



# DRAFT **STRATEGIC PLAN** **2016 - 2020**





Forward from the  
NZC Strategic  
Plan 2015

# CRICKET

## A GAME FOR ALL NEW ZEALANDERS; A GAME FOR LIFE

Cricket will be a game for all New Zealanders; a game without barriers - a game that can be played anywhere, by anyone. Whatever the individual circumstances, Kiwis will be given every reason to celebrate and engage with cricket as their game, for life.

A high-Performance culture, underpinned by quality people, systems and facilities will produce winning BLACKCAPS and WHITE FERNS that inspire the nation

and represent the best of New Zealand's values and culture.

Cricket will be one family, built in a sustainable financial model, and with a quality and consistency of governance that nurtures the game at community level and provides pathways towards success on the international stage. We will take a global approach and perspective to all our activities for the betterment of the game in New Zealand.



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## Overview

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This strategic plan has been redrafted to align with NZC's revised strategic plan and with a goal of taking the organisation through a new five-year cycle. Why five years? Because introducing change and seeking continuous improvement and working towards optimal performance doesn't just happen. It will take at least five years to build the structures, develop the people capability, align our goals and objectives, and grow our numbers and ultimately achieve results to measure success. At Otago Cricket we must work to become outstanding across three key areas: managing the business of cricket, developing community cricket and building outstanding performance through optimal talent structures.

### **NZC Alignment**

We have highlighted the critical areas that must occupy our time to support our desire for growth. We must build financial reserves through annual surpluses that allow investment in community cricket and performance/

talent. We need to significantly increase our playing base through being innovative with our delivery models and schedules to better suit the needs of players (and their parents), schools, clubs and the wider community. Otago has a colder climate and with less opportunity to play on grass for longer periods of the year. To produce a greater quantity of quality cricketers we must invest more heavily in infrastructure and people capability (coaches in particular). We desire our Volts and Sparks to regularly win trophies, to build our credibility, to propel players into NZ teams, to lure more sponsors, to attract more kids and more supporters.

### **Innovative and committed**

As long as we strive to be innovative and adaptive, not lose sight of our vision, are true to our purpose, live our values and prioritise our challenges, then Cricket across Otago and Southland has a bright future.

# VISION

To inspire our existing and next generation of cricketers and cricket fans for life

# PURPOSE

To lead the growth of cricket within our community

# VALUES

Courage, pride, commitment, respect, unity

These values reflect the behaviours we seek to demonstrate and live by on a daily basis. As an organisation we challenge ourselves to maximise our potential, to achieve much more than we ever have in the past.

## Courage

- We are prepared to lead and work for the greater good of Otago Cricket.
- We will always strive to be innovative and adaptive to change
- We do not fear debate and will speak our mind if it makes the organisation stronger as a result

## Pride

- We will do everything with care and consideration and have utmost pride in our work and behaviour
- We will understand our Association history, take inspiration from past performance and be proud to wear our logo
- We will act with honour, dignity and humbleness
- We will be punctual, prepared and well presented

## Commitment

- We will strive to be the very best we can be
- We will demonstrate high-energy support for our teams but we will always do so with integrity
- We will do so with enthusiasm and enjoyment central to our philosophy

## Respectful

- We will be open, transparent and accountable at all times
- We will respect our game, our opposition, colleagues, stakeholders and organisation at all times

## Unity

- We will be one team
- We will maintain trust in each other and our planning to be successful
- Together we will support each other in challenging times and great times
- We will celebrate success

# OUR CORE VALUES XI

- 1 We will help each other and our organisation to grow
- 2 We will care about the people we interact with
- 3 We will set and meet high standards
- 4 We will make ourselves accountable
- 5 We will present a united front
- 6 We will head in a forward direction and act in accordance with the greater good
- 7 We will share in and celebrate our colleagues' success
- 8 We will accept faults and turn these into strengths
- 9 We will maximise the full potential of our team
- 10 We will act in the best interests of key stakeholder groups
- 11 We will communicate so that people understand our purpose, goals and strategic priorities

# IMPERATIVES

- 1 We will remain the summer sport of choice across Otago/Southland
- 2 We will have the largest regional sport player base by 2020
- 3 Success of the Volts & Sparks builds Brand and organisational credibility
- 4 We will dedicate time & effort to growing female cricket
- 5 We will lead through stakeholder alignment & excellent communication



