

# NEW ZEALAND CRICKET'S 'STRENGTHEN & ADAPT'

TRANSFORMATIONAL PLAN  
2021-2024.



# IN 2015 WE LOOKED IN THE MIRROR AND FACED INTO WHAT NEEDED TO BE DONE FOR A HEALTHY AND SUSTAINABLE GAME: **CRICKET. A GAME FOR ALL NEW ZEALANDERS; A GAME FOR LIFE.**

We are now 4 years into our transformational journey to live up to our vision.

As part of our journey to date, we have laid the foundation stones in place. These foundation stones come in the form of our landmark 'Women & Cricket' work, the 'One Cricket' programme, and the introduction of the Cricket Network Partnership Investment (CNPI) framework alongside our aligned and united Cricket Network consisting of 6 MAs and 24 DAs.

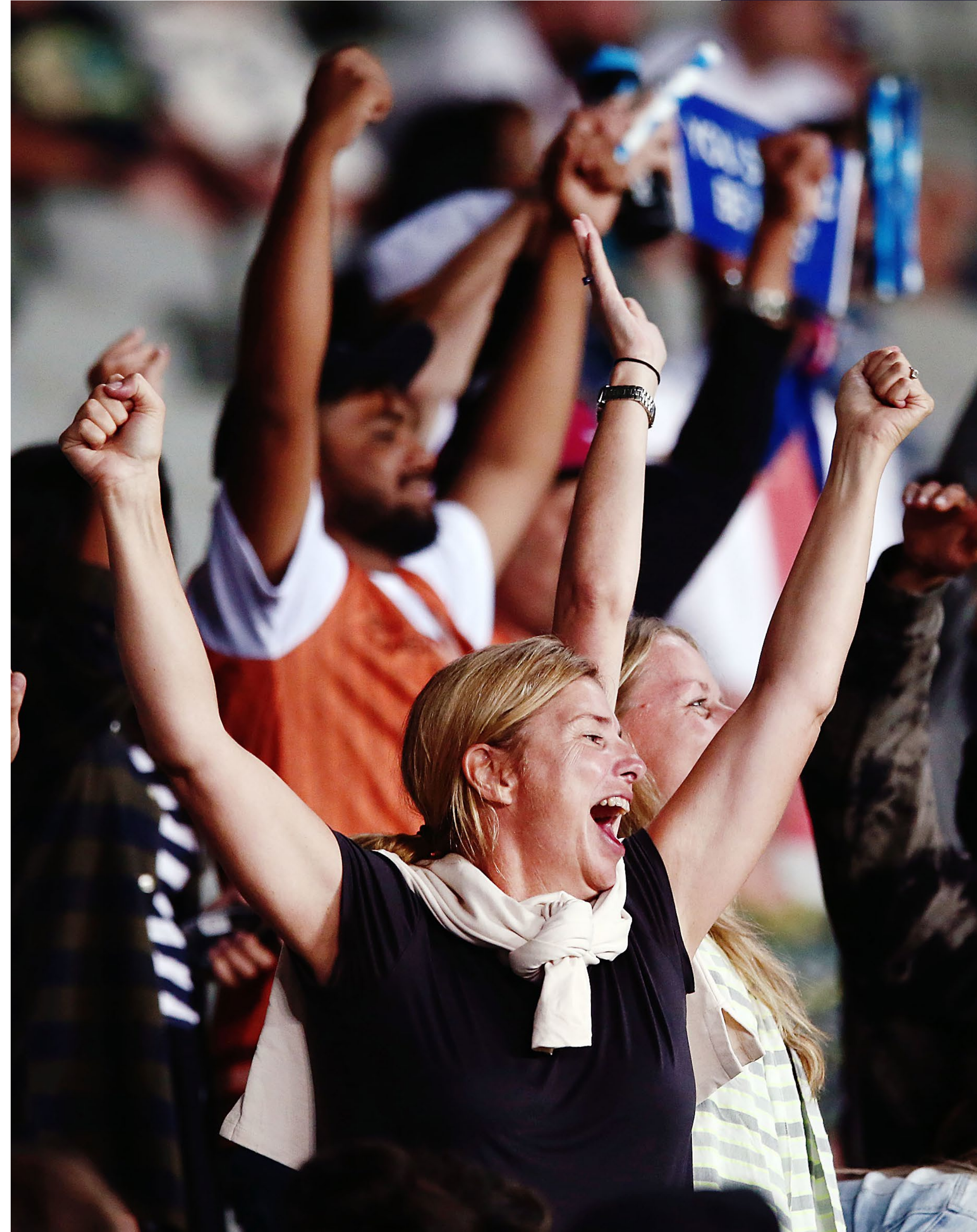
This has us perfectly positioned to accelerate our transformation. Strengthen & adapt is our tipping point. **It is our lighter fuel.**



# TRANSFORMATION TO US IS THE CUMULATIVE FORCE OF CHANGE INITIATIVES ALL CONNECTED BY A CENTRAL STRATEGIC SPINE

NZC believes that the first major steps in sustainable transformation are:

- Initial mindset and behavioural change by key leaders and/or influences
- Followed by initial 'getting started' actions or pilots which create early momentum and learnings
- That then guide the in-depth detail of how the transformation process can be progressed and embedded.



**DESPITE  
GOOD PROGRESS,  
WE ARE NOT  
TRANSFORMING  
AS FAST AS WE  
COULD BE....**



# CRICKET PARTICIPATION IN NEW ZEALAND FACES FIVE BIG CHALLENGES.

1. No 'Whole of Cricket' National Development Plan since 2011
2. Shifting our nationwide cricket delivery network towards stronger alignment and effectiveness
3. Women and Girls participation numbers are too low
4. Cricket no longer has a strong connection with schools
5. The changing face of New Zealand



## CHALLENGE 1 BACKGROUND

# CRICKET HAS SUFFERED THROUGH ITS ABANDONMENT, IN 2011, OF A VERY SUCCESSFUL 'WHOLE OF CRICKET' NDP, WEAKENING OUR CORE DELIVERY CAPABILITY

In 2000 NZC introduced its community cricket National Development Plan (NDP). The NDP created an integrated nationwide framework.

