

# STRATEGY FOR CRICKET IN WESTERN AUSTRALIA 2014-2017



<b>Australian Cricket Vision</b>	<b>To be Australia's favourite sport – A sport for all Australians</b>
<b>WACA Vision</b>	<b>To be leaders in Australian cricket</b>
<b>Purpose</b>	To unite and inspire Western Australia
<b>Definition</b>	<b>Short-term aspirations:</b> No.1 State for Australian team representation, elite team success, per capita participation, stakeholder engagement, fan engagement and ground sell-outs <b>Long-term aspirations:</b> Best boutique spectator facilities in Australia. Scorchers the best supported team in WA
<b>Imperatives for 2014-2017 period</b>	Build the Scorchers brand and grow cricket's fan base and share of voice significantly in WA. Establish the Warriors and Fury as benchmark programs and produce at least 1/5th of male and 1/10th of female Australian players. Win the BBL. Deliver rapid participation growth. Continue to build a strong, sustainable business. Develop top class facilities for fans and elite cricketers.
<b>WA Cricket Values</b>	Accountability   Excellence   Honesty & Trust   Teamwork

Pillars of Australian Cricket	Put fans first	Produce the best teams, players, competitions, coaches and officials in the world	Increase participation substantially and inspire the next generation of players, fans and volunteers	Work as one team across Australian Cricket by providing world-class leadership and management to deliver our strategy	Grow investment and allocate resources to deliver our strategy	
WA Pillars	1 Grow cricket's WA fan base significantly	2 Produce the best teams, players, competitions, coaches and officials in Australia	3 Increase participation substantially and inspire WA's next generation of players, fans and volunteers	4 Provide world-class leadership and management and play a vital role in unifying WA and Australian Cricket	5 Grow investment in WA cricket and allocate resources to ensure the delivery of our strategy	6 Develop facilities that meet the needs of WA fans, teams, grass-roots participants and staff
<b>Performance Targets to 2017</b>	<ul style="list-style-type: none"> <li>I. WACA to grow to 8.5k Full Members with 15k Live Cards with further growth to 15k and 20k live cards once fixtures for new Perth Stadium confirmed</li> <li>II. Scorchers to:                             <ul style="list-style-type: none"> <li>i. Average 18.5k attendance per game at WACA</li> <li>ii. Sell out public seats at every game at WACA</li> <li>iii. Grow Scorchers Membership to 10k by 2017 in readiness for potential matches at the new Perth Stadium</li> <li>iv. Become the Number 1 sporting team in WA for fan passion, based on external research</li> <li>v. Become the best BBL team for fan engagement and match day experience (as measured by League)</li> </ul> </li> <li>III. International matches to meet or exceed attendance targets agreed with CA</li> <li>IV. Cricket to grow to 35% share of WA sports media voice by 2017 in line with national target measured across print and television</li> <li>V. Work with World Cup Local Organising Committee to introduce new fans (multicultural) to the game through the World Cup matches measured by at match surveys</li> </ul>	<ul style="list-style-type: none"> <li>I. Produce at least 1/5th of players for Male senior and 1/10th of players for Female senior national teams (measured by matches played across all formats) by 2017</li> <li>II. Warriors to be consistently in the top 2 and win at least one Sheffield Shield title and One-Day Cup title by 2017</li> <li>III. Fury to be consistently in top 3 of WNCL and WT20 by 2017</li> <li>IV. Scorchers to be consistently in the top 4 and win at least one BBL title by 2017</li> <li>V. Underage representative teams to be competitive at all national championships and produce players who are equipped to progress along the player pathway.</li> <li>VI. All WACA teams to uphold the Spirit of Cricket and display a high level of on-field and off-field conduct</li> <li>VII. Produce at least 1/6th of National Panel umpires</li> </ul>	<ul style="list-style-type: none"> <li>I. Participants total 154,548 by 2017, including:                             <ul style="list-style-type: none"> <li>i. Schools 95,081 (including Tradition school 1,920, Extended Skills 56,689, T20 Blast Schools Cup 27,789, Other modified 8,684)</li> <li>ii. Club and Community 40,044 (including in2Cricket 4,928, T20Blast 3,840, Traditional Club 28,956, other modified 2,320)</li> <li>iii. Indoor Cricket 19,423</li> <li>iv. 29% of all participants to be female (44,818)</li> <li>v. 37% of all participants to be multicultural (57,182)</li> <li>vi. 21% of all participants to be indigenous (3,245)</li> <li>vii. 2.8% of all participants to be All Abilities (4,327)</li> </ul> </li> <li>II. Participation share = 1% greater than WA share of Aust. population by 2017 across both city and country</li> <li>III. Retention in club cricket increasing by 2% year on year</li> <li>IV. All Community Cricket Boards to be incorporated by 2015 with strategic plans in place by 2016</li> <li>V. 100% uptake of MyCricket by all traditional