



Play Ball, Play Well

Baseball in Australia's Participation Plan

2026 to 2028



Australian Government
Australian Sports Commission



AIS





INTRODUCTION

The Australian Baseball National Participation Plan is more than a strategy – for me, it is deeply personal.

Baseball shaped my life. From beginning at the Ingleburn Magpies to representing Australia at the Olympic Games and playing professionally, the game gave me opportunity, purpose, friendships and experiences I never imagined. Sport builds resilience, confidence, community and lifelong connections, and this plan aims to ensure more Australians can access those benefits.

Developed in partnership with our State and Territory bodies and informed by those who live the game every day, the plan identifies the key drivers of growth and how we will act on them together. No single organisation grows baseball alone – it takes clubs, associations, volunteers, coaches, parents and administrators working in the same direction.

Aligned with the Australian Sports Commission's Play Well strategy, our aim is simple: ensure everyone has a place in baseball, so people can Play Ball, Play Well. That means creating safe, fun, welcoming and inclusive environments.

At its heart, this plan is a practical tool for the committed people who are the backbone of our game. With aligned priorities and a shared national direction, we can deliver great experiences for more people, in more places, more often.

We are energised by the opportunity ahead – to create new pathways, open more doors and build the next generation of baseball participants and contributors.

Glenn Williams
Chief Executive Officer Baseball Australia



WHAT HAVE WE ALREADY ACHIEVED?

The National Participation Plan was launched in October 2022 following extensive collaboration with our stakeholders.

The participation plan was developed by working closely with our State and Territory partners to develop a plan outlining how we will work together to grow the sport that we all love.

Some key outcomes which have already been achieved include:

- BaseballCon part of annual calendar after starting in 2023
- Launch of National Database in 2023
- Little League Review undertaken in 2023
- Launch on Little League T-Ball program in 2024
- Launch of Little League Girls event in 2024
- Launch of Baseball Education App in 2024
- Roll out of National Coach Accreditation in 2024
- Providing way for volunteers to register in 2024
- Formation of Women's Working Group in 2025
- Growth of 10.55% in participation between 2023 and 2025

WHAT IS STILL TO COME?

This plan will extend through to the end of 2028 and we will continue to work with our State and Territory partners to achieve outcomes to grow the game of baseball. Some of our priorities will be:

- Working on alternate forms of the game that fit modern lifestyles and ensure baseball is for everyone
- Retention strategy
- Social Membership
- Strategy to grow women's baseball
- Finalising facility guidelines
- Developing a volunteer resource hub
- Continuing to focus on driving awareness of the sport and developing a National Marketing and Communications Plan
- Development of a participation ecosystem resource
- Rebranding and further development of sporting schools and school programs
- Working with states and territories on the provision of umpires
- Continuing work on coach education

OUR PURPOSE

TO CREATE A LEGACY OF SUCCESS FOR BASEBALL IN AUSTRALIA AND OPPORTUNITIES FOR ALL

OUR VISION

TO GROW THE GLOBAL GAME OF BASEBALL IN AUSTRALIA, CREATING OPPORTUNITIES FOR ALL, AND REACH OUR FULL POTENTIAL TOGETHER THROUGH OUR GREAT SPORT

PLAYWELL







Our vision: Everyone has a place in sport.

Our mission: We will create safe, welcoming, inclusive and fun sporting experiences.





We will achieve this through six priority areas

| | | |
|----|--|---|
| 1. | Empowering people and organisations | Building the capability of people and organisations to meet the needs of everyone involved in sport. |
| 2. | Driving lifelong involvement | Foster a sporting environment that enables positive lifelong involvement in sport. |
| 3. | Activating places and spaces | Creating, improving, activating and better managing places and spaces to ensure everyone can have safe and enjoyable sporting experiences. |
| 4. | Building connections | Creating a connected and collaborative sport ecosystem that supports all organisations to provide quality sporting experiences. |
| 5. | Equitable access | Prioritising equity and choice to ensure all Australians can access sport. |
| 6. | Transforming culture | Transforming the culture of sport in Australia to create an environment where everyone can access safe, inclusive, welcoming and fun experiences. |

These priority areas will be pursued across each of the key elements of the sport ecosystem

| | | | |
|--|---|---|---|
|  <p>People The people that participate in, facilitate and deliver sporting experiences.</p> |  <p>Places The places where sporting experiences take place.</p> |  <p>Partners The organisations which do, or can, support the delivery of quality sporting experiences.</p> |  <p>Programs The activities that make up sporting experiences.</p> |
|--|---|---|---|

All enabled by

| | | | |
|--|---|---|--|
|  <p>Diversity and inclusion Ensuring diversity and inclusion are central to the delivery of each activity.</p> |  <p>Technology and digital Embracing technology and a digital first philosophy.</p> |  <p>Yarning Listening to the community and taking a proactive approach to advocating for sport.</p> |  <p>Data and measurement Developing data and measurement approaches and practices.</p> |
|--|---|---|--|

Delivered through a deliberately collaborative approach to implementation, supported by annual planning and review.



