



Auckland Cricket Strategic Plan 2008-2012

BREAKING NEW GROUND

'Breaking New Ground' is the blueprint for what Auckland Cricket hopes to achieve between 2008 and 2012. It has been produced over the first six months of 2008 through a collaborative process between the Auckland Cricket Board, staff and key stakeholders.

The title 'Breaking New Ground' is designed to signify not only a new Strategic Planning period, but also a change in focus. The nature of cricket changed dramatically between 2004 and 2008 with the professionalization of the game in New Zealand and the introduction of Twenty20 globally. These changes now present a range of challenges and opportunities over the next four years.

In Auckland Cricket's case these challenges are compounded by the redevelopment of Eden Park for Rugby World Cup 2011. The changes to governance and design of Eden Park affect Auckland Cricket in a variety of ways and a successful negotiation of the challenges ahead will be crucial to the future well being of our association.



ANDREW EADE CHIEF EXECUTIVE

'Breaking New Ground' is designed to provide a broad framework under which Auckland Cricket can not only tackle the challenges ahead but also raise cricket in Auckland to a new level. While it is a plan specifically designed for Auckland Cricket, it also flows directly from the New Zealand Cricket Strategic Plan for 2007 to 2011 – "Pushing Beyond Boundaries".

This collaborative approach is recognition of the need for NZC and the six Major Associations to work closely together to achieve our shared objectives and goals for cricket in New Zealand. In the similar way it is hoped that this collaborative approach will then extend through to our clubs and schools.

'Breaking New Ground' is a strategic document that sits at the top of a planning pyramid of detailed four year and annual Business Plans and budgets. Its aim is to provide a high level vision for success and growth of cricket in Auckland.

2004-2008: How far have we come? Auckland Cricket identified five key performance areas for the period 2004-2008. An overarching objective was set for each performance area and specific strategies were set out to achieve these objectives.

To assist our Board in monitoring progress over the four year period an 'Annual Scorecard' was also developed that attempted to measure our success using clear, objective data where possible. A matrix was established that prioritized the various areas of performance and provided an annual score out of 100 based on performance.

Over the four year period our performance rating has moved from 59.62 to 69.17. Clearly we have not achieved all our goals, but there have been many notable outcomes including:

- The State Auckland Aces have won three domestic titles (Canterbury is the only other Major Association to have won as many)
- The Auckland Under 19 team has won the national title in three of the four years
- A collaborative working relationship has been established with the Auckland Secondary Schools Cricket Association
- The number of days officiated by umpires in a season has risen from 719 to 876
- Annual funding to our clubs has increased from \$267,000 to \$420,000 and a comprehensive review of our Club is the Hub support programme has been completed.

- A complete review of the Premier Cricket competition has been completed resulting in a new twelve team competition
- Eden Park has consistently been rated as having the best facilities and one of the best pitches in New Zealand
- The association's overall equity has grown by 37% and the Auckland Cricket Development Foundation has developed a capital fund of over \$200,000

While such successes are pleasing, there are also areas in which we did not achieve all we had hoped for:

- Playing numbers in both men's and women's cricket remain static
- The State Auckland Hearts failed to win any titles
- Efforts to introduce new people to cricket through alternative formats of the game met with only limited success

'Breaking New Ground' aims to address these areas of concern, while building on the successes of the last four years.



Our Vision

“Cricket in Auckland strives for excellence through a vibrant, inclusive game that reflects the changing face of both the sport and the city.”



Our Purpose

Our purpose is to deliver our vision through

- Providing vision, innovation, leadership, guidance and support to cricket at all levels throughout the Auckland region
- Stimulating the growth of the game by ensuring the traditional base at clubs and schools remains strong while at the same time embracing alternative formats
- Working with NZ Cricket and the other Major Associations in a constructive manner while recognising that Auckland Cricket is an independent entity responsible for the management of cricket within the region
- Fostering a culture of excellence and accountability throughout cricket in Auckland
- Ensuring that outstanding playing facilities are in place for international, domestic, club and school cricket throughout Auckland
- Producing outstanding players and champion teams through world class player development programmes
- Developing a strong and sustainable commercial base through delivering successful sports entertainment events
- Building stronger communication platforms that better service existing stakeholders and allow us to reach new audiences

Our Goals

We know we will have succeeded over the next four years if by 2012:

