

# ***BLIND CRICKET NSW***

## Strategic Business Plan 2010 to 2015

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	Name	Telephone
Chairman:	Graham Coulton	

### **Signature page**

*This discussion paper outlines the strategic business plans of Blind Cricket Australia. It is intended that this paper is a 'living document' that will be progressively developed through discussion with various stakeholders of the Organization and as new information arises*

The Strategic business plan has been developed, agreed to and signed off by the following stakeholders of (name of the organisation):

<b>The Board</b>	<b>Portfolio</b>	<b>Signature</b>
<b>1. Graham Coulton</b>	<b>Chairman</b>	
<b>2. Troy King</b>	<b>Vice Chairman</b>	
<b>3. Graham Coulton</b>	<b>A/Secretary</b>	
<b>4. Nathan Difford</b>	<b>Finance Director</b>	

**Affiliate Members:**

**Burwood Blind Cricket Club**

**Hills Blind Cricket Club**

Date: \_\_\_\_\_

## **Executive summary**

The game of Blind Cricket in NSW is administered and controlled at a State level by Blind Cricket NSW and at a National level by Blind Cricket Australia and at a Domestic level by respective Blind Cricket NSW affiliate members.

Blind Cricket Australia and its State affiliates exist to foster, administer and promote a world class sport and provide a competitive and recreational activity for persons with vision impairment at a domestic, national and international level.

### **Current Situation:**

Blind Cricket Australia has agreed to terms for a Memorandum of Understanding (MoU) with Cricket Australia.

Following a resolution at the 2009 Blind Cricket Australia Annual General Meeting, Black-Out Glasses were introduced and used successfully by all participating B1 players at our 2010 National Championships and the Trans Tasman series against New Zealand.

Blind Cricket NSW participates in the bi-annual Australian National Championships for Blind Cricket which are conducted on a State rotation around Australia. The next National Championships are scheduled to be held in Adelaide late December, 2013 to early January, 2014.

### **Future:**

The First Twenty/20 World Cup for Blind Cricket will be held during December, 2012 in India.

Australia will tour England again in May/June 2012 to resume the Ashes contest.

Blind Cricket NSW has been seeking the support of organisations and stakeholders such as Blind Sporting Association of NSW, Cricket NSW, The Lord's Taverners of Australia, The Primary Club of Australia and the Standard Chartered Bank in the following areas:

1. Future development of blind cricket in NSW and Australia.
2. Funding and support of BCNSW, Training Camps and the State Team.
3. Future bids for National and International events.
4. Funding assistance to send Delegates to National meetings.
5. Funding assistance for appointment of a Coach and Physiotherapist.
6. Fitness testing.
7. General Administration, resources, funding and support.
8. Sponsorship and Promotion.
9. Appointment of a Chief Executive Director/Officer.

## **Critical success factors and issues facing Blind Cricket NSW**

Blind Cricket NSW is faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic business plan.

Listed below are these issues:

- Decrease levels of funding from sources such as sponsorship, fundraising, government
- Issues of corporate governance – role of the directors and affiliates
- Servicing of affiliate member organisations
- Implementation of education, development and training programs
- The decline in players
- The decline in volunteers
- Lack of a unified approach to strategic planning and coordination
- Regional development
- Allocation and management of human resources
- Marketing and promotion of Blind Cricket NSW to corporate, government and the general community

## **OUTCOMES**

The following outcomes reflect what Blind Cricket NSW wants to achieve over the next five (5) years.

To:

- financial stability and growth
- the sport to have a strong market position
- be recognised as a leader in best governance and management
- increase support to affiliate member organisations
- affiliate member organisations to implement the strategies of Blind Cricket NSW
- increase levels of sponsorship and fundraising
- effective Governance and management practices in place
- effective player management plan
- effective volunteer management plan
- athlete membership growth and participation
- effective sport education and development programs
- greater level of support from sporting organisations

## **Blind Cricket Australian and Blind Cricket NSW, a brief history**

The game had its beginnings in 1922 in Melbourne, Victoria where it was first played at a hostel in Prahran, a suburb of Melbourne. At the time of a Test Match, two residents thought blind people could play cricket as well, and put rocks in a tin can and began to play a crude version of what we play today. The game was then introduced to other States in Australia and was mainly played during lunchtime at workshops where vision impaired people were employed.

In 1928 in Sydney, the first Interstate game of blind cricket took place between NSW and Victoria. Later the same year, a NSW team travelled to Melbourne to continue the challenge.

In January 1953, the Australian Blind Cricket Council (now Blind Cricket Australia) was formed in conjunction with the inaugural Australian Blind Cricket Carnival (Championships) which were held at Kooyong in Melbourne.

Australian Blind Cricket Carnivals (Championships) are conducted bi-annually and are held in State rotation around Australia.

International matches have been held between Australia and New Zealand on numerous occasions since 1987 up until 2010.

