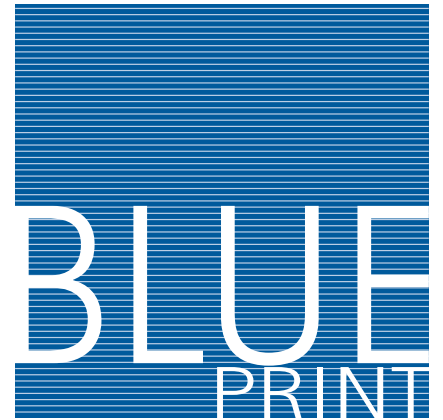


# cricket nsw

FORWARD PLAN 2004-2007



**CRICKET**  
NEW SOUTH WALES



## STRUCTURE

The foundation and framework of Cricket NSW's four year Blueprint is an intended and deliberate strategy, but sufficiently non-prescriptive for Cricket NSW to identify and pursue emergent strategies at any time, in anticipation of and in response to internal and external influences.

Blueprint is a corporate plan with a corporate vision. The corporate vision has been distilled into a series of strategic objectives for each area of Cricket NSW's sphere of activity.

The strategic objectives will be developed through the formulation and implementation of Operation Plans for each of Cricket NSW Departments. The Operation Plans will include critical paths, critical success factors and performance indicators. The Plans will be specific, short term, resource driven and work to clear objectives.

## PURPOSE

The purpose of this Blueprint is to provide clubs, associations, current and potential strategic partners such as sponsors, with a clear strategic direction for Cricket NSW's activities. The intention is to deliver high quality, professional, cohesive and co-ordinated services to exceed the needs of all of its stakeholders during the next four years.

## VISION

Cricket NSW's vision is for the Association to be recognised domestically and internationally as a world leader in the provision of cricket participation opportunities and development of high performance cricket both on and off the field of play, demonstrating sound ethical principles, high standards of governance and management and a clear, well informed and cohesive player-focussed approach in all aspects of its business.

## CURRENT POSITION

Cricket NSW fulfils a significant and vital role in the success of cricket at an international and domestic level. However, Cricket NSW must ensure that this role does not diversify or dilute its equally important obligations to provide foundation, participation and development opportunities in the game throughout the state.

## VALUES

Cricket NSW values:

- Being a strong, dynamic, respected and proactive Association catering for all the community
- Diversity, stability and well-being in our member Associations, Clubs and players, encompassing all ages
- High ethical standards in the behaviour of all officials, administrators and players
- The needs of the various player groups (juniors, males & females, seniors, indigenous, elite & professional)
- Providing cost-effective services to our customers
- The skills and contributions of our staff and volunteers





## STRATEGIC GOALS

Cricket NSW believes that to achieve this vision it needs to focus efforts on six major strategic goals:

### 1. Participation:

Maximise awareness of and participation in cricket throughout NSW and become the 'sport of choice' for all, regardless of age, gender, ability, time & ethnicity.

### 2. Talent Identification & Development:

To be the world leader in the research, development and implementation of cricket talent identification and development programmes.

### 3. Elite Performance:

To create the optimum environment in which NSW cricketers can produce their best performances, leading to domination at all Australian championships and other significant competitions.

### 4. Ancillary Personnel:

Increase the quality, quantity and retention of key ancillary personnel in cricket such as coaches, umpires, scorers, administrators and curators.

### 5. Commercial Operations & Public Affairs:

To maximise revenue through efficient management of the organisation's rights, image and brands together with the establishment of positive relationships with key stakeholders through effective communication.

### 6. Governance, Management & Operations:

To be recognised as a progressive, efficient and effective business operation having strong leadership at every level of the game.

## PERFORMANCE TARGETS

Cricket NSW's performance targets for this 4 year period are as follows:

1. To dominate all levels of competitive cricket, male and female, senior and youth ages.
2. To provide Australian representatives in all squads totalling 30%.
3. To increase participation in cricket and numbers of associated personnel in the state by 5%.
4. To maintain crowd attendance at home state matches at an average of 60,000 per year.
5. To maximise income generation thereby allowing an operational profit to be reinvested into the development of the game at all levels.

