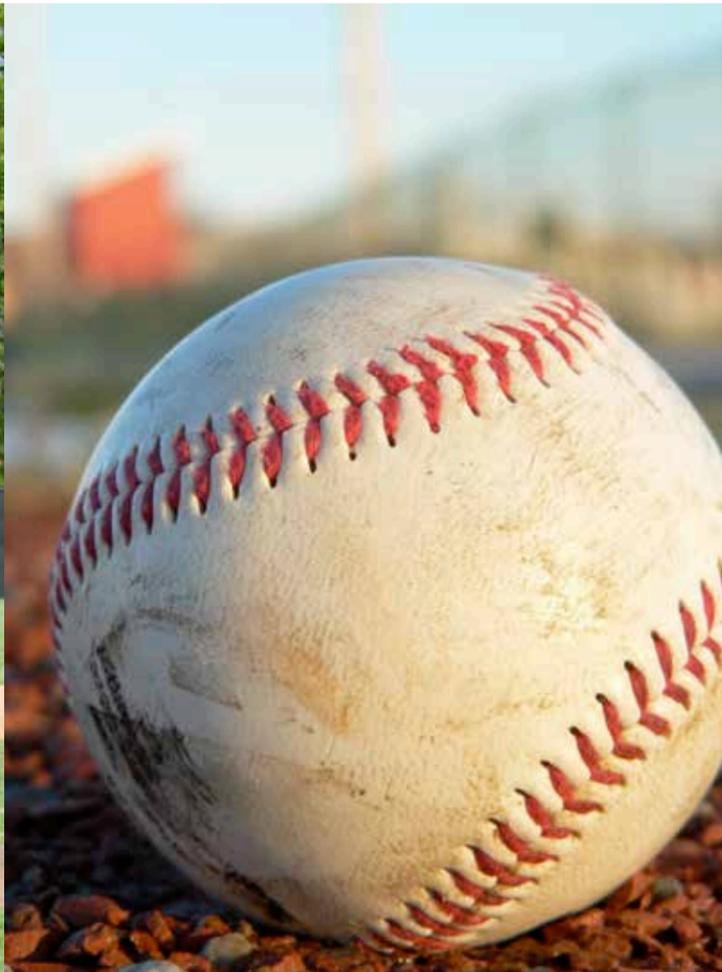


2018 WESTERN DISTRICTS BASEBALL CLUB STRATEGIC PLAN 2018-2021





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Table of Contents

1. Introduction	4
1.1 History	4
1.2 Current Situation	4
2. Demographics and Social Indicators	5
3. Western Districts Baseball Club Strategic Plan	6
4. Strategic Planning Tables	7
4.1 Participation and Development	7
4.2 Governance and Delivery	8
4.3 Financial Management	8
4.4 Asset Management	9



1. Introduction

Baseball is growing and gaining popularity as a club-based participation sport in Australia, with 34,900 children and 40,400 adults participating in the sport in Australia¹. Participation at Western Districts Baseball club reflects this overall trend with recent growth taking the club to 230 playing members (75 senior and 155 juniors). It is one of the biggest clubs in the Brisbane region. To cater for the club's current and projected growth and extended demands on facilities including field space, Western Districts Baseball Club has prepared a strategic plan to guide the development of the club over the next 5 years.

The plan provides an high-level visual plan summarising the key points of the strategic plan, detailed planning tables which provide prioritised and delegated actions to guide the implementation of the plan and a facility map to provide a visual representation of facility improvement plans. The club's planned all weather batting cage is the key facility based strategic outcome to support club growth. As the number of playing members increases so to does the use of the club's field space for training and competition. This is especially the case with weeknight Masters competition games competing for field space with training. Strategic lighting upgrades will have some impact on this situation but the all weather batting cage will allow training to occur at the same time as games or other training sessions, making it the "game changer" for maximum facility utilisation.

