



STRATEGIC PLAN

2023-2026



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STRATEGIC PLAN

2023–2026

Planning for sustained success

Established on Hobart's Eastern Shore in 1956, the Clarence District Cricket Club has a rich and proud history. Due to the efforts of our members, supporters, and partners, the club has developed, adapted, and innovated and is well-placed, both on and off the field, to move forward and create continued and sustained success.

As the club approaches its 70th year, this Strategic Plan makes explicit our future direction. It contains goals and targets to enable us to measure how we are going, so that we can focus our energy and resources on important areas and assess what is working well and what requires further energy and attention.

Importantly, this plan also makes clear what it means to be part of Clarence Cricket - our purpose, our vision and our values.

This plan has been constructed by the club's committee and will be refined through engaging with our community and in response to changing circumstances. We look forward to Clarence Cricket being even better, on and off the field, into the future.



**CLARENCE DISTRICT
CRICKET CLUB**

Well, it's a grand old team to play for
And it's a grand old team to see

OUR PURPOSE

To provide an outstanding environment to participate, develop, excel, and contribute in cricket at all levels.

OUR VISION

To be recognised as Tasmania's leading cricket club and the state's most successful, respected, and valued community sports club.

WE VALUE

FAIR PLAY

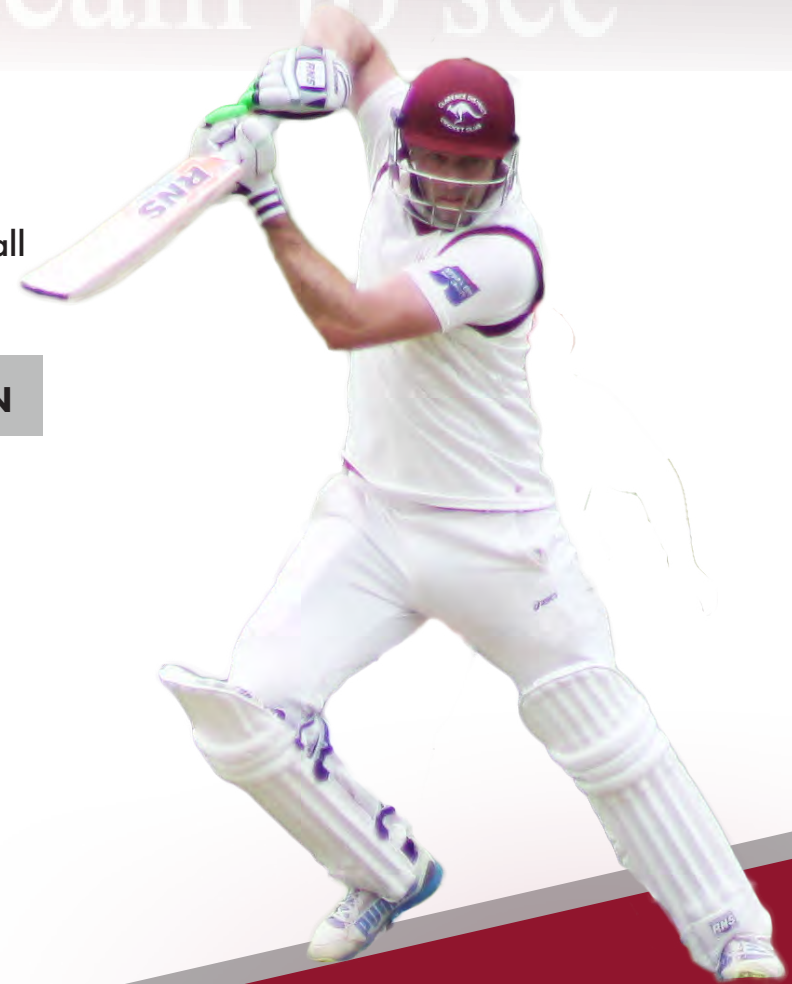
Fair play adds to cricket's overall appeal and enjoyment.

DIVERSITY AND INCLUSION

Cricket is a game for everyone.

