tr>
<tr>
<td>GAP – Offerings that fit modern lifestyles</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>GAP – Breadth of school offerings</td>
<td>MEDIUM</td>
</tr>
<tr>
<td>Challenges in supporting club and association volunteers</td>
<td>MEDIUM</td>
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<tr>
<td>Provision of quality coaching</td>
<td>LOWER</td>
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<td>Provision of umpires</td>
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<td>Provision of facilities</td>
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<tr>
<td>Working better together</td>
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<tr>
<td>Driving awareness of the sport</td>
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<td>Data and systems</td>
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