

STRATEGIC PLAN 2016-2020



CRICKET
IRELAND

MAKING CRICKET MAINSTREAM



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CEO Introduction

The 2007 World Cup changed everything for Cricket Ireland. Public interest, governance change, funding growth, increased profile and commercial expansion all followed to transformational effect. In less than a decade cricket in Ireland has moved from the preserve of a dedicated but isolated minority into the mainstream of Irish sporting life. At the same time, Ireland has attained an international status in the sport few would have thought possible. It has qualified for 13 World Cups at ODI and T20 formats for Men, Women and Under 19s. We have been at the forefront of ensuring the establishment of a clear pathway to Test cricket. These achievements have been realised through deliberate and focused strategies.

Between 2007 and 2011, it was clear we had to invest in our shop window – the Men’s senior squad – to capitalise on the golden opportunity gifted by those heady days in the Caribbean. That narrow focus resulted in continued success on and off pitch, evidenced in rankings, participation numbers, organisation turnover, media profile and fan engagement.

During the last 4 years, our focus shifted further down, to the top of our domestic game, in order to build the bridge between club and country and to grow the capacity of our provincial unions. At the same time, we also became aware that while 2007 might have changed everything for Cricket Ireland, our broader family – particularly our clubs – was not feeling as strongly connected to the changing world of Irish Cricket.

None of what has been achieved could have happened without the support of the Provincial Unions and clubs throughout the island. The next stage in the process must be to integrate all parts of the Irish cricketing landscape so that everyone can see they have a role to play. It is not just about elite teams but also the cricketer who is looking for social engagement, enjoyment and exercise through the medium of a competitive, fun sport. In doing so, we must also ensure we do not sacrifice the gains we have made in the last decade and continue to build on the successes we have achieved on and off the field.

The refrain ‘what is Cricket Ireland doing for us’ has become ever louder, and one of the missions of this new plan is to address that question – to reconnect with our game by placing clubs at the heart of our grass-roots development, to make the game more accessible, and to become a governing body (as ECB once put it) that develops cricket from the playground to the Test arena. It’s no coincidence that game development comes first in our plan.

That said, the question stems as much from lack of knowledge as frustration. Cricket Ireland is already doing much to support clubs through club and development officers, in child protection, coach education, club accreditation, hosting fees, training courses etc. – we just haven’t been good at saying it. So, part of our plan isn’t just to put more resources in these areas through our Provincial Unions, but it will also be to communicate better – not just with our cricket family but also beyond, to bring cricket even further into Ireland’s everyday sporting conversation. Alongside reconnecting with our club



heartbeat, pushing cricket into the mainstream will be our biggest goal over the next 5 years.

But high performance cannot be ignored – it is the engine room of our success, and continue to win we must. Our elevation to ICC’s 12-team ODI structure is a hard-earned privilege, not a right, and we must prove we belong at the top table of the game by gaining fixtures against the best teams, and by learning to win them. And in gaining more ODI fixtures, we shall become more visible between major events – not just at them – thereby engaging more fully with the public and media, and building a platform to return the investment of private and public funders.

Changes at ICC level means that Ireland now competes internationally across three formats and we need players adaptable to the rhythms of the three-hour sprint as well as the five-day marathon. Indeed, sharing the dreams of our players to play at the highest level is still driving our continued ambition for the Test arena – until we are a Test nation, we are not a major sport in Ireland.

And that word ‘ambition’ is found near the top of the newest feature of our strategy, which is a statement of our values. Our task will be to live up to these words as a statement of intent, a context for our decision-making, and a guide to our behaviour. We are no longer benchmarking the term of our plan to ICC milestones such as the possible achievement of Test cricket or to the World Cup. Nor are we merely satisfying the cliché of a ‘2020 vision’. Rather, we are giving ourselves the time to become a major sport in Ireland and a major nation in cricket. Many will believe our reach far exceeds our grasp – as for us, we believe the failure is not in falling short, but rather in not trying.

Finally, we thank our players, clubs, coaches, staff, volunteers, committees, funding partners and media for giving us this belief and pride in what we do. This plan is dedicated to all of you.

Warren Deutrom
Chief Executive



Ireland – A Test Nation

Cricket Ireland set out its vision in 2012 to become a Test playing nation by 2020. That ambition is still a fundamental part of this strategy. But what does this mean in practical terms? It is not solely around playing Test cricket but rather a broader definition of what it means to be a 'Test' playing country. We define this as:

- Ensuring there is a strong foundation base to the sport through a thriving and growing club infrastructure
- Introducing the game to more people, providing opportunities for every boy or girl who wants to take up the sport
- Having cricket played in every county on the island
- Enjoying a strong support base for cricket with engaged fans, sponsors and other stakeholders
- Moving cricket even further into the mainstream of Irish sporting and general life
- Demonstrating a strong cricket culture across the island of Ireland
- Developing a deep talent base of potential future International cricketers ensuring there is a development pathway for young cricketers to enable them to play the sport professionally and to the highest level
- Having a well-established first class domestic competition structure providing a bridge between club and international cricket
- Possessing a pool of professional cricketers capable of competing with the World's best playing nations
- Possessing international standard facilities for playing and training in multiple locations across the country
- Playing the highest format of international cricket (i.e. Test cricket)

The strategic choices we are making as part of this plan are designed to deliver on this vision of Ireland being a 'Test Nation' by 2020.



