



From Backyard to Baggy Green



A strategic plan for Australian cricket
2002 - 2004

From Backyard to Baggy Green is a strategic plan for Australian cricket

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Strategic planning is essential for effective administration of sport.

This publication builds on the foundation of the Australian Cricket Board's (ACB) previous strategic plan, *Putting Runs on the Board (1999-2001)*, by introducing a range of initiatives that are structured within a logical strategic framework.

The ACB's new mission statement sits at the top of that framework:

"To advance cricket as Australia's national sport by:

- growing participation and interest in the game;
- fostering the success of Australian teams; and
- striving for commercial excellence,

in a manner that upholds the tradition, integrity and spirit of cricket."



James Sutherland
ACB Chief Executive Officer

The mission covers the four strategic priorities of the organisation:

1. strengthen and protect the spirit of cricket;
2. thrive at the elite level;
3. attract, develop and keep people in the game; and
4. ensure cricket has a strong and sustainable financial base.

About the strategic plan

This document is the result of extensive research, analysis and discussion.

During the strategic planning process, stakeholders from all levels of the game contributed their time and shared thoughts on the future of Australian cricket.

Interviews were conducted with ACB Directors, state and territory association representatives, players, sponsors, media, umpires, coaches and ACB staff. These interviews were supplemented by a comprehensive survey distributed to more than 500 members of the cricket community.

The ACB acknowledges the valuable contribution of the participants in shaping this strategic plan for Australia's national game.

After reading *From Backyard to Baggy Green*, you will understand the ACB's strategic priorities for the next three years and know the initiatives that underpin the implementation of these strategic priorities.