The World Cup of Blind Cricket is held every four years and the first was held in Delhi, India during November 1998 and South Africa where the eventual winner. The second World Cup was also held in India at Chennai during December 2002 with Pakistan taking the Trophy. The Third World Cup was held in Islamabad, Pakistan in December, 2006 and Pakistan defeated India in the final. Australia made the semi finals of all the World Cups but was unable to make it to the final.

Australia and England have met on a number of occasions since the inaugural World Cup in 1998 and subsequent two World Cups in 2002 and 2006, a Tri-Nations series in 2000 and three Ashes series in 2004, 2008 and 2012.

### **Mission Statement**

Blind Cricket NSW is an organisation which designs, organises, implements, and controls blind cricket activities; coordinates, advises and supports member affiliates; represents the sport and its members at the domestic, state, national and international level and plans and organises sponsorship and promotion so that people can participate, enjoy and achieve through playing blind cricket.

The organization operates within the constraints of funding, the capacity of many volunteers and the support of affiliates, local councils, schools, parents, the media, stakeholders and sponsorship from commercial organizations and government.

The organization holds the following core values that assist in decision making, priority setting and determining right from wrong.

#### ***Professional***

- BCNSW is a not for profit organization and we aim to conduct our core business in a considered and competent manner

**Respectful**

- We will treat others with respect and consideration

**Inclusive**

- We welcome the involvement of all people to the sport of blind cricket

**Accountable**

- We will monitor our activities and measure and reflect on our performance

The core aspiration of BCA is:

Participation, enjoyment and achievement through blind cricket

The long term goal (vision) of BCNSW is:

***To be a leading Blind Cricket organizations in the World***

This goal can be measured by the performance of our players, teams and administrators and NSW's ability to host domestic, state, national and international events.

This goal is dependent on the member affiliates of BCNSW to achieve in leadership, administration and promotion of the game.

## **Strategic Priorities and Strategic Intent of BCNSW**

BCNSW has identified five strategic priority areas that focus the scope of responsibility and development facing BCNSW over the next 5 years. Each priority area has a strategic aim and a series of initiatives to guide BCNSW operations. The priority areas, their description and strategic intent are illustrated below.

### **1. Blind Cricket Operations**

(the development of the game and its products)

*To develop blind cricket in BCNSW through strong member affiliates and well structured competitions with products that meet the needs of specific market segments*

### **2. Business Operations**

(the management of the internal business of the organisation)

*To build the capacity of BCNSW to deliver increasing social and economic benefits to the sport and the broader community*

### **3. Resources**

(the physical resources and people who work to carry out the business of the organization)

*To develop the physical resources of the game and support and recognise the people who work to advance the goals of the organization*

### **4. High Performance and Development**

(the development of players and teams)

*To create and support development pathways and opportunities for players to achieve their potential*

### **5. External Operations**

(working with external stakeholders to achieve mutually acceptable outcomes)

*To improve promotion, sponsorship and events to increase community awareness, the profile of the game and revenue to member affiliates, the organization and the broader community*

## **Strategic business Plan 2010 to 2015**

The following strategic business plan outlines the aims and initiatives of BCNSW aligned with each strategic priority area.

### **1. Blind Cricket Operations**

To develop blind cricket in BCA through strong member affiliates and well structured competition products that meet the needs of specific market segments

#### **A Junior Development**

To grow the game in the regions by doubling the number of junior players over the next five years

##### **Initiatives**

- 1 Establish a junior league
- 2 Develop a small sided game structure for players
- 3 Initiate and support a school based development program (where possible)
- 4 Black-Out Glasses (see note below)

#### **B Senior Development**

##### **Initiatives**

- 1 Improve the standard of competition
- 2 To create a more even competition
- 3 Get more exposure for the game
- 4 Black-Out Glasses (see note below)

#### **C Disciplinary**

To operate a disciplinary system that is consistent, fair and aligned with BCA, WBCC, CA & ICA

##### **Initiatives**

- 1 Review the procedures for appeal and improve where necessary
- 2 Review the composition, selection and skill requirements of board members

#### **D State/Member Affiliate Development**

To support member affiliates to achieve their aims and those of the organization

##### **Initiatives**

- 1 Improve communication with member affiliates
- 2 Provide support and training to help member affiliates run (forms, kits)
- 3 Increase the number of grounds available so that all member affiliates have access to grounds
- 4 Help member affiliates promote their family, social and community strengths

#### **NOTE:**

Following incidents and allegations of persons playing outside their sight category criteria and in particular various B1 players amongst others participating out of category at various blind cricket tournaments throughout the world over the past number of World Cups and other International tournaments.

Blind Cricket Australia passed a motion at its 2009 Annual General Meeting that all Australian B1 players participating at any Blind Cricket Australia sanctioned

tournament, National Championships or any International tournament will now be required to wear Black-Out Glasses approved by Blind Cricket Australia. Blind Cricket Australia is of the opinion that this action if introduced across the world will alleviate at least one area of allegations in respect to sight category cheating.