OUR ROAD TO CREATING “PLAY BALL, PLAY WELL”



Working closely with our state members was essential to ensure the Play All, Play Well plan genuinely reflected their needs, experiences, and commitment to inclusive, safe participation for everyone

PLAY BALL, PLAY WELL

Purpose – To create a legacy of success for baseball in Australia and opportunities for all

Vision – To grow the global game of baseball in Australia, creating opportunities for all, and reach our full potential together through our great sport

STRATEGIC PILLARS

PLAYING THE GAME

Key Focus

- Sustainable growth
- Quality of experience and retention
- Compelling products
- Expanding access to diverse groups and growing the participation pool

Headline Measurers of Success

More people participating in baseball

PUTTING ON THE GAME

Key Focus

- Safe and welcoming environments
- Developing those who make the game happen including volunteers, coaches, umpires and scorers
- Fit for purpose facilities

Headline Measurers of Success

Growth in the number of active volunteers, coaches, umpires and scorers

FACILITATING THE GAME

Key Focus

- Our professional workforce
- Greater alignment across Australian Baseball
- Great relationships with our clubs, charters, schools/education partners, government, international bodies and other partners

Headline Measurers of Success

Number of dedicated Australian Baseball participation staff

ENABLERS

Board & Governance **Marketing & Communication** Diversity & Inclusion **Data & Measurement** Technology & Digital

DELIVERY PRINCIPLES

Support & Empowerment

Aligned & United

Insight Driven

Customer Focused

Welcoming Environments

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).

PLAYING THE GAME

The Pillars

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.

| Success Indicators | |
|--|---|
| 45,000 playing members by 2028 | Growth in Little League and utilisation of resources |
| Retention rate of 70% | Implementation of alternate formats to drive growth in participation |
| Increase in social membership offerings and competitions | Increased quality of experience for BA managed and sanctioned events |
| Growth in female baseball | Increased delivery of national participation program offerings in clubs |
| Structured participation program resources | Increase in number of sporting schools programs delivered |

| Key Actions | Responsibility |
|--|-------------------------------|
| Data informed retention strategies | Baseball Australia and States |
| Products review and development of Participation ecosystem | Baseball Australia and States |
| Review and implementation of relevant recommendations from Women's Working Group | Baseball Australia and States |
| Review of sanctioning of events and BA events calendar | Baseball Australia |
| School Engagement Plan | Baseball Australia and States |

PUTTING ON THE GAME

The Pillars

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.

| Success Indicators | |
|--|--|
| Increase in number of baseball clubs utilising Game Plan | Growth in number of accredited coaches |
| Development of required suite of support documents to assist clubs | Growth in number of accredited scorers and umpires |
| Ensuring policies are in place to support Baseball at all levels | Launch on updated facility guidelines |
| 7,500 registered volunteers | Full coach education suite available |

| Key Actions | Responsibility |
|--|-------------------------------|
| Importing all clubs into GamePlan | Baseball Australia |
| Review of all BA policies | Baseball Australia |
| Review and development of required resources to assist clubs | Baseball Australia and States |
| Review of all coaching, umpiring and scoring content to ensure fit for purpose | Baseball Australia and States |
| Finalise Facility Guidelines | Baseball Australia |

FACILITATING THE GAME

The Pillars

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.

| Success Indicators | |
|---|--|
| Increase in number of dedicated participation Baseball Staff | Driving awareness of the sport |
| Increase in level of quality engagement score with participants and clubs | Increased training opportunities for staff |
| Increase in number of females in leaderships positions within Baseball | Formal alliances with international partners |

| Key Actions | Responsibility |
|--|-------------------------------|
| Increased in investment in participation workforce | Baseball Australia and States |
| Implementing best practice Sports Governance Principles | Baseball Australia and States |
| Review results from Quality Engagement Score and implement changes as required | Baseball Australia |
| Maintaining and strengthening relationships with international partners | Baseball Australia |
| Providing training opportunities for staff | Baseball Australia and States |
| Development of Play Ball, Play Well Marketing and Communication Action Plan | Baseball Australia and States |

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

Diversity and Inclusion

As we work together to deliver on participation growth it is important that our systems reflect our modern, progressive and diverse environment we live in. We want to ensure that we are able to (for example)

- Ensure everyone can see themselves in baseball
- Provide an environment where people are welcome
- As a sport be more open and inclusive

Data and Measurement

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
- Continue to work on improving our national data systems to allow us to measure where we are at
- Enable access to reliable, valid and relevant data

Technology and Digital

The better we understand and use technology the more efficient and effective we will be. We will seek support from Australian Baseball's technology and digital experts to (for example):

- Create efficiencies in how we do things
- Stay up to date with the latest technological advances and not be afraid to change

HOW WE WILL GO ABOUT IT

DELIVERY 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-focussed

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.

