

Heathcote Cricket Club Strategic Plan

Our Mission Statement:

‘To be the best cricket club in the
Christchurch Suburban Cricket
Association, providing and
administering cricket and related
activity and facilities for all members
and families.’



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INTRODUCTORY STATEMENT

Dear members

In 2003 our club celebrated its 75th Jubilee. During those 75 years, and the three years since, our club like most clubs, has had some marvellous playing successes, but also some mixed fortunes in the various entered grades. However, we have always prided ourselves on the fact that over the years we have never failed to be a successful off the field club socially. This has been largely due to the loyalty you and past members have shown to Heathcote Cricket Club, and through that the number of hard working volunteers we have always managed to produce.

The purpose of developing this Strategic Plan is to build on the successes of the last 78 years and to give the current and future committees a framework within which to work, a framework that will no doubt evolve over time. We felt it was an appropriate opportunity, to capture on paper the ideas and aspirations that many of us had for our future, the application of which will inevitably make us a stronger club. These are succinctly encapsulated in our mission statement.

Many Christchurch cricket clubs, both in Suburban and CCA, have struggled to survive in recent years. It is vitally important that by the time our centenary comes around, and beyond, that cricket is still a thriving and integral part of the Heathcote Valley community, and that we are all proud to be, or have been, a part of that success.

Our plan is simply a way of identifying key areas of the club's performance, each of which has various goals and objectives we want to achieve over the next few years. The incoming committee will be working on these goals in more detail and formulating action plans, which will have specific timeframes and identify the person(s) who will be responsible for getting things done. You will also see as part of our strategic plan a SWOT analysis which identifies what we consider to be our Strengths, Weaknesses, Opportunities and Threats. This is an ongoing process and things will be amended as we attempt to eliminate the W's and T's and turn the O's in to S's.

It is my desire for the club to achieve all our targets within this plan but in order to do this we will need the help of all members. Many of you will be able to help achieve at least one of the goals, either by getting involved in a specific project, perhaps the occasional leaflet drop in your area, or at least supporting club functions! You can all contribute to ensuring a strong future for Heathcote Cricket Club.

I would like to thank some people for their time and effort, resulting in the production of this plan. Our secretary Ed Lester, whose idea it was in the first place, has co-ordinated the whole process. A subcommittee of myself, Ed, Alf, Roger and Nigel have put together the following document.

Ken Lomax
President

FINANCIAL STATEMENT

The strategic plan must as with any plan be linked to budget and affordability. The plan can be funded over time with adequate funding through subs, gaming machine grants, bar profits and one fund raising venture preferably annually. As we add value to the club this needs to be paid for and planning is key to this.

A budget needs to be prepared before major spending commences in August and September each year. The principle of getting the cash in before you buy should apply to our club especially where major or capital spending is involved and this has generally happened in the past.

Major items of expenditure such as a new changing shed, kitchen, the scout den takeover, a new roller etc need careful evaluation by the Committee and members involved. Where possible City Council funding could be explored as well with some projects.

If this strategy of exploring and getting funding first is used we will reduce any risk financially to the club and to ensure we act in a business-like and responsible manner.

An increase in subs is essential to meet these demands in the light of services already provided and members' expectations to a more realistic level, perhaps leaving juniors and non playing subs as is for 2006/7 season.

We also need to address the question of reserves as we currently have only \$2000 in an investment account. I would suggest that a figure closer to \$5k to \$7k for a club our size is an aim for the medium term for urgent expensive maintenance work and in case some funding dries up at any stage in the future.

Nigel Georgieff
Club Treasurer

ADMINISTRATION
Strategic Plan responsibility - Club Secretary

Communication

Overview

To have a comprehensive, regularly updated database of the entire HCC membership with all useful information fields included, and

To establish a yearly timetable for publication of a minimum of 5 newsletters to be delivered in appropriate format to the entire membership

Objectives

To have the database up and running for the current playing and non-playing membership.

Completion Date - 31/10/06

To produce a minimum of 4 high standard newsletters and have them delivered to every member in the 2006/ 07 season and to establish publishing deadlines for future seasons.

Completion Date - 31/5/07

Committee

Objectives

To define the roles and responsibilities of all committee members

Completion Deadline - 31/12/06

Constitution

Objectives

To research, review and report on an updated version of the constitution.

Completion Deadline - 31/7/07

To update the constitution and present the updated version.

Completion Deadline - 31/5/08

External Relationships

Overview

To work towards clearly improved relationships each year between HCC and

- The City Council
- The Soccer Club
- The Umpires Association
- The local community
- Christchurch Suburban Association

Objectives

To consult and brainstorm how the improved relationships can be achieved with each organisation

Completion Deadline - 31/12/06

To demonstrate evidence of an improved relationship with each organisation.

