



Southern District Cricket Club

Strategic Plan 2018

First Class Cricket for All

Strategic Plan 2018



Document Control

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From the President

The Southern District Cricket Club was founded in 1982 with the simple purpose of providing cricketers in the Southern area the same opportunity to play elite cricket as any cricketer in the State. The enormous work that was done by a small number of people in the early years was an indication of the passion for cricket and for sport in this area that underpinned the birth of this Club.

The achievement of the SDCC, in overcoming substantial obstacles in the early years, without significant support and at times with significant opposition at all levels was a remarkable achievement and the recent recognition of Bob Bache as an A.O. recipient is an example of the level of commitment, vision and effort that he and others showed in the early years and throughout the history of the Club.

However, the area that we represent has changed incredibly in the last 37 years from a semi country area with a strong historical sporting structure to an area that is now largely metropolitan with an entirely different sporting infrastructure. The demise of the Southern Cricket Association, the struggles in the Great Southern area, and the changes in our population demographic highlight the challenges that we as an elite sporting club face in an area that has no historical elite sporting environment face. Some of these challenges are identical to all Premier Clubs and some are unique to the S.D.C.C. and the area that we represent.

This Strategic Plan is an essential initiative that has its genesis in trying to formalise the internal and external challenges that we face and encapsulate them in a living and breathing document. It provides a starting point and a reference point for the discussions and debates that need to occur within the Club and just as importantly within our wider cricket community. We recognise that our Club ultimately will only be as good as the relationships that we have with the broader community.

It will always be open to amendments as the Club evolves and we determine what is working and what is not. The commitment that I as President make on behalf of the Club management is that all comments, criticisms and discussions will be respected, and that no member should feel constrained from contributing to the Plan.

This Club is something that the area and the people involved in it should be proud of, and we need to respect its origins, the wider cricket community it represents, and the remarkable people that have in the past and in the present contributed their expertise, time, and energy.

People make clubs and even the best Strategic Plan is of little value if an organisation doesn't have the right people to drive the plan. We need to ensure that the culture of the Club is one where discussion and debate is welcomed, where there is a commitment to excellence, and where the Club ensures that we don't take our position in the cricket community for granted.

Simple concepts at times require complex solutions, and complex solutions require good people.

Paul C Charman

Founder and President, Southern District Cricket Club

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Vision, Mission, and Values

Our **vision** is:

“first class cricket for all”

Our vision is to be a club which is successful in producing First Class Cricketers as well as First Class human beings, by developing and challenging everyone, of all ages, gender, and socio-economic backgrounds, to reach their full potential.

Our **mission** is:

“to maximise the talent and contribution of all members of our club”

Our **motto** is:

“no fear”

With the club motto of *“no fear”* we encourage our players to have the courage to take on strong opposition head on regardless of the situation, to push themselves through adversity, to be relentless in the pursuit of reaching their maximum potential, to have no fear of failure, and no fear of others in any way. By doing this, by following the motto of no fear, our players will achieve success both on and off the field of play.

Sometimes the hardest battles lead to the greatest successes.

We want everyone in the Club to believe in and by their behaviour demonstrate the following **values**:

- ***excellence***
- ***respect***
- ***courage***
- ***resilience***
- ***teamwork***
- ***acceptance and inclusion***
- ***commitment***
- ***honesty***
- ***trust***
- ***fun***

These values together will provide a safe family-centred environment which draws out the best from our players.

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People

Everyone in the community has an interest in the development of the Club. We welcome the continued and essential support and involvement of the following:

- our Players
- our Coaches
- the Parents and Care Givers
- our Sponsors
- our Committee Members
- our Volunteers
- our Life Members
- our Community

The following organisations continue to support the growth and development of the Club and its cricket skills development programmes:

- The South Australia Cricket Association (SACA). This is the peak body for our sport.
- The Government of South Australia, Office of Recreation and Sport.
- Onkaparinga City Council. The Council provides the club first grade facilities and club house.
- Christies Beach Sports and Social Club.

