



ASHFIELD CRICKET CLUB

# **Strategic Plan 2018 - 2021**

30<sup>th</sup> October – 4<sup>th</sup> Dec 2017

ACC Committee, Coaches, Managers and Players



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# Introduction



Ashfield Cricket Club (ACC) was formed in 1974 and the first senior team played in the Western Suburbs Cricket Association in the 1974/75 season. The first junior team played in the Western Suburbs Cricket Association in the 1982/83 season. In the 1996/97 season, the Canterbury/Western Suburbs Cricket Association introduced a junior girls competition and a team was entered. The club has won many competitions in both junior and senior grades. Over the years, the club has had many of its junior players represent the local Canterbury/Western Suburbs Cricket Association in the Shell Shield series, being selected in the Sydney Metropolitan, A.W.Green, Frank Gray and Poidevin-Gray Shield squads, as well as progressing to Shires and District Grade clubs.

The club in recent years has faced sustainability challenges as participation numbers in both Juniors and Seniors have halved since 2015, with a changing demographic and the popularity of cricket dwindling in the Ashfield, Burwood and Croydon area. To address this and the clubs future direction, the ACC committee held a number of Strategic planning sessions (October –December 2017).

This strategic plan focuses on the period 2018 to 2021 and seeks to position ACC to be a sustainable and successful cricket club – both on and off the field. Activities and initiatives that underpin the strategy will be progressively rolled out during this period.

The plan has been developed by a cross sectional working group of Club committee members, coaches, managers and players and is approved by the ACC Executive Committee.



# Strategic Plan 2018 - 2021



ASHFIELD CRICKET CLUB

**Our Vision:** To be the cricket club of choice for the Ashfield, Burwood & Croydon community. A respected Senior & Junior Cricket Club with a top 2 ranking for player participation within the Canterbury and Western Suburbs Association.

**Our Mission:** We will strengthen our ties with the local community and offer members the opportunity to:

- Have fun and enjoy playing cricket as a life long sport
- Play social or competitive cricket for all players & age groups
- Develop cricket skills and physical fitness
- Develop social skills, make friendships and be part of the community

**One Club - One Team - Fair Play - Balance - Inclusive - Transparency - Equality - Fun**

## Our Key Focus Areas & Goals

Junior Players & Teams	Senior Players & Teams	Volunteers & Participants	Marketing, Digital & Social	Partnerships & Sponsorship
<p>To double participation in Milo and Stage 1 Junior programs and achieve two teams per stage.</p> <p>To achieve an all girls ACC Junior team.</p> <p>To achieve 80% retention per year with 80% local participation.</p>	<p>To provide more timing and playing format options.</p> <p>To double Senior participation and have a team in each CWSCA division.</p>	<p>To support our volunteers, managers and coaches in making sure our teams are run and managed well.</p> <p>To double our committee, increase committee skills and volunteer participation.</p>	<p>To use technology to deliver great social experiences &amp; member engagement</p> <p>To have one ACC Digital/Social Network that includes both Seniors and Juniors.</p> <p>To Increase spend on Marketing &amp; Digital Media (up to 20% of revenue)</p>	<p>To work as one team to ensure strong internal and external relationships &amp; partnerships</p> <p>To secure longer term support, sponsorships and grants.</p>
Coaching Skills & Fitness	Member Engagement	Facilities & Equipment	Financial	
<p>To support our Coaches and Managers to ensure coaching is well run, vibrant and relevant.</p> <p>To be known as one of the leading clubs for the development of Juniors and new starters.</p>	<p>To increase opportunity for social interaction and member engagement through ACC events.</p> <p>To ensure our members receive outstanding value through our ACC (&amp; partner) member benefits</p>	<p>To ensure our teams have access to the right type, quality and location of cricket facilities</p> <p>To ensure our teams have the latest equipment meeting regulations and safety standards</p>	<p>To achieve financial sustainability and remain profitable</p>	

