



Edinburgh Cricket Club

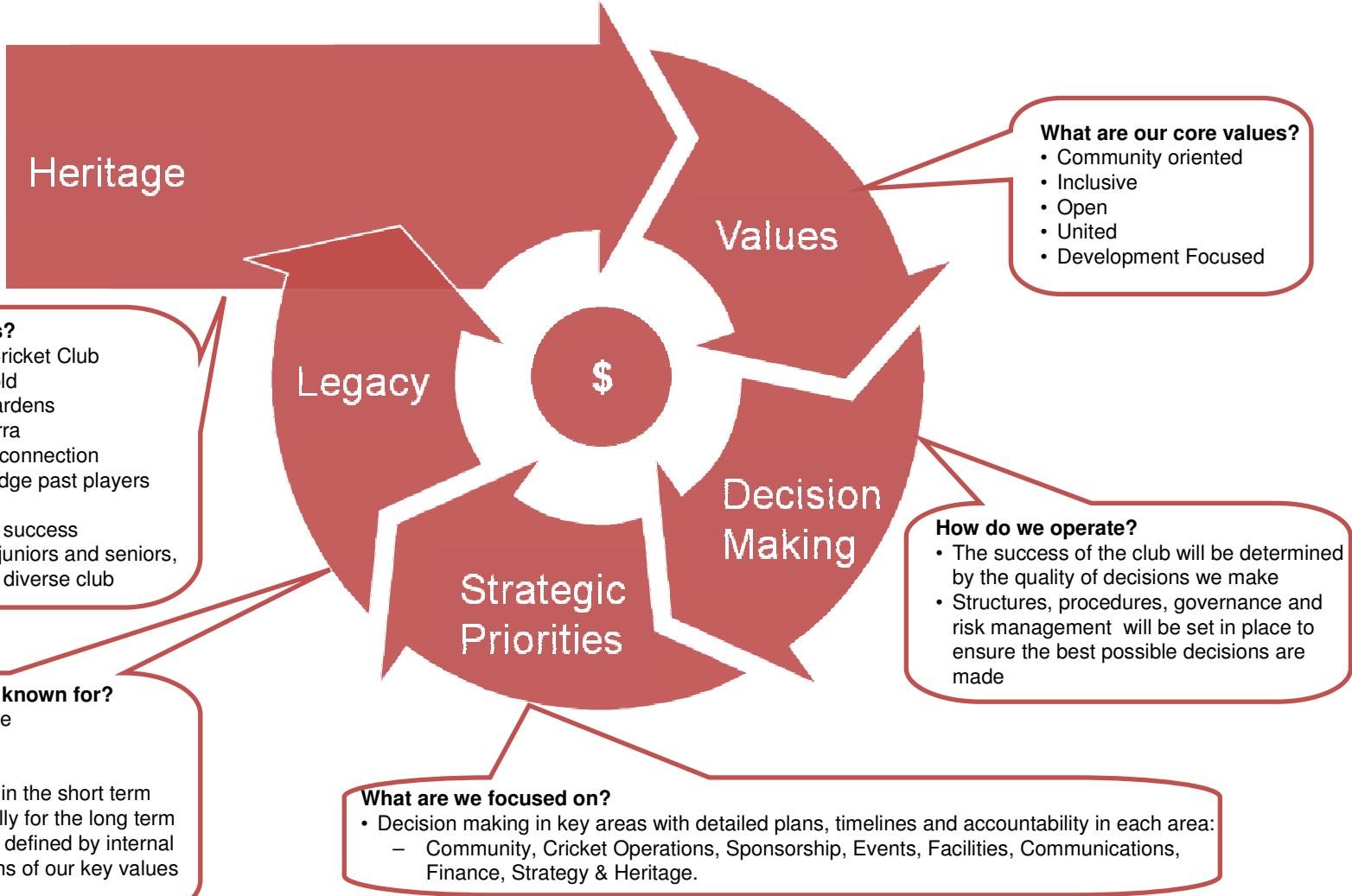
Strategy Paper

1 May 2012

Established 1978



The Burra Plan





Values & Behaviours

Community Oriented	Inclusive	Open	United	Development Focussed
<ul style="list-style-type: none">• Seek to engage the local community in the club at all levels• Contribute in time and resources community programs and activities• Show respect for local home owners, businesses and organisations and generate respect in return• Engage with other community organisations	<ul style="list-style-type: none">• Encourage diversity across the club• Cricket for everyone – every person will be given the opportunity to represent the club and be involved in the game• All playing standards are accepted and encouraged (social to highly competitive)	<ul style="list-style-type: none">• Share our plans• Be transparent in decision making processes• Provide forums for questions to be asked• Seek feedback from members and key stakeholders• Take responsibility	<ul style="list-style-type: none">• All areas of the club feel involved, respected and represented• Share and celebrate success• Challenge and encourage each other	<ul style="list-style-type: none">• Maximise the potential of the team• Focus on individual development needs• Select competitive teams for those teams with a high performance focus• All teams to represent the club appropriately



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Community	<ol style="list-style-type: none"> 1. Apply for all available grants 2. Open appropriate communication channels with local resident 3. Prompt response to community enquiries 4. Programs in the community 5. Establish regular local newspaper contributions – scores/stories 6. Continue development of Atherton Gardens program – including participants in ECC teams 7. Investigate other programs to involve the local community – in particular underprivileged and disadvantaged kids 	<ol style="list-style-type: none"> 1. Establish an appropriate forum for community consultation and feedback 2. Business case prepared for a potential move back to Alfred Crescent 3. Develop a long term funding model for community programs e.g. Atherton Gardens 4. Host 1-2 community based events each year 5. Involvement in 3rd party community events / programs 6. 