## DURATION

The duration of this Blueprint is 1 January 2004 - 30 September 2007.

## COSTS OF THE PLAN

Cricket NSW acknowledges the need for a financial commitment in order to deliver this Blueprint and seeks to maximise the use of resources and in particular, avoid duplication or wastage of assets, financial, facilities, and/or personnel. Detailed budgets to deliver Cricket NSW's strategic objectives will be developed through the Operation Plans for each Cricket NSW Department.



## Key Area 1: Participation

**Strategic Goal: Maximise awareness and participation in cricket throughout NSW, and become the 'sport of choice' for all, regardless of age, gender, ability, time & ethnicity**

Objectives	Strategy
Raise the profile of the game of cricket throughout the general community.	<ul style="list-style-type: none"> <li>➤ Involve Cricket NSW at appropriate awareness raising events.</li> <li>➤ Utilise all forms of state and local media to profile cricket and Cricket NSW activities.</li> <li>➤ Utilise high profile and elite state cricketers and former stars in local promotional activities throughout the state.</li> </ul>
Continue to attract and recruit young people to the sport of cricket.	<ul style="list-style-type: none"> <li>➤ Continually trial, monitor and review new recruitment initiatives to compliment traditional methods.</li> <li>➤ Promote modified cricket as fast, fun and inclusive to break preconceived perceptions of the game.</li> <li>➤ Target recruitment resources (officer time and funding) at geographical areas and participation groups currently under-represented.</li> <li>➤ Cross promote the game of cricket with other sports.</li> <li>➤ Broaden the base of schools playing competitive cricket through the Cricket Officer and Volunteers programmes.</li> </ul>
Keep cricket strong in schools.	<ul style="list-style-type: none"> <li>➤ Work with the regional zones to continue to support and develop schools cricket.</li> <li>➤ Create better club/school links as a means of providing a pathway to supplement school cricket.</li> <li>➤ Provide guidance and in-service training to schools in delivering cricket within the curriculum.</li> <li>➤ Provide support and advice to schools wishing to develop extracurricular cricket activities.</li> <li>➤ Establish an acknowledgment scheme for schools and teachers involved in delivery of Blueprint objectives.</li> </ul>
Retain young people playing cricket.	<ul style="list-style-type: none"> <li>➤ Review underage competition game formats, structures and coaching techniques with clubs and schools to ensure that the maximum number of players is retained in the game.</li> <li>➤ In conjunction with local associations and school cricket bodies develop clear and consistent pathways for transition from the modified game to junior and senior cricket, identifying emerging talent and linking with Cricket NSW talent identification programmes.</li> <li>➤ Encourage clubs to afford high priority to junior developments by improving school-club links and integrating junior sections within their senior club.</li> </ul>
Increase awareness and number of non-elite cricket playing opportunities for adults and children.	<ul style="list-style-type: none"> <li>➤ Work closely with all senior clubs to link and actively recruit from local junior clubs and other sport initiatives.</li> <li>➤ Encourage local associations to provide the widest range of cricket participation opportunities to meet the requirements of their local population.</li> <li>➤ Support the ongoing development of cricket for women and girls.</li> <li>➤ Create an awareness programme to promote umpiring, scoring, administrating and other volunteer roles for adults and young people who are keen to get involved in other areas of cricket.</li> </ul>
Provide an environment to allow member clubs to prosper as a result of their own actions and decisions whilst drawing on the support and advice provided by Cricket NSW.	<ul style="list-style-type: none"> <li>➤ Seek the opinions of the cricket community to ensure Cricket NSW is focussed on the grass roots development of cricket.</li> <li>➤ Help clubs re-define their role going forwards in a changing environment to ensure that they are focussed on cricket development, promoting the game and social opportunities, competitive cricket and operating their clubs effectively.</li> <li>➤ Communicate 'best practice' in local association, club and school cricket in areas of administration, recruitment, community programmes and facility development.</li> <li>➤ The establishment of a club-planning programme to provide a standard template and a training system to assist clubs operate more efficiently.</li> <li>➤ Assist clubs to plan for their future to become top class community cricket and sporting complexes offering quality playing and social programmes on a year round basis.</li> <li>➤ Introduce a volunteer recruitment programme which can help clubs mobilise the volunteer workforce in their locality and ensure that they can make a meaningful &amp; enjoyable contribution.</li> <li>➤ Promote the adoption of Cricket Australia's Junior Cricket Policy thereby addressing current issues such as spirit of cricket, etiquette and safety.</li> </ul>
Optimise facility development throughout the state through the operation of a fair, structured and accessible grants and loans scheme.	<ul style="list-style-type: none"> <li>➤ Ensure Cricket NSW has a constructive, transparent and sustainable grants and loans scheme accessible by all clubs and associations throughout the state.</li> <li>➤ Ensure comprehensive criteria and guidelines are established, promoted and distributed for Cricket NSW grants and loans scheme.</li> <li>➤ Provide access and advice to Cricket Australia's club facilities funding programme.</li> <li>➤ Provide advice and support for affiliates to access funding for facility development through local and state government partnerships and similar schemes.</li> </ul>
Promote and uphold the spirit of cricket.	<ul style="list-style-type: none"> <li>➤ Promote Cricket Australia's 'Spirit of Cricket's' key values to all participants.</li> <li>➤ Acknowledge and reward participants and groups best upholding the Spirit of Cricket.</li> <li>➤ Develop and promote appropriate Code of Behaviour at all levels of participation.</li> </ul>