competitions &amp; 50% by non-traditional competitions</li> <li>VI. Grow school cricket ambassadors from 577 in 2014 to 750 by 2017</li> </ul>	<ul style="list-style-type: none"> <li>I. Strategy for WA Cricket and performance clearly communicated to all stakeholders annually</li> <li>II. Ensure continued alignment between the WACA and all affiliates by ensuring strategic plans in place for all affiliates by 2015</li> <li>III. WACA considered best practice by peers and stakeholders for each function via stakeholder feedback</li> <li>IV. Engage in best practice human resource management that enables success consistent with the Strategy for WA Cricket and the WACA's values</li> <li>V. WACA Governance Review Committee recommendations approved by WACA Board and implemented as appropriate</li> <li>VI. Develop and implement a diversity plan for the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>I. Continue to work with CA to successfully implement the new financial model including appropriate delegation of roles and responsibilities</li> <li>II. Obtain strategic funding for WA Cricket to assist with funding of key strategic initiatives</li> <li>III. Negotiate a new CA minimum guarantee beyond 30 June 2017 taking into account new Perth Stadium to deliver a significant uplift to cricket in WA</li> <li>IV. Deliver operating surpluses over the cycle, noting:                             <ul style="list-style-type: none"> <li>i. Scorchers to generate a 10% increase in surplus year on year to reinvest back into WA cricket</li> <li>ii. WACA Ground-related non-match day activities to generate surplus by FY15</li> </ul> </li> <li>V. Maintain cash reserves at \$8m through to FY17</li> <li>VI. Identify opportunities to maximize the commercialization of the WACA land</li> <li>VII. Implement a strong commercial strategy designed to increase revenue from sponsorship, membership, ticket sales and grants</li> <li>VIII. Develop and implement a clear financial strategy for the WACA by 2014</li> </ul>	<ul style="list-style-type: none"> <li>I. Deliver the next stage of significantly improved facilities for WA fans, teams and staff as follows:                             <ul style="list-style-type: none"> <li>i. WACA Future Development Strategy Committee to deliver recommendations to WACA Board by December 2014</li> <li>ii. Agreement on strategy for use of new Perth Stadium and development of clear understanding of cricket's commercial requirements at that venue</li> <li>iii. Long term plan for co-tenancy at the WACA Ground</li> <li>iv. Short term improvements to elite training facilities by 2015 and long term plan for development of world class high performance centre at the WACA Ground</li> <li>v. appropriate staff facilities</li> <li>vi. Clearly articulated plans for the ongoing development of the museum.</li> <li>vii. Improved facilities for patrons</li> <li>viii. Agreed strategy to ensure the development of Murdoch University as a high performance training and match facility by 2015</li> </ul> </li> <li>II. Complete a grass-roots facility audit with a view to developing a comprehensive grass-roots facility plan for WA by 2016</li> <li>III. Maintain WA's global reputation for a fast bouncy pitch</li> <li>IV. Identify opportunities to maximise green space at both Trinity College and Gloucester Park</li> </ul>
<b>Supporting Strategies</b>	<ul style="list-style-type: none"> <li>A. Increase WACA Membership and waitlist numbers by creating a positive public image, upgrading Members facilities, creating a "Members First" culture and getting the best outcome for WACA Members at the new Perth Stadium:                             <ul style="list-style-type: none"> <li>i. Create and source more content and benefits for members, including off-season content</li> <li>ii. Engage in best practice communication to promote Membership and interact with Members</li> <li>iii. Increase shade, capacity, improve and upgrade Members facilities</li> <li>iv. Engage in high level negotiations with State government for the best outcome for Members at the New Perth Stadium</li> </ul> </li> <li>B. The Scorchers continue to be "the" team of summer, engaging all fans – especially children, females and families by                             <ul style="list-style-type: none"> <li>i. Actively promoting the Scorchers brand throughout the year through:                                     <ul style="list-style-type: none"> <li>a. Digital and social media strategy</li> <li>b. Targeted advertising and PR</li> <li>c. Leveraging compelling players and personalities</li> <li>d. Strong links between the Scorchers brand and Game Development activities</li> </ul> </li> <li>ii. Outstanding experiences at every point of contact (including media, online and venue)</li> <li>iii. Ongoing research into Members' and fans' brand perceptions and needs</li> <li>iv. Increase the personal engagement with existing Scorchers Members whilst focusing on converting fans and participants into Scorchers Members through Game Development and Commercial, Marketing and Communications Departments</li> </ul> </li> <li>C. In