



CRICKET VICTORIA



BUILDING A PATHWAY FOR THE STARS OF TOMORROW

2002-2007 STRATEGIC PLAN



STATEMENT BY CRICKET VICTORIA CHAIRMAN & PRESIDENT

Every person involved in the game of cricket wants to ensure that the rich heritage we have been handed is maintained, nurtured and enhanced by us; that it is available to all regardless of gender, age, ethnicity or ability. Accordingly, Cricket Victoria has developed a comprehensive plan to take cricket in Victoria to a new level of community involvement and competitive success.

The implementation of this plan over the next five years requires not radical change but an understanding of a changing society, having available to it more options for their “spare” time and how cricket can utilise these changes to benefit its role in the community.

At the cornerstone of any organisation there are the ultimate successes that separate the very best performers from others. The strategies encompassed in this plan carefully sign-post the directions to ensure that Victoria is the dominant State in relation to on-field success and the necessary ingredients to achieve that in the off-field support, management, facilities and programs throughout the community.

To allow this to occur there must be team work from all those connected with cricket in Victoria. This plan calls for that approach and it will require, in some instances, for old prejudices to be jettisoned and those strategies to pursue the way forward to be accepted, promoted and implemented.

For the future of cricket in Victoria, we implore all those with the game of cricket in mind to accept and support the changes that are required.

The success of this plan will be clearly monitored by the performance measures that have been put in place in the document. The achievement of these objectives and the continual referral to proposed outcomes will determine whether the ultimate mission and objectives are achieved.

Cricket Victoria is determined to ensure that the rich history and heritage that has been established is built upon. This document is flexible to meet the changing challenges that we will face in an environment that in some instances we have some control over and in others, where it is external, we must respond to positively.

We will also need to embrace a cultural shift that will be required by us all to implement this plan.

As an integral part of our future we seek your ongoing input into the operations of cricket in Victoria. We commend this plan to you and seek your support for Cricket Victoria to achieve its objectives over the next five years.



Geoff Tamblyn
Chairman



Bob Merriman
President



CRICKET VICTORIA MISSION STATEMENT

“TO ENSURE THAT VICTORIAN CRICKET EXCELS BOTH ON AND OFF THE FIELD AND IS A FORMIDABLE AND SUCCESSFUL COMPETITOR IN THE SPORTING COMMUNITY AND ENTERTAINMENT INDUSTRY”

INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

Victorian cricket has enjoyed a rich history of success both on and off the field over the past 106 years. Twenty-five victories in the Sheffield Shield/Pura Cup competition and four one day titles have seen some of the “greats” of Australian cricket take the field for Victoria.

Cricket in Victoria is now a major commercial enterprise with some 1233 clubs, 160,000 registered participants and an estimated 50,000 volunteers, which based on recent research provides an economic benefit to the State of approximately \$624 million.

The Victorian Cricket Association has also been involved in the staging of some of the largest sporting events in Victoria including the Centenary Test match, the World Championship of Cricket, the 1992 World Cup Final and of course the now traditional Boxing Day Test match, which has seen this match recognised by the State Government as a Hallmark Event. However, we are now in a critical phase in our history where we must build on the achievements of the past and move forward to ensure that cricket in Victoria not only continues to prosper but is a leader in all aspects of our operations.

THIS STRATEGIC PLAN FOCUSES ON SIX KEY RESULT AREAS

1. Participation
2. Playing Success
3. Marketing
4. Relationships & Stakeholders
5. Business Operations & Administration
6. Leadership & Management Effectiveness

Critical to the overall success of this plan and the implementation of the proposed strategies is the need for all stakeholders in Victorian cricket to fully embrace all aspects of the plan, which already has seen some exciting developments in the areas of women’s cricket, indigenous cricket and the promotion of cricket in schools.

The content of this Strategic Plan which has been developed after consultation with a wide range of interested parties including Clubs, players and administrators across all levels will be reviewed annually with strategies and performance measures assessed and updated. This is a plan for all Victorian cricket clubs and participants and is underpinned by a series of business plans within each of the departments of operation, be it Cricket, Marketing, Game Development or Business Operations & Administration.

Cricket is a unique sport, and is truly our national summer sport, and embraces people from all walks of life, both male and female, be it as a player, umpire, administrator or volunteer.

From the commencement of the 2002/03 season, the Victorian Cricket Association will be trading as “Cricket Victoria” and I invite everyone associated with the game of cricket in Victoria to join with us in the achievement of the goals outlined in this Strategic Plan.



Ken Jacobs
CEO



CRICKET VICTORIA

BUILDING A PATHWAY FOR THE STARS OF TOMORROW



TO BE RECOGNISED AS THE LEADING AND MOST SUCCESSFUL AUSTRALIAN
EXAMPLE OF COMMUNITY PARTICIPATION IN CRICKET



KEY RESULT AREA - 1. PARTICIPATION

OBJECTIVE

To promote and facilitate the expansion of community participation in cricket at all levels for the broader benefit of the Victorian community and to underpin the success of Victorian and Australian teams.