We also recognise the continued and long-standing support of our Club patron Amanda Rishworth, Federal Member for Kingston.



Preparing the Plan

This Strategic Plan has been prepared with the input and support of the of our cricket community.

A four-step process has been followed:

Step 1: Working Group

A Working Group was established with representation provided from the senior and junior, and male and female portfolios, and parents. The Working Group was tasked with establishing member input into the plan and to co-ordinate its development.

Step 2: Forum

A Club Forum was held on the 14th March 2018. The Forum provided an opportunity for all Club Members, Life Members, and Sponsors to voice their opinion on the Club’s current condition, what it did well, how it needed to improve, and their ideas for the future. A broad cross-section of members attended including senior male and female players, parents of male and female junior players, Committee members, coaches, and Club officials.

To support this Step, a separate forum was held and attended by female players, coaches, and parents of female players.

All feedback from this step has been collated and actions filtered into “Operational Matters”, which will be addressed by the SDCC Cricket Committee prior to the 2018-19 season start, and “Strategic Matters”, for actioning in this Strategic Plan.



SDCC Strategic Planning Forum, 14th March 2018

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Step 3: Questionnaire

All Club Members were invited to participate in an on-line questionnaire, asking for their comments on the Club's capabilities and performance. Members were asked to say what they thought the Club did well, where it needed to improve, and their thoughts for future directions.

A strong response was received from an on-line survey, with all portfolios represented and the majority of the Club providing input.

The questions were aligned with the strategic pillars and goals and therefore helped to inform the actions required.

In all cases a number of members scored zero in some questions, and 5 in some questions, and so it is clear that not everyone's experience with the Club has been the same. Whilst some variance is to be expected, the Club recognises that a more consistent experience is required with the target being to shift the average Club experience towards across the board excellence.

Step 4: Endorsement

The draft Strategic Plan was reviewed by the Executive Committee and circulated to key Sub-Committees and Working Groups for review and input.

The final draft Strategic Plan was presented to members at the 2018 Annual General Meeting and endorsed for acceptance.

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Pillars

Cricket Australia’s Vision is for cricket to be “*Australia’s favourite sport – a sport for all Australians*”.

The Premier Cricket Vision is to be “*a vital part of the competitions pathway, a strong and competitive environment, a breeding ground for national talent, and the pinnacle of game development*”, and “*the beacon for cricket excellence in the community, producing the best players (Bottom of the Top), and developing the community asset (Top of the Bottom)*”.

Cricket Australia supports this vision using 5 Strategic Pillars, and to do our part in delivering this vision our Strategic Plan has been aligned with these pillars:

	The Pillar	Cricket Australia’s Mission	Our interpretation
1	Put fans first	Deliver engaging experiences for everyone involved in Premier Cricket to positively impact their life and service their love of the game	Grow the love of cricket, and the support for our club, in our community. Players & Supporters
2	Produce the best teams, players, competitions, coaches and officials in the world	Number of players, coaches and umpires delivered from Premier Cricket with the capacity to succeed in First Class cricket	Develop players and coaches with the opportunity to succeed in cricket. Cricket
3	Increase participation substantially and inspire the next generations of players, fans and volunteers	Protect and enhance local infrastructure to foster participation from the local community	Develop and maintain our programme of diversity and inclusion. Participation
4	Provide world-class leadership and management to create a seamless, unified national business and deliver our strategy	Provide leadership to maximise the competitiveness and quality of Premier Cricket	Develop and maintain our people and leadership structure. Leadership
5	Grow investment and allocate resources to deliver our strategy	Significantly grow investment and raise the profile of Premier Cricket across Australia	Develop and maintain First Class facilities for all ages and grades, to attract resources and investment. Facilities



Goals & Strategies

These are the goals we want to achieve to support the Strategic Pillars, and the strategies for achieving them.