James Sutherland, ACB Chief Executive Officer



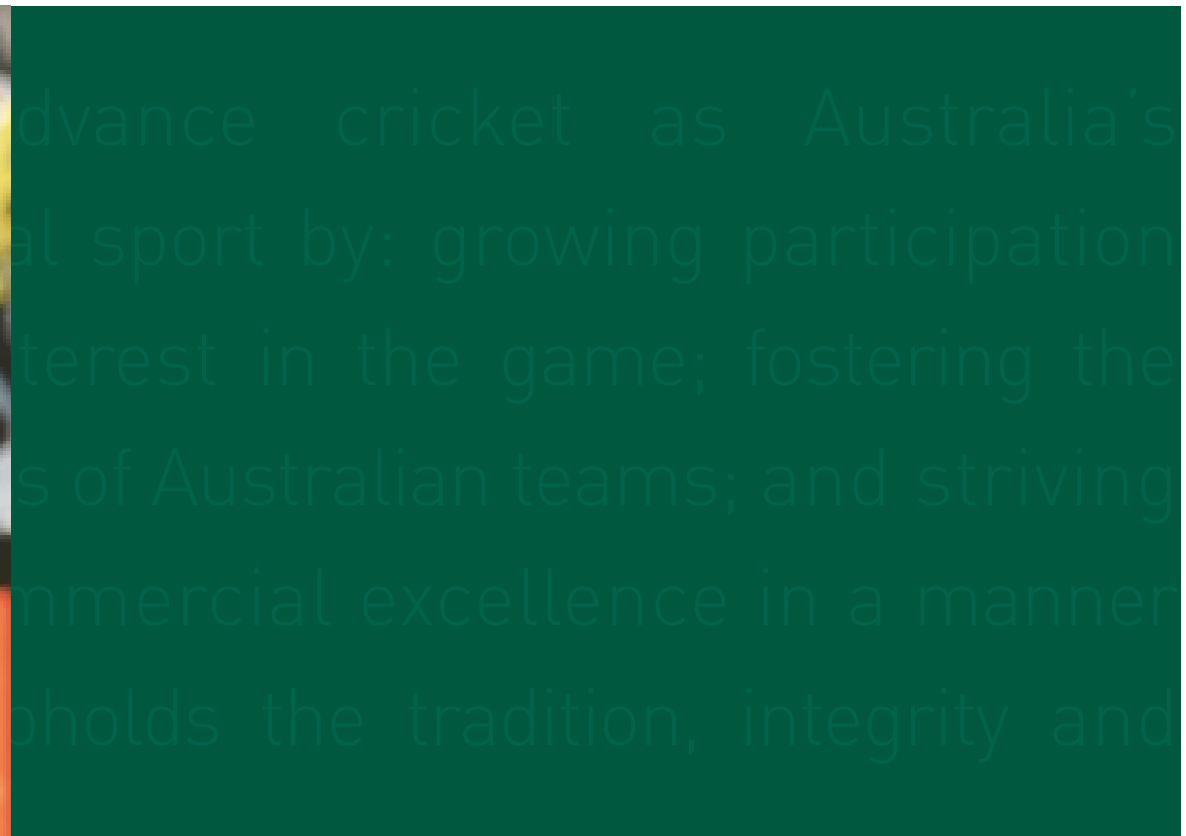


ACB mission statement

“To advance cricket as Australia’s national sport by:

- growing participation and interest in the game;
- fostering the success of Australian teams; and
- striving for commercial excellence,

in a manner that upholds the tradition, integrity and spirit of cricket.”



Strategic priorities

The ACB has identified four strategic priorities which will set the course for Australian cricket over the next three years.

Strategic priorities

1. **Strengthen and protect the spirit of cricket.**
2. **Thrive at the elite level.**
3. **Attract, develop and keep people in the game.**
4. **Ensure cricket has a strong and sustainable financial base.**



→ Strengthen and protect the spirit of cricket

The “spirit of cricket” has long been a guiding principle in the formulation and implementation of the ACB’s core business strategies. In 2000, the Laws of Cricket included a preamble that clarified the spirit of cricket and provided some clear guidelines about the manner in which the game should be played. The ACB strongly believes that the spirit of cricket has always been fundamental to the game and that cricket’s appeal is closely related to the strong values that are so firmly entrenched in the game. For this reason, the spirit of cricket underpins the ACB’s strategic plan.

From Backyard to Baggy Green specifies a number of actions that will build awareness and understanding of the spirit of cricket’s importance.

The ACB will take a leadership role to actively promote the codes and policies of the game, both locally and internationally. Furthermore, the ACB will continue to celebrate the people, the events and the spirit that have made the game of cricket so great.

→ Rationale

- Celebrate the contribution cricket makes to the development of Australian culture.
- Build and protect cricket's reputation and its appeal to all Australians.
- Highlight cricket's traditions of fair play.
- Provide international leadership on the spirit of cricket.



→ Strategic initiatives

The three strategic initiatives that support this priority place a strong emphasis on the spirit of cricket within the cricket and wider communities.

Strategic initiative 1.1

Take a leadership role in fostering the spirit of cricket.

Description - In consultation with state and territory associations, foster an environment in which the values of cricket can be upheld. Maintain and enhance a clear and comprehensive stance on matters relating to the spirit of cricket and enforce it at all levels of the game through appropriate stakeholders. Provide leadership on these matters at an international level.

Strategic initiative 1.2

Educate the cricket community about the spirit of cricket.

Description - Educate the cricket community on the codes and policies that relate to the spirit of cricket. Target education processes to meet the needs of different stakeholder groups. Create a cost-effective training curriculum and associated training plan.

Strategic initiative 1.3

Reinforce the history, tradition and culture of cricket within the broader community.

Description - Communicate the history, tradition and culture of cricket, emphasising cricket's position as Australia's premier national sport. Reinforce the positive aspects of cricket through the use of marketing and public relations.

→→ Thrive at the elite level

To thrive at the elite level, Australian cricket requires high quality training facilities and talent development programs, healthy competitions, world-class elite umpires, and exceptional team support services.

The ACB will embark on a number of programs to maintain and enhance Australia's proud history of cricketing success.

Australia will only achieve success at the elite level if the game is nurtured and supported at its grassroots.



