

New Zealand Cricket

# STRATEGIC PLAN

*Pushing beyond boundaries*

2007 2011





# The challenge

*Pushing Beyond Boundaries* is New Zealand Cricket's strategic plan. It provides an overview of what needs to be done to take cricket to new levels within this country.

*Pushing Beyond Boundaries* challenges NZC to advance the game, on and off the field, to higher levels of achievement.

Cricket in New Zealand must drive towards excellence, from our grassroots to our elite teams, to ensure we reach our vision and goals for the sport.

This strategic plan is supported by four-year business plans that cover priority areas for our work.





# Strategic framework

*Pushing Beyond Boundaries* was developed on a strategic framework that links our vision for the sport to our purpose, goals and priorities.

The illustration below highlights how the strategic framework is linked to provide a pathway for the sport for the next four years.



*Pushing beyond boundaries*



# *Our vision*

Cricket is a vibrant game,  
inspiring New Zealand  
through outstanding  
performance



*Pushing beyond boundaries*





# Our purpose

Our purpose is to be an outstanding cricket organisation.

We achieve our purpose by:

- Providing vision, direction, guidance and support to cricket at all levels throughout New Zealand
- Displaying clear, decisive, honest and innovative leadership within the family of cricket in New Zealand and as a member of the international cricket community
- Stimulating the growth of the game and strengthening its support base
- Fostering a culture of excellence and accountability throughout cricket in New Zealand
- Developing outstanding BLACKCAPS and White Ferns teams supported by world class elite player development programmes
- Developing a strong and sustainable commercial base
- Delivering successful sports entertainment events

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# Our goals

We will know that we have succeeded by 2011 if:

- The BLACKCAPS and White Ferns are sustainably number one or two in the world and regularly win world tournaments and series
- Public interest in cricket increases year on year
- Player numbers increase progressively, with over 100,000 people in New Zealand playing cricket
- Revenues and reserves have increased to meet specified targets





# Our priorities

To achieve our goals, the following strategic areas have been prioritised:

- Culture of excellence
- High performing teams
- Family of cricket
- Sustainable growth of the game
- Business of cricket

The strategies outlined in this section are each supported by detailed business plans.



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# Culture of excellence

NZC constantly strives to improve the performance of both NZC as an organisation and the game of cricket in New Zealand.

We need to foster a culture of excellence and accountability in all areas, from grassroots to elite performance, if we are to achieve the vision and goals identified in this plan.

To create a culture of excellence we shall:

- Review our values and behaviours
- Identify and demonstrate behaviours that display excellence and accountability in all areas of the sport
- Continuously improve relationships and communication within the NZC family
- Create a high performance working environment which attracts and retains high calibre people







# High performing teams

The BLACKCAPS and White Ferns are NZC's flagship teams. The success of these teams is important to the growth of cricket in New Zealand and our underlying business. All our energies in high performance are directed towards the performance of these elite teams which are an integral part of our High Performance Programme. We seek excellence from all those involved in the performances of these teams as they seek to become the best cricket teams in the world.

## ELITE PLAYERS

- Identify talented players who can represent New Zealand
- Ensure targeted player development programmes are in place supported by high quality domestic and international competitions
- Partner with the New Zealand Cricket Players Association (NZCPA) to advance players holistically

## COACHES

- Develop a national network of specialist coaches who work throughout the country to advance targeted talent from school to BLACKCAPS and White Ferns level
- Improve the quality of coaches and coaching outcomes at domestic and international level
- Facilitate a cultural shift in coaching so that coaches give and expect world's best performance

## TEAM MANAGEMENT AND SUPPORT

- Develop high quality team management structures and personnel
- Ensure team support and services cover all the requirements of modern elite sport
- Develop and maintain healthy team environments

## GROUNDS AND UMPIRES

- Ensure we have high quality cricket facilities and highly performing umpires



# Family of cricket

**NZC is the head of the family of cricket in New Zealand. We recognise that the roles played by our Major Associations, District Associations, clubs and schools are vital to the health of the game.**

**To maximise the potential of cricket in New Zealand we must work collaboratively with Major Associations, District Associations, clubs and schools to align their goals and priorities to those of NZC.**

## **MAJOR ASSOCIATIONS**

- NZC will empower the Major Associations to effectively plan, deliver and manage cricket in their regions consistent with NZC's strategic vision and direction

## **DISTRICT ASSOCIATIONS**

- NZC will work with Major Associations to empower District Associations to effectively plan, deliver and manage cricket in their regions consistent with their Major Association's strategic vision and direction

NZC's family of cricket also includes other sporting and business partners who work with NZC to enrich the game, on and off the field. Our wider NZC family includes:

- Cubs and schools
- Cricket fans
- International Cricket Council (ICC)
- NZCPA
- NZC's commercial partners
- NZ Cricket Museum and NZ Cricket Foundation
- NZ Cricket Umpires Association
- Past players
- SPARC, regional sports trusts, tertiary institutions and Sport, Fitness and Recreation Industry Training Organisation (SFRITO)
- Venue authorities
- Volunteers who service the game at all levels

NZC's responsibility is to grow and nurture each of these partnerships for the betterment of our game.



# Sustainable growth of the game

Cricket in New Zealand must continue to grow in a sustainable way.

We must continue to actively grow cricket playing numbers while ensuring that existing players are retained and that cricket nationally is supported by a strong infrastructure and volunteer base.

This will occur if we understand and deliver the needs of cricket's participants.

## **GROWING OUR PLAYER BASE AND SUPPORT INFRASTRUCTURE**

- Create promotional and educational programmes to raise the profile of the game of cricket within the community.
- Continue to attract and recruit participants into the game, including Maori, Pacific peoples and other ethnic groups.
- Provide support services for players at all levels through the provision of quality administrators, coaches, umpires, scorers and statisticians and clear pathways and opportunities for their training.
- Retain players in the game, with an emphasis on secondary and post-secondary school players and their successful transition to club cricket.
- Enhance and modify the game by increasing its formats, flexibility and appeal for all participants and to revitalise schools and clubs by improving their structures and organisation.
- Provide appropriate information, assistance and support to keep schools and clubs healthy and build strong links between them, to aid and recognise volunteers, and to optimise facility development.



# Business of cricket

NZC's ability to deliver cricket in New Zealand depends on a strong commercial base. We must continue to generate increased support for the game, optimise revenues, manage costs and mitigate risks to ensure a strong future for the sport.

## FINANCIAL MANAGEMENT

- Optimise revenue opportunities through:
  - Media rights
  - Sponsorship
  - Gate receipts
  - Funding organisations
  - New revenue streams
  - Optimising the mutual value of all commercial partnerships
- Appropriately prioritise resources and prudently manage costs
- Build up appropriate levels of financial reserves

## REPUTATION

- Uphold and promote the values associated with the spirit of cricket
- Have an open and honest organisation that consistently acts with integrity
- Maximise public support for cricket through effective communication programmes
- Grow NZC brands through effective commercial programmes
- Deliver outstanding sports entertainment events

## RISK MANAGEMENT

- Ensure best practice in the governance and management of NZC
- Operate effective organisational risk identification, assessment and mitigation programmes



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