Promoting and delivering national boys and girls primary school competitions open to all schools

Supporting the development of players from school-entry level to adult, aligning skill development with appropriate products and experiences

Supporting clubs and schools through 'skills awareness sessions', 'health checks', provision of written resources, and administrator training

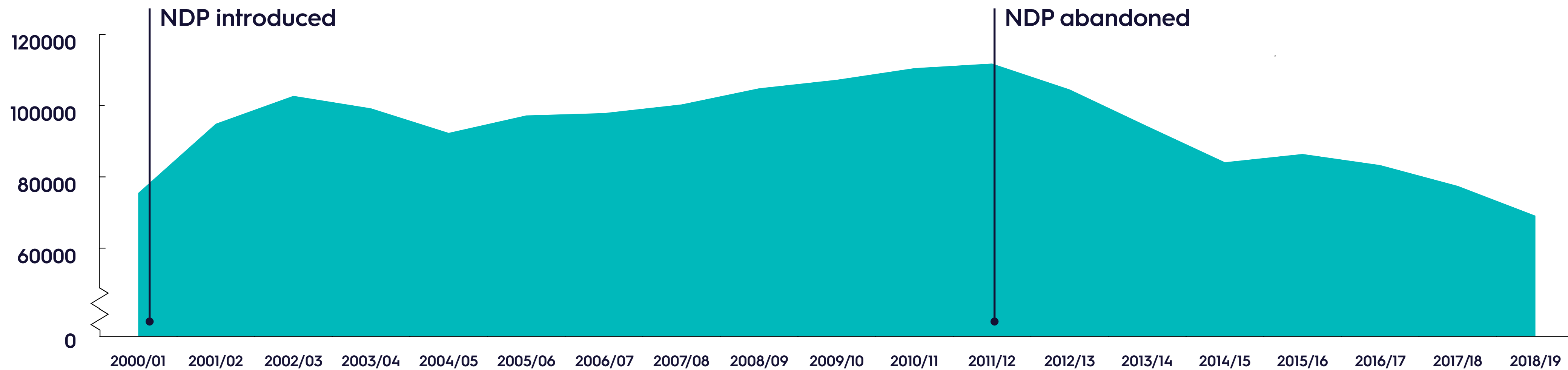
Creating a 'whole of cricket' coach development pathway ranging from 'Have a Go', and 'Kiwi Cricket', through to the Levels 1, 2 and 3 courses for advanced coaches

This was delivered by a national network of MA-based Cricket Development Managers and MA or DA-based Community Cricket Co-ordinators.



## CHALLENGE 1 BACKGROUND (CONT.)

**WE ABANDONED THE NDP IN 2011 AND PLAYING NUMBERS, AFTER A DECADE OF STRONG GROWTH, THEN STEADILY DECLINED**



\*Notes: (1) This comparison utilises 'apples for apples' census collection methodology 2000 to 2018/19.



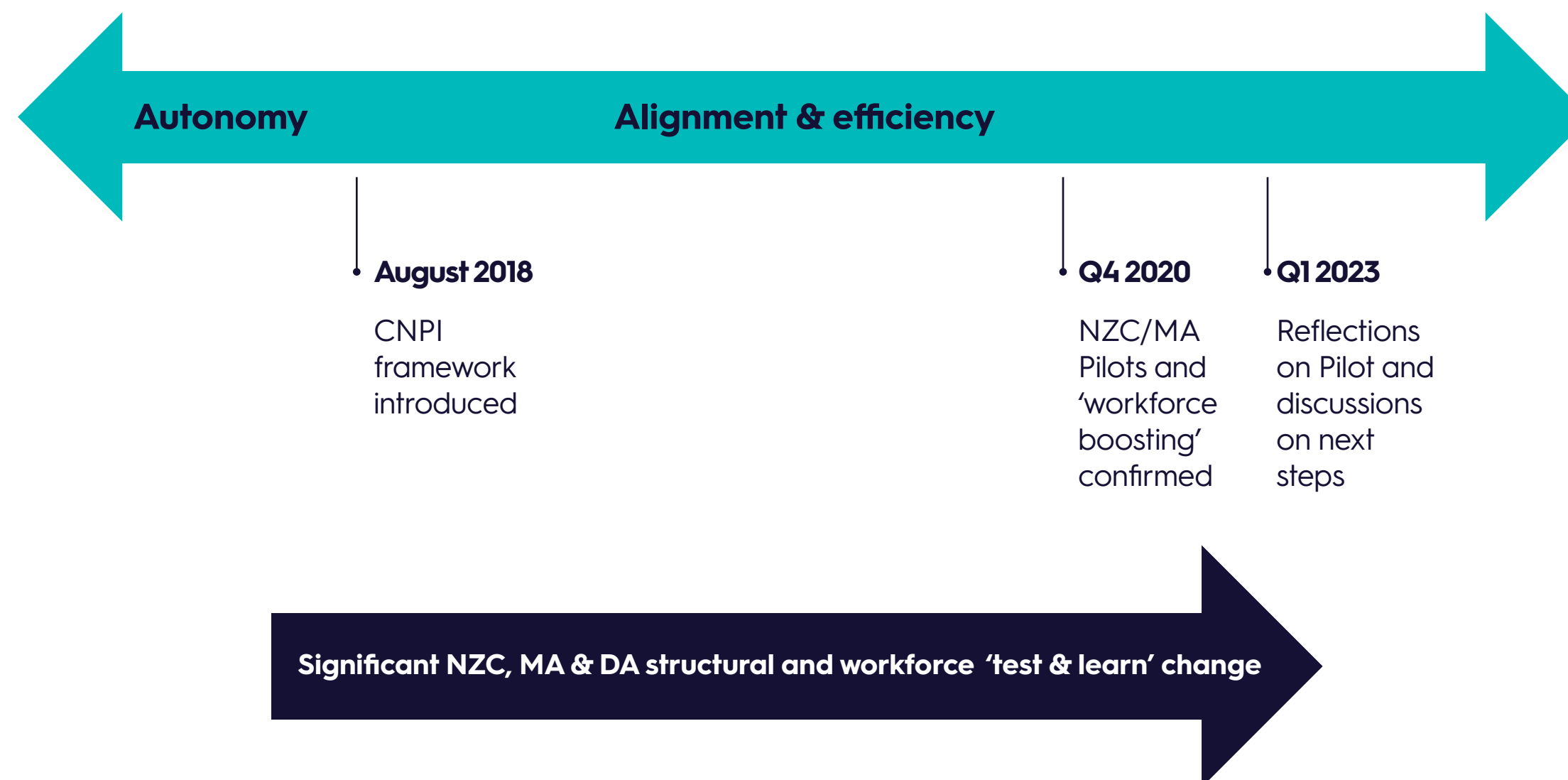
## CHALLENGE 2 BACKGROUND

**WE HAVE A STABLE, ABLE NATIONWIDE DELIVERY NETWORK...BUT TO TRANSFORM CRICKET WE NEED TO CONTINUE TO DRIVE OURSELVES COURAGEOUSLY TOWARDS EVEN STRONGER NETWORK ALIGNMENT AND EFFECTIVENESS**

### 2010-2018 Master Agreement Period

Abandonment of NPD framework in 2010 resulted in community cricket investment & activity decisions being made regionally.

No NZC leadership and no MA/DA performance monitoring and accountability



### 2022/23 'next steps' considerations

- What have we learned from the pilot?
- Is further structural evolution justified?