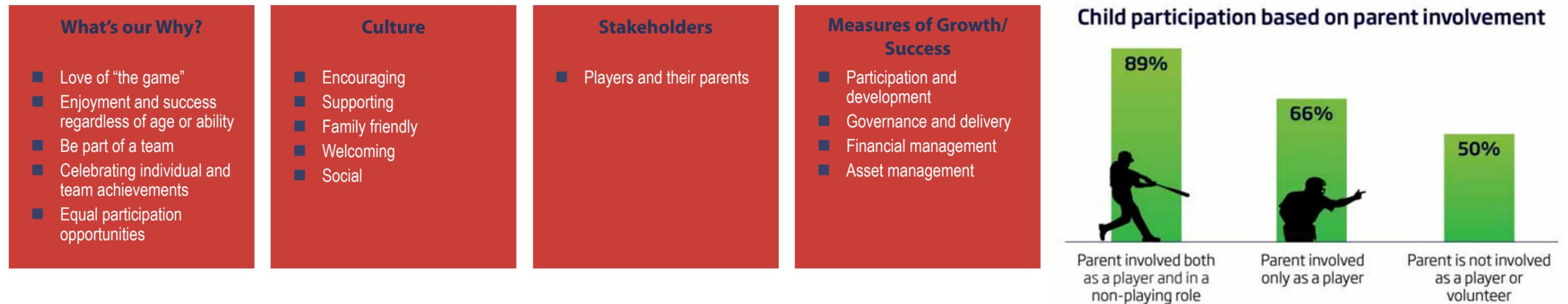
1.1 History

Western Districts Baseball Club was established in the 1950s and began as the Victory Baseball Club. In the 1960s, the club merged with Souths Baseball Club to become Victory Souths Baseball Club and competed in Brisbane competitions. After steady growth, the club changed its name to Western Districts Baseball Club in 1970 and played in Chelmer. The club became incorporated in 1988 and secured a permanent home base in Darra in 1991. The club has continued to grow, expand its facilities and promote the sport of baseball in the local community.

1.2 Current Situation

Consultation conducted during the planning process identified the club's current situation, goals and aspirations which are presented below.

Western Districts Baseball Club has a strong emphasis on family participation, including players parents as key stakeholders. This family focus is reflected in strategic outcomes such as the creation of a social hub in the club house. Data from Sport Australia², shown in the chart below, supports the club's approach, noting that 89% of children with parents who participate in sport also participate in sport.



¹ Sport Australia (2018) *AusPlay Survey Results July 2017 - June 2018*. Australian Government

² Sport Australia (2018)

2. Demographics and Social Indicators

Social indicators are the demographic and socio-economic characteristics that influence demand for services and facilities in an area. The club draws its members from the Brisbane - West Statistical Area³. Population size, age, family structure, disposable income and employment in the Brisbane - West Statistical Area were compared with these measures for Brisbane and Queensland to identify relevant social indicators. A demographic snapshot is presented on the right.

Analysis of the demographic snapshot above demonstrates that Brisbane - West residents exhibit the following attributes when compared to Brisbane and Queensland residents.

- A *higher* weekly household income
- A *higher* proportion of family households
- A *higher* number of full-time workers
- A *higher* proportion of volunteers

Social Indicator	Brisbane - West	Brisbane	Queensland
 Population	178,991	1,131,155	4,703,193
 Median age	36	35	37
 Weekly household income	\$1,971	\$1,746	\$1,402
 Full-time workers	60%	59%	58%
 Family households	75%	69%	72%
 Lone person households	19%	24%	24%
 Unemployment rate	7%	7%	8%
 Volunteer work	25%	20%	19%

³ Australian Bureau of Statistics data available at: http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/304?opendocument



