



**RESPECTING  
OUR PAST  
DRIVING THE  
FUTURE**

**CANTERBURY CRICKET**

Canterbury Cricket Association Inc.

**strategic plan  
2009—2012**

# introduction

**CRICKET IN CANTERBURY** has long been followed with great passion and fervour. Participants and supporters are drawn from increasingly diverse backgrounds and enjoy the sport in its various forms. They are assisted by a tremendous array of stakeholders who help promote our great game.

The enormous contribution of our affiliates, club administrators and volunteers is crucial to cricket's prosperity. The many selfless hours they dedicate to the sport at the grassroots level ensures cricket in Canterbury remains our favourite summer sport. Their tireless dedication also fosters and develops our elite representation – both today's and tomorrow's cricketing legends.

Our commercial and funding partners, along with the Christchurch City Council are also important stakeholders. Effective consultation with all these groups will assist us in tackling the issues we face in bringing the goals of this strategic plan to fruition.

Striving to be the best in all that we do underpins each of the objectives we have set, and will help us to develop the best players, coaches, administrators, facilities, participation, promotion and events possible.

Canterbury Cricket has developed a strategic plan to steer us through an exciting and evolving period (2009-2012) and we will again call upon the support of the cricket community to help us achieve our goals both on and off the field.

Our strategic plan outlines the path we will take to achieve our vision of respecting our past and driving the future. Achieving our goals will also allow us to effectively contribute to New Zealand Cricket's national vision – that cricket is a vibrant game, inspiring New Zealand through outstanding performance.

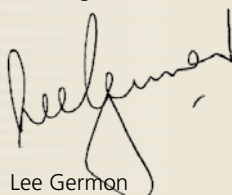
After extensive research, analysis and stakeholder consultation, we have identified six strategic goals that cover all aspects of the game from the elite level through to grassroots cricket and the many thousands of youngsters who will experience cricket for the first time during this period. These goals will be described in the following pages.

In working towards our vision, we will create opportunities for all Cantabrians to engage with the game in a variety of ways that suit their lifestyles and aspirations. We will continue to monitor societal trends and respond positively to change while protecting and enhancing the values that have ensured cricket has been at the heart of the culture of Canterbury.

We will provide clear pathways of excellence for talented young Canterbury cricketers, both male and female, so that they are given every chance possible to achieve success in provincial team competitions, and individual recognition and success in the highest echelons of the sport.

We look forward to working with all stakeholders of Canterbury Cricket over the next three years to transform these aspirations into reality.

Kind regards



Lee Gernon  
Chief Executive



Cran Bull  
Chairman





## our vision

# RESPECTING OUR PAST DRIVING THE FUTURE

We understand, appreciate and embrace hard work and winning.  
We value the following:

- integrity** Doing what is right for the game knowing we are personally accountable for our decisions
- team** Working together with our stakeholders on and off the field
- passion** Doing what we do with our mind, heart and soul
- respect** For the game, ourselves and our people
- enjoyment** From playing the game, celebrating success, welcoming a sense of humour and having a balanced lifestyle
- pride** In the achievements of our past, the successes of today and the future, and our own performance

strategic goal  **1**

A **venue** for test cricket and a **new home** for Canterbury Cricket



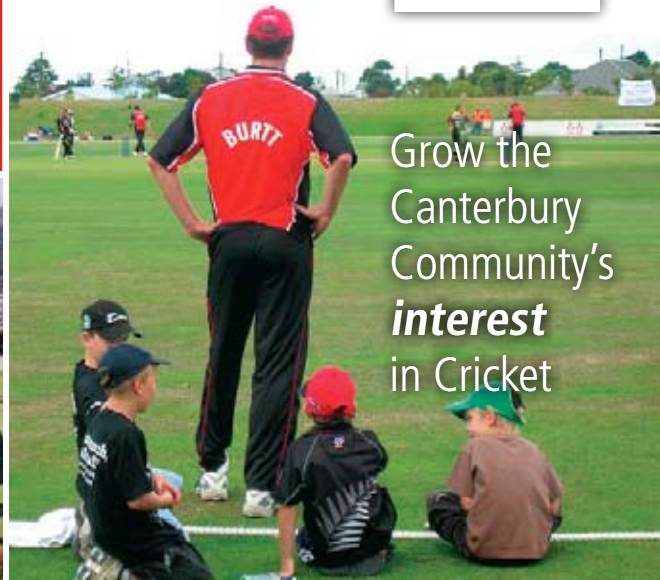
We have the opportunity to produce a unique home for cricket in Canterbury including club, representative & international cricket at Hagley Oval. This should be a home that the Canterbury Cricket community and Christchurch City can take great pride in developing and creating. The goal should be to create a high quality venue with the aspiration to create a world class venue.

**performance targets to 2012**

- International & Representative cricket is played at Hagley Oval
- \$3m is raised through the Canterbury Cricket Trust for the project
- Plans and funding are approved for Canterbury Cricket to be based at Hagley Oval

strategic goal  **2**

Grow the Canterbury Community's **interest** in Cricket



Cantabrians are renowned sports lovers and cricket has a vital, important and successful part to play in our community. We need to enhance the interest in our game within all community sectors.