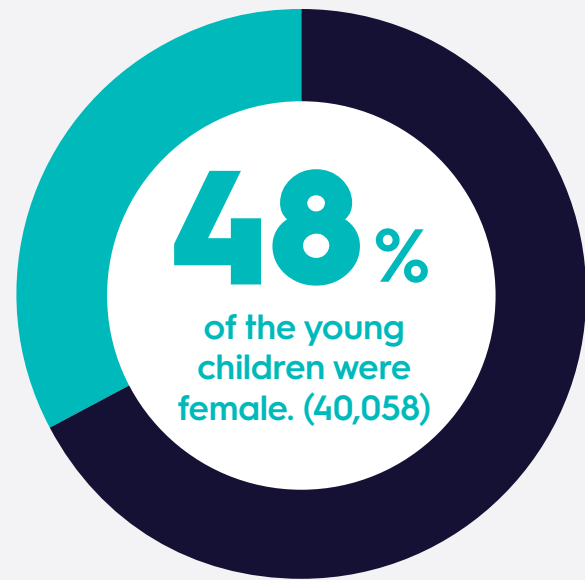


## CHALLENGE 3 BACKGROUND

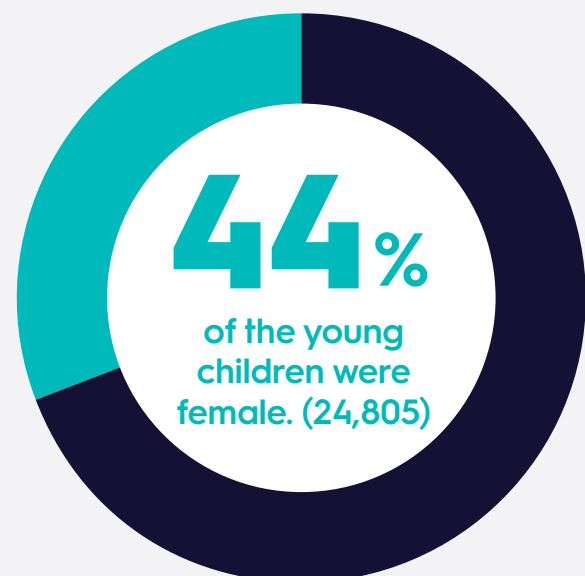
# DESPITE INCREASING FOCUS AND EFFORT, **WOMEN & GIRLS** PARTICIPATION NUMBERS ARE VERY LOW – WE MUST ASK OURSELVES ‘WHAT ARE WE STILL MISSING?’

2019/20 cricket season

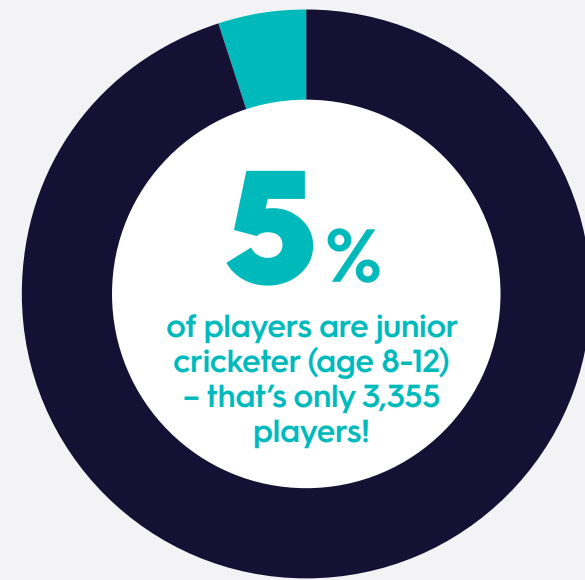
Primary school visit ‘cricket awareness’ lessons



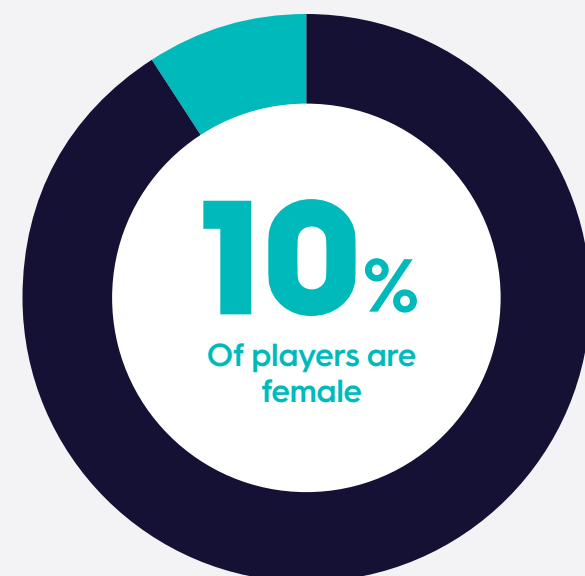
NZC Superstar Programmes  
(Young children age 5-7)