# Our Vision



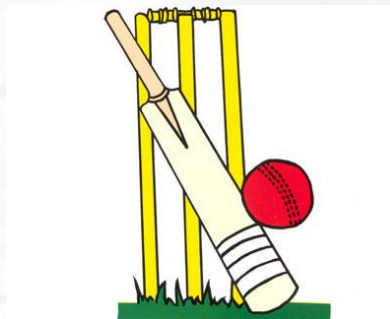
*To be the cricket club of choice for the Ashfield, Burwood & Croydon community. A respected Senior & Junior Cricket Club with a top 2 ranking for player participation within the Canterbury and Western Suburbs Association.*

*Top 2 for Participation*

**One Club - A United  
Senior & Junior Club**

*A Serious Club*

**The Club of Choice**



*Respected Entity*

# Our Mission



***We will strengthen our ties with the local community and offer members the opportunity to:***

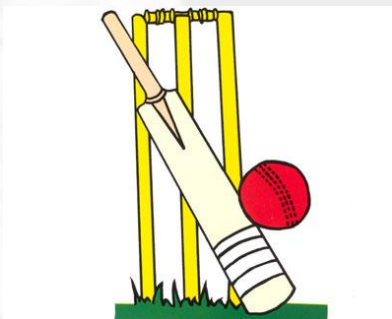
- “Have fun and enjoy playing cricket as a life long sport”*
- “Play social or competitive cricket for all players & age groups”*
- “Develop cricket skills and physical fitness”*
- “Develop social skills, make friendships and be part of the community”*

**Skills & Fitness**  
**Community Service**

**Life Long Sport**

**Competitive & Social  
Cricket**

**Social Development**



**For All Ages**

# Our Values



*We will be guided in decision making by the following values*

**One Club/Team**

**Fair Play**  
Sportsmanship

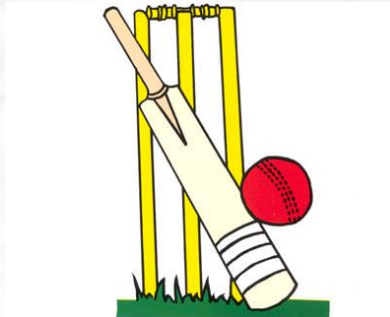
**Balance**  
Competitive vs. Social

**Transparency**

**Fun**

**Inclusive**  
Participation

**Equality**



**Social Friendships**  
Community



# Our Key Strategic Priorities

1. Junior Players & Teams
2. Senior Players & Teams
3. Volunteers & Participants
4. Marketing, Digital & Social Media
5. Partnerships & Sponsorships

*Primary Focus*

6. Coaching Skills & Fitness
7. Member Engagement
8. Facilities & Equipment
9. Financial





# 1. Junior Players & Teams

<b>Goals</b>		
<p>To provide an clear, inclusive and attractive pathway for Junior players To double Junior participation and registrations in the Milo and Stage 1 Junior program. To achieve at least 2 teams per stage, a team in each age group and an all girls ACC Junior team. To achieve 80% retention per year and 80% local area participation.</p>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Setup an ACC Girls Team – To play u13 Sydney Thunder League Summer Comp	CD, FL	Jan 2018
- Setup Milo & T20 Blast Program for Jan 2018 season	?	Jan 2018
- Create & Communicate Junior Pathways -> ACC Juniors to Reps/Grade/Seniors	CD	Mar 2018
- Introduce new Junior coloured uniforms – design competition & order stock		Jun 2018
- Setup Policy for accommodating Part Timers – Private School players		Jun 2018
- Investigate options to setup teams in Parramatta & Inner West Harbour Comp (Sundays)		Jun 2018
- Setup Stage 3 – U15 teams – Lock in Junior Registration and Teams Earlier with more notice		Jun 2018
- Invest in larger Milo Program 2018/19 – Obtain more coaches – Find a manager for	LF	Aug 2018
- Investigate Private School Teams entering teams via ACC		Aug 2018
- Setup Mid week games with other Junior Clubs, and a winter competition team	CD, Coaches	Sept 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Adopt & embrace new Cricket Australia Junior Formats	CWSCA	2019
- Investigate offering Multi Year Junior Registrations – Lock in players over multiple years		2019
- Offer Registration Discounts – Loyalty, Family & Local, Referrals		2019