**1**  
AN ALIGNED  
AND EFFECTIVE  
CRICKET FAMILY

**5**  
DEVELOP  
WORLD-CLASS  
FACILITIES

**2**  
NEW ZEALAND'S  
SUMMER GAME

# STRATEGIC PILLARS

**4**  
PRODUCE CHAMPION  
PLAYERS, COACHES &  
TEAMS

**3**  
FINANCIAL  
SUCCESS



# 1 AN ALIGNED AND EFFECTIVE CRICKET FAMILY

## **The best structures, people and processes to take Cricket forward.**

Cricket will be viewed as a leading sport across the Otago/Southland region, underpinned by quality performances on the field and strong administration across the Major Association. An aligned delivery approach and governance model will ensure the best people, structures and processes for the game.

We will leverage regional partnerships, developing closer relationships with our key

stakeholders (NZC, District Associations, LTA's, sponsors, funders, schools and clubs) to ensure we are best placed to achieve our strategic vision.

We will provide our District Associations with the necessary support and guidance to ensure sustainable governance, management and delivery of optimal programmes and resultant growth across all areas of cricket

### **Strategic Outcome**

- Greater than 80% satisfaction rating for effective stakeholder communication & alignment
- Each District and over half of MA clubs carry out club capability assessments and meet minimum benchmark standards by 2018
- MA & DA's are achieving against all deliverables and actions in NZC SLA's and MOU's

### **Strategic Priorities**

- 1.1 Grow partnerships with all identified stakeholders for the mutual benefit of the game
- 1.2 Ensure the right structures, systems, agreements and environments are in place to futureproof our game and deliver our vision
- 1.3 Roll out club sustainability support across MA
- 1.4 Adopt policies/procedures that protect integrity and organisation credibility
- 1.5 The right people in the right positions to build the game
- 1.6 Develop membership and fan-base strategies that provide greater live audiences



# 2

## NEW ZEALAND'S SUMMER GAME

**Cricket will be NZ's summer game; a game that can be played by anyone, anywhere, whether it be at the beach or in the backyard, informal or first class. It will be an integral part of the iconic Kiwi summer.**

It will include a range of aligned game formats for all abilities, advancement of coach opportunities and understood pathways will see significant rise in profile and large increase in numbers of cricketers at all levels of participation. We will build a network of skilled people delivering to and supporting participants - players, coaches, parents, teachers, volunteers. We will develop a

"women in cricket" strategy aligned to national strategy (increase in players, fans, coaches, advocates). We will enhance retention rates through quality cricket experiences and clear pathways through the game. We will build our base of fans for life - nurture fans from their initial point of interest to become engaged cricket fanatics

### Strategic Outcome

- Increase registered player base to 9,000 by 2020
- 90% of All Junior & Youth Traditional teams have suitably qualified coaches
- Nationally aligned female strategy fully delivered by 2017
- Develop and deliver an easily understood player & coach pathway map at all levels
- Consult and develop with High Schools a long term growth & retention strategy that links and connects clubs
- Wherever indoor facilities exist, at least 20% of registered hardball cricketers are provided coaching expertise

### Strategic Priorities

- 2.1 Effectively deliver the revised NZC national community products
- 2.2 Throughout the course of a calendar year deliver strategies that ensure a much higher percentage of registered hard ball junior and youth cricketers are technically developed through structured coaching and development programmes
- 2.3 Deliver an effective "females in cricket" growth strategy
- 2.4 Develop Strategies to recruit, retain & train an optimal number of coaches & match officials to sustain player development & enjoyment
- 2.5 Develop a Schools strategy that promotes "player first", builds participation rates annually, improves retention rates and connects clubs with school leavers
- 2.6 Ongoing targeted engagement & communication with fans
- 2.7 Sport-leading digital platforms and databases



# 3

## FINANCIAL SUCCESS

### **A sustainable financial model that will support the long-term health and growth of the game.**

To grow the game we must invest in the game. We want to ensure that financial systems are established that break down barriers to participation. Our sponsors and partners will value their relationship with Otago Cricket because they recognise that Cricket is

a sport that represents the best of our province and New Zealand and is a brand they wish to be part of. We will seek to maximise the potential from the establishment of the Otago Cricket Fundraising Charitable Trust.