**performance targets to 2012**

- Provincial match attendance 15% higher in each season for 1 day and Twenty20 competitions combined
- The Canterbury Cricket, Wizards & Magicians brands are widely recognised and respected, measured by research
- The top three players in the Wizards & Magicians team are widely recognised and respected, measured by research



strategic goal

3



## Grow the Canterbury Community's *participation* in cricket

We want Cantabrians of all ages and backgrounds to watch, play & celebrate cricket in all its forms. Attracting and keeping cricketers on the field is crucial to the sports continued growth, as is working with our grassroots clubs and districts to create a sustainable future for them. We need to ensure we provide appropriate facilities and plan effectively for cricket in key growth areas and we must respond to issues such as the recruitment of umpires and volunteers.

Over the last three years excellent recruitment pathways have been established at junior levels, but overall growth in playing numbers has been limited by extensive drop off rates at clearly identified times in a players career. Over the next three years new strategies need to be identified that will result in the greater retention of existing players and increased growth in overall participation.

Society today is a fast moving, time deficient, instant gratification culture. Traditional club-based forms of cricket do not necessarily appeal to a large part of the population and are increasingly difficult to resource in terms of facilities. Alternative forms of cricket such as Corporate & Twenty20 offer an exciting opportunity to involve more people in cricket and increase the overall health of the game in Canterbury.

### performance targets to 2012

Participation (as measured by NZC Census) increases to 21000 including the following growth:

- Male Juniors increase by 3%
- Male Youth increase by 10%
- Male Adult increase by 5%
- Female Junior increase by 10%
- Female Youth increase by 10%
- Female Adult increase by 10%
- Umpire numbers will increase by a minimum of 10% each year
- All Christchurch Metro Premier clubs meet the premier club criteria
- NZC Development targets are reached and exceeded throughout the region



strategic goal

4



Canterbury is the **most successful** province in inter provincial competition and in developing quality New Zealand representatives ranked in the top twenty in ICC rankings

Our results at Women's and Age Group Representative level over the last four years have been very pleasing. Our results in Men's have been promising without consistently winning trophies. A focus over the next three years needs to be on the development and implementation of a complete high performance programme and pathway for elite and potential elite cricketers.

Our aim is to excel on the field and winning titles is a goal for all Canterbury sides, particularly our flagship teams, the Wizards and Magicians. Increased national representation is a key focus for both players and umpires alike, and we will strive for excellence in the programs we deliver - and the coaches who run them - in order to achieve this. We are committed to fostering the Spirit of Cricket and ensuring our elite teams understand and display its virtues when representing Canterbury.

### performance targets to 2012

All Canterbury teams consistently finish in top two and:

- Wizards win at least one competition per year
- Magicians win at least one competition each year
- Male & Female teams win 50%+ of all national tournaments
- A Canterbury Districts side wins and retains the Hawke Cup
- Canterbury players account for an average of 25% of selections in NZ male representative national squads and 30% of selections in NZ female representative national squads
- Canterbury umpire appointments account for 25% of the Elite, A and Reserve Panels
- Two Canterbury Coaches are selected to take NZ Representative teams



strategic goal

# 5

photosport



Grow the financial resources for *investment* in Canterbury Cricket

Canterbury Cricket has operated efficiently as a business over the last four years rebuilding a sound financial base. Progress has been made in this regard but an increased emphasis will be required if certainty of funding is to be obtained. It is important that we continue to grow our reserves. Financial success allows increased investment to develop the game at all levels. Canterbury Crickets financial performance is underpinned by prudent cost management and the maximisation of revenues without detracting from our core business activities.

### performance targets to 2012

- Achieve at least a break even result after depreciation each year
- Increase cash reserves to \$500,000
- Grow the Canterbury Cricket Trust capital fund to \$60,000



strategic goal

# 6

photosport



Ensure first class *governance* and *management* of Canterbury Cricket



photosport

For Canterbury Cricket to prosper, the game needs to be in good hands. Strong leadership and a meaningful connection to participants, fans and our key stakeholders will help set us on the path to becoming the leading cricket province and a leading summer sporting organisation.

### performance targets to 2012

- The Canterbury Cricket scorecard result increases each year

# Alignment with New Zealand Cricket (NZC) Strategic Plan - **“pushing beyond boundaries”**

NEW ZEALAND CRICKET has prioritised the following strategic areas:

## **culture of excellence**

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

This strategic priority aligns with Strategic Goal 6 –  
Ensure first class governance and management of Canterbury Cricket.

## **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.”*

This strategic priority aligns with Strategic Goal 4 –  
Canterbury is the most successful province in inter provincial competition and in developing quality New Zealand representatives ranked in the top twenty in ICC rankings.

## **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.”*

This strategic priority aligns with Strategic Goal 2 –  
Grow the Canterbury Community’s interest in Cricket.

## **sustainable growth of the game**

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

This strategic priority aligns with Strategic Goal 3 –  
Grow the Canterbury Community’s participation in cricket.

## **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.”*

This strategic priority aligns with Strategic Goal 5 –  
Grow the financial resources for investment in Canterbury Cricket.



**CANTERBURY CRICKET**

Respecting our Past, Driving the Future