- Club and school cricket remain strong and are supplemented by alternative competition formats resulting in an increase to over 19,000 people in Auckland playing cricket
- The State Auckland Aces have won more domestic titles and produced more new Black Caps than any other Major Association
- The State Auckland Hearts have won more domestic titles and produced more new White Ferns than any other Major Association
- The Auckland Under 19 and Auckland Under 17 teams have won more domestic titles than any other Major Association and produced more NZ Under 19 representative players
- Revenues have increased to meet specified targets and the Auckland Cricket Development Foundation has achieved its targeted capital fund
- Eden Park's main stadium remains New Zealand's premier ODI and Twenty20 international venue and the outer oval has been developed into a superb domestic cricket ground that can also host test cricket
- Cricket in Auckland appeals to a wider cross section of society and this is reflected in increased public interest and an active database of over 10,000 supporters and stakeholders



WIDENING THE PRIMARY FOCUS BEYOND CLUBS INTO SCHOOLS AND ALTERNATIVE COMPETITIONS

Our Priorities **To achieve our goals we have identified the following priorities (which are not**

1. **Sustainable growth** strengthening club and school cricket while embracing diversity

Over the last four years much work has gone into establishing sound game development structures at a club level. While these structures have strengthened clubs operationally they have not in themselves produced growth in playing numbers. Over the next four years the focus moves to improving methods of support into clubs while widening the primary focus beyond clubs into schools and alternative competitions.



- **Club is The Hub** – Support and enhance the development of well governed, well managed and appropriately resourced clubs that provide their members with quality coaching, organization and playing opportunities and that effectively recruit and recognize volunteers.
- **Junior Cricket** – Recruit new players into the game and provide strong leadership to junior cricket within clubs and districts on appropriate, progressive playing formats and rules and develop the volunteer delivery of the sport through effective resourcing and guidance.
- **Secondary School Cricket** – Achieve better retention of players through a combination of direct and club-based support to secondary schools targeting administration, coaching and a governance and competition structure that can more effectively deliver cricket at the youth level.
- **Coach Development** – Maintain and grow a comprehensive coach development programme that delivers quality coach education opportunities, increases communication with and recognition of coaches and provides appropriate support and assistance to clubs and schools with their coaching programmes.
- **Grounds** – Establish a grounds policy that seeks to improve the quality of wickets and outfield, targets areas for new artificial pitches, rationalizes the use of grounds across junior, school and club cricket and develops effective relationships with councils and contractors to ensure all cricket facilities are of a high standard.
- **Alternative formats** – Increase participation and grow the profile of the game, particularly in Maori and Pacific Island communities, through the development of new and existing alternative game formats which recognize the desire for shorter, more social leisure options.
- **Umpires** – Work with the Auckland Cricket Umpires Association to increase the number and improve the quality of umpires within Auckland.





ENSURE THAT THE STATE
AUCKLAND ACES AND
OUR INDIVIDUAL PLAYERS
ARE **GIVEN EVERY
OPPORTUNITY TO EXCEL**



in any particular order) and will allocate resources accordingly

2. **Professional cricket** ensuring the Aces are equipped for the professional era

The nature of domestic first class cricket has changed dramatically over the last four years with the introduction of centralized player contracts. The next four years will see even more dramatic change as the professional game evolves following the advent of Twenty20 internationally. Auckland Cricket will aim to ensure that the State Auckland Aces and our individual players are given every opportunity to excel.

- **Management** – Establish a senior management team that provides effective leadership for the Aces while integrating the needs of the players, coaching staff and office staff.
- **Coaching** – To ensure that the Aces coaching structure provides an environment that promotes excellence both as a team and as individual players.
- **Selection** – To put in place a selection panel that can meet the needs of the modern game and communicates effectively with both the contracted players and the wider squad.
- **Contracting & Recruitment** – To build player depth and ensure the Aces remain competitive through a comprehensive contracting and recruitment programme every winter.
- **CPA** – To work closely with the Cricket Players Association to ensure players' needs are adequately addressed.
- **Facilities** – To ensure that Eden Park retains its high level of facilities and that during the temporary relocation from Eden Park due to RWC 2011 the disruption to the quality of playing and training facilities is minimized as much as possible.
- **Playing opportunities** – To explore additional playing opportunities outside the current programme both domestically and overseas.





EXPAND THE **QUANTITY AND QUALITY OF ONE ON ONE COACHING** OFFERED TO IDENTIFIED ELITE PLAYERS



3. High Performance developing elite cricketers and champion teams

Over the last four years Auckland has enjoyed unprecedented success at the age group representative level. This has been due to a range of factors including an improved High Performance Programme and over the next four years the goal is to continue to build on the successful programmes already established.