11 AG kids playing for ECC 7. Program for kids with disabilities established 8. Include other community groups in ECC programs 9. Create community awareness of ECC programs 	<ol style="list-style-type: none"> 1. ECC represented on Yarra Council 2. Full implementation of Edinburgh Gardens Master Plan 3. Redevelopment / expansion of BSO pavilion and community rooms - with Fitzroy and BL Football Clubs 4. City of Yarra recognition as outstanding provider of community programs 5. Ongoing relationships, including funding, with State and Federal govt. 	TS / SW
			Established 1978	



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Cricket Operations - Females	<ol style="list-style-type: none"> 1. Increase the number of girls in Milo cricket to 15 2. Form a partnership with at least 1 primary and secondary school 3. Run at least 3 clinics for girls in schools 4. Form partnership with Alphington girls team – potential integration with ECC 5. Integrate components of men’s and women’s training 	<ol style="list-style-type: none"> 1. “No boys zone” at Milo cricket attended by 30 girls 2. Increase the number of school partnerships 3. Establish girls junior side 4. 2nd women’s team established 5. First XI competitive in One Day Shield 	<ol style="list-style-type: none"> 1. Female component of the club self sufficient 2. Edinburgh represents women’s cricket in the region 3. 2 senior sides with including a team in Premier Seconds 4. Girls junior sides in each age group (u13, u15, u17) 5. ECC reps in pathways both regional and state 	<p>SQW / JA</p>



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Cricket Operations - Juniors	<ol style="list-style-type: none"> 1. Review club policy on inclusiveness vs. elite player development 2. Training coach for each team 3. Increase number of players to 130 4. Junior development coach at senior training 5. 11 juniors playing senior cricket 6. Continue to develop and increase participation in the Winter program 7. Work through implications of pathway redefinition – maintain or improve number of reps 8. Junior players/coaches/managers in ECC attire 	<ol style="list-style-type: none"> 1. Minimum of 2 teams in each age group 2. Evaluate retention rates – use that to determine ideal age groups 3. 75% of junior teams represented in finals 4. 10 ECC players in rep sides 5. 5 junior players in ECC 1sts and 2nds 	<ol style="list-style-type: none"> 1. ECC recognised as having an outstanding junior program by Cricket Vic including representative honours 2. ECC reps in junior state teams 3. Turf cricket to retain talented juniors 	<p>SQW / SW / MS</p>