1. Players & Supporters

- Increase community awareness
- Create T20 as a community event
- Increase community cricket participation

2018-2019

3. Participation

- Increase junior female player numbers
- Increase adult female player numbers
- Improve the Club culture of inclusivity and mutual respect

2018-2022

5. Facilities

- Establish a new grade cricket venue
- Secure a new turf wicket venue for C & D Grade cricket
- Secure turf wickets for U16 boys
- Upgrade the training facilities at Bice Oval

2018-2023

2. Cricket

- Establish a coaching development programme
- Establish a player selection policy and governance structure
- Consolidate the club culture
- Retain senior players
- Build female player skill levels

2018-2022

4. Leadership

- Re-structure the Executive Committee
- Establish a finance sub-committee

2018

An over-arching key performance indicator for success is achieving an average Member satisfaction score of 4 or more out of 5 in the annual forum questionnaire.



Pillar 1 – Players & Supporters

Goal: Increase Community Awareness

The Club recognises that Community support can only come with an increased awareness of what the Club does and what it achieves.

Strategies:

1. Appoint a media and communications member to the Executive Committee, who will lead this goal.
2. Increase our presence in the local media and social media.
3. Establish liaison and connections with Onkaparinga City Council, and other Councils in the southern region.
4. Update the Club website.
5. Consider re-branding to better identify the Club location and to reinvigorate interest in the Club from sponsors and players

KPIs:

1. Appoint a media & communications member to the Executive Committee for the 2018-19 season.
2. Appear in the local news media at least once per season.
3. New website structure completed by 2019.
4. Canvas members about the club branding at a vision forum and establish a marketing/branding strategy by 2019.

Goal: Create Club T20 as a community event

The national T20 event, the Big Bash, attracts huge numbers of spectators and media interest. SDCC participates in a number of Club T20 events, and in the 2018-19 season SACA will be introducing a T-20 cricket week.

Strategies:

1. Appoint a Club Member as the leader of a T20 Event Working Group to lead this Goal.
2. Establish a media and communications plan to promote Club T20 to the Community.
3. Establish an event programme and potential additional sponsorship and facilities support opportunities.

KPIs:

1. A successful T20 event is held in the 2018-19 season.

Goal: Increase our participation in Community Cricket

The Club provides a pathway to high performance cricket for community club cricket players in the region, but historically there has been some reluctance for community clubs to support the registration of junior players with the Club.

The Club needs strong community cricket competitions (ATCA, SCJCA and GSCA) at all age levels within its zone and needs to increase its visibility, including communication of the benefits of participation at our club. Engagement with all levels of community cricket is required.

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Strategies:

1. Appoint a Club Member as the leader of Community Cricket Club engagement, community liaison, and player recruitment to lead this Goal.
2. Establish a communications strategy for community club and community club parent engagement.
3. Initiate a junior player incentive programme for community clubs.
4. Promote Club Members to assist with community club coaching, supporting Milo In-2-Cricket programmes, and other initiatives to demonstrate the Club's pro-active support for community cricket.
5. Establish a pathway for community club coaches and interested parents and care givers to join the Club coaching team.
6. Establish a relationship with local schools and develop a strategy and plan for the creation of a school-based academy.
7. Promote match day experiences for community club players, parents and coaches, e.g. T20.

KPIs:

1. Engagement and communication of SDCC programmes with local cricket associations within our zone
2. Invitations sent to zoned coaches to attend SDCC training session
3. SDCC player and coach attendance at community club training sessions



Pillar 2 - Cricket

The Club provides a development pathway for players from the age of eleven through to adulthood, transitioning them from community club participation to District competition standard, and where possible to State and National competition participation.

Whilst there are great examples of past and present Club player selection in State (South Australian) and National (Australian) teams, the Club needs to expand and strengthen its current cricket development programme, providing a consistently excellent experience for all ages and grades.

Goal: Establish a Coaching Development Programme

Quality coaching is fundamental to player development, at all levels, and can be a key influence over a player's success. We will ensure coaches are provided with the opportunity to become the best coaches they can be through formal accreditation, practical experience and mentoring.