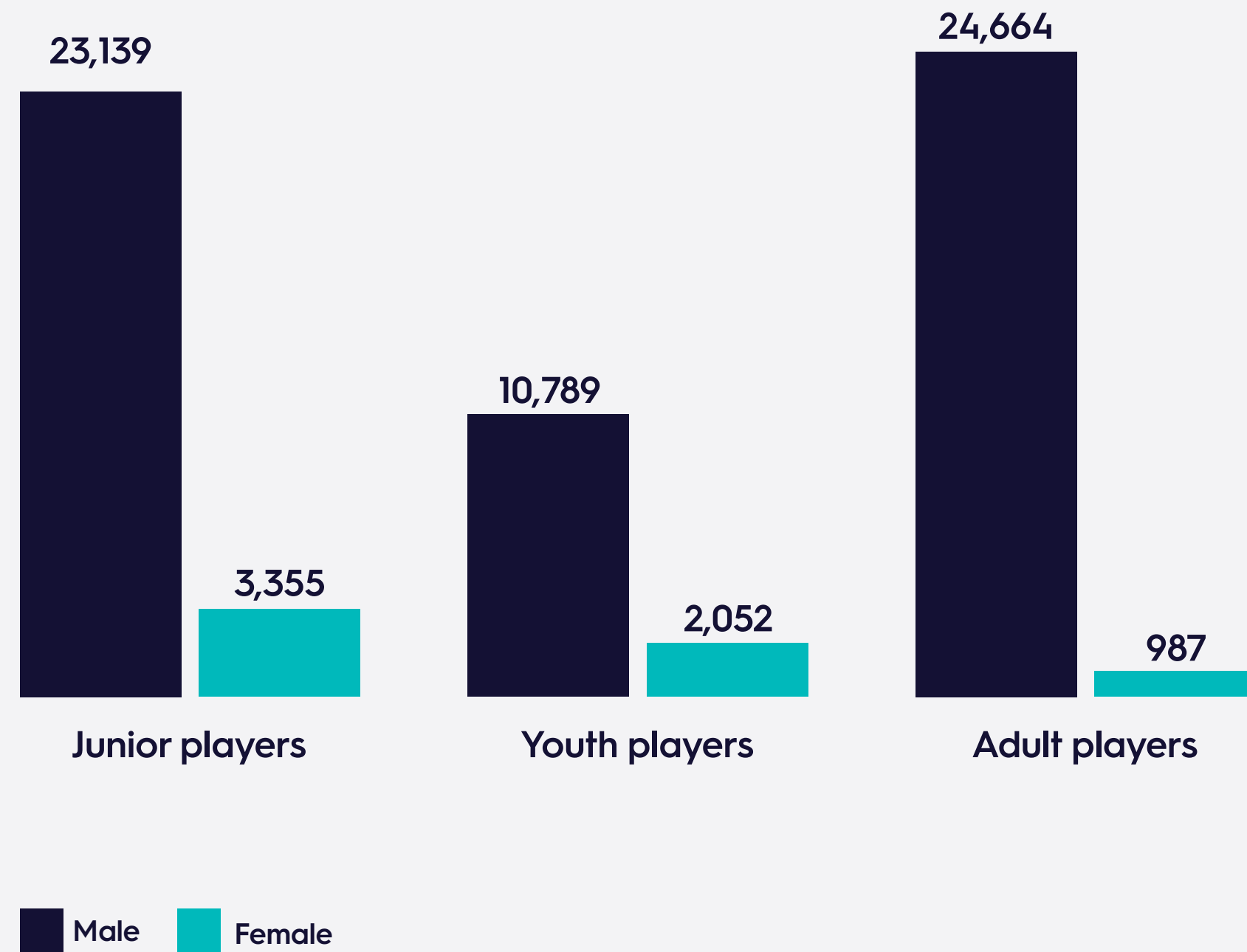
Team cricket: 64,981 players



...and overall there were only 6,389 female



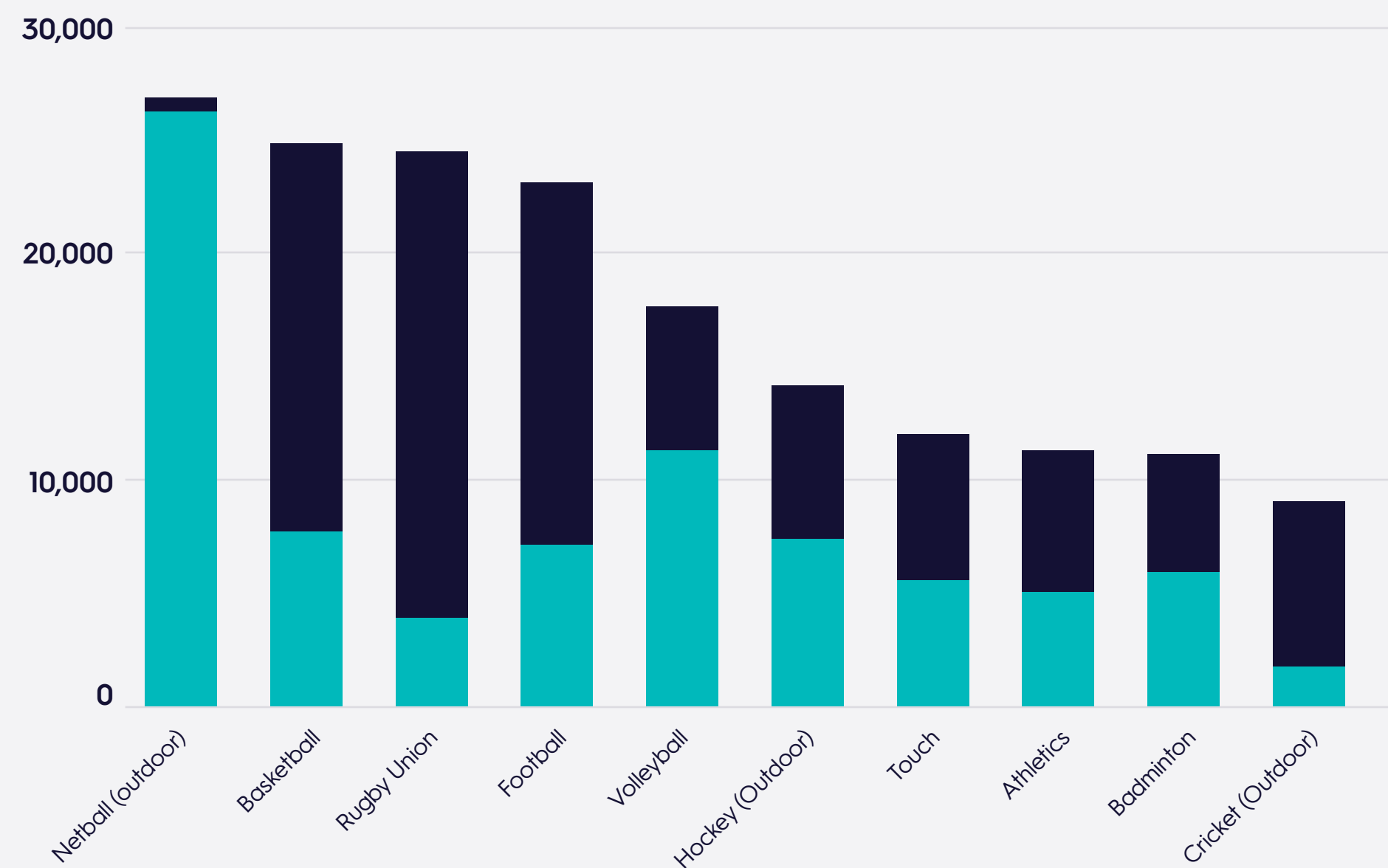
And across the board...



## CHALLENGE 4 BACKGROUND

# CRICKET IS NO LONGER STRONGLY CONNECTED ENOUGH WITHIN **SCHOOLS**. TURNING THIS AROUND WILL REQUIRE A DIFFERENT APPROACH

Secondary school participation



**WHILE BADMINTON, VOLLEYBALL AND BASKETBALL HAVE GAINED IN POPULARITY, CRICKET HAS DECLINED TO -50% OVER THE LAST 10 YEARS.**



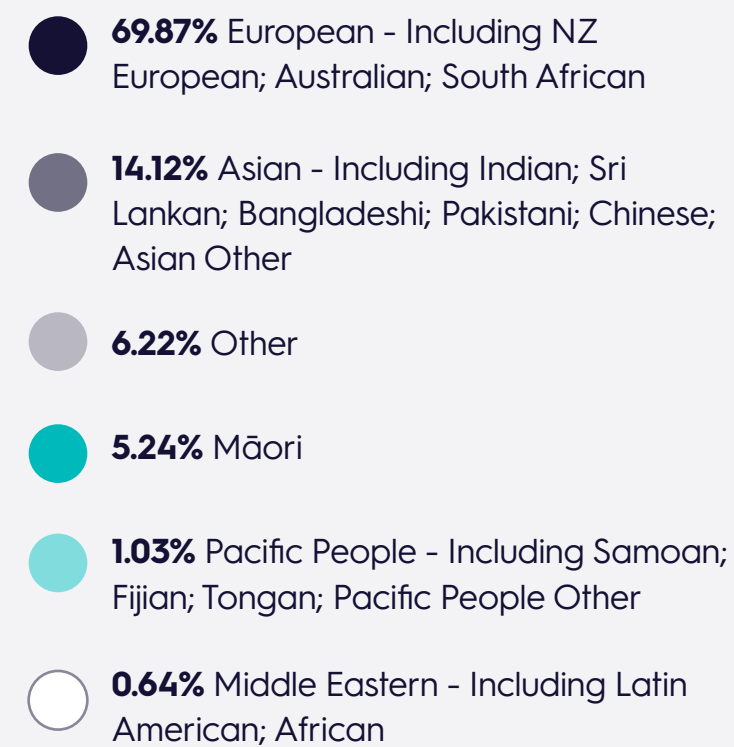
## CHALLENGE 5 BACKGROUND

# NEW ZEALAND'S GROWING CULTURAL DIVERSITY CHALLENGES CRICKET BUT CREATES GREAT COMMUNITY-ENGAGEMENT OPPORTUNITIES FOR CRICKET