## Key Area 2: Talent Identification & Development

**Strategic Goal: To be the world leader in the development and implementation of talent identification and development programmes**

Objectives	Strategy
Ensure Cricket NSW has the world's best talent identification and development programmes ensuring they adequately prepare young players for entry to the senior game.	<ul style="list-style-type: none"> <li>➤ Research and monitor global talent identification and development programmes.</li> <li>➤ Maintain and frequently review regional areas.</li> <li>➤ Support programmes with best practice.</li> <li>➤ Maintain and seek to increase the quality of deliver programmes.</li> <li>➤ Continue and support research and development.</li> </ul>
Identify, monitor, develop and recognise talented athletes.	<ul style="list-style-type: none"> <li>➤ Organise and manage progress of talented athletes.</li> <li>➤ Target athletes and talent, not just players.</li> <li>➤ Support performance pathway programmes.</li> <li>➤ Annually review role, methods and effectiveness.</li> <li>➤ Explore opportunities to minimise barriers to opportunities through sponsorship.</li> <li>➤ Establish talent identification centres of NSW ensuring access to all areas.</li> </ul>
Design and deliver programmes that maximise player talent and welfare.	<ul style="list-style-type: none"> <li>➤ Monitor global trends and coach specific to cricket.</li> <li>➤ Identify player trends and needs.</li> <li>➤ Seek suitable partnerships with clubs and schools.</li> <li>➤ Expand programmes to include all areas of the state.</li> <li>➤ Support programmes with international analysis systems.</li> <li>➤ Ensure skill development resources are available.</li> <li>➤ Develop and improve the range of programmes.</li> <li>➤ Secure resources to improve coaching across regional NSW.</li> <li>➤ Establish Cricket NSW High Performance coaches and players.</li> </ul>
Develop player incentive scheme to encourage player loyalty to NSW.	<ul style="list-style-type: none"> <li>➤ Continue to recognise player performance.</li> <li>➤ Utilise high profile NSW cricketers.</li> <li>➤ Provide programme of camps, clinics and tours.</li> <li>➤ Press Cricket Australia for increased player base.</li> </ul>
Maintain and reinforce Sydney Cricket Grade competitions' position in talented player career path.	<ul style="list-style-type: none"> <li>➤ Maintain close relationship with Cricket Australia.</li> <li>➤ Encourage talented players to participate in Sydney Grade.</li> <li>➤ Encourage Cricket NSW affiliates to support Sydney Grade.</li> <li>➤ Work with Grade competition conditions that complement Cricket NSW objectives.</li> <li>➤ Assist Sydney Grade clubs to provide a pathway to complete Cricket NSW high performance pathway.</li> <li>➤ Ensure Sydney Grade club local accessibility for and participation.</li> </ul>
Maintain relationship and increase presence at New South Wales Institute of Sport (NSWIS).	<ul style="list-style-type: none"> <li>➤ Achieve NSWIS key performance indicators.</li> <li>➤ Develop proposal to make cash funding for 2005-2009 quadrennial.</li> </ul>