Strategies:

1. Establish a 3-year coaching development programme.
2. Support a minimum of one coach each year to undertake CA Level 2 coaching accreditation (Representative Coach).
3. Provide aspiring coaches with Level 1 Cricket Australia coaching accreditation (Community Coach).
4. Initiate an annual coaching forum that provides developing coaches with the opportunity to learn from our experienced coaches.

KPIs:

1. Coaching development programme in place by August 2018.
2. By season 2019-20, all senior coaches will have Level 2 CA Coaching accreditation or higher or be training towards that accreditation.
3. By season 2019-20, the head junior coach will have Level 2 CA Coaching accreditation or be training towards that accreditation and all other junior coaches will be Cricket Australia certified Level 1 coaches or be training towards that accreditation.
4. At least one coaching forum will be held each season.

Goal: Improve our player selection policy and governance structure

Player selection is the process of choosing the right players for the right team. It is vital to club and team success, both in the short and long term, and can be influenced by a variety of factors, including a player's ability, form, development needs and team balance. A player's selection can often be the difference between jubilation and disappointment.

We will improve our governance structures and policies to guide player selections and communicate them to all club members.

Strategies:

1. Selection committees for men, women and junior cricket will be established.
2. A player selection policy will be made available to all members and be used to guide selection committee decisions.
3. Players who are promoted and demoted will be advised before team announcements and be given reasons for those decisions. Provide player feedback in a timely manner from a centralised point.

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4. Hold co-ordinated coach selection meetings prior to round selections to formulate agreement amongst coaches of player roles within each team, subject to match conditions and performance.
5. Establish clear rules for players rotated upwards and understanding of player emergencies and their playing skill.
6. Co-ordinate selections in a timely manner
7. Update the Club grievance policy and communicate to members to provide visibility of processes to follow for players, coaches, and parents, should a grievance event occur.

KPIs:

1. Selection committees in place for men, women and junior cricket by the beginning of the 2018-19 season.
2. Player selection policy will be made available before the beginning of the 2018-19 season and used to guide selection committee decisions.
3. The grievance procedure will be made available to club members by the beginning of the 2018-19 season.
4. Junior squad members are provided appropriate formalised performance feedback.

Goal: Consolidate the Club culture

Southern District Cricket Club is a club which was built on strong values of courage, resilience, teamwork and honesty. These values are what have bought success to the club in the past, and what many believe is one of the most important aspects of our club. We need to build and maintain a culture of resilience, courage in adversity, inclusivity, and of no fear.

Strategies:

1. Strong club rules are set which players are to abide by.
2. The club culture is provided a leader from the Executive Committee.
3. Senior players to take younger players 'under their wing' and teach them about the 'Stingray Way' about how they portray themselves on and off the field.
4. Reinforcement from coaches and captains that our culture is a part of how we play cricket, and the game plans which we execute.

KPIs:

1. Every player and every member, when asked, knows the Club values and culture.
2. There are no reported incidents where behaviour is contrary to the Club values and culture.



Goal: Retain senior male players at the Club

In previous seasons, the Club has lost a number of senior male players, which leaves the current playing group with a gap in experience and leadership in the lower grades.

Strategies:

1. Secure a new alternative ground for 3rd and 4th Grade men.
2. Have greater communication between committee/coaches and senior players whose experience and leadership are crucial in developing a good culture as well as teaching up and coming players. For these players some allowances may be made so they can maintain a balanced life, where family and work commitments may take precedence.
3. Strengthening as a family club, where partners and children feel welcome. This will encourage older members to still be an integral part of our community.

KPIs:

1. See an increase in player retention.
2. Secure a new oval for 3rd and 4th grade men.

Goal: Build female player skill levels

Since the introduction of women's cricket, the Club has been successful in attracting players, but less successful in retention. Many new players to the club have never played before while others have varying experience. The Club needs to be innovative in how the women's programme is structured, and willing and able to change to adapt to the needs of the playing group. The Club will also see long term benefits of working with the community to develop the girls cricket pathway, as it becomes the place in which talented community players are selected to represent their region at a Premier Cricket level, having learnt the game there.