- Our research shows us that people from the subcontinent are almost 3 times more likely to like cricket than NZ European
- However players identifying as Māori and Pacific Islanders are 5 times less likely to play
- Already, less than half of those playing within Auckland Cricket's competitions identify themselves as 'NZ European'

Community cricket playing base diversity (cricHQ 2020):

Only 6.27% identified as Māori and Pacific Islanders

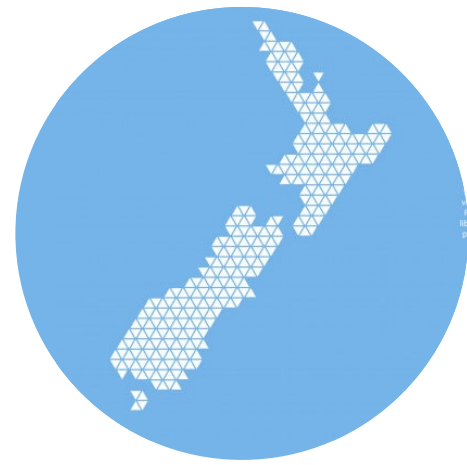


**THOSE FIVE BIG  
PARTICIPATION CHALLENGES  
ALSO REPRESENT OUR  
BIGGEST TRANSFORMATION  
OPPORTUNITIES.**

**NZC'S PLAN FOR  
ACCELERATED  
TRANSFORMATION**



# WE STARTED WITH STRATEGY – NZC AND OUR CRICKET NETWORK HAVE TOGETHER CREATED OUR FUTURE-FACING STORY



Strengthening  
the 'Core':

National  
Development  
Plan



School  
Engagement



Female  
Participation  
Opportunities



Greater Cultural  
Inclusion



Local Authority  
Relationships and  
Facilities



Network Cohesion  
& Effectiveness



People and  
Leadership

## Cricket's 2020-23 'High Priority' Participation Focus Areas

Source: New Zealand's Community Cricket Strategic Story



# AND WE AGREED THAT THESE PHILOSOPHIES WILL UNDERPIN OUR STRATEGY DEVELOPMENT

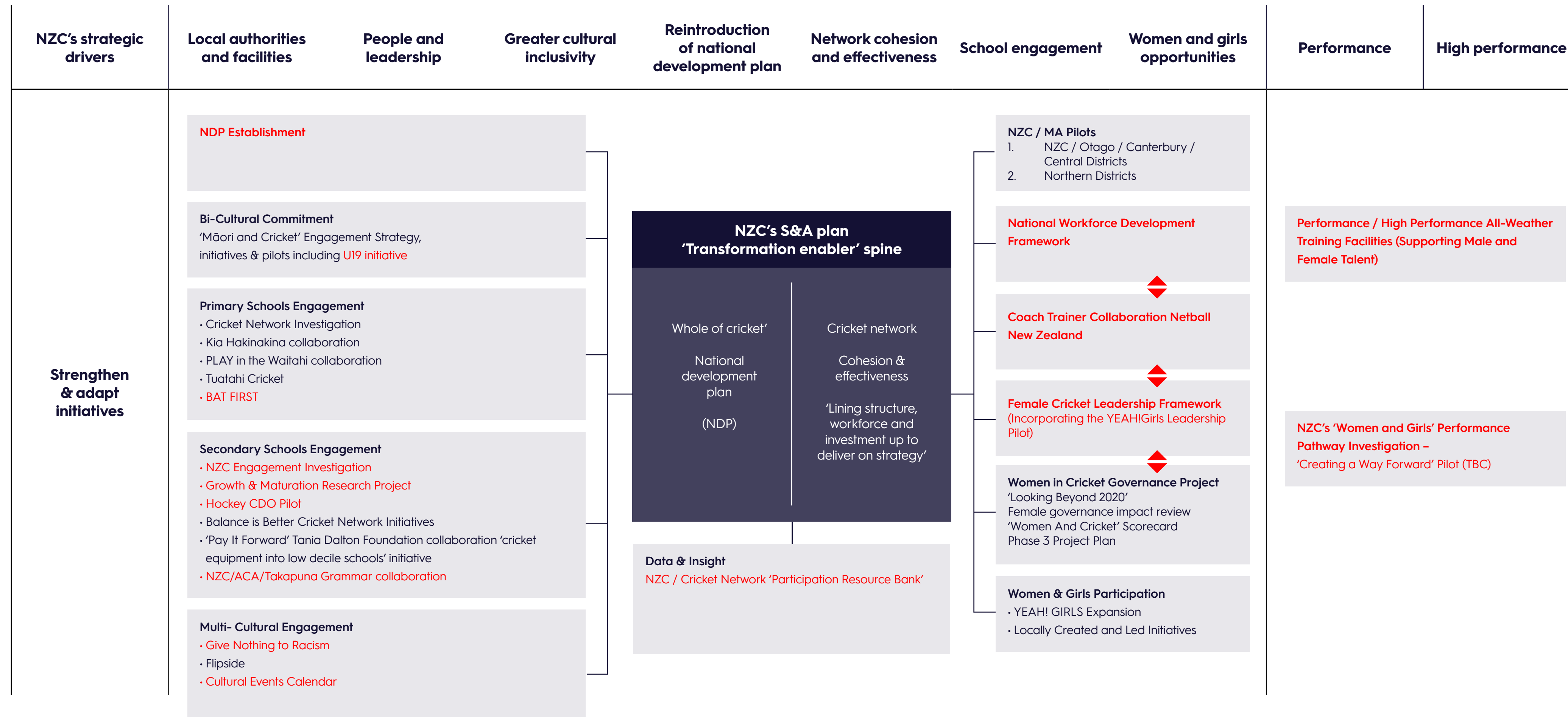
As NZC's Cricket Network develops strategic solutions addressing our many challenges and opportunities, these philosophies will help guide us.

We do not pretend to know all the answers to how we turn our challenges and opportunities in sustainable success.

But, backed by innovative strategic thinking and a strong aligned delivery network, we are willing to step into the unknown to give ourselves the best chance of finding the right answers.