partnership with CA, "turn up the volume" on cricket generally by:                             <ul style="list-style-type: none"> <li>i. Active &amp; engaging public communication year-round (based on a clear calendar and strategy using the different brands)</li> <li>ii. Specific communication strategy for international cricket, WA teams, Scorchers, club cricket and 2015 Cricket World Cup</li> <li>iii. Targeting both existing fans (the cricket community) and future fans (the broader public)</li> </ul> </li> <li>D. Meeting CA Service Level Agreements (SLA) objectives and ranking in top 3 in terms of service levels</li> <li>E. Work closely with the World Cup Local Organising Committee, government and other stakeholders to deliver a legacy from the event as well as top quality Cricket World Cup 2015 matches in WA</li> </ul>	<ul style="list-style-type: none"> <li>A. Focus on developing Australian representative players via Warriors, Scorchers, Fury and pathway programs</li> <li>B. Ensure Warriors, Scorchers and Fury teams perform strongly and have the appropriate support, systems and culture to succeed, including:                             <ul style="list-style-type: none"> <li>i. Performance-focused selections and culture</li> <li>ii. High quality:                                     <ul style="list-style-type: none"> <li>a. Leadership</li> <li>b. Coaching and skill development programs</li> <li>c. Sport science, medicine and performance information services</li> <li>d. Personal development, health and well-being</li> <li>e. Team administration</li> </ul> </li> <li>iii. Effective use of the Athlete Management System and coordination of Individual Player Plans</li> <li>iv. Delivery of the Australian Cricket Performance Program</li> <li>v. Fit-for-purpose technology</li> </ul> </li> <li>C. Attract and retain talented athletes using leading talent identification and management programs in both metro &amp; regional WA</li> <li>D. In conjunction with CA, develop and deliver robust pathway competitions and talented athlete programs in both metro and regional WA to underpin the production of Australian representative players and successful Warriors, Scorchers and Fury teams</li> <li>E. Strengthen WA Male and Female club cricket by:                             <ul style="list-style-type: none"> <li>i. Ensuring they are aligned with WACA high performance and acting as genuine feeder competitions</li> <li>ii. In conjunction with CA ensure national initiatives are implemented to deliver positive outcomes for WA club cricket.</li> </ul> </li> <li>F. Improve the quality of coaching at all levels and actively manage the high performance coaching pathway and network</li> <li>G. Increase the number and quality of high-performing umpires using the best available technology, education, recruitment, retention and diversity programs</li> </ul>	<ul style="list-style-type: none"> <li>A. Work with CA, affiliates, clubs, schools, educational authorities, indoor cricket centres and other private providers to:                             <ul style="list-style-type: none"> <li>i. Promote participation actively to WA's diverse population, inclusive of race, ethnicity, age, disability and gender. Focus in particular on driving passion among primary school-aged children</li> <li>ii. Offer choice of game and competition formats – including in2CRICKET, T20Blast!, Community T20, indoor cricket, recreational cricket and traditional formats – to meet the needs and interests of participants</li> <li>iii. Balance attraction and retention, i.e. both sampling and long-term participation</li> <li>iv. Deliver easily-accessible pathways for lifelong involvement in cricket – as participants, coaches, umpires, volunteers, ambassadors, members and fans</li> </ul> </li> <li>B. In conjunction with CA, use a State-wide, region-based model to drive participation growth, supported by appropriate specialist roles to:                             <ul style="list-style-type: none"> <li>i. Develop and implement specific strategies for each key growth area</li> <li>ii. Engage with volunteers to set up Community Board in the Pilbara &amp; Kimberley Regions</li> <li>iii. Ensure funding models for programs are sustainable and allow appropriate reinvestment in growth</li> </ul> </li> <li>C. Attract, develop and retain high quality coaches, umpires &amp; volunteers via appropriate promotion, training, communication, recognition and diversity programs</li> <li>D. In partnership with Murdoch University develop appropriate research programs to identify participation retention issues</li> <li>E. Facilitate through club forums the adoption of the Volunteer Management Plans and ASC Healthy Club Checklists to ensure a take up rate of 20% &amp; 30% of clubs respectively</li> <li>F. In partnership with Community Boards and other stakeholders, provide feedback on facility needs within the community</li> <li>G. 100% of junior coaches and 80% of senior coaches with Level 1 accreditation by 2015</li> <li>H. All 6 junior metropolitan associations and 1 country association to have a junior umpiring program in place</li> </ul>	<ul style="list-style-type: none"> <li>A. Ensure the best management and governance structures are in place to deliver the WA Cricket strategy and in turn contribute effectively to the Strategy for Australian Cricket. This includes:                             <ul style="list-style-type: none"> <li>i. Attract and retain top class leaders on the WACA Board, management team and affiliate bodies.