**Development**  
**Investment in the research,**  
**and development of cricket talent**  
**programmes**

...trends.  
 ...and update current programmes in metropolitan and  
 ...st qualified coaches and personnel.  
 ...strong financial investment in resources to develop and  
 ...h projects that seek to enhance performance.  
 ...sive state training and competition programs.  
 ...results alone.  
 ...ys with best qualified personnel and resources.  
 ...s and criteria for coaches and scouts.  
 ...mise costs and maximise exposure and promotional  
 ...rship and partnerships.  
 ...and development programmes across all major regional  
 ...ss for all appropriate coaches and players.  
 ...ching methods and adapt, enhance and implement  
 ...eds.  
 ...th appropriate bodies to add value to programmes.  
 ...e experience in playing in international teams at all ages levels.  
 ...ernationally recognised and progressive I.T. and performance  
 ...urces to support player development and performance.  
 ...ge of key performance indicators for individuals, teams and  
 ...ore talent identification and development services to  
 ...formance Academies in regional areas to service identified  
 ...performances with structured award scheme.  
 ...nt and past players to work alongside emerging talent.  
 ...ours and matches both interstate and overseas for all squads.  
 ...eased funding to meet the needs of the large NSW  
 ...ith Sydney Grade competitions' administrators.  
 ...participate in Sydney Grade competitions.  
 ...tes to refer talented players to Sydney Grade clubs.  
 ...administrators to develop competition formats and playing  
 ...icket NSW high performance and elite programmes.  
 ...rovide coaching, playing, mentoring and facilities that  
 ...performance and elite programmes.  
 ...ations, playing costs, competition formats facilitate  
 ...tion by talented players.  
 ...nce indicators to maintain existing programs.  
 ...e for expansion of access for squads and increased  
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**Key Area 3: Elite Performance**

**Strategic Goal: To create the optimum environment in which NSW cricketers can produce their best performances, leading to domination at all Australian Championships and other significant competitions.**