→→ Rationale

- Continue to excel on the field.
- Maintain Australians' pride in their teams' performances.
- Drive commercial returns.
- Generate and drive interest in the game.
- Provide an inspirational goal for all cricketers.

→→ Strategic initiatives

Seven strategic initiatives have been developed to help Australian cricket thrive at the elite level and maintain Australia's proud history of cricketing success.

Strategic initiative 2.1

Foster the ongoing success of elite Australian teams.

Description - Establish an environment that ensures Australian teams are given every opportunity to perform at their best. Provide exceptional support, coaching, fitness and player welfare programs. Communicate effectively with players to ensure that their concerns are respected and accommodated.

Strategic initiative 2.2

Optimise the talent development function of state cricket.

Description - Protect and strengthen state competitions so they can continue to play a

critical talent development role. Provide clear pathways for movement between club, state and national levels.

Strategic initiative 2.3

Explore innovations at the elite level.

Description - Be active and open to innovation. Continue to explore new game formats and non-traditional cricket venues. Pursue programming and format changes that have the potential to enhance Australian cricket, but not at the expense of the core values and traditions of the game.



Strategic initiative 2.4

Develop a pool of world-class elite umpires.

Description - A nation's cricketing success can be assessed in the strength of its top level players and umpires. Therefore, the ACB will nurture and develop the skills of Australian cricket's pool of elite umpires.

Strategic initiative 2.5

Nurture and develop high performance cricket.

Description - Ensure cricket's high performance tier is well organised and that players have access to world-class coaching and development resources. Build pathways and structures, such as the Centre of Excellence, which enable talented players, coaches and umpires to make the transition to elite cricket.

Strategic initiative 2.6

Foster strong relationships with other cricket nations.

Description - Build strong and open relationships with International Cricket Council (ICC) member nations and contribute regularly to meetings, conferences and other communication forums where topical cricket issues are discussed, such as playing conditions, player conduct and rules.

Strategic initiative 2.7

Support the ICC's efforts to strengthen the world game.

Description - As an ICC member country, Australia has a responsibility to help strengthen the world game. Therefore, the ACB will offer resources, knowledge and support where appropriate.



→→→ Attract, develop and
keep people in the game

The ACB will attract, develop and keep people in the game by building skills, participation levels, and cricket pathways. Key game development activities include the launch of the national schools cricket strategy, a club cricket model clarifying the structure and role of the game at this level, and the establishment of a program to recognise the contribution of cricket volunteers.

This work will provide more opportunities for Australians to become involved in the game. Retention of new participants will be increased by providing a positive first experience of the game.

→→→Rationale

- Advance cricket's position as Australia's foremost truly national sport.
- Attract and develop potential champions.
- Maintain and grow the pool of 'cricket-lovers' and participants in Australia.
- Protect, develop and recognise cricket's volunteer base.
- Foster cricket's role in the community.
- Nurture and develop high performance cricket.



→→→ Strategic initiatives

This strategic priority comprises nine strategic initiatives with a strong game development focus.

Strategic initiative 3.1

Adopt a collaborative approach to game development.

Description - Facilitate a collaborative, open and consistent approach to game development. Provide guidance and policy direction to assist states/territories and other local and community bodies with the implementation of initiatives and programs. Place particular emphasis on the development of a pathways model.

Strategic initiative 3.2

Promote cricket as the sport of choice for young Australians.

Description - The youth of today are the future of Australian cricket. Work with all interest groups to increase participation in school and junior club programs, develop skills and smooth cricket pathways. Endeavour to foster a life-long passion for the game in young Australians and acknowledge the support of parents.

Strategic initiative 3.3

Clarify the structure and role of club cricket and support a strong competition.

Description - Club competitions play a vital role in the structure of Australian cricket. Therefore, the ACB will actively promote and strengthen club cricket and ensure that its role is clearly defined and understood by people at all levels of the game.

Strategic initiative 3.4

Acknowledge the valuable contribution of cricket volunteers.