Completion Deadline - 31/12/07

Marketing

Objectives

To develop strong marketing tactics for the club and to establish in which areas these can best be employed e.g. recruitment, improving HCC reputation and image etc.

Completion Deadline - 31/12/06

PLAYING

Strategic Plan responsibility – Club Captain

Teams and Structure

Overview

To achieve the highest possible level of cricket appropriate to the standard and numbers of players available, and

To fully support all teams and their captains as a club, in order to facilitate this.

Objectives

To maintain a highly competitive Senior team and to meet and exceed where possible all the required Association criteria

Completion Deadline – 31/3/08

To maintain at least three lower grade teams with enough regular participants to ensure competitive and enjoyable cricket

Completion Deadline – 31/3/08

To maintain at least one women's team with enough regular participants to ensure competitive and enjoyable cricket

Completion Deadline – 30/9/06

To maintain an appropriate level of junior cricket and coaching with enough regular participants to ensure competitive and enjoyable cricket

Completion Deadline – 30/9/06

Playing Success and Results

Overview

To foster a competitive environment based on team results and players' skills levels. Our main objective is for the Senior A team to finish in the top 5 of the competition in the 2006/07 season, the top 3 in the 2007/07 season, and to win the competition in the 2008/09 season. Our lower grade teams will be looking to finish in the top half of their respective competitions, every season.

Equipment

Overview

To maintain a superior level of equipment that meets the requirements of the individual teams.

Recruitment

Overview

To recruit players in order to meet and exceed all strategic objectives at a team and club level.

Objective

To liaise with those responsible for marketing to formulate a plan for general and specific recruitment.

Completion Deadline – 31/8/06

Scholarships

Overview

To regularly offer a scholarship to members of HCC who meet agreed criteria, in order to advance the profile of the player and the club

Objectives

Review previous scholarship, establish frequency of scholarship scheme, confirm acceptability with a UK Cricket Club, establish qualifying criteria, form assessment sub committee, advertise next scholarship, assess & select all applicants, fund raise and assist with all travel details/arrangements with that Club.

Completion Deadline – 31/1/07

COACHING

Strategic Plan Responsibility – Club Captain

Coaching

Overview

To provide a level of coaching that meets the requirements of the club.

Objectives

To develop a coaching plan for juniors and adults so that coaching opportunities for all players, children's & women's coaches, parents and volunteers are available and publicised to them.

Completion Date – 30/9/06

To appoint a part-time club coach.

Completion Date – 30/8/06

Practising

Overview

To hold effective and well organised practice nights for all teams covering all aspects of cricket.

Objectives

To formulate a plan for structured and effective practice nights.

Completion Deadline – 15/9/06

Coaching aids

Actions

To evaluate, establish what is required and prioritise, and purchase all appropriate coaching aids according to priority list subject to funding application approval.

Completion Deadline - 30/9/07

FACILITIES

Strategic Plan Responsibility – President

Clubrooms

Overview

To improve the standard of the clubrooms in order to achieve and maintain excellent, clean facilities throughout the club building.

Objectives

To have two separate secure changing rooms.

Completion Deadline – 30/9/07

To establish ownership of the Scout Den.

Completion Deadline – 31/12/06

To upgrade the kitchen facilities.

Completion Deadline – 30/9/08

To implement and prioritise a repairs and maintenance programme for all club facilities.

Completion Deadline – 31/3/07

To design and introduce an annual inspection of club facilities.

Completion Deadline – 31/3/07

To continue to employ a cleaner.

Completion Deadline – ongoing

Grounds

Overview

To maintain a high standard of wicket and outfield preparation

To maintain existing equipment to the highest possible standard and upgrade as necessary

Objectives

To establish an honorarium for ground staff.

Completion Deadline – 31/12/06

To itemise grounds maintenance equipment and to prioritise repairs, maintenance, replacements and additions as necessary.

Completion Deadline – 31/12/06

To specifically improve the current standard of covers at the club and to implement an ongoing maintenance plan for these.

Completion Deadline – 30/9.07

To continue to liaise with the council re outfield preparation.

Completion Deadline – ongoing

Practice Facilities

Overview

To improve and maintain the condition of practice facilities, in order to achieve safe and highly effective practice sessions for club players and the wider community

Objectives

To improve current practice wickets

Completion Deadline – 31/12/06

To provide adequate grass practice facilities for the senior team

Completion Deadline – 31/12/06

PARTICIPATION

Strategic Plan Responsibility – Club President

Social and events

Overview

To provide a welcoming, social environment within the club, and an opportunity for all members of the club to participate fully.