# FROM THERE WE CREATED OUR PLAN: NEW ZEALAND CRICKET'S 'STRENGTHEN & ADAPT' PLAN ROADMAP



# ACCELERATING PARTICIPATION

Most of our Strengthen & Adapt focus is Participation-related:

These two major initiatives form the strategic spine and act as the enablers for this 'whole of cricket' transformational change:

## NZC's Strengthen & Adapt plan 'Transformation enabler' spine

1

Whole of cricket

National  
Development  
Plan

(NDP)

2

Cricket network

Cohesion &  
effectiveness

'Lining structure,  
workforce and  
investment up to  
deliver on strategy'



# ACCELERATING PARTICIPATION

Building on the platform created by that spine, NZC identifies large, medium and small-sized initiatives – national, regional and/or local – as essential contributors to transformational change, each flowing from these three strategic priorities.

Most of our initiatives address a number of our challenges.

4

Learning how to effectively reconnect with **schools**.

3

Growing the depth and quality of our **female participation** base, leveraging off the expanding platform emerging as we implement the NZC Board's 2016 'Women and Cricket' report recommendations.

5

Embracing the opportunity the 'changing face of New Zealand' offers to our game.



## OUR RESPONSE TO CHALLENGE 1

# RE-INTRODUCTION OF A 'WHOLE OF CRICKET' NATIONAL DEVELOPMENT PLAN



## OUR RESPONSE TO CHALLENGE 2

# NETWORK COHESION AND EFFECTIVENESS LINING STRUCTURE, WORKFORCE AND INVESTMENT UP TO DELIVER ON STRATEGY: STRUCTURAL PILOTS

We are already in a structural transformation mode

**2010-2018**

the community cricket family acted in silos, with no strategic cohesion or NZC investment accountability.

**Aug 2018**

with the introduction of the CNPI framework linking NZC investment to strategic priorities and performance accountability.

The next phase of transformational change will soon begin.

NZC and MAs are funding these pilots.

Two NZC/MA pilots will build further on the significant progress of the last 2 years:

**1**

The community teams of Otago, Canterbury and Central Districts MAs will fuse into and become part of an expanded NZC community team supporting DAs.

**2**

Northern Districts will further progress a pilot began 15 months ago, removing DA exclusive involvement in participation, replacing this with centrally-employed and controlled community and pathway delivery teams

At the same time both Auckland and Wellington are taking bold steps to line their delivery structures up with strategy.

All participation delivery undertaken by the above teams and by the community teams of Auckland and Wellington will continue to be consistent with the CNPI framework.



## OUR RESPONSE TO CHALLENGE 2 (CONT.)

# NETWORK COHESION AND EFFECTIVENESS BOOSTING THE CAPABILITY AND CAPACITY OF THE CRICKET NETWORK WORKFORCE

### National workforce development framework

NZC and our Cricket Network, between us, employ 250 staff. NZC will establish a framework which enables consistent induction, training and support of that varied workforce to ensure best delivery of cricket.

NZC seeks support of \$437,000 over three years to enable the framework to be established.

### Coach trainer (Netball NZ) collaboration

Lack of a 'Coach Trainer' nation wide network is a big gap in the NZC and NNZ workforce. The 'Trainer' role is relatively generic. so cross-code collaboration is workable.

The opportunity here is two-fold: Fill the workforce gap but also begin a cross-code relationship where, as trust builds, other collaboration opportunities will arise. (Note: Still requires formal NZC/NNZ agreement.)

### Female cricket leadership development framework (incorporating Yeah! girls school leadership pilot)

This Five-tier development framework will ensure that females working with our network receive strong support to deliver their leadership capability, enhancing career development opportunities and enriching the depth of overall leadership within cricket.

NZC seeks total funding of \$305,000 over three years.

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**“THE PERFORMANCE OF THE NETWORK DEPENDS NOT JUST ON GREAT STRATEGY, STRUCTURES, PRODUCTS AND PROGRAMMES, BUT ON A WELL TRAINED, LED AND SUPPORTED WORKFORCE”**



## OUR RESPONSE TO CHALLENGE 3

# WOMEN AND GIRLS OPPORTUNITIES

NZC's 2016 'Women and Cricket' report was a watershed moment for cricket in New Zealand. Cricket is and since 2016, has been totally committed to growing strong and sustainable engagement with Women and girls. Our actions since has matched our words.

### Women and girls participation

Cricket is re-creating our approach to female participation. We are in a period of intensive 'testing and learning' at national, regional and local levels. YEAH! GIRLS is our flagship but there are many other initiatives underway.

### Women In Cricket Governance

NZC has been a sport-sector leader driving governance change. This will continue unabated and we will soon drive in phase 3.

### Female leadership within cricket

We know that part of the solution to growing strong and sustainable engagement between cricket and females is for cricket to ensure we are identifying and providing opportunities for females to take leadership within cricket.

### Women and girls performance pathway

This is an area of major weakness for cricket. The results of cricket's recent deep dive into this area appear on our S&A resource bank web page. NZC requests further time to create a pilot for S&A funding support consideration.

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**"WE WILL KNOW WE HAVE SUCCEEDED WHEN WOMEN AND GIRLS THINK OF CRICKET AS THEY WOULD ANY SPORT THAT THEY NATURALLY PARTICIPATE IN."**



## OUR RESPONSE TO CHALLENGE 4

# PRIMARY SCHOOL ENGAGEMENT 'GETTING KIDS ACTIVE'

### Network investigation

Although our network delivers awareness lessons to 80,000+ young children each year, there is no nationally-agreed programme that underpins this activity.

NZC is currently leading a network-wide investigation that, by May 2021, will result in agreement on a way forward. The pilots we are undertaking will inform this investigation.

### BAT FIRST – establishing a strong connection with low decile primary schools and Māori and Pasifika

Auckland Cricket is breaking new ground for cricket, establishing connections with decile 1-5 primary schools. Year 3 children are given a 'bat & ball' and an initial taste of cricket. The majority of these kids are Māori or Pasifika.

NZC, on behalf of Auckland Cricket, seeks funding support of \$225,000 over three years to help cricket solidify this footprint.

### Pilots within which we step willingly into the unknown

'Kia Hakinakina', PLAY in the Waitahi, and Tuatahi Cricket are each cricket-led pilots testing completely new approaches to engaging with primary school-aged children.

### These pilots each carry multiple strategic benefits:

- Improving cricket's connection into primary schools, and
- Providing opportunities to girls and to kids from a variety of cultural backgrounds



## OUR RESPONSE TO CHALLENGE 4 (CONT.)

# SECONDARY SCHOOL ENGAGEMENT 'BALANCE IS BETTER'

Cricket has lost our connection with schools.

We need a new approach. We don't yet know what that approach looks like. So we need to find this out. Part of the answer will revolve around better relationships and access. Part will be about what it is we offer, including bring Balance is Better to life. We also can't forget to support the traditional core of secondary school cricket.

### Investigation

So one starting point must be for cricket to engage expertise to investigate how best to approach this.

### Growth and Maturation Research

A new approach to talent identification and development.

