

Croydon Cricket Club Strategic Plan

The purpose of this document is to define the following:

- The current status of Croydon CC more broadly as of August 2017.
- The Goals of the Croydon CC and the strategies to achieve these.

During the season of 2016/2017, the committee requested the players and supporters of Croydon CC to provide feedback relating to the goals and direction of our club. The below objects were established which also define the type of club we would like to be:

1. To establish and cultivate a strategy for player development to produce players to play cricket at Premier and First Class level.
2. To record a \$10 000 profit each year, underpinning the club's financial sustainability.
3. To cultivate a spirit of volunteerism and encourage all players and supporters to undertake a voluntary role throughout the season.
4. To win a club championship by 2020.
5. To commence a junior program by season 2018/19.
6. To win a first XI premiership by 2020.
7. To establish and implement a code of behaviour for the Croydon Cricket Club that upholds our family culture (this includes both on and off field behaviour).

In summary, the Croydon CC aims to become a strong club on-field which includes a thriving junior program, an effective coaching structure for all **young** players, and on-field success in all teams. The on-field strength will be underpinned by off-field success which requires financial sustainability, an active social atmosphere, and a **family** friendly **community** spirit.

Overview

Croydon Cricket Club (Croydon CC) was established in 1888 as a local suburban community club. The Croydon CC is a non-profit incorporated entity affiliated with VSDCA.

Croydon CC has been associated with the VSDCA since 1974. In that time the club has won 4 Sub-District Premierships – 1 first eleven, 2 second eleven, 1 third eleven, 2 fourth eleven.

Croydon CC has produced the following first class cricketers: Geoff Parker, Paul Wilson. In addition, the following first class cricketers have played at Croydon CC – John Salvado (Victoria), Eric Shade (Victoria), Alex Hales (England).

Current Croydon CC as of 2017 membership includes:

- Seniors – 47 registered players
- Veterans
- Non-playing supporters and members
- 35 Life Members

The Croydon CC is led by elected Office Bearers on a voluntary basis who are constituted to meet monthly and report to members the current financial position on an Annual basis at the Club's AGM.

The club's executive office bearers are:

President
Vice-President
Treasurer
Secretary

The committee welcomes general committee members each season.

The committee sets the structure for club. There are three main branches*:

- Cricket (on-field)
- Operations (off-field)
- Administration

Cricket is overseen by Director of Cricket who sits on the committee.

Reporting to DOC:

- Senior Coach (Craig Shield, assistant coaches)
- Captains
- Player Liaison
- Scorers/Team Managers
- Club umpires
- Chairman of selectors

Operations is overseen by Manager of Operations who sits on the committee. Reporting to MOO:

- Sponsorship/Donations team
- Social Media (FB, Twitter, IG, website)
- Fundraising/Events team
- Facilities (grounds manager, rooms manager, bar, kitchen)
- Supplier Management (merchandise, equipment, trophies)

Administration comprises of the follow committee positions who report to the President:

- Secretary (+assistant secretary)
- Treasurer (+assistant treasurer)
- Association representatives

Role descriptions drafted by the committee outline the various functions of each of the above positions and future planning and related objectives must recognise the importance of succession planning and working knowledge of these positions to ensure ongoing effective performance as a community club.

The Croydon CC's Code of Conduct (2017) clearly defines the culture that the club wishes to promote.

Identified Strategic Partnerships & Key Stakeholders:

- *City of Maroondah Staff*
- *Cricket Victoria (CV)*
- *Victorian Sub District Cricket Association (VSDCA)*
- *Elected Local, State & Federal Representatives*
- *Longstanding Sponsors*

Strategic Aims

a) To establish and cultivate a strategy for player development to produce players to play cricket at Premier and First Class level.

The VSDCA is a highly regarded Melbourne wide turf competition in which many First Class Victorian cricketers have played in the developing years of their careers. Croydon CC aims to support young players in their development and progress to Premier Cricket.

Croydon CC is very proud of the players who have progressed to Premier and First Class level having played their formative cricket with Croydon CC, most notably Alex Hales for England. The club intends to continue this strategy. The cornerstones to this goal are:

- a. Recruitment
- b. Coaching
- c. Provision of quality facilities.

Recruitment shall involve approaching talented young players in the region and inviting them to Croydon CC with the offer of excellent facilities and coaches. Young talented players maybe be contacted through various representative sides in the region.

It is vitally important to provide excellent coaching to players to aid their development. The coaching structure should include a senior coach and assistant coaches (at least 3) to provide guidance with bowling, batting, fielding and cricket strategy. The coaching team should be able to demonstrate clear, measureable change in players and teams. The committee must look to appoint coaches who can implement strategies to achieve goals of player development and club success (see goals 4 and 6).

The Croydon CC recognizes the importance of maintaining high standard of facilities including the grounds, pitches, practice turf and synthetic pitches and pavilions. This provides players with the best facilities in which to develop and also entices players to our club. The quality of our facilities requires constant monitoring and frequent communication between the Croydon CC committee and the relevant council representatives.

b) To record a \$10 000 profit each year, underpinning the club's financial sustainability.