**Objectives Strategy**

<p>Examine and develop innovative and progressive initiatives to maximise the game experience.</p>	<ul style="list-style-type: none"> <li>➤ Research and develop game scenario planning models.</li> <li>➤ Educate players in match planning and preparation.</li> <li>➤ Collate quality statistical and analytical information on opposition.</li> </ul>
<p>Enhance high level sports science programmes to ensure peak fitness, injury rehabilitation and access to psychology and other appropriate services.</p>	<ul style="list-style-type: none"> <li>➤ Appoint and/or ensure access to qualified and appropriately experienced personnel to provide physiological, biomechanical and psychology support for all NSW squads.</li> </ul>
<p>Introduce and implement policies for all state players and management to ensure professionalism and high standards of behaviour both on and off the field at all times.</p>	<ul style="list-style-type: none"> <li>➤ Ensure all Cricket Australia policies are well disseminated and educated through all state representative squads and their management.</li> <li>➤ Adopt additional relevant policies such as smoke-free, sun-smart and pregnancy guidelines for all NSW squads and encourage their adoption throughout affiliates.</li> <li>➤ Ensure all players, officials and management fully understand their obligations and stature as a NSW representative, both on and off the field, and supplement with a NSW Code of Behaviour where appropriate.</li> <li>➤ Develop and promote fair and prompt disciplinary procedures for all areas of behaviour, on and off the field, and encourage adoption throughout affiliates.</li> </ul>
<p>Support players with a contemporary welfare model to advance their full development within and outside the cricketing arena.</p>	<ul style="list-style-type: none"> <li>➤ Monitor global trends and research other successful athlete welfare models.</li> <li>➤ Promote holistic approach to player development throughout all NSW squads.</li> <li>➤ Identify needs and thereby establish an education, training, medical, employment and personal counselling component within all state programmes for players and coaches.</li> <li>➤ Develop and maintain partnerships with appropriate bodies to appropriately service all player needs thereby allowing them to fulfil their cricketing potential.</li> <li>➤ Liaise with the Australian Cricketers' Association to ensure Cricket NSW welfare programmes are relevant and complementary to their services.</li> <li>➤ Ensure good communication between junior representative squad management and senior state squad Welfare Co-ordinator to ease player transition and information.</li> <li>➤ Establish appropriate welfare programmes to support NSW players at the end of and beyond their cricket playing careers.</li> </ul>
<p>Increase profile of the domestic limited-over and First Class programmes together with all senior state players, male and female, creating positive role models for junior players.</p>	<ul style="list-style-type: none"> <li>➤ Utilise senior state players in all Cricket NSW promotional activities throughout NSW.</li> <li>➤ Utilise marketing tools such as the Cricket NSW and NSW Blues websites to attract supporters and junior cricketers and promote players and matches.</li> <li>➤ Incorporate visits to state matches and talks from senior players for all age-group representative squads.</li> <li>➤ Programme at least one domestic limited-over and one First-Class match in a regional area per season.</li> </ul>
<p>Secure regular and priority access to and develop world-class training, playing and support facilities for elite players, coaches and ancillary personnel.</p>	<ul style="list-style-type: none"> <li>➤ Utilise high profile NSW cricketers to promote and support development of less prominent areas such as umpiring, women's and indigenous cricket.</li> <li>➤ Identify, develop and support appropriate level training and playing facilities throughout NSW for all state squads.</li> <li>➤ Identify quality grounds in regional and metropolitan areas with potential to host national and international matches and support their development through advice, grants and loans and proactive backing for partnership funding submissions.</li> <li>➤ Support and progress strategically located, high performance cricket training and competition facilities including the following areas:                      Indoor &amp; Outdoor Training areas                      Fitness and gymnasium areas                      Injury rehabilitation                      Sports science facilities                      Administration Offices                      Players Area</li> </ul>

## Key Area 4: Ancillary Personnel

**Strategic Goal: Increase the quality, quantity and retention of key ancillary cricket personnel such as coaches, umpires, scorers, administrators and curators**