- **Winter academies** – Continue to review and revise the format of the winter academies in line with the latest coaching and technology advances.
- **One on one coaching** – To expand the quantity and quality of one on one coaching offered to identified elite players.
- **Talent ID and selection** – To review and revise all selection policies and then clearly communicate these policies to those affected
- **Women's cricket** – To put in place a special High Performance Programme for women's cricket that builds greater player depth and quality at all levels.
- **Technology** – To investigate and utilize the latest advances in player development technology where applicable.
- **Coach Development** – To deliver NZC Level Two and Level Three coaching courses of the highest quality and to create additional pathways within Auckland Cricket.
- **Districts** – To identify the appropriate role for the Districts within the Auckland Cricket High Performance Programme and empower the Districts to deliver on that role (includes tournaments).



DEVELOP NEW INCOME
STREAMS THAT
**ALLOW THE GAME TO
GROW** EVEN FURTHER
THROUGHOUT AUCKLAND



4. Business of Cricket
managing the game wisely

Auckland Cricket has performed well as a business over the last four years and as a result has been able to increase funding support to its clubs and schools, provide excellent player development programmes and still increase the association's overall equity. Our next challenge is to develop new income streams that allow the game to grow even further throughout Auckland.



- **Governance** – Maintain high standards of governance through retaining a high quality Board of Directors.
- **Management** – Ensure that all activities are managed efficiently through the use of detailed business plans, clear delegation of responsibilities and meaningful performance reviews.
- **Finance** – Ensure the on-going financial viability of Auckland Cricket through best practice financial management.
- **Marketing** – To develop specific marketing strategies to enhance the profile of the State Auckland Aces, the State Auckland Hearts and the Auckland Cricket Development Foundation.
- **Events** – To develop an annual event calendar and to deliver well organized, vibrant and exciting events.
- **Sponsorship** – To build on relationships with existing sponsors through improved networking opportunities and to introduce new sponsors in targeted areas.
- **New income streams** – To widen Auckland Cricket's revenue base through actively investigating and activating where possible opportunities in user pays services, merchandising and memorabilia and international partnerships.
- **ACDF** – To develop the public profile of the ACDF as Auckland Cricket's charitable arm supporting school cricket and to build its capital fund to \$600,000.





5. Eden Park guiding cricket through the redevelopment

The redevelopment of Eden Park for Rugby World Cup 2011 has been a major national event that has already impacted directly on Auckland Cricket as the original owner of Eden Park. The development will continue over the next four years and will present a range of challenges and opportunities for Auckland Cricket.



- **Design** – To ensure that the final design of Eden Park provides high quality cricket playing and training facilities on both the main stadium and outer oval.
- **Construction & Operations** – To ensure that all cricket facilities are prepared and maintained at a suitably high level bearing in mind the disruption caused by the redevelopment.
- **Governance** – To ensure that Auckland Cricket's interests continue to be fairly represented in the new Eden Park Trust Board governance structure.
- **Commercial** – To ensure that Auckland Cricket is not financially disadvantaged by the changes to design and governance of Eden Park and that all opportunities for commercial benefit are thoroughly explored.
- **Temporary relocation** – To carefully manage the two year period of temporary relocation of both playing and office facilities and minimize the disruption to Auckland Cricket both on and off the field.
- **Outer Oval post 2011** – To ensure that once RWC 2011 is finished the outer oval is reinstated as Auckland Cricket's domestic first class ground and also developed as a test cricket venue.

THE FINAL
DESIGN OF
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PLAYING AND
TRAINING
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A MEDIA COMMUNICATION PLAN THAT SIGNIFICANTLY RAISES THE PUBLIC PROFILE OF AUCKLAND CRICKET AND ITS KEY BRANDS

6. Spreading the word widening the supporter base

Methods and styles of communication have changed dramatically over the last decade. While Auckland Cricket has attempted to embrace new technologies, a fragmented approach has meant that we do not always communicate effectively with our stakeholders and the media. A key new goal over the next four years will be to address this issue and significantly raise the profile of Auckland Cricket.

- **Database management** – To review existing database systems and put in place a long term database solution that will meet the communication needs of Auckland Cricket.
- **Website** – To rationalize and develop the Auckland Cricket family of websites into one integrated website that becomes the primary communication tool for Auckland Cricket.
- **Methods of communication** – To review the existing methods of communication and ensure that these methods meet the needs of stakeholders in terms of frequency and style.
- **Information management** – Review existing systems of information management and introduce best practice models to ensure effective capture, storage and sharing of all institutional knowledge.
- **Media** – Put in place and execute a Media Communication plan that significantly raises the public profile of Auckland Cricket and its key brands.
- **Affiliated organizations** – Put in place and execute communication protocols with affiliated organizations that widen the breadth of our existing stakeholder base.





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