The club's perpetual survival depends a large degree on its financial sustainability.

At the time of drafting this plan (June 2017) Cricket Victoria had ceased its grant to the VSDCA. At its peak, this was a \$15000 grant provided to each club, each season. Over 4 seasons, the grant was reduced and from 2016/17 it was ceased completely.

In 2011/12 expenses as per the financial report reached \$66 000. In 2016/17 expenses reached \$100 000: significant increases in the past 5 seasons.

As of June 2017, significant fixed expenses each season include:

- a. Utilities: approx. \$5 200
- b. Ground and Pavilion rental: approx. \$14 500
- c. Coaching and professional player's fees: approx. \$11 500

Given the current trend, we would expect that utilities to continue to increase by approximately 20% per season.

We have been advised by the council that rental charges will increase by 5.5% each season ongoing.

To remain a competitive club in this Association, CCC must budget for at least \$15 000 for professional payments.

Croydon CC acknowledges that expenses are predicted to continue to increase by over \$1500 each season and that our strategy to generate income must incorporate a commensurate growth strategy.

As of June 2017, significant methods for generating income include:

- a. Subscriptions: aprox. \$11 500 - \$375 seniors, \$325 u/18s
- b. Bar: (unclear): approx. \$8000
- c. Sponsorship: approx. \$8 700
- d. Fundraising events: (unclear) approx. \$10 000
- e. Members meals: approx. \$1000 - \$2000

The committee reviews subscriptions each season but notes that between 2014/15 and 2016/17 the subscriptions had been raised by approximately \$100 per player.

The committee must appoint a sponsorship team to seek sponsorship each season. The role of the team is to find sponsors, confirm the arrangements of sponsorship, and maintain the relationship with the sponsors, ensuring their expectations are met. The sponsorship target for season 2017/18 will be \$20 000 (approximately 20% of total expenses for season 2016/2017). The target will be set each season and will need to adapt to the growing expenses.

Fundraising events aim to generate significant revenue. The committee must appoint a fundraising/event management team to oversee this aspect of the Croydon CC. This team is charged with confirming the event calendar, procuring a separate team of non-committee Croydon CC members to assist with each event, overseeing the execution of each event including planning and promotion, monitoring the success of each event including the revenue generated. The major fundraising event is the Reverse Raffle which in Season 2016/17 generated \$7 000+. The aim is for fundraising events to generate approximately 15% of total revenue. The aim for Season 2017/18 will be approximately \$17 000. It is critical that the club closely and carefully monitor the amount of income generated with each fundraising event.

The bar generates constant income over the course of the season. Prices were increased prior to Season 2016/17. It is critical that the fortnightly stock take is performed to assist monitoring the revenue generated in the bar. Bar stock is generally sold at 100% of purchase price.

Sponsors of the CCC in season 2016/17

- a. Nine Iron Builders
- b. Wirrawonga (Stuart Rooke)
- c. Howlock Pty Ltd

3. To cultivate a spirit of volunteerism and encourage all players and supporters to undertake a voluntary role throughout the season.

The club recognises that it requires commitment from many people to ensure the club runs effectively. The committee must encourage off-field involvement from all players and supporters, to share the burden of managing the club's future.

In addition to this the club encourages past player involvement. This includes attending on and off-field activities and supporting the club financially.

4. To win a club championship by 2020.

A club championship requires all four teams to perform well in a season. Successful team performances are the result of a collection of successful KPIs (e.g. more wickets, runs, partnerships, catches etc.).

A Club Championship is the ultimate measure of player development, player performance and team performance.

5. To commence a junior program by season 2018/19.

The CCC recognises that a thriving Junior club provides many long term benefits to the club including the following:

- the opportunity for young players to commence playing organized cricket and develop an affinity for the game and the Croydon CC.
- that a junior program provides a pathway for players and supporters to enter the senior club. This is both as players, supporters, volunteers and administrators.
- the best opportunity to commence female cricket at our club.

Our club would aim to develop a junior program that would include MiloIn2cricket/T20 Blast, and multiple sides in each of the RDCA junior age groups (10s, 12s, 14s, 16s) including female participation. The club will aim to commence with players in the MiloIn2cricket/T20 Blast programs and maintain these programs each season. In

addition, the club aims to transition junior players through the grades to U16s.

The strategy to achieve this goal has yet to be confirmed by the committee or an appropriate sub-committee.

6. To win a first XI premiership by 2020.

The CCC recognises that our clubs cricket performance is largely judged within the competition and in the general public by the success of the first XI. In addition to player development, the club coaching team and director of cricket will identify the needs of the first XI to provide the best chance for success and seek to recruit appropriately.

7. To establish and implement a code of behaviour for the Croydon Cricket Club that upholds our family culture (this includes both on and off field behaviour).

The Croydon CC committee is keen to implement a code of conduct which guides the behaviour of players and supporters on and off the field. The code itself provides a framework from which a healthy club culture develops which embodies our motto, "Youth, family and community".