### Objectives

### Strategy

<p>Continue to invest in recruitment and retention programmes, for umpires, scorers, coaches and administrators at all levels.</p>	<ul style="list-style-type: none"> <li>➤ Appoint a full-time NSW Umpires &amp; Scorers Development Officer.</li> <li>➤ Establish and promote coaching, scoring, umpiring and administrating as attractive opportunities for players of all ages in all areas.</li> <li>➤ Develop a strategic recruitment plan aimed at schools and general promotion to encourage people to take up umpiring, scoring, coaching and administrating at a younger age.</li> <li>➤ Target low participation groups such as women's and indigenous to specific introductory courses.</li> <li>➤ Progress structure and delivery of introductory level umpiring and coaching courses throughout NSW, in and out of season.</li> <li>➤ Expand programme of courses to be delivered in all regional areas to ensure active coaches and umpires are accredited.</li> <li>➤ Programme coach, scoring and umpire tutor education courses in regional areas to encourage local ownership of development.</li> <li>➤ Provide ongoing support and contact with accredited umpires and coaches keeping them abreast of emerging trends, laws and Cricket NSW activities.</li> <li>➤ Ensure that all trainers are accredited to conduct training courses in a uniform and acceptable manner.</li> <li>➤ Investigate and identify personnel's varying motivations for participation and reward accordingly.</li> <li>➤ Develop a publicity programme designed to raise the profile of umpiring, coaching, administrating and other volunteer roles.</li> </ul>
<p>Design and implement programmes that improve and recognise coaching and umpire talent.</p>	<ul style="list-style-type: none"> <li>➤ Establish and promote workshops and forums to enhance knowledge and quality of coaches and umpires.</li> <li>➤ Continually introduce activities to improve the quality of club coaches throughout NSW.</li> <li>➤ Continue and further promote Cricket NSW Coaching and Umpire Awards.</li> <li>➤ Establish a coaching newsletter including emerging coaching methods and trends.</li> <li>➤ Develop Cricket NSW coach education resource library.</li> <li>➤ Develop specific course modules in CD ROM packages with intellectual property licensed to Cricket NSW.</li> </ul>
<p>Consolidate and enhance effective pathways to identify talented coaches and umpires.</p>	<ul style="list-style-type: none"> <li>➤ Confirm and promote coach and umpire pathways and support systems to national standard and beyond.</li> <li>➤ Ensure talent identification, support and feedback model developed throughout the regional areas.</li> <li>➤ Ensure access to coaching and umpire courses for all state representative players.</li> <li>➤ Progress Cricket NSW Academy of Coaching.</li> </ul>
<p>Contribute to the development of Cricket Australia's education models for coaches, umpires, scorers, curators and administrators.</p>	<ul style="list-style-type: none"> <li>➤ Ensure appropriate Cricket NSW staff are represented on relevant national and international development and decision-making groups with regards to umpiring and coaching resources and courses.</li> </ul>
<p>Provide access to resources and opportunities for skill development and information dissemination for all ancillary cricket personnel.</p>	<ul style="list-style-type: none"> <li>➤ Arrange seminars and develop information packs to enhance the role and development of administrators at club and association level.</li> <li>➤ Access range of resources from Department of Sport &amp; Recreation in areas such as risk management, governance and administration and disseminate to affiliates.</li> <li>➤ To offer computer/electronic based self-paced umpire and scorer training and examinations.</li> <li>➤ Introduce regular compulsory revision training to all officiating umpires and scorers.</li> <li>➤ Utilise CD's and DVD's as effective method of disseminating coaching, umpiring, administration documents and other educational information.</li> </ul>
<p>Create career pathways for talented ancillary personnel.</p>	<ul style="list-style-type: none"> <li>➤ Provide training and development opportunities for Cricket NSW affiliates' talented personnel.</li> <li>➤ Appoint affiliates' talented personnel to Cricket NSW committees, project teams and other similar roles.</li> </ul>

## Key Area 5: Commercial Operations

**Strategic Goal: To maximise revenue through the organisation's rights, image and brand and build positive relationships with key stakeholders**