## 2. Senior Players and Teams

<b>Goals</b>		
To provide Senior Players more timing and shorter form playing format options. To double Senior participation and have a team in each CWSCA division.		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Investigate setting up a ACC Winter Competition Team		Mar 2018
- Investigate options to setup teams in Parramatta & Inner West Harbour T20 Competition		Jun 2018
- Investigate Social community Group (Indian/Pakistani) teams to join ACC		Jun 2018
- Create a Father & Sons/Daughters Senior team.		Aug 2018
- Recruit Senior Players – Market to parents of Juniors, and players outside the area.		Jun 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Setup a past players program		2019





# 3. Volunteers & Participants

<b>Goals</b>		
<b>To support our volunteers, managers and coaches in making sure our teams are run well. To double our committee, increase committee skills and volunteer participation.</b>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Setup Regular Monthly Committee – Coaches and Managers Compulsory attendance		Jan 2018
- Committee Recruitment drive – Identify candidates for the committee		Mar 2018
- Align & Restructure Committee to the Strategy		Mar 2018
- Investigate offering Committee Members & Volunteers (Coaches & Managers) Rego discount		Jun 2018
- Run a Mycricket Training program for the Committee members, coaches and managers		Aug 2018
- Provide Coaches & Managers the opportunity to do an Umpiring and Scoring course.		Aug 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Consider paying for specialists where skill gaps exist – Marketing, Technology, team setup		2019
- Develop participation guidelines for Committee, Coaches and Managers		2019



# 4. Marketing/Digital/Social Network



<b>Goals</b>		
<p>To promote and inspire involvement with ACC through Marketing, Promotions, Digital Media.</p> <p>To use technology to deliver great social experiences &amp; member engagement</p> <p>To have one ACC Digital/Social Network that includes both Seniors and Juniors.</p> <p>To Increase spend on Marketing &amp; Digital Media (up to 20% of revenue)</p>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Develop Girls Cricket Promotion - Sydney Thunder League Summer Comp	CD, FL	Jan 2018
- Investigate Marketing Materials Support and opportunities with CNSW		Jun 2018
- Investigate Specialist Marketing Support (eg: from our sponsors - Wests/Club Ashfield)		Jun 2018
- Investigate and Develop a better Player Database with easier access		Jun 2018
- Update ACC Website - Setup Mycricket & get training for Mycricket		Jun 2018
- Organise Cricket Open Days/Registration Days		Aug 2018
- Setup one social media account - Facebook & Twitter for both Juniors & Seniors		Aug 2018
- Investigate team management app (eg: Team stuff, Teamapp, Whatsapp, Mycricket etc)		Aug 2018
- Investigate and obtain training for Online Scoring Apps (eg: MyCricket)		Aug 2018
- Setup ACC News – Game Wrap-ups, Team & Club Milestones for Seniors & Juniors		Sept 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Collate & Market our ACC 46 year history		2019
- Develop a technology new starter and help kit for training managers for setup of teams		2019



# 5. Partnerships & Sponsorships



<b>Goals</b>		
To work as one team to ensure strong internal and external relationships & partnerships and secure longer term support, sponsorships and grants.		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Develop a Partner Engagement & Grant Strategy - Establish a register of current and potential Partners & Sponsors, & list unsuccessful bids to avoid duplication		Mar 2018
- Communicate the ACC Strategy to help with winning grants		Mar 2018
- Promote ACC Advertising Opportunities for Partners & Sponsors – Clothing & Digital Media		Jun 2018
- Maintain & Establish regular relationship with Local Council, CNSW, Grade Clubs, Sydney Thunder & Sixers, Local cricket academies, Local Public & Private Schools, and with other current grant providers – Commbank etc		Jun 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Investigate potential merger with other clubs – Particularly Five-dock and Strathfield		2019
- Investigate Alliance with other Sporting Clubs – Soccer and Rugby clubs		2019