Western Districts Baseball Club

It is more than a game

It is striving to improve

Increased tournament offering

Profitable operation to facilitate an improved level of service

Organised volunteers, with all members of the family participating

The club house as a social hub that enhances club culture

It is family

An emphasis on social activities

Increased spectator numbers

It is an engaged organisation

Good governance with clear decision making

Communication that makes participation easy

Positive relationships

Improved clubhouse

Batting cage

Welcome Back

Improved toilet block

BALL	1	STRIKE	2	OUT	0
HOME	0	2	1	0	2
GUEST	1	0	2	1	0
					RUNS
					05
					04

Scoreboard

New lights to increase facility usage

It is a safe space

Continued high level facility standard

Actively develop female participation

It is a diverse team

High retention of existing members and participants

Quality, supported coaches and officials

4. Strategic Planning Tables

4.1 Participation and Development

Strategic Goals	Actions	2018	2019	2020	Responsible
A family friendly environment that connects with community	<ul style="list-style-type: none"> ■ Create a prioritised list of volunteer tasks that encourages enjoyable participation 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	President / Management Committee
	<ul style="list-style-type: none"> ■ Encourage the club house is a well-used social hub that enhances club culture <ul style="list-style-type: none"> • Trivia night • Weekly BBQs • Training • Entertainment 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Social subcommittee
High retention of existing members and participants	<ul style="list-style-type: none"> ■ Reserve club funds and apply for grants to provide excellent playing and training facilities for all members 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President
	<ul style="list-style-type: none"> ■ Ensure all teams have fully educated and capable team coaches, team managers, scorers, umpires 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Baseball Operations
Increased spectator numbers	<ul style="list-style-type: none"> ■ Improve communication to all members and their friends and family 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President, Secretary
	<ul style="list-style-type: none"> ■ Provide comfortable spectator areas at both grounds and improve the hospitality, facilities and amenities 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	President
Quality, supported coaches and officials	<ul style="list-style-type: none"> ■ Ensure all coaches and officials are suitably trained through accredited courses 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Operations
An emphasis on social activities	<ul style="list-style-type: none"> ■ Appoint a social subcommittee 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Committee
Actively develop female participation	<ul style="list-style-type: none"> ■ Participate through team entry for junior girls and senior women teams 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management Committee
	<ul style="list-style-type: none"> ■ Provide ongoing opportunities for the participation of women and girls to maintain and increase participation 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee

4.2 Governance and Delivery

Strategic Goals	Actions	2018	2019	2020	Responsible
Engaged, active and organised volunteers (including all members of the family)	<ul style="list-style-type: none"> Clear and concise roles with written descriptions and supporting resources 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Management Committee
	<ul style="list-style-type: none"> Rostering that promotes shared roles 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	<ul style="list-style-type: none"> Clearly communicate the vital role that volunteers play by developing a reward and recognition program 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Secretary - committee newsletter
Good governance with clear decision making	<ul style="list-style-type: none"> Revise constitution and bylaws to maintain the contemporary nature of the club's governance documents and structure 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	President
	<ul style="list-style-type: none"> Annual review and revision of strategic plan 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Committee
Communication that makes participation easy	<ul style="list-style-type: none"> Improved use of IT with a new club website with email/social media capability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Social media subcommittee
Positive relationships	<ul style="list-style-type: none"> Positive community relationships (with community members, Council, Baseball Queensland, State and Federal Government and other stakeholders) 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President, Operations

4.3 Financial Management

Strategic Goals	Actions	2018	2019	2020	Responsible
Profitable operation to facilitate an improved level of service	<ul style="list-style-type: none"> Prepare annual budget and regularly report on actuals and revisions 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Treasurer
	<ul style="list-style-type: none"> Maintain an appropriate level of financial accountability and in doing so facilitate Treasurer succession 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	President, Treasurer
Increased tournament offering	<ul style="list-style-type: none"> Enter teams in all offered tournaments 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee
	<ul style="list-style-type: none"> Work with Baseball Queensland to develop tournament hosting opportunities 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Management Committee

4.4 Asset Management

Strategic Goals	Actions	2018	2019	2020	Responsible
Improved clubhouse	<ul style="list-style-type: none"> Fit out clubrooms 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Committee
Improved toilet block	<ul style="list-style-type: none"> Work with Council and seek grant funding to improve/replace toilet block with new facility closer to clubhouse including change rooms and umpire room for male and female usage 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management Committee
Scoreboard	<ul style="list-style-type: none"> Maintain scoreboard 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Operations
Batting cage to provide all weather facilities to increase participation	<ul style="list-style-type: none"> Reserve club funds and apply for grants to build batting cage 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	President and Facility subcommittee
New lights to increase facility usage	<ul style="list-style-type: none"> Reserve club funds and apply for grants to upgrade field lighting – staged delivery 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	President and Facility subcommittee
Continued high level facility standard	<ul style="list-style-type: none"> Improve facility maintenance 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Operations
	<ul style="list-style-type: none"> Develop a facility maintenance plan supported by reporting tool 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	President and Facility subcommittee