Progress Review

Our last strategic plan, 'driving forward, generating pace', set out an ambitious set of headline targets for us to achieve by 2015. We achieved many of these targets but not all. We hold ourselves to account for delivery of these targets and are clear on where we have succeeded and where we have more to do.

2015 HEADLINE TARGET	CURRENT STATUS	COMMENTARY
Become an enhanced member of the ICC	Ireland has been elevated to the ICC's 12 team ODI structure since January 2015	A pathway to Test Cricket now exists and it is our ambition to become a Test Playing nation by 2019
Establish cricket in the top 4 team sports in Ireland	There is no official ranking of Irish team sports. However across a range of measures including participation levels, media coverage, fan attendance, revenue generation and social media presence we believe Cricket in Ireland is in the top 4 team sports in the country	The top 3 team sports of GAA, Soccer and Rugby are some way ahead of where we currently stand. A key focus for us over the next 5 years is to drive cricket closer to the top 3 and further into the mainstream of the Irish sporting landscape
Be ranked 8th in the World in men's cricket	Ireland is currently ranked 11th in the World in ODI cricket	We have fallen short in our target to be 8th in the world. Whilst limited full member playing opportunities are clearly a factor in this we will focus on what is within our control to improve this ranking over the next 5 years
Be ranked 7th in the World in women's cricket	Ireland is currently ranked 10th in the World in women's cricket	Similarly we have fallen short of our target of 7th in the World for our women's team. Improving this ranking will be one of the focuses of our high performance programme
Increase participation in the game to 50,000	Overall participation numbers are estimated to be 48,500 in 2015	The major growth in participation numbers comes from the number of people – especially children – exposed to the game through various development initiatives. However, we recognise that the numbers playing organised league cricket are static and in some areas dwindling. Therefore a major focus will be turning junior involvement into lifelong participation through clubs
Establish a first class equivalent domestic game structure	The Inter-Provincial Championship Series was established in 2013 and is a first class equivalent competition	The IP Series and Women's Super 3s Series have helped create a top level domestic competition structure that bridges the gap between club and international cricket. We will continue to build and strengthen these competitions and achieve formal first class status for the IP Series over the term of the new plan
Deliver outstanding sports events that enjoy regular, high profile media coverage	We have delivered two sell-out crowds of 10,000 in Malahide and increased dramatically the level of media coverage for the game	Not every event will be a sell-out however we are focused on delivering marquee events that raise the profile of the game in Ireland

2015 HEADLINE TARGET	CURRENT STATUS	COMMENTARY
Attract and retain high calibre professional and voluntary staff	Our key stakeholders including the ICC, Sports Councils and commercial partners provide feedback to us that the calibre of our people – professionals staff and volunteer base – are highly regarded and respected	We have developed a set of values that underpin the activity of all our people – paid and voluntary – and that are designed to ensure that we maintain high standards in all we do
Develop annual self-generated revenue streams of €2.5m+ (i.e. non grant revenues)	Non-ICC revenue for 2016 is budgeted to be €2.3m	Revenues have grown significantly over the last number of years. Nonetheless, the scale of our programmes and activities require us to continue to grow our revenues over the next 5 years
Build revenue reserves of €500,000+	Cash reserves currently stand at approximately €360,000	Maintaining a prudent level of cash reserves will continue to be part of our financial management strategy

Overall, we would rate ourselves as a B in terms of achievement of goals and targets over the last 4 years. The table above outlines our achievements against the headline targets from our plan 2012-2015. In addition to the above we have made very significant progress in a variety of areas. For example in the last 4 years we have:

- Re-established Inter-Provincial/Representative cricket within our senior men's and women's game;
- Established the Shapoorji Pallonji Cricket Ireland Academy and secured long-term sponsorship for international teams;
- Successfully argued for a pathway to Test Cricket for Associate Nations that makes it possible for us to achieve our ambition of Ireland becoming the 11th Test Nation;
- Secured Ireland's place in the ICC 12 Team ODI structure;
- Strengthened the Provincial Unions and set out the process for further empowerment;
- Ensured we have ODI accredited venues in our three largest Provincial Unions.

That is major progress for the game and sport in Ireland. Equally we recognise that we must continue to improve in key areas including supporting the club game, increasing our playing numbers, improving our playing infrastructure and facilities, developing the international players of the future and securing the finances of the sport.