# 6. Coaching Skills & Fitness



<b>Goals</b>		
<p>To support our Coaches and Managers to ensure coaching is well run, vibrant and relevant. To be known as one of the leading clubs for the development of Junior and new starters.</p>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Establish ACC specialist coaching clinics – Batting, Bowling & Fielding clinics	CD	Mar 2018
- Engage CNSW, Grade Clubs – West's and Sydney grade for recruitment of paid coaching	CD	Jun 2018
- Recruit older kids and past ACC players for paid coaching		Jun 2018
- Engage local cricket academies for specialist sessions for each team (2-4 sessions per team) – Allocate \$400/team for professional coaching.		Aug 2018
- Introduce coaching development courses - Mandate CNSW accreditation - Level 1 & 2 coaching courses for all volunteer coaches (To be paid for by ACC or Association)	CD	Aug 2018
- Ensure all Managers and Coaches have a Volunteer Working with Children (WWC) check	CD	Aug 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Develop/Investigate a ACC coaching guide for use by volunteer coaches		2019
- Invite former Junior Players to do Umpiring Course		



# 7. Member Engagement

<b>Goals</b>		
<b>To increase opportunity for social interaction and member engagement through ACC events. To ensure our members receive outstanding value through our ACC (&amp; partner) member benefits</b>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Establish Annual & Mid Season ACC member Engagement Survey	LF	Mar 2018 & Nov 2018
- Communicate the ACC Constitution	LF	Mar 2018
- Establish the ACC Annual Calendar of events – Include all events, committee meetings etc		Mar 2018
- Establish Regular Annual Events – ACC Presentation Night, Easter and Christmas BBQ Party		Mar 2018
- Arrange Annual ACC Excursion (to Bradman Museum, Test match, ODI or T20)		Jun 2018
- Establish & Communicate ACC Member Benefits Register - partner benefits & discounts etc		Jun 2018
- Establish ACC after game drinks - Set Location per team		Aug 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Establish the ACC Hall of Fame & Life Membership		Presentation nights



# 8. Facilities & Equipment

<b>Goals</b>		
<b>To ensure our teams have access to the right type, quality and location of cricket facilities</b> <b>To ensure our teams have the latest equipment meeting regulations and safety standards</b>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Engage Inner West Council to secure grounds for the next 3 years – Input into the Inner West Council Recreational Needs Assessment Plan		Jan 2018
- Engage local Indoor cricket facilities for wet weather Training Facilities.		Jun 2018
- ACC Ball Machine at Centenary – for ACC members	CD, FL	Mar 2018
- Establish Asset Register for all Equipment, Establish an Inventory management process and ensure all equipment has regulatory Adherence.		Apr 2018
- Arrange Annual ACC Excursion (to Bradman Museum, Test match, ODI or T20)		Jun 2018
- Establish & Communicate ACC Member Benefits Register - partner benefits & discounts etc		Jun 2018
- Establish ACC after game drinks - Set Location per team		Aug 2018
<b>Longer Term Objectives &gt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Establish Asset Renewal process every 2 years – Donate old equipment to charities		2019
- Establish ACC canteen at Centenary – Identify a person to manage.		2019





# 9. Financial

<b>Goals</b>		
<b>To achieve financial sustainability and remain profitable with money in the bank</b>		
<b>Short Term Objectives &lt; 12 Mths</b>	<b>Who</b>	<b>By When</b>
- Review Financial Expenditure – ensure we are getting value for our expenditure.		Mar 2018
- Plan Expenditures based on strategic plan – Create budget for 2018/19 – Increase expenditure on Marketing/Digital Technology		Mar 2018
– Review & set Registration charges & Discount options for Family, Volunteers, Committee Members, Multi Year registrations. Ensure Registration Fees are all inclusive of umpire fees		Jun 2018

Thanks!