CONTRIBUTION

Our efforts are valued, on and off the field.



**PURPOSE,
VISION, & VALUES**

OUR STRATEGIC PILLARS

COMMUNITY

Our club will be valued in our community.

LEADERSHIP & CULTURE

Our on and off-field structures, programs, and ways of working enable the club to grow and prosper.

PARTICIPATION

We encourage a life-long love of cricket and involvement in the club.

PATHWAYS & PERFORMANCE

We develop high-quality, successful cricketers and coaches.

FACILITIES

Our facilities support our high expectations and meet the needs of male and female players, coaches, members, and volunteers.





COMMUNITY

Our club will be valued in our community

Goals

- Deliver further benefits to current community/business partners.
- Develop new partnerships with community/businesses.
- Develop a communications plan that outlines methods and practices to communicate with all groups including members, past-players, and residents in the club's region.
- Expand social membership and provide value to social members.
- Strengthen key partnership with the Clarence City Council.
- Maintain historical records and utilize the records to celebrate achievements.



Targets

- Establish 2 new partners each year.
- Increased partner satisfaction over 3 years.
- Develop and implement the Communications, Partner, and Social Membership Plans by October 2023.
- Implement an annual Member Satisfaction survey from 2023.

Strategies

- Develop the following sub-plans:
 - A Business Partner Strategy, including a partner satisfaction data capture methodology.
 - A Communication Strategy to communicate effectively to increase awareness of the club, its people, services and achievements.
 - A Social Membership Strategy to build social membership and its value.
- Establish an annual Member Satisfaction Survey.
- In partnership with Clarence City Council, utilise the KB facility to provide some amenity access for homeless people.
- Ensure the Function Centre supports community groups and businesses, consistent with market expectations.

**STRATEGIC
PILLAR**



LEADERSHIP & CULTURE

Our on and off-field structures, programs, and ways of working enable the club to grow and prosper.

Goals

- Develop an explicit club-wide culture of contribution and leadership - *The Roo Way*.
- Develop greater connections between all parts of the club.
- Ensure the Board represents the diversity of the membership.
- Build the capability and capacity of volunteer leadership roles to ensure all portfolios and sub-committees are effective and the club is well managed.
- Ensure succession planning for key positions is constantly occurring and monitored.
- Grow the club's financial capacity to support the delivery of operational and strategic improvement priorities.
- Ensure the club is compliant with all required legislative frameworks and standards, including as a child-safe organisation.

Targets

- At least 40% of Board Members are female.
- Volunteer Engagement Plan implemented by October 2023.
- Establish effective Junior Sub-Committee by September 2023.
- Independent of the Function Centre, the club operations are profitable each year.

Strategies

- Implement and utilise financial information systems to enable the monitoring, assessment, and responsive control of the club's financial performance.
- Ongoing communication between the Board, players, and other members to support an aligned vision.
- Seek ways to strengthen connections between male/female members and programs, and junior/senior members and programs.
- Develop a new Volunteer Engagement Plan, including a Volunteer Register, that connects with people throughout the club, particularly new families through 'BLAST'.
- Review portfolios and identify capacity gaps to support the strategic recruitment of Board Members.
- Support the establishment and functioning of a Junior Sub-Committee.
- Determine the employed positions and structures required to support club operations and improvement goals (Function Centre Management, Cricket Operations, Social Activities e.g Museum Bar).



**STRATEGIC
PILLAR**



PARTICIPATION

We encourage a life-long love of cricket and involvement in the club.

Goals

- Our club will deliver quality junior participation programs from entry level to youth aged groups.
- Increase volunteer engagement, participation, and retention.
- Junior program players, parents and volunteers feel engaged with the club.
- Retain players from U15 level through to senior premier cricket.

Targets

- Increase female participation numbers by X% annually.
- Increase entry-level program participation by X% annually.
- Increase the club's number of junior and youth teams by X% annually
- 100% junior and youth coaches accredited.
- 70% of the club's senior players have progressed from the club's junior and/or youth teams.
- Senior player engagement program with junior teams implemented from 2023/24.
- Pre-season junior coaches briefing, and periodic in-season catch up opportunities delivered annually.