We will not rest on our laurels nor agonise over the targets we fell short on. The progress made provides a foundation for our next 5 year journey and we will re-commit to a new set of equally ambitious goals.

Key Challenges Facing Us

As part of the planning process to create this strategic plan we consulted widely with key stakeholders within the game. These consultations included volunteers across the provinces, Cricket Ireland staff, players, coaches, sponsors, funding partners and other key individuals. A number of recurring issues arose during these consultations which helped form the basis for the strategic direction outlined within this plan.

The following is a broad summary of the key issues highlighted:

■ The Club Game

- Many clubs are facing real difficulties in surviving due to financial difficulties, time constraints on players and dwindling numbers of volunteers
- A perception, even a reality, of a growing gap between Cricket Ireland and the game at a club level
- Newly founded clubs requiring significant support to get established

■ Participation

- Headline participation numbers strong but numbers playing organised league cricket is not growing
- Challenges associated with converting people newly exposed to the game – especially children – into lifelong participants

■ Facilities

- Under-developed standard of facilities for playing and training at a high performance and grassroots level
- Minimal investment in facilities due to constrained club budgets and difficult general economic environment

■ Volunteers

- Increasing difficulty in attracting and retaining volunteers across all areas of the game
- Increasing demands on Provincial Unions to cope with the growth and developments within the sport of the last 5 years in an environment of greater uncertainty and financial pressure



■ Coaching

- A lack of practical support to qualified coaches to continually develop their skills and effectiveness

■ International

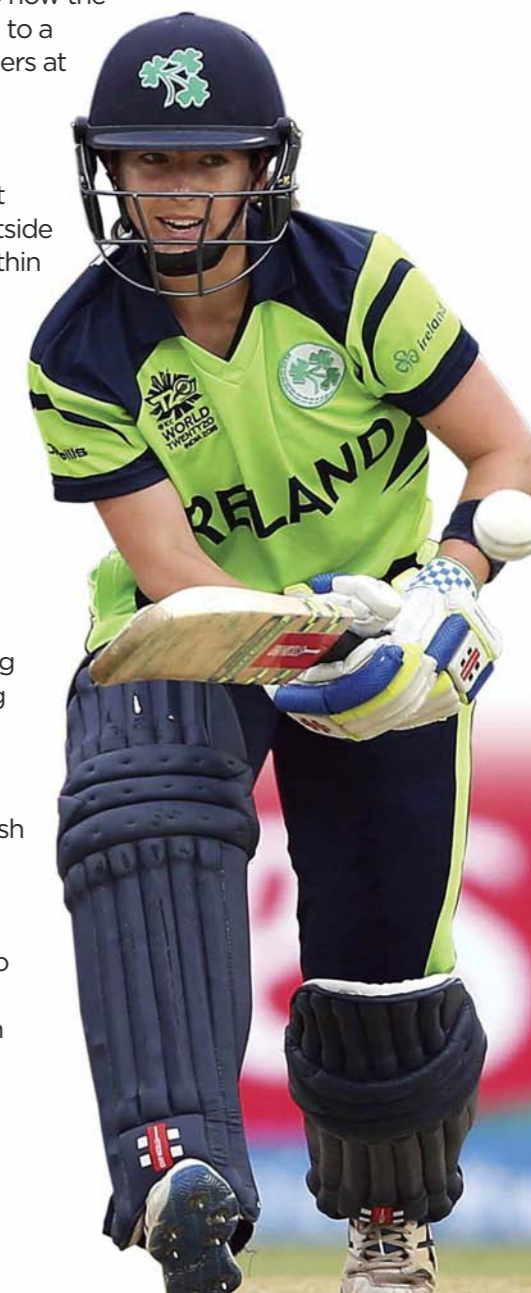
- Limited opportunities for International men's and women's competition due to the politics of the game at ICC and Full Member level

■ Reach

- Minimal innovation into how the game is played leading to a fall-off in playing numbers at key life stages
- Lack of outreach to or connection with cricket loving ex-pats from outside of Ireland especially within the Asian communities
- The need to shift perceptions of cricket as an elitist, exclusive sport to one that is open and accessible

■ Organisation

- Tight financial operating environment increasing the need to generate additional revenues
- Need to continually push the boundaries on and off the field to be competitive with Full Member Nations and to avoid any danger of complacency setting in



Our 4 Strategic Pillars

In response to the challenges highlighted above, we have developed four core strategic pillars that underpin our plans for the next 5 years.

