



NSW Ultimate

**STRATEGIC PLAN
2024-2026**

**TO INSPIRE EVERYONE TO BE PART OF
AND BUILD THE ULTIMATE COMMUNITY**



MESSAGE FROM THE PRESIDENT

Ultimate within NSW, and Australia, is in an exciting period of change. As we look to a bright and prosperous future, we also need to remain driven, efficient, and focused on our communities needs today.

This will also require tackling many challenges that lay ahead. Challenges that require courage and commitment to our purpose, and clarity in our direction to achieve growth and success for the game we love.

When faced with the task of setting the course for our sport, we looked long term in our vision, but short term in our application. To ensure our community can start seeing tangible outcomes immediately, we have developed a shorter term Strategic Plan. The time for action is now.

We would like to thank everyone who has contributed to the 2024-26 Strategic Plan through meeting face to face, completing our survey and providing feedback directly to the NSW Ultimate Leadership team. This is a Strategic Plan for all of the NSW Ultimate community.

The NSW Ultimate Board and Staff are proud to present our 2024-26 NSW Ultimate Strategic Plan as we look to *inspire everyone to be part of and build the ultimate community.*

Millicent Crowe

President
NSW Ultimate



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**OUR
PURPOSE**

TO INSPIRE EVERYONE TO BE PART OF AND BUILD THE ULTIMATE COMMUNITY

**OUR
VISION**

TO BE A WORLD LEADER IN ULTIMATE ON AND OFF THE FIELD

**KEY
STRATEGIC
PRIORITIES**



Becoming a customer focused and data driven organisation



Developing and implement a service delivery model that remains relevant to the times



Partnering with other purpose led organisations and people to drive growth and innovation

WE WILL ACHIEVE OUR STRATEGIC AMBITION BY:

OUR STRATEGY WILL:

**STRATEGIC
FOCUS**

Drive participation growth by providing more opportunities to play, especially amongst juniors

Realise our goal of being the leading Ultimate high performance system in Australia

Showcase and share the Spirit of Ultimate through engaging conversations

Unleash Ultimate's potential through operational excellence, inclusion and innovation

Grow and secure the financial strength of Ultimate

**STRATEGIC
OBJECTIVES**

Deliver accessible and inclusive programs across NSW

Deliver an environment that produces the best people, players and coaches

Tell our story better

Embed strong governance and business practices through modern, integrated systems

Embed a business model that is financially sustainable and incentivises growth across Ultimate

Provide focused and innovative support to strengthen the capabilities of Ultimate deliverers

Reimagine and strengthen our pathways

Increase the visibility of Ultimate

Develop our people into leaders

Diversify our funding sources, partners and offerings

FROM THE GM'S DESK

The NSW Ultimate 2024-26 Strategic Plan marks a new stage of maturation and growth for Ultimate in NSW.

Our purpose *to inspire everyone to be part of and build our ultimate community*, is a purpose many in our community are delivering on already. Defining our purpose identifies why we do what we do, and we can now start defining what our roles are in achieving that.

Whilst this document is relatively brief, it does highlight the areas NSW Ultimate will be focusing on in the immediate future. We trust you will see the importance and value these strategies will bring our community.

Below we have briefly expanded on the Strategic Plan. Most importantly we have outlined our commitments to you. These are the actions we believe we will be able to make a positive impact on from today.

You may not agree with or understand everything within the Strategic Plan, and that's ok. We encourage and invite you to reach out to myself, the Board or Staff as we would love to discuss it further with you, including ways which we can better work together.

By consulting and engaging with hundreds of people from all areas of our game, we now have a clear plan to move forward. To everyone who contributed to its formation in one way or another, we thank you.

Ivan Spyrudz
General Manager
NSW Ultimate



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OUR PURPOSE & VISION

Purpose is the driving force behind our actions. It's why we do what we do, not what we do.

When challenged about what is the purpose of NSW Ultimate, the answers received were wide and varied, so much so, it was evident we were lacking a clear basis for our direction of NSW Ultimate. Strategic and operational decisions were being made based on a variety of mixed personal and individual views.

We took on board all your responses and we believe a clear purpose emerged.

At the core of NSW Ultimate, we have a welcoming, caring and passionate community, who love playing Ultimate and being part of our community. We are connected through our love of Ultimate and what it gives back to us individually and collectively, and we are drawn to wanting to share our experiences with others.

Bringing all your responses together, we believe our purpose *is to inspire everyone to be part of and build the Ultimate community.*

This Strategic Plan is our official commencement of NSW Ultimate basing all our decisions and actions based on our purpose.