Description - Introduce innovative programs to recognise and reward cricket's vital volunteer base of administrators, coaches, umpires and curators.

Strategic initiative 3.5

Nurture and grow women's cricket.

Description - Broaden the reach of cricket by actively building the women's game at its grassroots. Encourage the integration of each state/territory association with its corresponding women's cricket body and adopt measures to promote participation, develop skills and improve standards.

Strategic initiative 3.6

Extend the cricket community to include Aboriginal and Torres Strait Islander people.

Description - Provide opportunities and pathways to encourage Aboriginal and Torres Strait Islander people to play and progress in the game. Build links between Aboriginal and Torres Strait Islander cricket

and club/elite level programs. Ensure that the first experience is positive so that Aboriginal and Torres Strait Islander people remain involved in the game.

Strategic initiative 3.7

Extend the cricket community to include non-English speaking background Australians.

Description - Confirm the ACB's commitment to making the game all-inclusive of culture, race, religion or creed by allocating resources to grow the game in non-English speaking background communities. Provide participation and development opportunities and nurture untapped talent.

Strategic initiative 3.8

Build a strong network of coaches, umpires, administrators and curators.

Description - Acknowledge the central role played by coaches, umpires, curators and administrators in building and maintaining a strong cricket culture. Provide these groups with access to excellent training and accreditation programs and ensure that clear pathways are in place for progression.

Strategic initiative 3.9

Harness technology to actively support game development activities.

Description - Use technology to communicate with stakeholders, manage and track participation data, and deliver game development products and programs to the broader cricket community.

→→→→ Ensure cricket has a strong and sustainable financial base

A strong and sustainable financial base will provide the ACB with the resources and flexibility to invest in the future of the game by delivering the cricket programs and initiatives outlined in this strategic plan.

During 2002-2004, the ACB will endeavour to grow its existing revenue streams, enhance its brand position, maintain strong stakeholder service and strive for operational excellence. The ACB will foster a culture of innovation without compromising the spirit of the game.



→→→→ Rationale

- Maintain a secure financial base at all levels.
- Ensure the financial resources are used to support elite cricket.
- Be responsive to change.



→→ →→ Strategic initiatives

Building a solid, growing and sustainable financial base through these eight strategic initiatives will allow the ACB to support the strategic priorities relating to elite performance and game development.

Strategic initiative 4.1

Sustain and grow existing revenue sources.

Description - Protect current income sources. Introduce initiatives to maximise revenue in selected areas.

Strategic initiative 4.2

Build the value of cricket's brands.

Description - Increase the value for spectators, participants and other stakeholders to have an association with Australian cricket by growing the game's brands. Adopt a coordinated approach to brand and intellectual property positioning and protection. Support strategic initiatives relating to the spirit of cricket.

Strategic initiative 4.3

Introduce new revenue streams.

Description - Broaden cricket's revenue base by introducing new revenue streams. Actively evaluate, prioritise and tap commercial innovations that fit with the ACB's brand positioning and the spirit of cricket.

Strategic initiative 4.4

Deliver technical and digital initiatives.

Description - Capitalise on the economic and information sharing benefits that technology offers. Coordinate commercial and related strategic initiatives to ensure effective delivery, responsiveness and scalability.

Strategic initiative 4.5

Adopt a stakeholder service focus.

Description - Ensure that the needs of state/territory associations and other commercial and non-commercial stakeholders are understood and met. Promote transparency, communication, responsiveness and planning in order to maintain and increase stakeholder satisfaction.

Strategic initiative 4.6

Ensure ACB operational excellence.

Description - Promote the cost-effective delivery of services by determining and adopting best practice principles relating to process, staff performance and support technology.

Strategic initiative 4.7

Promote excellence in ACB governance.

Description - Aim to be a world leader in sports governance. Actively review and improve ACB governance structures and processes.

Determine and implement best practice principles.

Strategic initiative 4.8

Explore opportunities for Australian cricket to benefit from collective services.

Description - Reduce costs, share information and limit the duplication of non-core activity between organisations.



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