■ Growing the game sustainably

strengthening the grass roots game through our clubs, schools and volunteer base

■ Producing winning teams

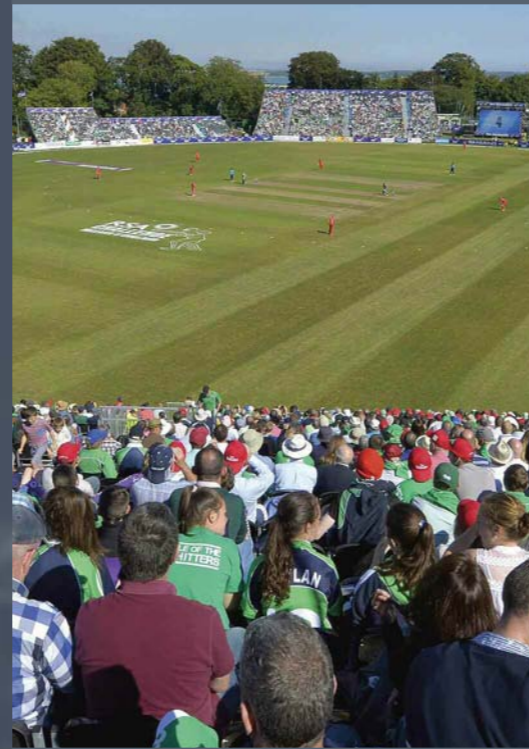
delivering a high performance programme that ensures we consistently win

■ Leading our sport

striving for Cricket Ireland to be the best run sports organisation in Ireland

■ Making cricket mainstream in Ireland

making cricket a major sport in Ireland



Growing the Game Sustainably

Recognising clubs as the hub of our sport

Clubs are the hub of our sport and are central to the long-term sustainable development of the game in Ireland. We need to support our clubs, in partnership with the Provincial Unions, to ensure they survive, thrive and grow.

We will achieve this by:

- Placing clubs at the centre of our focus for grass roots development
- Increasing the level of investment we make in club cricket in areas such as facilities, development and provision of support officers and helping clubs maximise available resources
- Providing practical support through a 'Club Life' programme
- Carrying out a club cricket review to ensure we understand fully and have robust data about the state of the game at club level and the key issues facing clubs, players and volunteers
- Introducing a clear Cricket Ireland policy to ensure we leverage the presence and optimise the use of professional players in club cricket for development purposes
- Putting in place linkage programmes to support new clubs as they grow and develop in areas where the game takes off
- Ensuring the Irish Senior and National Cups are the pinnacle of the club game in Ireland, are presented as such and there is a meaningful incentive for winning the cups
- Ensuring there are strong elite premier league competitions across the Provincial Unions and strong league and cup competitions at all levels of the club game to provide meaningful playing opportunities for club cricketers

Increasing introduction to cricket channels

We will increase the number of channels through which people can be introduced to cricket for the first time and provide more resources (in the form of equipment, training and publicity) to support initiatives to introduce new people to the game.

We will achieve this by:

- Focusing our development work in schools at the Primary level
- Co-ordinating the work of our Cricket Development Officers in each Provincial Union
- Introducing and expanding the scale of playground cricket in Primary schools through various forms of fun and short-form cricket



- Establishing Primary school leagues across all Provincial Unions
- Providing support resources to schools with existing cricket programmes or plans to introduce cricket into their extra-curricular programmes
- Ensuring there are direct links from schools (Primary and Secondary) to local clubs focusing on transition to hardball cricket
- Encouraging cricket onto the school curriculum
- Increasing the conversion rate of schools and youth players to adult cricket
- Providing specific training to coaches of younger children

Strengthening our coaching standards

We will increase playing standards by providing quality coaching to players in our clubs and schools through a co-ordinated and comprehensive coach development programme.

We will achieve this by:

- Delivering coach education courses for new and existing coaches with particular emphasis on recruitment of female and young adult coaches
- Increasing the quality of coaching standards within our clubs by working with qualified coaches to continually upskill and share best practice ideas and methods
- Developing a suite of coaching resources made available (online) to our qualified coaches
- Leveraging the expertise of our High Performance coaches to run coaching masterclasses, including getting involved in national and provincial coaching sessions and design/deliver specialist skill sessions focusing on the 'Ireland Way'
- Introducing a mandatory coaching requirement in each province for club overseas professionals as part of the registration process allowing them to play club cricket
- Enhancing the existing coaching database to capture key data on the coaching population and facilitating efficient communication with coaches at all levels
- Leveraging our qualified coaches to mentor and support new coaches
- Establishing an annual national coaching conference for all qualified coaches

Producing Winning Teams

Providing high quality playing and training programmes

We must work with key stakeholders (ICC and other National Cricket Boards) to provide a comprehensive and challenging playing and training programme for our men's and women's National Teams to ensure we are consistently improving our competitiveness. It is critical that we maintain our position within the ICC ODI 12 team rankings and continually seek to improve our rankings in the men's and women's tables.