STRATEGIES

- * In conjunction with the VCCL, VMCU and VWCA, further develop the “player pathway” model to encourage greater community participation in playing, coaching, umpiring and administration.
- * Establish programs to recruit and support volunteers, including targeting past players.
- * Develop a program to promote the “Spirit of Cricket” guidelines in line with ACB philosophies.
- * Review the structure and role of Premier Cricket teams and their relationships with the VSDCA, local, regional, and under age cricket.
- * Identify the most appropriate means by which Cricket Victoria can further support the growth and effectiveness of the Victorian Women’s Cricket Association.
- * In conjunction with the VWCA, formulate and assist in the implementation of strategies to encourage growth of girls’ cricket.
- * Review school cricket programs.
- * Develop a plan to encourage greater participation from those groups in the community who have not historically been actively involved in cricket.
- * Identify leading practice of community participation in sport both within Australia and internationally.
- * Review the role of Regional Cricket Managers in order to further improve the promotion and administration of cricket at the local regional level.
- * In conjunction with the VCCL, VMCU, VWCA and VSDCA, develop a plan to improve the strategic planning and administrative competence of Associations and Clubs.

- * Further expand the “Have A Go” program and identify synergies with the Junior Bushrangers and other programs such as the Hatch and Mitchell Shield.
- * Develop a policy, working with government, to maintain adequate numbers and standards of grounds for the playing of cricket.

PERFORMANCE MEASURES

- * A player participation growth (male and female) of 3% over the five year period
- * Cricket remains the national summer sport relative to other team sports.
- * A positive trend in the percentage of “Have A Go” participants who stay within the club structure and Cricket Victoria programs.
- * A positive trend in player retention rates throughout Victoria.
- * A positive trend in attendance of the public at first class cricket is achieved over five years.
- * That all clubs in Victoria within their coaching structure have as a minimum one level one nationally accredited coach.
- * A volunteer participation growth of 20% over five years.
- * No net loss in grounds for the playing of cricket.



TO BE RECOGNISED AS THE MOST CONSISTENTLY SUCCESSFUL STATE TEAM

KEY RESULT AREA - 2. PLAYING SUCCESS

OBJECTIVE

To optimise the performance of Victorian representative teams in national competitions and the prospects of Victorian players in achieving national representation.

STRATEGIES

- * Review and further enhance talent identification programs and initiatives.
- * Design and implement an induction and education and leadership program for all players.
- * Develop an optimum player welfare and support structure that incorporates a “total life” approach.
- * Review venues and facilities to ensure that these are optimal for the training and playing of Bushranger games.
- * Develop a program that formalises the collection of information on leading and emerging best practice in coaching, training and player development.
- * Develop a program that focuses on sporting industry best practice within Australia and internationally.
- * Develop a mutually beneficial learning alliance with a sporting group that has demonstrated sustained success
- * Continue the development of state-of-the-art statistical and video analysis methods

- * Develop appropriate support systems for representative teams, including international standard coaching, training and player development procedures.
- * Maintain and monitor professional and ethical standards of coaches, players, selectors and support staff
- * Maintain a healthy, ongoing relationship with past players.

PERFORMANCE MEASURES

- * That Victoria is recognised as a respected and aggressive competitor at all levels
- * The Bushrangers consistently achieve a top three finish in the Pura/ING Cup competitions each year
- * That Victoria consistently achieves top three positions across all levels of national competitions and two wins in each competition over five years.
- * That each year a minimum of two Victorian players achieve representation in Australian teams.



CONSUMERS, STAKEHOLDERS AND COMMERCIAL PARTNERS IDENTIFY CRICKET VICTORIA PROGRAMS, BRANDS, PRODUCTS AND PROMOTIONS AS THE LEADING SPORT AND LIFESTYLE OPPORTUNITIES IN VICTORIA

KEY RESULT AREA - 3. MARKETING

OBJECTIVE

To build a substantial and sustainable commercial base whilst continually enhancing the image and brand of Cricket Victoria.

STRATEGIES

- * Conduct research to identify superior value propositions for current and potential sponsors.
- * Review sponsor packages and ensure that these are customised to individual sponsors.
- * Develop and manage partner plans for individual sponsors.
- * Develop and manage a database of Cricket Victoria members/associations and consumer groups in order to offer premium customer service and sponsorship value to commercial partners, in accordance with privacy laws.
- * Develop an event plan to increase attendances, generate revenue and add value to sponsors and members.
- * Conduct research on the experience of the public at major cricket events to identify unmet customer needs.
- * Review the communications and public relations strategy.
- * Review the consultation process to ensure that Premier Clubs and other stakeholders are appropriately involved in the development of annual marketing plans.