Welcoming Environment

We want all people to feel welcome at any interaction they have with Baseball.

We will always ensure everyone feels welcome at baseball.

| ASC PLAY WELL PRIORITY AREAS | BA PLAY WELL ALIGNMENT |
|---|--|
| EMPOWERING PEOPLE AND ORGANISATIONS: Building the capability of people and organisations to meet the needs of everyone involved in sport. | Pillars – Putting on the Game and Facilitating the Game • Aiming to grow the number of active volunteers and dedicated Australian Baseball Participation Staff |
| DRIVING LIFELONG INVOLVEMENT: Foster a sporting environment that enables positive lifelong involvement in sport. | Pillars – Playing the Game, Putting on the Game and Facilitating the Game • All 3 pillars work together to give everyone an opportunity to have a lifelong involvement in baseball |
| ACTIVATING PLACES AND SPACES: Creating, improving, activating and better managing places and spaces to ensure everyone can have safe and enjoyable sporting experiences. | Pillars – Putting on the Game and Facilitating the Game • Ensuring we have the facilities and environment in place to ensure everyone can have a safe and enjoyable sporting experience |
| BUILDING CONNECTIONS: Creating a connected and collaborative sport ecosystem that supports all organisations to provide quality sporting experiences. | Pillars – Playing the Game, Putting on the Game and Facilitating the Game • All pillars focus on building and enhancing connections within the sport to provide quality experiences |
| EQUITABLE ACCESS: Prioritising equity and choice to ensure all Australians can access sport. | Vision: Amazing experiences participating in baseball for everyone Enabler: Diversity and Inclusion Delivery Principles: Support and Empower and Welcoming Environments |
| TRANSFORMING CULTURE: Transforming the culture of sport in Australia to create an environment where everyone can access safe, inclusive, welcoming and fun experiences. | Pillars – Playing the Game, Putting on the Game and Facilitating the Game Delivery Principles: Welcoming Environments – ensuring people feel safe, included, welcome and enjoy themselves |
| ASC PLAY WELL KEY ELEMENTS OF THE SPORT ECOSYSTEM | BA PLAY WELL ALIGNMENT |
| PEOPLE: The people that participate in, facilitate and deliver sporting experiences. | Pillars – Putting on the Game and Facilitating the Game |
| PLACES: The places where sporting experiences take place. | Pillar – Putting on the Game |
| PARTNERS: The organisations which do, or can, support the facilitation of quality sporting experiences. | Pillar – Facilitating the Game |
| PROGRAMS: The activities that make up sporting experiences. | Pillar – Putting on the Game |
| ASC PLAYER WELL ENABLERS | BA PLAY WELL ALIGNMENT |
| DIVERSITY AND INCLUSION: Ensuring diversity and inclusion are central to the delivery of each activity. | Vision: Amazing experiences participating in baseball for everyone Enabler: Diversity and Inclusion Delivery Principles: Support and Empower and Welcoming Environments |
| TECHNOLOGY AND DIGITAL: Embracing technology and a digital first philosophy. | Enabler: Technology and Digital – embracing technology |
| YARNING: Listening to the community and taking a proactive approach to advocating for sport. | Pillar – Facilitating the Game Delivery Principles: Support and Empower, Aligned and United and Customer Focused |
| DATA AND MEASUREMENT: Developing data and measurement approaches and practices. | Enabler: Data and Measurement – making data driven decisions |

The Play All, Play Well Participation Plan has been developed in collaboration with our state members and key stakeholders to strengthen safe, inclusive, and positive participation across all levels of the game. By endorsing this plan, signatories confirm their commitment to:

- Supporting inclusive participation opportunities for all participants
- Promoting safe, welcoming, and respectful environments
- Working collaboratively to implement and review the actions outlined in this plan

This plan will guide participation initiatives over its designated term and will be reviewed regularly to ensure it remains responsive to the needs of our community.

Baseball ACT - Logan Tudor

Baseball NSW - Matt Rippon

Baseball Northern Territory - Narelle Gosstray

Baseball South Australia - James Rawson

Baseball Queensland - Gareth Jones

Baseball Victoria - Chet Grey

Baseball Western Australia - Lachlan Dale



BASEBALL
AUSTRALIA

Thank You.