We will achieve this by:

- Increasing significantly the men's and women's National & A Team playing programmes across all formats, especially playing more T20 cricket
- Providing a regular touring schedule for men's and women's National Teams (not including ICC Events)
- Becoming the 11th Test Nation by 2019
- Securing qualification for ICC Events (Men's World T20 and World Cup, Under 19 World Cup, Women's T20 and World Cup and ICC Women's Championship by 2020)
- Increasing the quality and quantity of our Under-Age playing programme
- Providing world-class grass practice facilities for our men's and women's performance squads
- Making specialist coaching resources available to our National squad players
- Putting world-class sports science and sports medicine policy and resources in our men's and women's National programmes and providing welfare support services for current and future players

Improving our facilities to enable us to win

A key component of raising playing standards at club and national level is the provision of better quality playing and training facilities. We need to invest capital and physical resources to improve our facilities significantly.

We will achieve this by:

- Investing in our international venues and the groundsmen in these venues to ensure there is top quality playing and training pitches in place
- Ensuring our existing Men's Inter-Provincial and Women's Super 3s squads have access to high quality performance hubs with supporting facilities – outdoor, indoor and sports science. Locations



to be selected based on accessibility, availability of high quality facilities, and pitch quality for training and playing

- Establishing a fit for purpose warm weather base for playing and training in La Manga, Spain
- Devising a National Facilities Strategy to raise standards of facilities in our Performance Hubs for men's and women's cricket and to work with club groundsmen to help them develop and improve club ground standards through education, mentoring and adherence to standards
- Incentivising clubs to improve facilities through a ground improvement grant/subsidy scheme based on club accreditation standards
- Developing a long-term plan for the establishment of a Home of Irish Cricket in Dublin

Developing our talent through our Academy programme

Our National Academy programme is at the forefront of the long-term strategy for producing international quality players for our men's and women's teams. We will continue to focus on our National Academy programme as the primary route through which we secure the future pipeline of senior men's and women's players.

We will achieve this by:

- Developing our international players by co-ordinating their participation in overseas club/state competitions
- Putting in place a world class Talent ID system and infrastructure to ensure the best players are supported through our Academy programme
- Developing comprehensive and individually tailored programmes covering all aspects of player improvement including technical, tactical, physical, mental and lifestyle development
- Ensuring there is a merit based selection process for recruitment and retention within the Academy programme
- Providing specialist support resources (physio, strength & conditioning, psychology, nutrition, vision, medical, welfare etc.) to cover the various elements of the programme
- Utilising an Athlete Management System to track and support the players within the programme
- Running Academy overseas tours and camps to expose players to international conditions

Producing Winning Teams

- Supporting exchange programmes and scholarships with overseas countries and clubs for our players, coaches and officials
- Ensuring National and Provincial coaches and support staff work closely together on aligned plans for player development

Delivering top class domestic competitions

The introduction of the Men's Inter-Provincial and the Women's Super 3s Series competition structures have helped bridge the gap between club and international cricket. We will build on the progress in establishing these competitions and strengthen them.

We will achieve this by:

- Expanding the Men's Inter-Pro series to include:
 - The introduction of 4 day cricket over the term of this plan
 - Increasing the number of games played across each format including warm-up games
 - Introducing Munster to T20 and 1 day format in the term of the plan
- Using the La Manga facility to extend the playing season to accommodate the IP Series
- Introducing meaningful incentives for the winner across the IP formats
- Securing first class status for the Inter Provincial Championship
- Expanding the Women's Super 3s Series
- Harmonising playing regulations across IP, National Cup and provincial league competitions
- Establishing a semi-professional Elite Umpire Panel to ensure the best officials are in charge of our highest grade games domestically and internationally
- Growing the number and quality of all those servicing the game including match officials, groundsmen, volunteers in order to service more International and Inter-Provincial matches



Leading Our Sport

Engaging well with the cricket community

It is critical that Cricket Ireland as an organisation stays connected to, listens and engages well with the cricket community. We will focus on ensuring that this happens.

We will achieve this by:

- Operating in a transparent way and providing regular updates on key decisions shaping the sport – for example the Board and key sub-committees will publish updates after every meeting
- Introducing a Cricket Festival concept as part of our AGM and moving this around the provinces
- Hosting club engagement meetings in each of the provinces with Cricket Ireland management and Board members annually
- Ensuring Cricket Ireland is represented formally at Provincial Union AGMs
- Continuing to provide an attractive package and improved benefits to Cricket Ireland members

Providing strong management and governance

The strength of the Cricket Ireland organisation relies on attracting and retaining high quality people in staff and voluntary positions.