ASHFIELD CRICKET CLUB



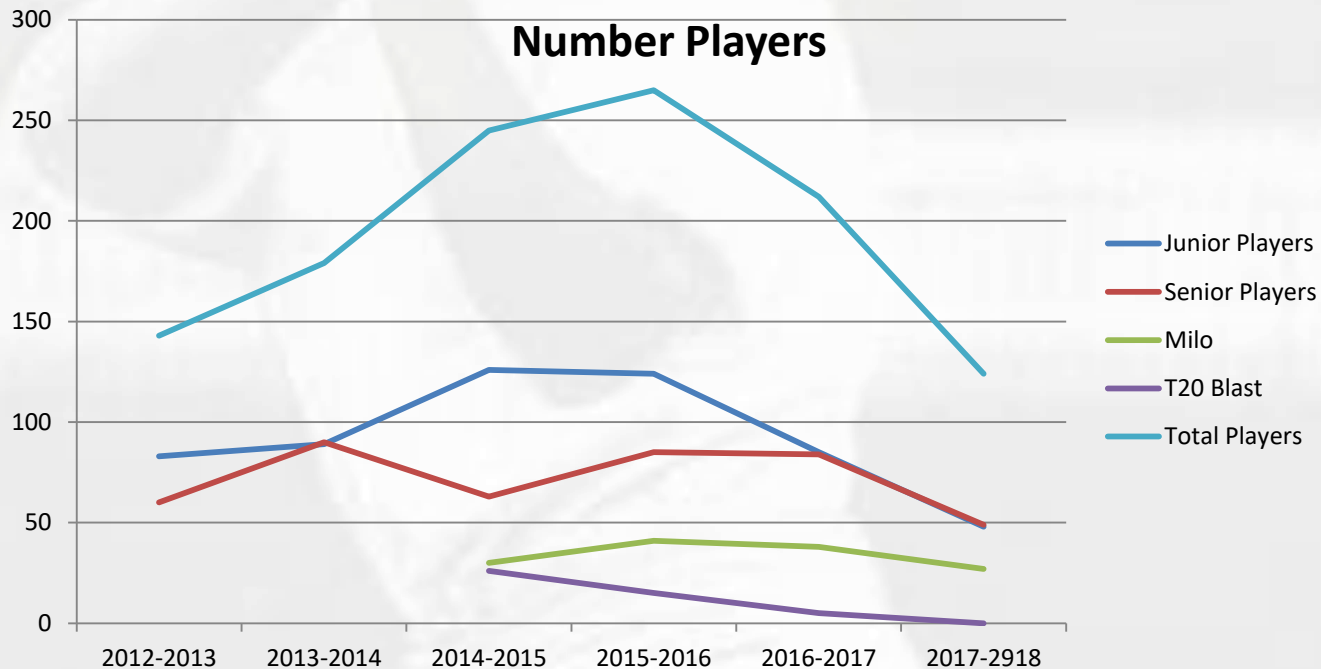
# Appendix

- Pre Planning Position
- Swot Analysis

# Our Pre Plan Position – Player Numbers

Since the 2015/16 season

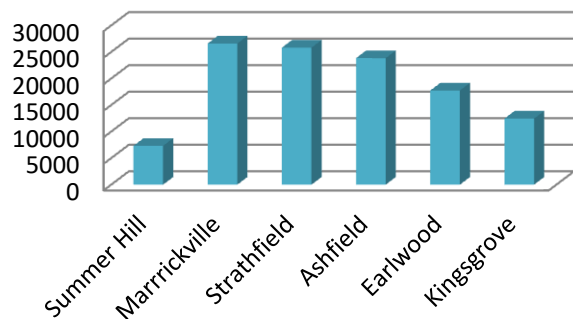
- Junior registrations have dropped by **60%** - From 10 teams down to 4
- Senior registrations have dropped by **42%** - From 5 teams down to 3
- Our total player numbers have dropped by **53%** - From 15 teams down to 7
- We have **no Junior U14s, U15s or U16s** teams