NZC has joined forces with AUT and the Queensland University of Technology to explore the use of bio-banding to understand how we can better identify and develop talent. NZC invite Sports NZ to partner with us to create insight all sports can benefit from.

### Linking with hockey

NZC is requesting support from S&A to enable Auckland Cricket and Auckland Hockey to begin a relationship which will target the similar challenges of females, low decile schools and cost of participation.

### Balance is Better (BiB) Network Plans

Each of NZC's 30 associations is currently creating a plan demonstrating how each will bring BiB to life in their regions.

### Balance is Better Schools Education Pilot

NZC is leading a pilot with Auckland Cricket and schools educating coaches, parents and other school sport influencers.



## OUR RESPONSE TO CHALLENGE 5

# BI-CULTURAL INCLUSIVENESS MĀORI AND CRICKET

Māori are under-represented in cricket's participation profile – 6% of all players registered in Cricket HQ identify themselves as Māori. Yet, despite that, in 2019 6 of the 15 NZ U19 men's team had iwi heritage.

### Māori & cricket – growing engagement with Māori NZC's strategy focuses on:

- **Tangata Whenua:** Acknowledgement of the unique place, Māori have as tangata whenua of Aotearoa
- **Connection:** Connection and re-connection between players and their whakapapa/iwi
- **Culture:** embracement of tikanga and the Te Reo that increases understanding and awareness
- **Participation:** creating participatory opportunities to grow cricket as a sport of choice of Māoris

### Pilot initiatives examples:

- Tuatani Cricket (Manawatu)
- Kia hakinakina (Wairarapa)
- Bat First (Auckland)
- Poirua East Yeah!Girls
- Northland Te Reo

These are examples of cricket creating participating opportunities

### Celebrating past and present stars

Acknowledging and celebrating Māori cricketing legends such as Suzie Bates, Trent Boult, Adam Parore and Maia Lewis.

### Creating Pathway aspirations for young Māori

Building on the success of the NZ Māori, boys& girls secondary school teams initiative, NZC now seeks support to establish an annual playing/cultural interaction between NZ Māori U19 teams and Cricket Australia's u19 Indigenous teams.



## OUR RESPONSE TO CHALLENGE 5 (CONT.)

# MULTI-CULTURAL INCLUSIVENESS

### The changing face of New Zealanders

New Zealand is blessed with rich cultural diversity. Cricket has a great opportunity to play a valuable role ensuring all New Zealanders feel able and welcome to enjoy sport together – diverse backgrounds; one community.

### Flipside

is a Canterbury Cricket / Mainland Football collaboration assisting Muslim Community members to feel welcome, safe and able to be themselves within sporting environments.

### Give Nothing to Racism

For NZ to become a diverse, inclusive, harmonious community, we must all acknowledge that racism exists and that it affects many

Through the power of sport, NZC and cricket have an ability to take a leadership role in this; to help influence others, and work towards eliminating it.

NZC seeks S&A Fund support to establish this initiative this 2020/21 cricket season.

### NZC's Cultural Cricket Events Calendar Initiative

There are many excellent cultural cricket events across New Zealand, already in existence of being currently developed. NZC seeks S&A fund support to establish a mechanism for creating cohesive visibility of these events within a cultural cricket events calendar, promoting what is already being done and inspiring others to be created.

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**“A FEATURE OF NZC’S PLAN IS THAT SO MANY OF OUR INITIATIVES ARE ADDRESSING MULTIPLE CHALLENGES, NOT JUST ONE.”**



# ADDITIONAL OPPORTUNITY DATA AND INSIGHT: NZC / CRICKET NETWORK PARTICIPATION RESOURCE BANK

## Strategic Priority:

Data and insight led transformation.

## The Problem:

- No comprehensive centrally organised repository for vital participation data and insights documents
- IP being continually lost
- Risk of regularly reinventing the wheel

## The Opportunity:

To create an NZC / cricket network participation resource bank, ensuring easy access to valuable participation – related insight documentation.

## What do we need?

- A 'knowledge management system' platform
- A 'librarian' resource to maintain up-to-date quality content

## How can Strengthen & Adapt help?

NZC seeks seed-funding support to undertake an investigation to determine how best the Resource Bank can be established.



**THE HIGH PERFORMANCE  
OPPORTUNITY.**

**WE CURRENTLY ONLY HAVE  
TWO 'FIT FOR PURPOSE' ALL-  
WEATHER HIGH PERFORMANCE  
TRAINING FACILITIES.**

**TO SAFEGUARD OUR HIGH  
PERFORMANCE FUTURE,  
THE COUNTRY NEEDS EIGHT.**



# HIGH PERFORMANCE: ALL-WEATHER TRAINING FACILITIES

## NZC's proposal

NZC seeks funding support of \$1.35m to develop phase 3 of our all-weather training facilities plan.

NZC and its MAs will meet all annual costs (excavation, pitch block, irrigation, installation, nets, etc.) and ongoing operational costs.



### Phase 1

Development of all-weather training facility at NZC's Lincoln University based HPC

(2018)

The impact of phase 1 has been dramatic for the BLACKCAPS, enabling them to prepare better than ever before during winter and for overseas tours.



### Phase 2

Development of an enhanced facility at Bay Oval, Mt Maunganui

(2020)



### Phase 3

Establishment of nationwide network of covered turf-based 'greenhouse' systems to service the year-round needs of the country's leading and aspiring men's and women's cricketers.

Having such facilities available in eight locations nationwide would enable all male and female high performance players to benefit enormously, boosting New Zealand's ability to remain leaders internationally



# NZC'S 'STRENGTHEN & ADAPT' FUNDING SUPPORT REQUEST TO SPORT NZ



# TO BE WORLD CLASS AT A GLOBAL LEVEL AND SECURE OUR GAME'S FINANCIAL FUTURE, WE CAN'T ESCAPE HIGH PERFORMANCE COST REALITIES.

'The BLACKCAPS and the WHITE FERNS are the shop-window of cricket in New Zealand. We will pursue and develop quality high performance environments and people to produce world-class players and teams. We will drive a culture of improvement with a view to consistently producing winning teams that inspire New Zealanders.'

**97%**

of NZC's revenues come from our involvement in international cricket.



**"THE HEALTH OF OUR  
INTERNATIONAL GAME DIRECTLY  
DRIVES THE FINANCIAL HEALTH  
OF THE ENTIRE NEW ZEALAND  
CRICKET NETWORK FROM TOP  
TO BOTTOM."**

# PARTICIPATION TRANSFORMATION IS NOT QUICK AND EASY, NOR IS IT CHEAP.

**We are already investing a lot, we are spread thin.**

This is channelled through our Cricket Network Participation Investment (CNPI) framework with our MAs and DAs, agreements which link NZC investment to performance focused on NZC's strategic priority focus areas.

Our associations themselves add further to this participation investment pool.

Every year NZC invests a minimum of \$7.5 million into our MA and DA network and participation. We invest another \$1m each year internally to support that network.