We will achieve this by:

- Providing an annual review of Cricket Ireland's organisational scorecard
- Working to best governance practice across the organisations' structures – at national, provincial and club levels
- Setting clear stretch goals and objectives for staff aligned to the delivery of targets within the strategic plan
- Encouraging a challenge mind-set in our Board and sub-committees and critically reviewing our progress to ensure we continue to grow and guard against complacency
- Reviewing regularly the effectiveness of our Board and sub-committees to ensure they remain fit-for-purpose to deliver on our strategic objectives
- Working closely with key stakeholders – including the ICC, other national cricket boards, sports councils, commercial partners – to develop strong, effective relationships



- Investing in robust IT systems to assist in managing members, coaches, officials, volunteers, events, ticketing, finance, club information, player registration and participation data
- Carrying out a regular 'risk review' to ensure we are identifying and mitigating potential risks to the sport and organisation

Empowering the Provincial Unions to deliver

The role of the Provincial Unions in the administration of the sport is becoming more demanding as Cricket grows in popularity and the scale of activities increase. This has highlighted the need to empower the Unions further.

We will achieve this by:

- Ensuring the 4 main Provincial Unions are properly structured to enable them to meet the requirements of developing the sport in their region
- Strengthening the organisational capability of the Provincial Unions, in terms of administrative capacity, financial oversight and control, governance, legal structures, game development and regional high performance
- Supporting the Provincial Unions to drive the development of their squads (senior and junior)
- Establishing service level agreements between Cricket Ireland and the Unions across a range of activities
- Transferring responsibility, staffing and funding from Cricket Ireland to the Provincial Unions in agreed areas, subject to the delivery of agreed standards
- Ensuring the appointment of General Managers by the larger Provincial Unions
- Agreeing reporting and oversight of the governance models within the Unions to align with Cricket Ireland and ensure adherence to best practice standards

Leading Our Sport

Ensuring a sound financial base for the sport

Cricket Ireland has grown its revenue base significantly over the last number of years. However, it must ensure that the organisation is run on a sound financial basis at all times to fund the range of activities undertaken.

We will achieve this by:

- Securing a new Broadcast agreement making this our single largest commercial source of income
- Expanding our sponsorship portfolio and adding value to our commercial partners to best in class standards
- Increasing other self-generated income including events, merchandising, online activities and other revenue streams
- Controlling fixed costs to ensure they remain within the parameters of fixed funding
- Building minimum cash reserves equivalent to 12 months operating costs
- Introducing a financial and budgetary reporting model for Provincial Unions under new service level agreements



Making Cricket Mainstream in Ireland

Demystifying the sport

We will continue building a strong cricket culture in Ireland by dispelling any myths associated with the game and ensuring that it is as accessible as possible to a wide audience across the country.

We will achieve this by:

- Communicating effectively and reducing the barriers to engagement with the sport for those not currently involved
- Ensuring there is a wide menu of choices for playing the game across multiple formats, especially a range of 'try it out' concepts targeted at encouraging people to sample the game
- Making cricket equipment more readily available and affordable through on-line resources
- Focusing on developing family friendly atmospheres in our clubs
- Working with a range of partners – including sponsors, broadcasters, local authorities, players, clubs, Provincial Unions and celebrity fans – to simplify the game and connect with as many people as possible
- Providing easily accessible information on how to get into cricket
- Producing simple guides on the values of the game and benefits of participation

Increasing the visibility of our teams

On the back of our international success our players are increasingly gaining a higher profile with several now recognised within the Irish sporting landscape. We will leverage our players profile to promote the game.

We will achieve this by:

- Placing stronger demands within the professional playing and coaching contracts on game promotional activity in schools and clubs
- Running open training sessions and coaching clinics with players in our national and provincial men's and women's squads
- Appointing a full time Communications Manager to oversee our communications strategy and increase significantly mainstream non-sports related media coverage (business, lifestyle) for our players and sport
- Taking full advantage of the wide breadth of interesting 'stories' generated by our cricket activities



- Identifying CSR opportunities that will reinforce our role as playing a social good in the country

Growing our following and coverage

Coverage and support for cricket in Ireland has grown rapidly in recent years. We will ensure this growth is accelerated further.

We will achieve this by:

- Securing a broadcast deal that ensures Irish Men's international games are broadcast on TV
- Ensuring live streaming of all Women's Internationals and Super 3s Series, Men's Inter-Provincial Series and Irish Senior/National Cup Final games
- Developing marketing strategies to enhance the profile of our National and Provincial teams
- Increasing our social media profile to be the highest amongst any Irish sporting body
- Delivering a digital strategy that generates increased following through our website and other digital media platforms
- Providing media with excellent services, information and access to ensure we get increased coverage and exposure for the game
- Creating a merchandising range for supporters of the Irish teams
- Delivering attractive membership offerings for the cricket family



Making Cricket Mainstream in Ireland

Delivering memorable events

The standard and delivery of Cricket Ireland events has increased over the term of the last strategic plan. We will further invest in our key events.