# Our Pre Plan Position – ~ Market Statistics

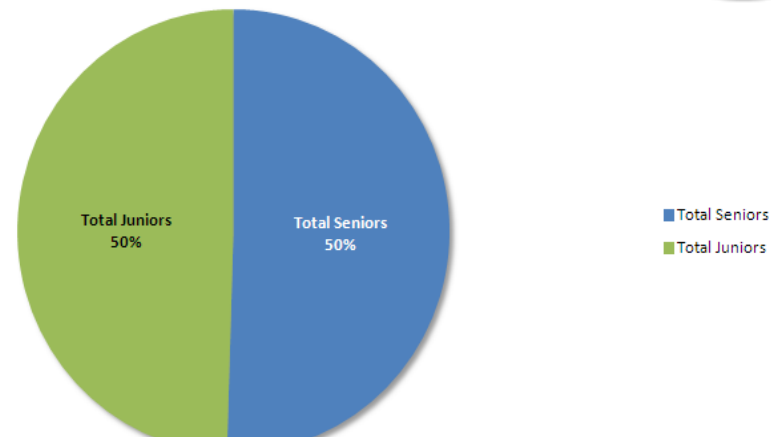


**Total Population by Club Area**



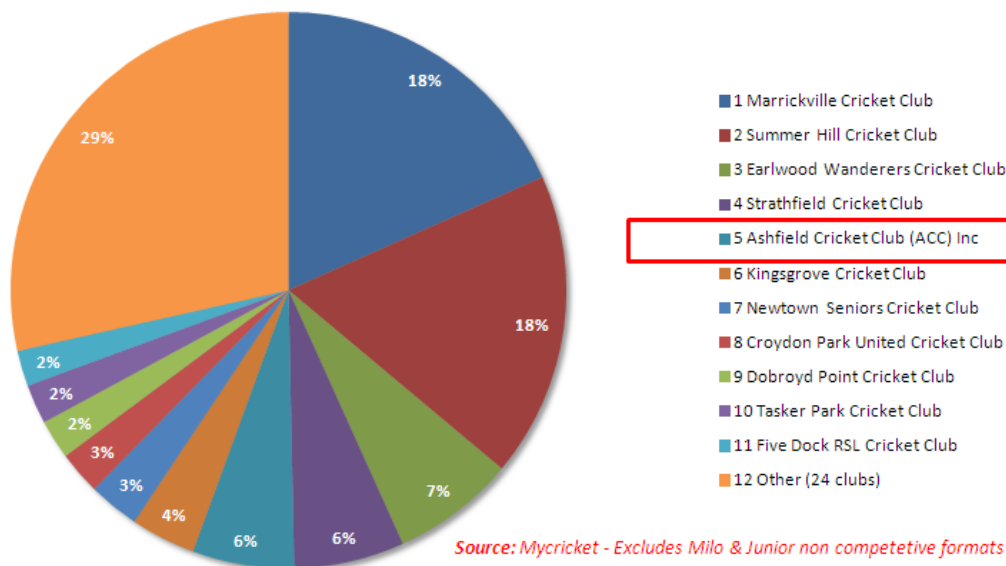
Source: Censis 2016

**Total CWSCA Competitive Players - 1353**



Excludes Milo & Junior non competitive formats

**CWSCA Competitive Players Market Share by Club**



Source: Mycricket - Excludes Milo & Junior non competitive formats

# Our Pre Plan Position – Financials

- Our current financial position is healthy.
- Our Income sources and makeup.
  - Registrations ~ 54 %
  - Grants ~ 38%
  - Fund Raising/Raffles ~ 8%
- Our Expenses in 2016/17 were only 42% of income.
  - Ground Hire, Player Uniforms and CWSCA Fees are our largest expenses. Ground Hire and Uniform costs were reduced substantially in 16/17 due to previous year investment.
  - Investment in coaching represented **only ~4% of income.**
  - Advertising & Marketing, Website represented **< .05% of income.**
  - Social events (incl Presentation Night) represented **< .007% of income**
- We have one of the lowest registration costs in CWSCA.