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Cricket Operations - Veterans	<ol style="list-style-type: none"> 1. 2 teams represented from a squad of over 30 players 2. Ex-players represent 50% of total squad 3. Increase junior parent participation 4. Veterans team well represented at club functions 5. Club 78 well patronised by veterans squad 	<ol style="list-style-type: none"> 1. Evaluate different age groups 2. Generate significant revenue in their own right - \$2,500 in subs contribution per annum and \$5,000 in sponsorship, event attendance or Club 78 membership 3. Link to the club maintained after playing days (e.g. social, coaching etc.) 4. Evaluate 1 veterans team in regular senior grade 	<ol style="list-style-type: none"> 1. No-one dies on the field 	SQW / MS



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Cricket Operations - Men	<ol style="list-style-type: none"> 1. Ensure continuity of 6 senior teams 2. Overall squad of over 80 players 3. Fill in list of greater than 10 players 4. Encourage greater u15 participation 5. 85% of senior teams playing finals 6. First XI competitive – finals expectation 7. Fill all coaching positions 8. Junior integration per Junior Horizons 	<ol style="list-style-type: none"> 1. Succession plan for senior coach 2. Increase recruitment of ex district players 3. Reevaluate goals / processes for each team 4. Reevaluate coaching and training structures 5. Turf cricket being explored / progressed towards 	<ol style="list-style-type: none"> 1. Premierships 2. Strong reputation within the competition in which we play – respected opponent 3. Continued success across all grades – particularly top grades 4. 1st XI Play in highest possible grade 5. Club representatives achieve higher honours – rep teams or higher 6. Top grades playing on turf 	SQW / CF



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Sponsorship	<ol style="list-style-type: none"> 1. Achieve budget - \$15k - \$20k target 2. Maintain and improve existing relationships with sponsors via effective activation – seek feedback 3. Establish a relationship with men’s (Commercial Club) & ladies pubs (Fox). 4. Re-establish player sponsorship program - target \$1k (20 players) 5. Actively seek new sponsors 6. Establishment of Club 78 – target 10 members 7. Fundraising - Mars chocolate drive. Selling of 40 boxes per year - profit @ 1200. 8. Grants - target \$5k 	<ol style="list-style-type: none"> 1. Review sponsorship categories and tiers to drive additional ‘properties’ 2. Club target \$20k - \$25k 3. Generate new sponsors 4. Major – seek long term deal – at least \$10k pa 5. Gold/Maroon - \$8k - \$10k pa 6. Increase player sponsorship target 7. Sponsorship activation taken to a new level 8. Full review of Club 78 and reset of targets 9. Increased revenue from fundraising and grants 	<ol style="list-style-type: none"> 1. Club target of Target \$25k - \$30k per year with increases in major and other categories 2. Ongoing major sponsor relationship based on demonstrated value 3. Coterie - Club 78 we established as a key revenue source and exists as the main point of contact for past players and associates 	BS