We will achieve this by:

- Delivering well organised, exciting and vibrant events around our men's and women's National teams
- Increasing the loyalty of our support base by delivering good value, quality entertainment, attractions, activities with excellent facilities and services
- Maximising attendances at our marquee international and domestic fixtures
- Creating attractive ticketing packages and options to increase the number of repeat attendees for major events
- Implementing marketing strategies to maximise the attendance at games across all our venues
- Delivering a high quality service and experience to corporate guests



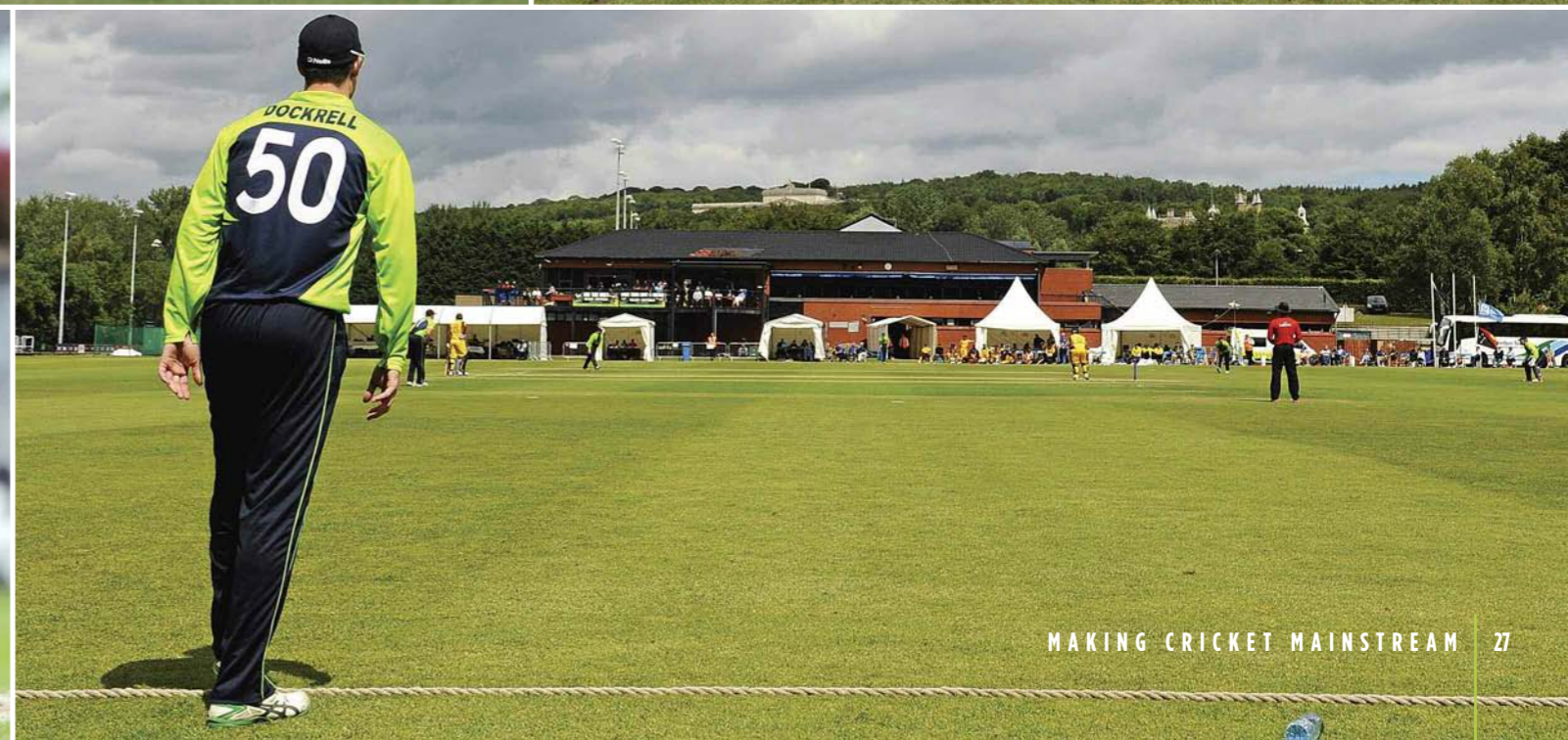
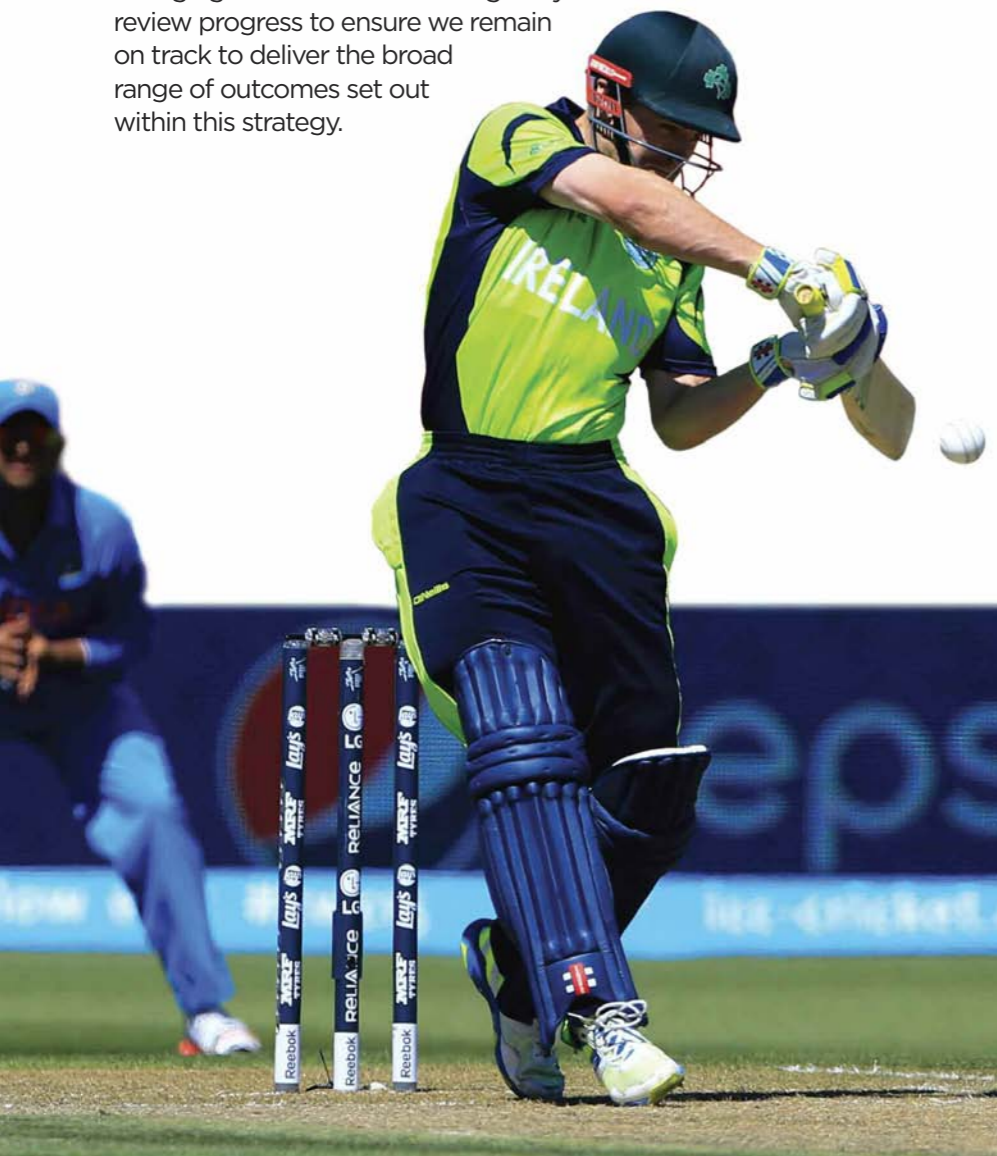
Resources