Strategies

- Develop volunteer resources to coordinate and support the junior programs.
- Develop structures to support the sustainable operation of the junior program.
- Proactively engage with Cricket Tasmania to maximise participation outcomes from school visits in the club's region.
- Work with Cricket Tasmania to participate in junior competitions with structures that maximise retention, engagement and development.
- Develop relationships with Southern Cricket Association clubs in the club's region to facilitate player movement as desired.
- Promote the CDCC female program throughout the Clarence catchment area.



**STRATEGIC
PILLAR**

PATHWAYS & PERFORMANCE

We develop high-quality, successful cricketers and coaches.



Goals

- Our men's and women's 1st Grade teams are successful.
- We have a high ratio of home-grown players in 1st Grade teams.
- Develop increased numbers of male and female players that achieve selection in junior and senior state representative teams.
- Develop increased numbers of male and female players that obtain Cricket Tasmania contracts.
- Have male and female players selected for national teams.
- Our coaches, scorers and administrators and are supported to learn, develop, and achieve accreditation.
- Equip youth players to progress successfully into the senior program.

Targets

- Men's and Women's 1st Grade team makes finals each year.
- A minimum of six players under the age of eighteen be gaining selection in the men's 1st – 3rd Grade teams.
- A minimum of four players under the age of eighteen be gaining selection in the women's 1st – 2nd Grade teams.
- An average of 1.5 players selected in Tasmanian Youth teams per season (i.e. 4 teams = 6 players).
- A minimum of 1 'homegrown' male & female state contracted player annually.
- 100% of our appointed coaches are accredited.
- Support the professional development of appointed coaches.



**STRATEGIC
PILLAR**

PATHWAYS & PERFORMANCE

We develop high-quality, successful cricketers and coaches.



Strategies

- Develop, attract and retain quality players, coaches and club officials who are committed to the club's values.
- Develop, attract and retain junior players through quality experiences with a clear pathway through the game.
- Develop, attract and retain the best quality coaching personnel and structure within financial constraints that constantly improves and maximises player development.
- Work collaboratively with CT High Performance personnel for talent identification and development of players and coaches.
- Implement list management and selection policies and practices that maximises player development.
- Implement coaching panel structures that supports youth and junior coaching personnel and provides direction on club coaching philosophies, including recommendations from:
 - Female Advancement Prospectus (2022), F. Sullivan U/12 to National level.
 - Men's Cricket Program Review (2022), A. Dykes
- Provide direction to coaches throughout the junior and youth programs on the layers of player development to be strived for in each age group.
- Develop a whole of club coaching strategy to enhance player development through each age group and grade.
- The setting of objectives for team performance supported by underpinning strategies for team performance to provide clarity for the coaching staff and set the expectations for the playing group.



**STRATEGIC
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FACILITIES

Our facilities support our high expectations and meet the needs of male and female players, coaches, members, and volunteers.

Goals

- Have access to an additional (third) ground with a turf wicket in the Clarence Municipality.
- Have an indoor training facility in the Clarence Municipality.
- Establish a Junior Base to centralise training for junior teams, likely at Clarence High School.
- Deliver Stage 2 of the Museum, including water, plumbing and enhanced memorabilia displays.
- Retain and refine the current Function Centre to drive revenue for the club.
- Establish and implement recycling procedures.
- Provide gym access through a partnership.
- Access available funding streams to assist delivery of facility projects.

Targets

- Complete Stage 2 of Museum within 1 year.
- Implement recycling processes within 1 year.
- Establish gym access partnership within 1 year.
- Establish Junior base within 2 years.
- Establish third ground with a turf wicket within 5 years.
- Establish/access a local indoor training facility within 5 years.

Strategies

- Work with Clarence City Council, Cricket Tasmania, and other stakeholders regarding infrastructure strategy to progress an indoor facility, a third ground with a turf wicket, and a Junior Base at Clarence High School.
- Ensure required facility maintenance is undertaken as per lease agreements and all other compliance requirements.



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