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Facilities	<ol style="list-style-type: none"> 1. Develop and establish an active Point of Sale system 2. Develop and establish an active stock control system - reduce spoilage from x to x? 3. Re-new liquor license and ensure venues comply 4. Develop and establish a Food Hygiene and service system as per City of Yarra requirements 5. Adhere to Good Sports Policy 6. Setup BSO as a 'home' 7. Ensure each venue has appropriate cricket equipment to use on match days. 8. Establish cleaning system 9. Implement a Thursday night meal - 20-25 per night 10. Implement appropriate cash controls 11. Aim for a 5k profit from bar sales 	<ol style="list-style-type: none"> 1. Review any new facilities that ECC may be using 2. Review Point of Sale system – investigate update to a PoS to a 'Scan In Scan out' System 3. Good Sports Policy level maintained 4. BSO has become our 'home.' Add more about Club History and Memorabilia 5. Maintain Liquor Licenses as required 6. Thursday night meal up to 45 members per night 7. Bar Profit – up to \$8k 8. Bar spoilage less than 5% 9. Review storage facility at ACP and Ticket Box – is this still effective for ECC? 	<ol style="list-style-type: none"> 1. Increase bar profit to \$10k 2. Scan In Scan Out system is up and running at BSO 3. Bar spoilage under 3% 4. Review any new facility 	DM



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Events	<ol style="list-style-type: none"> 1. Ensure all events have a specific goal 2. Ensure a consistency of quality 3. Drive the Annual Dinner as a marquee event 4. Create realistic events budget 5. Ensure selected events recognise heritage / history 6. Create event template to ensure smooth planning and running 	<ol style="list-style-type: none"> 1. Key ECC events are a must attend for members and partners 2. Increase non-member attendance 3. Include off-season events 4. Include family friendly events 5. Deliver on budgeted outcomes 	<ol style="list-style-type: none"> 1. Increase profile of events to drive patronage from outside the club 2. Annual Dinner to become a gala dinner with community and other stakeholders attending 3. Events make additional revenue to support other areas of the club 	CHW
Communication	<ol style="list-style-type: none"> 1. Email Template 2. New Website 3. ECC pamphlet 	<ol style="list-style-type: none"> 1. Twitter 2. Coordinated Recruitment Comm's 3. Broader Media coverage (cricket publications, mainstream media etc.) 	<ol style="list-style-type: none"> 1. Transition Comm's 	BN



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	Who
Finance	<ol style="list-style-type: none"> 1. Optimal use of surplus cash 2. Provision of accurate and timely reporting 3. Complete an assessment of bank fees and costs 	<ol style="list-style-type: none"> 1. Support strategic direction of the club with financial analysis – including building sufficient cash reserves to support potential changes 2. Improve internal control and risk processes 3. Improve reporting templates 	<ol style="list-style-type: none"> 1. Significant cash reserves in place to support growth and expansion plans 	GL/ SQW



Strategic Priorities

	Horizon 1	Horizon 2	Horizon 3	ho
<p>Strategy & Heritage</p>	<ol style="list-style-type: none"> 1. Establish a committed Executive position in relation to the competition in which we play 2. Put the Executive recommendation to a vote of members 3. Engage the HDCA Executive in the process to ensure minimal disruption and reputational damage 4. Drive programs to display our commitment to our heritage 5. Deliver a discussion paper on ECC women's cricket 6. Seek community and stakeholder feedback 7. Review club values and seek feedback from members 	<ol style="list-style-type: none"> 1. Reassess "The Burra Plan" in its entirety 2. Deliver and implement a strategy for ECC women's cricket 3. Review all facilities to ensure are at competition benchmarks – including the potential of turf cricket 4. Review profit model for potential improvements to ensure sustainability 5. Deliver a long term community engagement model 6. Embed the club in the competition selected in H1 7. Review on field goals and reset where required 8. Celebrate heritage via coordinated program 9. Entrench values in behaviour of members 	<ol style="list-style-type: none"> 1. A-grade success including premierships 2. Players seek to come to our club, stay and become active beyond playing 3. Significant facility upgrade 4. Future of ECC women's cricket secured with multiple teams and junior representation 5. Maintain at least 50 MILO participants, 8 junior and 6senior men's teams 6. 'War chest' of funds on deposit for strategic investment 7. Significant past player and family involvement 8. External recognition for community programs 9. Establishment of an ECC fund for charity grants 	<p>MG</p>
	<p>Established 1978</p>			