This plan sets out the strategic direction for the sport and Cricket Ireland over the next five years to 2020. The impact of any strategy is dependent on our ability to execute on the plans laid out above. Each area of the organisation will develop a series of detailed, rolling operational plans aligned to the strategic plan and will map out how the strategy will be achieved.

These rolling operational plans will have detailed targets, budgets and resources allocated to enable delivery. We are realistic about what is achievable. The plan is a five year plan and so the planned delivery of outcomes will be spread over that period. Not everything can or will be delivered in Year 1!

On an annual basis, we will review the implementation plans and reset as required based on progress to date, available financial and human resource and any major changes in our strategic landscape.

It is inevitable that over the next five years things will change domestically and internationally. We will maintain flexibility to 'tweak' the plan based on changing circumstances and regularly review progress to ensure we remain on track to deliver the broad range of outcomes set out within this strategy.



Our Values

Cricket Ireland will be guided by a set of values that define how we will operate.

Ambition

- We are not afraid to set ourselves challenging goals, always pushing ourselves to be the best we can be and we are prepared to take calculated risks

Teamwork

- We work in unity with colleagues and stakeholders to achieve common goals. We work in a supportive, open manner that fosters trust and collaboration

Accountability

- We take responsibility for our actions and decisions. We strive to honour all of our commitments to colleagues and stakeholders alike

Integrity

- We are honest and transparent in everything that we do. We act in an ethical manner at all times

Recognition

- We acknowledge and take the time to celebrate the contributions, achievements and successes of colleagues and stakeholders

Excellence

- We strive for excellence in all that we do. We are results focused, with a view to continually improving and learning

Enjoyment

- We facilitate a positive environment that fosters and encourages fun and enjoyment for colleagues and stakeholders

Passion

- We are passionate about all that we do and operate with a sense of pride, commitment and enthusiasm in all of our endeavours

Innovation

- We are flexible and innovative in what we do, taking risks and exploring new creative approaches as required



STRATEGIC PLAN 2016-2020



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