#### **Strategic Outcome**

- 20% increase over four years in MA sponsorship, ground revenues, including event management
- \$350,000 in cash reserves by 2019
- Set up cricket financial support fund by 2018
- At least one key annual fundraising event

#### **Strategic Priorities**

- 3.1 Explore and activate new annual revenue streams
- 3.2 Develop a cash reserves policy
- 3.3 Provide appropriate funding levels and maintain accountability measures across all DA's
- 3.4 Develop strategies to reduce the cost of young players representing Otago at national tournaments
- 3.5 Develop a support fund to assist to break down the cost of participation for committed junior and youth cricketers
- 3.6 Plan and deliver unique yet quality events that engage stakeholders and provide financial returns





# 4

## THE BEST PLAYERS, COACHES & SUPPORT IN CRICKET

**Quality environments and people who produce winning Volts and Sparks teams and who support the development of BLACKCAPS and WHITE FERNS players.**

The Otago Volts and Otago Sparks are our shop window of Cricket across Otago and Southland. We will pursue and develop quality performance environments and people to produce outstanding young players and teams. We will drive a culture of improvement

with a view to consistently producing winning teams that inspire our fans and wider community.

We will develop and implement an effective long-term performance and talent plan that delivers success for players, coaches and teams.

### **Strategic Outcome**

- Otago Volts & Otago Sparks win at least one format each season
- Research and establish a nationally recognised Youth and Tertiary Talent Scholarship programme by 2018
- 100% of players in MA Performance environments utilise IPP systems
- MA Performance & Talent strategy (including coach strategy) in place by April 2017

### **Strategic Priorities**

- 4.1 Maintain robust support systems that meet the needs of the Otago Volts & Otago Sparks programme
- 4.2 Ready to go Otago Volts & Otago Sparks — create an integrated player pathway system for males and females that identifies and nurtures both coach and player talent through to professional game
- 4.3 Develop a greater depth of talented Youth cricketers – research and develop a model to identify, recruit and retain local and national/overseas players into Otago Cricket Youth Talent environment
- 4.4 Develop a wider pool of “talent” coaches



# 5

## DEVELOP WORLD-CLASS FACILITIES

We prioritise our investment in infrastructure to ensure that our cricket facilities meet (and preferably better) current and future regional and international demand.

We will develop infrastructure to a

point that it allows us to meet our player and team goals and inspires our supporters and wider community to play a major part in the future success of Otago Cricket at University Oval.

### Strategic Outcome

- Otago University Oval caters for minimum 6,000 spectators by June 2016
- Lobby for at least one Test match & one ODI to be played each summer
- Design and deliver an appropriately sized International quality training facility (wicket block and nets) at Logan Park that caters for all levels of aspiring Cricketer
- Electronic screen installed at Otago University Oval by 2017

### Strategic Priorities

- 5.1 Completion of Otago University Oval embankment upgrade
- 5.2 Build additional quality grass practice facility to support all of our talent & performance programmes
- 5.3 Explore viability of a 2nd cricket (performance-based) ground for OCA at University Oval
- 5.4 Explore opportunities for training at alternative District and NZC venues
- 5.5 Explore Forsyth Barr Stadium as a possible covered outdoor training facility
- 5.6 Replace current Otago University Oval electronic scoreboard

# WHAT WILL OTAGO CRICKET LOOK LIKE BY 2020?



## **We will know we have achieved our vision when the following has been met:**

- 1** The Otago Volts and Otago Sparks have sustained their greatest cycle of success
- 2** Further players have been propelled into our national teams
- 3** University Oval is recognised as a high quality International and Domestic Cricket venue
- 4** We have a much larger and improved quality training facility
- 5** We operate an optimal/benchmark Youth Talent Programme
- 6** Cricket is booming in high schools, with high retention rates
- 7** We have sustainable female cricket competitions
- 8** We have optimal cash reserves to protect against financial risk and sustainably invest in our game
- 9** Cricket has the highest registered player base of any summer sport
- 10** Cricket has significantly increased the number of qualified coaches and umpires
- 11** Our brand is recognisable across the wider community
- 12** We are recognised for effective communication at all levels
- 13** Our organisation is viewed by the wider Cricket community for adding value, and being innovative, supportive and professional