# SWOT Analysis – From Session 1



## Internal Analysis

### Strengths

- Strong financial position
- Cheap registration
- Good facilities – local ACC direct grounds (not CWSCA)
- Alliances with academies - xpert coaches – Triforce, IC
- Milo & Junior program u5-u13
- Up to date Constitution
- Community based family friendly – Dads & Siblings
- Strong club Identity, 46yr history & tradition, success
- Long term loyalty
- Strong alliances & grants (West's, CNSW)
- Large % of players outside our area

### Weaknesses

- Committee size , volunteer participation, time poor.
- Parent Involvement.
- Structure to Support Coaches & Managers
- Low number of coaches
- Marketing, Advertising & Signage – Low Spend.
- Social Digital Networking / facebook/teamapps
- Low Loyalty, player retention – u14-17
- Low Reps Participation
- Pathway for Grade & Senior cricket
- U14-U17s – No teams, Girls Cricket
- Stuck in the past – New ways of thinking

## External Analysis

### Opportunities

- Greater support from CNSW
- Merger with weaker clubs – eg: Five Dock
- Merging in smaller Teams – (29% of small teams)
- Cricket Australia Initiative – New formats & uniforms
- Increasing grant opportunities – West's Leagues , Combank
- Sydney Thunder and Sixers alliance programs
- Grade club alliances – West's & Sydney grade
- Local schools – marketing/Including their teams (Trinity)
- Play in other Associations – Parramatta & Inner west
- Womens cricket - Womens Big Bash League – marketing
- Mycricket technology – Scoring apps
- Uptake of Digital Tech – Team apps and Facebook.

### Threats

- Changing Demographic – Lower interest in Cricket
- Changing Values - game being too long to play
- Litigation concerns – Limiting Involvement
- Working Parents – No time to give to Committee
- Limited access to local schools
- Losing Facilities - Overlap with other sports – Summer Soccer, basketball
- Private Schools Cricket
- Other Super Clubs – Marrickville, Summer Hill

# SWOT Analysis – Ideas to Consider



- **Address our committee size and structure**, increase parent/player participation, bring in new ways of thinking, Incentives for volunteers with lower rego costs.
- **Communicate our Constitution, Vision & Mission.**
- **Increase spend on Marketing & Social & Team Digital technology** - Use our financial position to pay for specialist support in these areas. Market our Identity - 46yr history & tradition and history of success. Use our alliances to help market more strongly to local schools. Use Large % of players from outside our area to market beyond our area.
- **Create one common place for all communications** – One Face-book & Website
- **Build a strong Junior program – Milo & Junior Stage 1** - Build teams in the u14 – u17 age group from next season. Build a clear Pathway from Juniors to Seniors Cricket and Grade Cricket. Support Cricket Australia new Junior Formats and coloured Uniforms.
- **Create a Junior Girls program** – use the CNSW support and WBBL to create interest - Build a Junior Girls team next year.
- **Provide different playing /time options** – Consider placing a team in other Associations – Parramatta & Inner West – offering different competitions
- **Build our coaching support structure** - use our alliances with academies, grade clubs and cricket NSW coaching programs.



# SWOT Analysis - Ideas to Consider



- **Pursue Merger Opportunities** -with other struggling clubs – Five dock and Strathfield.
- **Create more social development opportunities** – after game BBQs, common Junior/Senior training sessions, Dads & sibling games, Midweek games, State & International game passes and events.
- **Build an ACC Calender of events** (Including Committee meetings & social events).
- **Work with Councils and use our financial position to secure our facilities for the longer term.**
- **Pursue stronger alliances** with Cricket NSW, Sydney Thunder, Sydney Sixers and Grade Clubs
- **Secure larger/longer term grants** - Use our Long term Loyalty, current strong alliances to (Wests, Commbank, CNSW), advertising opportunities (Logos on Uniforms, website, facebook) and our vision/strategy to secure longer term grants.
- **Build Player Loyalty** –Communicate membership benefits including benefits achieved through alliances & partners, and monies received through grants – Ensure our members know what they get for membership. Introduce family benefits or discounts.
- **Invite Private Schools** to enter teams into our local competition under ACC – Trinity, Newington, etc. Ensure there is a policy for part time players.
- **Review our Financial Spend** – Ensure we are getting value for our spend