</li> <li>ii. Evolve the optimum management structure for the WACA to deliver the vision for cricket in WA.</li> <li>iii. Ensure WACA management processes are robust and performance-focused</li> <li>iv. Ensure unification across WACA, its affiliates, other States and CA to minimise duplication and maximise results for WA cricket</li> <li>v. Implement the recommendations of the WACA Governance Review Committee as appropriate</li> </ul> </li> <li>B. Communicate transparently with WACA stakeholders – including members, affiliates, volunteers, players, government, media, commercial partners and CA – to ensure clarity of, and support for, the Strategy for Cricket in WA</li> <li>C. Maintain highest ethical and governance standards within WA Cricket, and a culture consistent with the values of cricket in WA</li> <li>D. Strive to be the leading State in Australian cricket across all areas of operation and actively benchmark the WACA's performance</li> <li>E. Develop a staffing model that establishes the WACA as an employer of choice</li> <li>F. Staff alignment, satisfaction and engagement levels in top 2 in Australian cricket, based on Australian cricket benchmark survey</li> <li>G. Develop a Diversity Plan that ensures a diverse and inclusive workforce</li> <li>H. Support the development of staff through professional development and improved performance management via the use of SuccessFactors</li> <li>I. Compete for top talent with effective recruitment strategies</li> </ul>	<ul style="list-style-type: none"> <li>A. Ensure development strategy for the WACA Ground under Pillar 6:                             <ul style="list-style-type: none"> <li>i. Gives the WACA financial security</li> <li>ii. Protects it from undue risk</li> </ul> </li> <li>B. Assesses the need for increased capacity</li> <li>C. Continue to support the change in the financial model to align Australian Cricket's expenditure more closely with strategy and performance, and increase total investment in cricket in WA</li> <li>D. Maximise the total value of the WACA's commercial opportunities by understanding and meeting the needs of fans, members, participants, sponsors and hirers. These include:                             <ul style="list-style-type: none"> <li>i. Attendance, membership and yield for BBL and international fixtures</li> <li>ii. Sponsorship across State and BBL properties</li> <li>iii. Venue and event-related revenue, including functions, hospitality, catering and supply rights</li> <li>iv. Indoor and outdoor cricket facilities</li> </ul> </li> <li>E. Secure government support (Federal, State and local) for infrastructure, participation and other relevant initiatives</li> <li>F. Continue to adopt shared services to improve the efficiency of all the WACA's operations</li> <li>G. Manage costs and address key business risks responsibly by developing documented Financial, Risk and Asset Management Strategies</li> </ul>	<ul style="list-style-type: none"> <li>A. Work with CA, all levels of government and other key stakeholders to                             <ul style="list-style-type: none"> <li>i. Provide fans with world-class event experiences both at the WACA Ground and the new Perth Stadium</li> <li>ii. Continue to develop facilities at Murdoch University</li> <li>iii. Upgrade the WACA Ground's high performance training facilities including the indoor centre and sport science, medicine and performance information provisions</li> <li>iv. Develop facilities as required around across WA to meet the needs of club cricket. This includes the development of a list of highest priority projects and accessing DSR's Community Sport &amp; Recreation Fund (CSRFF) &amp; the WACA and CA's facilities funds to implement them</li> </ul> </li> <li>B. Prepare and implement appropriate transition and contingency plans for the period the WACA is being re-developed including:                             <ul style="list-style-type: none"> <li>i. Spectator facilities</li> <li>ii. Playing facilities</li> <li>iii. Training facilities</li> <li>iv. Staff facilities</li> <li>v. Media facilities</li> </ul> </li> <li>C. Maintain the characteristic speed and bounce of the WACA Ground and new Perth Stadium pitches by:                             <ul style="list-style-type: none"> <li>i. Ensuring the use of the optimum wicket soil</li> <li>ii. Continuous improvement in pitch management and preparation</li> </ul> </li> <li>D. Establish a business model to ensure the continued growth of the WACA Museum and its activities</li> <li>E. Develop a joint working group between the WACA, Trinity College and Gloucester Park to investigate mutually beneficial use of green space at each venue</li> </ul>