### Objectives

### Strategy

<p>Maximise attendance at ING Cup fixtures.</p>	<ul style="list-style-type: none"> <li>➤ Conduct market research on a regular basis.</li> <li>➤ Implementation of a strategic marketing plan.</li> <li>➤ Establishment of a spectator club.</li> <li>➤ Schedule fixtures on Sunday.</li> <li>➤ Investigate the potential of Day/Night fixtures.</li> <li>➤ Mirror the presentation of ODIs.</li> <li>➤ Introduction of ticket offers for families.</li> <li>➤ Continue to take fixtures "to the people".</li> <li>➤ Identify other suitable venues.</li> <li>➤ Implement a major promotion campaign.</li> <li>➤ Appoint media partners.</li> <li>➤ Plan and stage fixtures to attract maximum attendance.</li> </ul>
<p>Maximise attendance at Pura Cup fixtures.</p>	<ul style="list-style-type: none"> <li>➤ Promote fixtures through the media and networks.</li> <li>➤ Invite schools to attend.</li> <li>➤ Strategic scheduling.</li> <li>➤ Distribute season passes and other incentives to players.</li> </ul>
<p>Maximise revenue from Corporate Hospitality.</p>	<ul style="list-style-type: none"> <li>➤ Appoint exclusive on and off field agents.</li> <li>➤ Strive to secure a minimum guaranteed revenue.</li> <li>➤ Identify additional hospitality opportunities.</li> <li>➤ Generate additional revenue through corporate hospitality packages.</li> </ul>
<p>Maximise revenue from Sponsorship and Supplier agreements.</p>	<ul style="list-style-type: none"> <li>➤ Appoint a sole agent to source and manage all sponsorship and supplier agreements.</li> <li>➤ Review current sponsorship and supplier agreements.</li> <li>➤ Identify additional properties for sponsorship and supplier agreements.</li> <li>➤ Secure major sponsors of Cricket NSW Umpires and Scorers Association.</li> <li>➤ Exceed the expectations of current sponsors and suppliers.</li> <li>➤ Identify cost centres within the organisation for the establishment of a sponsorship and supplier programme.</li> <li>➤ Appoint a Marketing Assistant to manage all sponsorship and supplier agreements.</li> </ul>
<p>Maximise revenue from the sale of Merchandise.</p>	<ul style="list-style-type: none"> <li>➤ Investigate the appeal of the current merchandise.</li> <li>➤ Introduce additional items, where appropriate.</li> <li>➤ Investigate the establishment of a merchandise store.</li> <li>➤ Establishment of a secure online merchandise store.</li> <li>➤ Provide supporter club members with exclusive merchandise.</li> <li>➤ Include merchandise in ticket packages.</li> <li>➤ Drive patrons to merchandise giveaways.</li> <li>➤ Place the 'Blues Mobile' at suitable locations.</li> </ul>
<p>Maximise revenue from the sale of signage and advertising at the SCG.</p>	<ul style="list-style-type: none"> <li>➤ Increase the percentage of the SCG revenue from signage and advertising.</li> <li>➤ Build relationships with current and potential advertisers.</li> <li>➤ Obtain "market" valuations for signage and advertising.</li> <li>➤ Identify opportunities to commission advertising.</li> </ul>

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 distribution of nightly highlights package to television  
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 outlets at ING Cup fixtures through low cost promotions and  
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 bine advertising with product sampling and promotions.

### Objectives

### Strategy

**Maximise revenue through the sale of ticket packages to domestic and inbound tour groups.**

**Increase the number of members in the Blue Healers and Doug Walters Supporter Clubs.**

**Brand Cricket NSW to ensure a unified commercial property.**

**Identify other potential revenue streams.**

**Build relationships with stakeholders through effective communication.**

**Conduct all events in a manner that benchmarks the organisation as a leader in the sports and entertainment industry.**

**Increase the amount of coverage Cricket NSW's activities attracts throughout media outlets in NSW and nationally.**

- Appoint a sales agent to sell packages to inbound groups.
- Liaise with Ticketek to ensure large groups are unable to source tickets.
- Establish a mutually beneficial partnership with Tourism Sydney.
- Identify opportunities beyond an Ashes Tour.
- Increase the level of communication through email.
- Review level of satisfaction.
- Identify benefits which add value.
- Implement a strategic marketing campaign.
- Identify potential corporate members of the DWC.
- Introduction of family discounts.
- Establishment of branding guidelines template.
- Appoint a graphic design and advertising agency to ensure that Cricket NSW is branded consistently.
- Establish an approvals process which ensures the consistent presentation of Cricket NSW's intellectual property.
- Benchmark and compare current practice with marketing and sponsorship of other sports and leisure activities.
- Utilise customer research to focus and better meet niche customers' needs.
- In conjunction with all Cricket NSW departments and affiliates, build a database of relevant stakeholders.
- Ensure that the organisation's websites are effective and up-to-date communication tools.
- Continue to publish 'Go Blues' magazine and increase distribution to relevant stakeholders.
- Appoint a Corporate Communications Coordinator.
- Establish and implement a proactive Public Relations Management Plan identifying opportunities and recognising risks.
- Ensure all fixtures are both spectator and player focussed together with high regard given to obligations to sponsors.
- Provide Cricket NSW's departments and affiliates with direction and advice to ensure that the quality of events is consistently high.
- Utilise specialist consultants, as required, to deliver high quality events.
- Enhance Cricket NSW's capability of producing quality video packages in-house through provision of staff, equipment and training.
- Appoint a Marketing Assistant to assist in event coordination.
- Implement a Media Relations Action Plan, which builds effective and rewarding relationships with key media outlets.
- Identify and support opportunities for all departments and affiliates to generate publicity.
- Establish a Crisis Management Plan and educate key personnel.
- Implement a media training programme for senior management and senior representative teams.
- Provide Cricket NSW departments and relevant personnel with access to digital cameras and remote access capabilities in order to promote activities.
- Monitor all relevant media throughout NSW.