Strategies:

1. Develop and run a winter cricket academy for new players not currently involved in SDCC and/or cricket from the Great Southern and South Central regions.
2. Tailor training programs to accommodate all players' age and ability levels to give SDCC women and girls the opportunity to develop and succeed. Prioritise facility use based on the needs of the playing group during pre-season and during season.
3. Work with SACA to develop pathway opportunities for females, from Entry Level Programs, school cricket, junior and senior community cricket, representative association cricket to SDCC premier cricket.

KPIs:

We will measure our success by:

1. Providing a skill-based program to a minimum of 10 females in each winter.
2. Appoint coaches with female-based coaching skills and run trainings when/where players want/need.
3. Establish a full female pathway in conjunction with SACA in the Great Southern and South-Central regions.

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Goal: Increase the Forum Questionnaire KPI average

The member response to the forum question concerning club coaching and player development standards was an average of 3 out of 5.

Strategies:

1. By following the strategies outlined in the previous goals we expect the member satisfaction score to increase.

KPIs:

1. Achieve an average score of 4 out of 5 at the next Forum in 2019.
2. By the 2020 forum achieve an average score of 4 out of 5, with no members scoring less than 3.



Pillar 3 - Participation

The Club is a leader in the Community in gender support and has established a large and successful female cricket programme. The Club sees an opportunity to further grow female participation in cricket, and a need to improve the Club's culture of inclusivity, equality, and mutual respect.

Goal: Increase the participation of junior females

Currently, the Club is the home of development for junior females wanting to play cricket in the south. By working with the community, the Club can become a place for talented junior females to develop and enhance their skills, building on the foundation of community cricket. Partnerships with local clubs will assist in increasing participation levels in junior female cricket.

Strategies:

1. Develop and maintain partnerships and form relationships with community clubs and assist in developing the female junior cricket pathway.
2. Appoint SDCC women's players and support personnel to run, coach, and administer junior girls' cricket initiatives to link SDCC with the southern community. This is not to take the place of any SACA organised or supported initiative. This will need financial support from SDCC
3. Appoint a club member to liaise with SACA and local cricket clubs about junior female cricket competitions and events in the southern region to ensure SDCC involvement.
4. Support community cricket initiatives put in place by SACA by encouraging our junior players to participate in community cricket as well as, or instead of, premier cricket depending on age and skill level.

KPIs:

We will measure our success by:

1. Meeting with representatives from all community clubs and associations
2. Have at least one SDCC member connected to all junior female cricket offerings in the southern region in the 2018-19 season.
3. Appoint a community club liaison by August 2018.
4. Coaches and administrators are on the same page and communicate regularly to parents and players on playing community cricket.
5. Aim for 75% of junior female players at SDCC have a connection to a community club in 2018-19 with the aim to have 100% by 2022.

Goal: Increase the participation of adult females

Currently, the SDCC female playing group is made up of more than 50% junior players. As a premier club, SDCC needs to move towards increasing senior participation to support the growth of junior participation in the community. Retention has previously been a problem at the Club with players leaving the sport or leaving to play at other clubs in their teenage years. SDCC needs to focus on ensuring senior players are having positive experiences at the club and in the sport while also providing opportunities for new senior players to play in an environment both comfortable and appropriate for them.

Strategies:

1. Create a supportive and engaging environment where the wellbeing and social needs of adult female players are catered for by the senior coaches and the club.



2. Ensuring that all individuals' skills, experiences and abilities are catered for at trainings and on game days.
3. Provide opportunities for females to learn the skills required for key roles such as scoring, team management, MyCricket data entry, umpiring, coaching etc.
4. Enter a team into the ATCA Women's competition to provide another layer to the SDCC offering.

KPIs:

We will measure our success by:

1. Regular communication with senior female players during the season to gather feedback to ensure their needs are being met.
2. Provide separate training opportunities for experienced senior players and new senior players.
3. Advertise all training opportunities to the senior playing group and support players in developing non-playing cricket skills.
4. Enter an ATCA or equivalent team in or before the 2019-20 season.