Like many within our community who compete on the world stage through continued commitment, effort and improvement, NSW Ultimate has a shared aspiration to be competitive organisationally. By doing so, we have a clear vision *to be a world leader in Ultimate on and off the field.*



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KEY STRATEGIC PRIORITIES

NSW Ultimate will be guided by three Key Strategic Priorities in order to fulfill our strategic ambitions. These are major works required to enable our ability to succeed and will take some time to achieve, however are all front in mind when addressing our Strategic Focuses.



Becoming a customer focused and data driven organisation

- We will place our players and people first.
- We will review and update our systems to provide relevant and accurate data informing a deeper understanding of our community and organisation.



Developing and implement a service delivery model that remains relevant to the times

- We will review how we service our communities and deliver our sport to the expectations of a modern society.



Partnering with other purpose led organisations and people to drive growth and innovation

- We will work with our key partners to foster innovative and creative strategies to drive and deliver the best outcomes for NSW Ultimate and its communities.
- We will focus on developing and delivering what we are skilled to do, and engage partnerships with expertise we do not have.



STRATEGIC FOCUS & OBJECTIVES

Drive participation growth by providing more opportunities to play, especially amongst juniors.

Deliver accessible and inclusive programs across NSW.

- We will develop and deliver standardised and scalable Entry Level Programs (ELP) for players aged 5 - 12.
- We will develop and deliver standardised and scalable Modified Social Programs for players aged 13+.
- We will develop a 'franchise' model to allow for non-Club deliverers to expand the reach of Ultimate and deliver approved NSW Ultimate offerings.

Provide focused and innovative support to strengthen the capabilities of Ultimate deliverers.

- We will provide Clubs and private providers an electronic kit of parts to market programs across NSW.
- We will review, update and host NSW Ultimate policies for stakeholder access and use.
- We provide a central hub for additional club support resources, including governance, child protection and best practice requirements.



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STRATEGIC FOCUS & OBJECTIVES

Realise our goal of being the leading Ultimate high performance system in Australia.

Deliver an environment that produces the best people, players and coaches.

- We will develop and deliver an Emerging Talent Program for NSW U18 and U22 talent.
- We will develop and establish a clear NSW Ultimate Coaching program and pathway.
- We will increase the number of coaches (with official accreditation) within our high performance program.

Reimagine and strengthen our pathways.

- We will establish the 'NSW Way' (our HP style and direction).
- We will provide support to assist NSW based teams to win at least 3 National Championships.
- We will achieve NSW representation of at least 35% within all National Teams.



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STRATEGIC FOCUS & OBJECTIVES

Showcase and share the Spirit of Ultimate through engaging conversations.

Tell our story better.

- We will consolidate our communication channels to our community including social media platforms.
- We will develop a 'What is Ultimate' social media campaign for new players, parents and stakeholders.
- We will deliver a new, fresh and user friendly website for NSW Ultimate.

Increase the visibility of Ultimate.

- We will increase NSWU media coverage by continuing to build key media relationships, driving our own digital and PR content.
- We will generate a standardised paid marketing campaign promoting NSW Ultimate programs / seasons.
- We will generate NSW player content campaigns leading into WFDF World Championships.



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STRATEGIC FOCUS & OBJECTIVES

Unleash Ultimate's potential through operational excellence, inclusion and innovation.

Embed strong governance and business practices through modern, integrated systems.

- We will undertake a digital transformation across NSW Ultimate to support our strategic priorities and business as usual activities.
- We will review and update NSW Ultimate affiliation, events, and other organisational policies and procedures.
- We will review NSW Ultimate governance model.

Develop our people into leaders.

- We will design and build a purpose led organisation to drive innovation, maturation and growth.
- We will build the leadership and management capabilities of our people to deliver on our key strategic priorities.
- We will embrace diversity and inclusion across NSW Ultimate as a competitive advantage for Ultimate.



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STRATEGIC FOCUS & OBJECTIVES

Grow and secure the financial strength of Ultimate.

Embed a business model that is financially sustainable and incentivises growth across Ultimate.

- We will review current membership model (inc. EBF model) and present alternate membership models for consideration.
- We will deliver an operational surplus.

Diversify our funding sources, partners and offerings.

- We will deliver new competitions and events to widen our revenue streams.
- We will identify commercial assets to secure new grants, partners and sponsors.
- We will identify additional funding opportunities that align with our organisational purpose.



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www.nswultimate.com.au