- * Develop a plan to identify new business opportunities in the areas of e-commerce, licensing, telecommunications and related activities.
- * Identify, in conjunction with Tourism Victoria, further synergistic opportunities between cricket and tourism.

PERFORMANCE MEASURES

- * That the Boxing Day Test is maintained as a pre eminent international event in Victoria.
- * Sponsorship income base increases by 20% over the planning period.
- * Community affinity and awareness rates increase annually.
- * A statewide registered player database is established.
- * Input is sought from Premier Clubs and other stakeholders into annual marketing plans.



TO BE REGARDED AS A LEADING EXAMPLE OF A WELL ORGANISED,
RESPONSIVE ORGANISATION THAT WORKS HARD AT
DEVELOPING RELATIONSHIPS AND SATISFYING STAKEHOLDER EXPECTATIONS

KEY RESULT AREA - 4. RELATIONSHIPS & STAKEHOLDERS

OBJECTIVE

To satisfy the expectations of stakeholders and further enhance key relationships that are consistent with the development and growth of Cricket Victoria.

STRATEGIES

- * Review and refine the existing communication strategy.
- * Maintain appropriate communication with all levels of government and other stakeholders.
- * Develop a plan to build on alliances with the media to ensure stakeholders are supportive of or committed to the mission of Cricket Victoria.
- * Prepare and distribute to stakeholders performance against defined indicators within this plan.
- * Conduct an annual survey to measure the success and relevance of stakeholder strategies.
- * Ensure that the key functional areas develop and implement strategies to further enhance relationships and stakeholder satisfaction.
- * Continue to actively participate in ICC programs to promote cricket in Japan, South Korea and other countries.

PERFORMANCE MEASURES

- * Annual community cricket research programs.
- * Full communication of this Strategic Plan.
- * That all staff and playing personnel are aware of the Strategic Plan, and this is referenced in charters, employment conditions, position specifications, induction procedures and State player handbooks.
- * 95% of associations participate in the Cricket Victoria intranet program.

TO BE RECOGNISED AS THE MOST EFFICIENT AND
EFFECTIVE BUSINESS OPERATION AND ADMINISTRATION
IN AUSTRALIAN CRICKET



KEY RESULT AREA - 5. BUSINESS OPERATIONS & ADMINISTRATION

OBJECTIVE

To ensure that sufficient resources are available, and that these resources are utilised efficiently and effectively, to underpin the growth of Cricket Victoria.

STRATEGIES

- * Develop a plan to improve operational efficiency and effectiveness that includes a review of systems, communication and information technology requirements.
- * Identify commercial opportunities outside ACB revenues.
- * Review remuneration, human resource development and staff training programs.
- * Develop appropriate employment conditions and position descriptions to maximise the use of human resources.
- * Ensure that the annual budget and all operational plans are linked to the Strategic Plan.
- * Review and monitor Cricket Victoria's expenditure to ensure it is aligned to predetermined priorities.
- * Ensure that the MCG is used to the maximum during December, January and February in line with commercial agreements.
- * Develop a plan to provide information and other resources that will allow clubs and associations to more effectively obtain funding and resources.

- * Maintain our level of resources in accordance with audit policy.
- * Maintain levels of funding for game development distributions.

PERFORMANCE MEASURES

- * Preparation of appropriate staff development plans, employee conditions, position descriptions and procedures manual by November 2002.
- * Annual survey of employees regarding their satisfaction with systems, communication and information technology.
- * That staff appraisals are completed annually and that personal and professional development plans are reviewed annually.



TO BE RESPECTED AND RECOGNISED AS AN
OUTSTANDING EXAMPLE OF LEADERSHIP
AND MANAGEMENT WITHIN AUSTRALIAN SPORT



KEY RESULT AREA - 6. LEADERSHIP & MANAGEMENT EFFECTIVENESS

OBJECTIVE

To foster a culture of continuous improvement and innovation, and establish management systems to guide the efficient and effective operation within Cricket Victoria.

STRATEGIES

- * Review and promote the philosophy and values of Cricket Victoria.
- * Emphasise the importance of continuous improvement, innovation and best practice in all activities within Cricket Victoria.
- * Review and update the structure and management systems of Cricket Victoria.
- * Review corporate governance responsibilities, the role of the Board, succession plans, and develop a corporate governance and committee charter.
- * Ensure that each key functional area develops appropriate action plans, operational structure, systems, and procedures.
- * Facilitate the establishment of cross-functional teams to identify new opportunities to satisfy stakeholders and reduce operating costs.
- * Ensure appropriate outside expertise is utilised in all aspects of Cricket Victoria's operations.

PERFORMANCE MEASURES

- * Annual review of Strategic Plan to note achievements and set priorities.
- * The development of annual action plans by each key functional area and annual reviews of performance to plan.
- * Appointment of administrators in all Premier Clubs and major affiliate associations, in line with budget constraints.
- * Budget papers to align with Strategic Plan.