Goal: Improve the Club culture of inclusivity and mutual respect

SDCC aspires to have inclusive practices embedded in all aspects of the Club. Of importance is an improvement in the way the female cricket program is managed and an improvement in the perceptions of inclusivity and Club culture at SDCC to ensure everyone feels welcome and included.

Strategies:

1. Develop a coaching structure inclusive of all teams with coaches adopting the same values and philosophies across the senior and junior, male and female areas.
2. Provide female players with the same opportunities as the males.
3. Ensure social events are "family friendly" to be inclusive of males and females as well as juniors and seniors.
4. Create a running sheet for fortnightly presentation evenings to include all SDCC teams and ensure each team is recognised fortnightly, regardless of the attendance of players.
5. Establish a player's code of conduct which outlines inclusive behaviours players must uphold as a member of the SDCC. Coaches, administrators and players are made aware of inclusive practices, and are called to account if found to be displaying discriminatory comments or acts.

KPIs:

1. In the 2019 member survey, improve the average score from 3 to 4 out of 5.
2. Appoint more than one coach specifically for the female players and regularly connect all SDCC coaches.
3. As a minimum, female players have the same coaching and training opportunities as the males.
4. All SDCC teams are recognised at every SDCC presentation.
5. All players are informed of their responsibility to be inclusive. Inclusion scores improve across whole club survey results.



Pillar 4 – Leadership

In order to drive the delivery of the Strategic Plan and improve the competitiveness and quality of the Club, the leadership group and supporting sub-committees will be re-structured. A strategic review of coaching has also been undertaken which now defines the proposed re-structuring of the coaching group.

Goal: Re-structure the Management Committee

The Club will re-structure the board to ensure that there is a suitably qualified Member responsible for driving the delivery of each aspect of this strategic plan. The proposed new Board structure is as follows:

Past	New
President	President
Secretary	Secretary
Treasurer	Treasurer
Cricket Committee Chair	Cricket Committee Chair
	people and culture coordinator
Chairperson	Chairperson
Women’s coordinator	Women’s coordinator
Junior coordinator	Junior coordinator
Committee member	Volunteer coordinator
Committee member	Facilities coordinator
Committee member	Community coordinator/liaison
Committee member	Media and Communications coordinator
Players representative – senior men	Players representative – senior men
Players representative – senior women	Players representative – senior women
Grade Cricket Committee Representative	Grade Cricket Committee Representative

Strategies:

1. Reach provisional agreement with the current Board to initiate these changes ahead of the AGM.
2. Make direct approaches to Members to ensure all roles are filled or nominations received prior to the next AGM.
3. Change the Board selection emphasis to skills-based.
4. Prepare clear job descriptions and qualifications for each role.

KPIs:

Success will be determined by achieving this goal prior to the 2018 AGM.



Goal: Establish a finance sub-committee

There are many Government agencies, local Authorities, and private companies who can provide financial support for the Club, and the Club has recognised that dedicated and experienced resources need to be committed to ensuring that these opportunities are fully realised. The Club will therefore establish and maintain a new finance sub-committee, reporting to the Management Committee via the Treasurer, with the proposed minimum membership being:

- Treasurer (sub-committee chair)
- Sponsorship Coordinator
- Grants Coordinator
- Media and Marketing coordinator
- Events & Fundraising coordinator

Strategies:

Finance sub-committee to focus on the following areas:

- Financial Discipline & Planning
 - Grant Funding
 - Sponsorship
 - Fundraising
1. Establish processes to generate an Operating Expenditure (OPEX) budget for entire club and maintain awareness of sources of revenue and expenditure requirements.
 2. Set recommendations for annual player registration fees.
 3. Maintain a Capital Expenditure (CAPEX) budget and register of minor and major equipment and facilities capital works (including quotations) required to meet premier cricket training and playing standards.
 4. Maintain awareness of:
 - a. available Local, State and Federal Government grants
 - b. SACA and CA grants
 5. Administer and report to the SDCC Management Committee the status of grant funding.
 6. Maintain register of corporate sponsorship opportunities and report success rate of targeted programme.
 7. Identify opportunities for fundraising for total club and maintain register of sponsors for total club visibility.
 8. Implement actions to protect club assets against operational and financial risks.
 9. Manage the deployment of funds from the Eric Gray Trust.