## Key Area 6: Governance, Management & Operations

**Strategic Goal: To be recognised as a progressive, efficient and effective business operation having strong leadership at every level of the game.**



### Objectives

Ensure Cricket NSW provides open and accountable leadership.

Effective implementation of the Cricket NSW Blueprint 2004-2007.

Ensure continuous improvement in Cricket NSW through formal planning processes.

Enhance the financial strength of the Association.

Ensure Cricket NSW management and staff are a professional and cohesive team.

Ensure that all Cricket NSW activities reflect the wishes and anticipate the needs of all its constituent parts and stakeholders.

Advance Cricket NSW interests and enhance relationships with all levels of government and external sporting organisations.

Efficiently utilise skills of affiliates' talented administrators.

For Cricket NSW to be recognised as a principal stakeholder in and contributor to the development, direction and decisions of Cricket Australia and ICC, and as a proponent of the sharing of information and knowledge for the improvement of the cricket movement as a whole.

### Strategy

- Ensure decision-making is timely, effective and co-ordinated and appropriately communicated.
- Provide high quality, effective and accessible information about Cricket NSW policies and strategies.
- Ensure that Cricket NSW websites are up-to-date and meeting all affiliates' needs.
- Ensure each department develops appropriate operational plans, operational structure, systems, procedures and conducts annual reviews.
- Separate but linked management of the Blues Squad Staff and High Performance Department at state level.
- Review Cricket NSW Blueprint 2004-2007 through assessments with state and regional bodies.
- Conduct a review and planning workshop for all stakeholders 12 months prior to the end of this plan.
- Maintain strong cash position to ensure the Association meets its financial commitments.
- Fully maximise ground hire agreements and commercial opportunities for both international and domestic cricket fixtures.
- Operate within a financial framework, based on a balanced budget, with no operational deficit across the four year cycle.
- Ensure the annual budget and all department operational plans are linked to the Cricket NSW Blueprint 2004-2007.
- Structure association staffing levels to reflect department and members needs.
- Provide professional development and training opportunities for staff to ensure they are aware of industry developments.
- Identify and recruit appropriately experienced and qualified persons for vacant roles.
- Provide an organisational structure that offers staff development opportunities and career paths.
- Ensure regular and appropriate communication with all stakeholders including opportunities to feedback needs and ideas.
- Ensure frequent, two-way and proactive communication between Country Cricket NSW officials and all Cricket NSW departments.
- Seek representation on major organisations eg Sport NSW.
- Maintain working relationship with Department of Sport and Recreation, Australia Sports Commission and NSW Institute of Sport.
- Develop and maintain prominent role in the sports and leisure industry in NSW and Australia.
- Develop and maintain relationships with key suppliers, government agencies, venue providers, media and corporate partners.
- Maintain and promote opportunities for affiliates' administrators to gain membership of Boards and other advisory/policy groups.
- Maintain register of affiliates' administrators' skills, interests and network contacts.
- Ensure NSW are represented on all national committees and panels planning for the future of the game at all levels.