# NZC LEADERSHIP OF STRENGTHEN & ADAPT IMPLEMENTATION

- NZC will appoint dedicated resource to lead the nationwide implementation of its Strengthen & Adapt plan.
- NZC seeks S&A funding of \$100k per annum for three years as a contribution towards this cost.



# NZC IS SEEKING \$4.58M FROM S&A TO ACCELERATE OUR ALREADY COMMITTED \$25M FOR PARTICIPATION AND \$75M+ FOR HIGH PERFORMANCE.

## Transformation Funding over 3 years:

NZC seeks total financial support of \$xxx from the Sport NZ Strengthen & Adapt Fund.

### High Performance Initiative:

- All-weather training facilities (for male & female professional & HP players and coaches)

### Cricket Network & Participation Initiatives:

- 'Whole of cricket' national development plan re-establishment
- National workforce development framework
- Female cricket leadership development framework
- YEAH! GIRLS senior secondary schools leadership pilot
- NZC / Netball NZ Coach Trainer collaboration
- Primary Schools engagement - 'Bat First' initiative
- Secondary Schools - engagement investigation
- Secondary Schools - Auckland Hockey / Auckland Cricket development officer pilot
- Secondary Schools - bio-banding talent ID & development (NZC research collaboration)
- Secondary Schools - Balance is Better Education Pilot
- Māori U19 bi-lateral annual playing & cultural experience exchange with CA's Indigenous U19 team
- NZC 'Give Nothing To Racism' campaign establishment
- Multi-cultural Event Calendar Development Framework
- Participation Resource Library Development

### NZC Strengthen & Adapt Project Leadership

\$(000s)

\$4580

\$1350

\$700

\$438

\$180

\$317

\$540

\$225

\$40

\$75

\$175

\$20

\$90

\$50

\$50

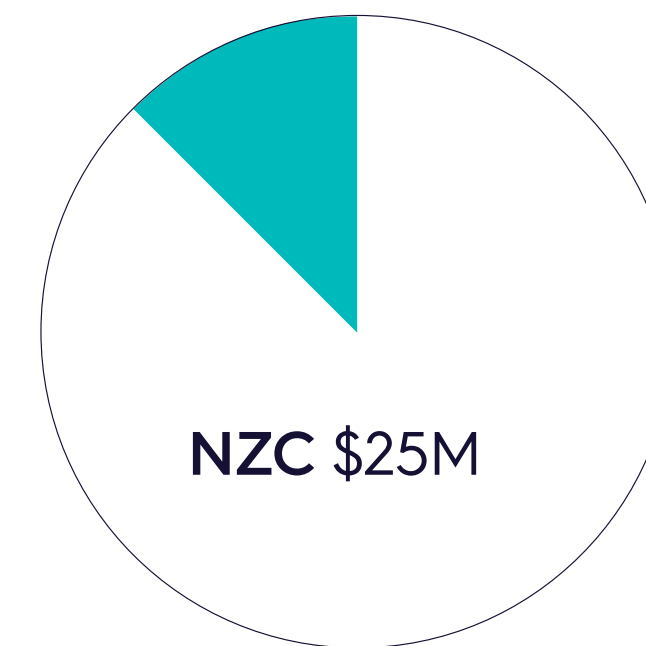
\$30

\$300

## Participation over 3yrs:

● S&A Fund \$3,230

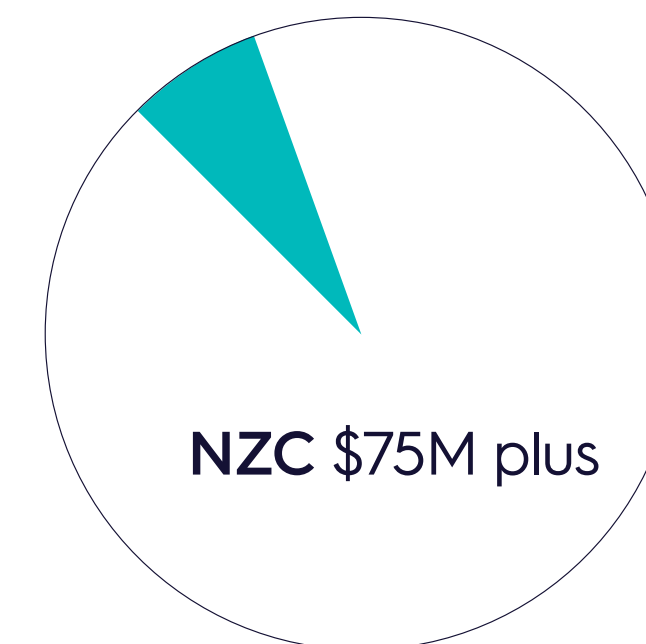
○ NZC \$25M



## High performance over 3yrs:

● S&A \$1.35M

○ NZC \$75M+



# NZC'S PLAN – LONG TERM SUSTAINABILITY

- . We believe that our S&A plan, along with the strategic direction that NZC is taking, will result in greater popularity, increased participation, and a bigger fan base for cricket in New Zealand.
- . This, aligned with greater exposure of our game through new broadcasting partnerships (including a return to free-to-air coverage for our international and domestic women's and men's games), will create a target audience. This will provide a strong platform on which to generate incremental revenue.
- . This can be achieved through both traditional and non-traditional sponsorship arrangements including a focus on the commercialisation of our digital assets such as the monetisation of highlights clips across NZC's social media platforms.
- . There are S&A Participation initiatives which, once up and running and established, will attract significant commercial sponsorship – e.g. National Development Plan.

**NZC WILL BE IN A STRONG POSITION TO CONTINUE THE INVESTMENT ONCE LIFE OF THE SPORT NZ S&A FUNDING SUPPORT IS AT AN END.**



# NZC / SPORT NZ STRATEGIC ALIGNMENT

NZC and our cricket network is strongly aligned to Sport NZ's strategy.



NZC does not yet have a strong strategic focus on 'disability'.



# THIS PLAN POSITIONS NZC TO MEET OUR SPORT NZ 'MOU' OBLIGATIONS:

- Fit for purpose and future-proofed.
- Stable and capable to support the needs of cricket's participants.
- Able to drive increased participation through quality of experience, and in a manner consistent with Sport NZ beliefs and philosophies.
- Addressing historical inequities, and inclusion and diversity gaps; and
- Achieving high performance outcomes.



# OUR COLLECTIVE NETWORK ENDORSES THIS PLAN



**Cam Mitchell**



**Mike Coggan**



**NORTHERN  
DISTRICTS  
CRICKET**

**Ben MacCormack**



**Pete de Wet**



**Jeremy Curwin**



**Iain Laxon**



**David White**



# NZC'S STRENGTHEN & ADAPT TRANSFORMATION PLAN RESOURCE BANK:

This Plan is underpinned and powered by detailed planning and supporting data and insight, all of which is available for viewing through the link below:

***<https://nzc.nz/community/nzc-strengthen-adapt-transformation-plan-resource-bank>***



# PUSH ON.