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We will measure success of this goal by:

1. Establishing the Finance Sub-Committee, reporting to the SDCC Management Committee, prior to the start of the 2018/2019 season.
2. Establishing a budget for grant funding for local, state and Federal Government for equipment and facilities upgrades.
3. Establishing a budget for corporate sponsorship including:
 - a. Financial – banks, mortgage brokers, real estate broker, insurance brokers, financial planners
 - b. Health – dentist, physiotherapy, chiropractor, podiatrist, remedial massage
 - c. Discretionary – fast food and restaurants, petrol, food shopping, car dealerships, retail sports store
 - d. Other – businesses associated with playing squad members
4. Supporting the sponsors such that more than 80% return a following year sponsors.



Pillar 5 – Facilities

The Club recognises that its training and playing facilities need to be improved to reflect the provision of premier grade cricket in the southern Adelaide region.

Goal: Establish a new grade cricket venue

SDCC is committed to continue the work to pursue this goal, with the outcome being a new cricket oval for senior and junior cricket. Bice Oval will remain the Club A Grade home ground and Club location.

Strategies:

1. Form a project Governance Committee, comprised of SDCC Board Members, SACA, Onkaparinga City Council, and representation from the Office of Recreation & Sport.
2. Pursue ORS Grant support funding to support the project budget.
3. In partnership with SACA, secure a venue.

KPIs:

The likely measure of success will be the establishment of the wicket for use in the 2020 season.

Goal: Secure turf wickets for U16 boys

As the youngest Club in the District competition, SDCC has historically been the only District Club that has been unable to source turf wickets for U16 home matches. This will change from 2018 onwards.

Strategies:

1. Cease using hard wickets for U16 home matches effective immediately.
2. Source a new turf wicket for men's C Grade cricket, allowing them to transfer out of Christies Beach High School. Use Christies Beach High School then for U16 cricket.

KPIs:

The success of achieving this goal will be measured by all U16 home matches in the 2018-19 season and all subsequent seasons being played on turf pitches.

Goal: Secure new turf wicket for C & D grade men

A new home turf ground will be secured for C & D Grade cricket, to provide a significantly higher quality playing environment.

Strategies:

1. Source a new turf wicket for men's C Grade cricket, allowing them to transfer out of Christies Beach High School. Use Christies Beach High School then for U16 cricket.

KPIs:

The success of achieving this goal will be measured by C Grade home matches being played at a new alternative ground.



Goal: Upgrade training facilities at Bice Oval

A number of upgrades are required to the Bice Oval training facilities, some of which are funded and others which require additional funding to be secured. The works include an upgrade to the surfaces of the hard wickets, an upgrade to the nets for the turf wickets, the provision of permanent power for bowling machines, and the provision of new storage for maintenance equipment.

Funding has been secured for the hard wicket upgrade and these works are due for completion before the start of the 2018-19 season.

Strategies:

1. Apply for grant funding for the permanent power and storage works (end 2019).
2. Source funding for the net upgrades (either from grants or from sponsorship) (end 2018).
3. Source funding for new storage shed (end 2019).
4. Source funding for new bowling machine mounting systems (end 2018).
5. Source funding for new lighting upgrade to night match standards of 500 Lux. This is considered to be a low priority ahead of all other works (2023).

KPIs:

Success will be determined by obtaining funding and completing the works by the dates stated.

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Review

This Strategic Plan will be referenced at every Committee meeting, and reviewed on a minimum quarterly basis, to ensure that the strategies established are being followed and the goals achieved.

We recognise that the future is sometimes difficult to predict and even harder to control, and so should the goals and strategies need to change the Club membership will be advised and included in these decisions.

The Strategic Plan will be fully reviewed and updated on annually, and we will keep all members informed with regular bulletins.