The Black-Out Glasses were introduced and used successfully by all participating B1 players at our 2010 National Championships and the Trans Tasman series against New Zealand.

## **2. Business Operations**

To build the capacity of BCNSW to deliver increasing social and economic benefits to the sport community

### **A Regulations**

To have a regulatory base that enables the game to achieve its potential

#### **Initiatives**

- 1 Modify the constitution/regulations to provide greater flexibility for member affiliates
- 2 Ensure consistency with member affiliates
- 3 Ensure rules/regulations are continually updated and posted on BCA web site

### **B Staffing**

To develop and support people to enable the organization to achieve its goals

#### **Initiatives**

- 1 Appoint a paid position to carry out the work of the organization
- 2 Create a position responsible for seeking funding and sponsorship
- 3 Develop a plan for additional positions e.g. CEO, Development officer

### **C Funding and Finance**

To ensure the organization has the financial strength to achieve its goals

#### **Initiatives**

- Maximise the use of assets/cash flow streams
- Minimise cost of participation

### **D Communication, Relationships and Advocacy**

To engage stakeholders in the achievement of the organization's goals

#### **Initiatives**

- 1 Improve communication with member affiliates, BCA, WBCC, ICC, CA & CA affiliates
- 2 Further develop advocacy role for members and member affiliates at State and National level
- 3 Improve the organizations web site so that it becomes a major communication tool

### **E Assets, Infrastructure & Information Technology**

To improve the operating facilities of BCNSW

#### **Initiatives**

- 1 Complete research into the viability of land purchase/lease
- 2 Develop and maximise use of information technology
- 3 Investigate and upgrade information technology systems to cater for requirements now and in the future

### **F Research and Innovation**

To be an organization that seeks to improve and innovate

#### **Initiatives**

- 1 To review the marketing strategy of BCNSW: brands, pricing, place, people, promotion
- 2 Investigate other brands of cricket (street, beach etc)

### **3. Resources**

To develop the physical resources of the game and support and recognise the people who work to advance the goals of the organization

#### **A Refereeing**

To improve the opportunities for our Umpires & Scorers

##### **Initiatives**

- 1 The future working relationship with the relevant state Umpires and Scorers Association
- 2 Code of conduct; players, coaches, spectators, administrators

#### **B Coaching**

To improve the skills and opportunities for our coaches

##### **Initiatives**

- 1 Improve the availability of coaching accreditations and upgrades
- 2 Improve the exposure of coaches to higher levels

#### **C Administration**

To improve the skills and opportunities for our administrators

##### **Initiatives**

- 1 Training courses
- 2 Make sure the legal requirements comply with National & State legislation

#### **C Grounds and Facilities**

To improve the quality and range of facilities available

##### **Initiatives**

- 1 Improve the quality of our grounds
- 2 Increase the number of grounds available so that all member affiliates have access
- 3 Improve change facilities
- 4 Shelters available at all grounds

#### **D Recognition**

To recognise the achievements and contributions of members and participants

##### **Initiatives**

- 1 State criteria and basis for awards
- 2 State criteria for Life Membership

#### **4. High Performance and Development**

To create and support development pathways and opportunities for players to achieve their potential

##### **A Development Programs**

###### **Initiatives**

- 1 Identify and develop potential representative players
- 2 Member affiliate based junior development programs
- 3 Black-Out Glasses (see note at 1. Blind Cricket Operations)

##### **B Representative Teams**

###### **Initiatives**

- 1 Develop a clearly understood methodology for selection
- 2 Define selection criteria for representative players

##### **C Representative Players**

###### **Initiatives**

- 1 Improve the opportunities for elite development
- 2 Increase the availability of scholarships to players
- 3 Make Player pathways more easily understood

#### **5. External Operations**

To improve promotion, sponsorship and events to increase community awareness, the profile of the sport and revenue to member affiliates, the organization and the broader community

##### **A Media**

To manage the various media options to increase promotion of the sport and its people

###### **Initiatives**

- 1 Improve newspaper coverage of the game and its products
- 2 Improve television coverage of the game and its products
- 3 Promote the family, social and community strength of member affiliates and the organization

##### **B Sponsorship**

To increase the level of revenue from sponsorship of the game and its products

###### **Initiatives**

- 1 Maximise the sponsorship opportunities
- 2 Improve and maintain the relationship with existing sponsors

##### **C Events**

To attract major blind cricket events to the member affiliates and the organization to promote the sport

###### **Initiatives**

- 1 Attract State & National events
- 2 Attract an international teams
- 3 Attract major junior competitions
- 4 Develop an annual competition

## **Calendar of Proposed Activities and Events**

### **2010:**

1 – 23 June - Australian Team Tour , Barbados, the West Indies.

### **2011:**

January - National T/20 Competition?

August/September -World Cup, venue TBA?

### **2012:**

January - National Championships - Brisbane

May/June - Return Ashes Series, England in UK

December - T/20 World Cup, India

### **2013:**

### **2014:**

January - National Championships - Adelaide

### **2015:**