Objectives

To encourage post match clubrooms social participation by continuing to provide the following:- Clean clubrooms, team speeches, player of the day awards, a well stocked bar, food, Sky TV, Eftpos

To arrange a minimum of six social events in the season.

Completion Date – 31/8/07

Past players

Overview

To maintain an up to date database of past players and to encourage their participation in club activities.

Objectives

To encourage past players to become social members of the club, and therefore receive newsletters.

To offer a minimum of one past players game per season.

Completion Deadline – 31/3/07

FINANCIAL
Strategic Plan Responsibility – Club Treasurer

Overall finance

Overview

To have financial management and reporting systems in place that meet club and legal requirements and ensures the good financial management of the club

Objectives

To present an annual budget by 31 May each year based on projected club needs for the following financial year and season including any proposed increase in subs, bar prices, club hire prices by 31 May each year.

Pay all accounts on time avoiding any penalty payments – monthly.

Provide the Committee with an update monthly of clubs financial position, list of previous months accounts for paid approval, and cash on and in bank – monthly.

Completion Date – Systems developed and agreed by Committee on or by 30/9/06

Fundraising

Overview

Exploit gaming machine trusts, sponsorship and one fund raising activity annually to supplement bar income and subs so funding can be used for development of the club

Objectives

Ascertain what resources and services are required each year that can be funded by gaming machine trusts .

Obtain quotes from sufficient suppliers for those resources and services by 30 June each year.

Apply for funding by 15 July each year.

Sponsorship

Overview

To commence a multi sponsorship scheme for the club based on small amounts of sponsorship in return for agreed outcomes limit by the amount of sponsorship

Objectives

Ascertain a club member or members willing to undertake setting up such a scheme

Ascertain potential sponsors

Set possible targets for sponsorship and number of sponsors added each year

Completion Date – 31/3/07

Member subs

With club captain and junior convenor ensure that a complete membership is drawn up and subscription paid according to levels set by AGM

Objectives

List completed by 31 October each season including all contact addresses and contact numbers.

Those who have not paid are contacted by phone, email or personally and then followed up with invoice by 30 November annually if not paid.

Receipts are issued for each subs payment in the clubrooms so subs can be reconciled back to banking and payments.

Maintenance and repairs

Overview

A repairs and maintenance plan is drawn up for grounds, club rooms and non playing equipment with grounds staff, Club Captain and Council annually

Objectives

R and M identified annually for plan and priorities made for coming season by 30 April so work can be budgeted for in annual budget, including mowers,

rollers, marking equipment, soil, grass seed, fertiliser and any contractors who may be required

Club members who may be able to assist with Rand M are contacted by April 30 to ascertain their level of assistance and availability

Completion Date – 30 April each year for following season

Overview of strategic plan

Plan is reviewed annually based on immediate and longer term initiatives that change current plan

Actions

Plan is brought to each committee meeting and actions reviewed and checked off

A small group led by President reviews plan each off season in slightly more detail

Completion Date – Annual plan review completed by 30 April annually

Appendix 1 – SWOT Analysis

<p>Strengths:</p> <ul style="list-style-type: none"> • Geographical location • Junior cricket • History, tradition people based • Grounds and buildings • Social activities • Relationship between Grounds person and Club • Internal communication • Communication – newsletter/emails, junior – Age of committee members • Coaching – seniors • Facilities – wicket, practice, grounds • Coaching – senior • Good ground keeping equipment • Use of technology (have www, email minutes to committee members, newsletters sent out via email) • Junior numbers • Services to members e.g. Sky, cheap subs and drinks etc 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Quality of senior team • Geography • Communications between members and stakeholders • Relationship with other schools – • Lack of volunteers especially administrators • Parent involvement • Recruitment at all levels above primary school • Coaching • Geographical location
<p>Opportunities:</p> <ul style="list-style-type: none"> • Practice facilities • Find more volunteers • Relationship with schools • Women’s cricket • Form a relationship with a winter code for using clubrooms • Talent identification • Saturday evening/night opportunities - senior players here, get families involved, honours nights • Making use of players networks • General communication between club and members • Improvement of standards - team culture • Bringing through junior cricketers to senior • Quality of senior team • Senior B team • Cost of playing cheaper for many • Valley Floor ground • Relationships with CCC staff 	<p>Threats:</p> <ul style="list-style-type: none"> • Suburban cricket with less cost of cricket • Change in society pattern - Saturday am work • Choices available, other sports • Reorganisation of Club Cricket • Funding • Pub teams paying no fees • A change in Pub charity legislation • Soccer spoiling HCG

APPENDIX 2 – MISSION STATEMENT ETC

**‘To be the best cricket club in the
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Association, providing and
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