



Established 1978

Edinburgh Cricket Club

Business Plan

2008–2011

Home Ground: W.T. Peterson Oval, Fitzroy North

Contact

ecc-comms@edinburghcc.asn.au

<http://www.edinburghcc.asn.au/>

Table of Contents

Introduction	3
Club Position	4
Cricket Victoria Club Audit Results	6
Strengths and Weaknesses	6
Analysis of External Environment	6
Vision Statement	7
Characteristics and Values	7
Key Priorities	8
Strategies and Performance Measures	9
Cricket: Coaching and Player Development	9
Infrastructure	10
Building Community	11
Technology	12
Sponsorship	12
Financial Management	13
Planning, Policies and Procedures	14
Financial Strategy	15
Organisational Structure	17
Organisational Structure	17
Roles and Responsibilities	17
Planning Linkages	19
Cricket Victoria Club Development Program	19
City of Yarra Sports Plan	19
Evaluation and Reviews	21
Management of the Business Plan	21
Review and Evaluation	21
Appendices	23
Cricket Victoria Club Audit Results	23
Analysis of External Environment	23
City of Yarra Sports Plan	23
ECC Budget 2008–2011	23
ECC Action Plan	23

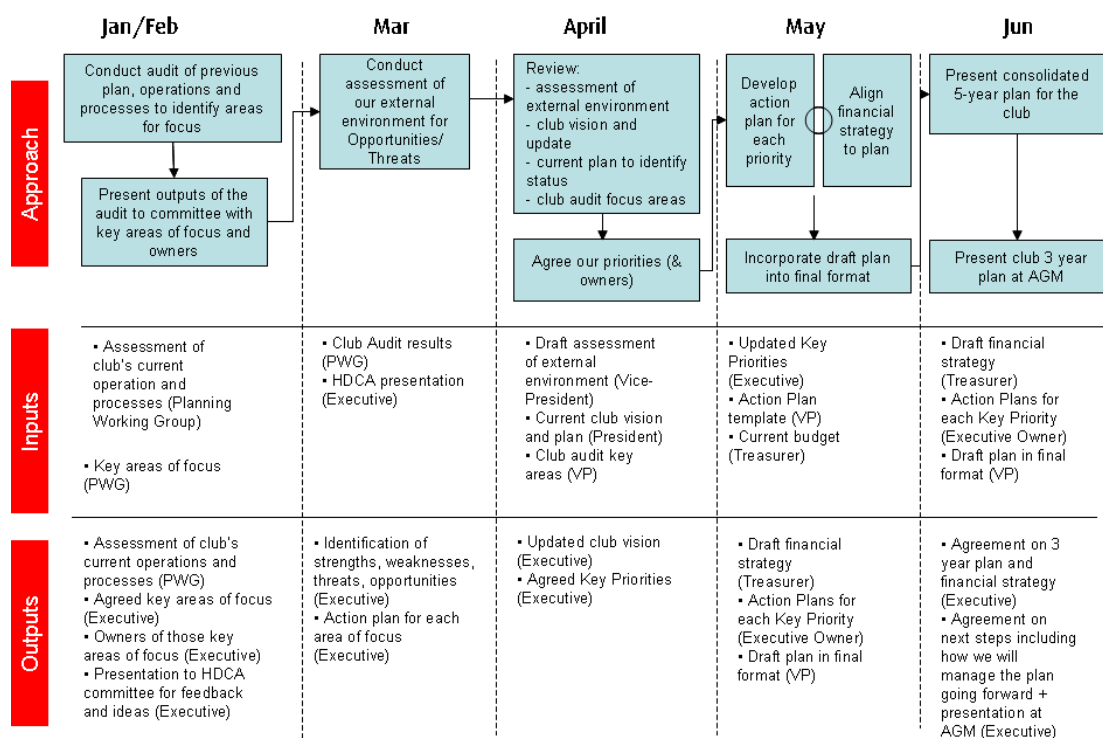
Introduction

The Edinburgh Cricket Club (ECC) Business Plan for 2008-2011 outlines the Key Priorities and execution framework for the delivery of our vision: ***“To be regarded as one of the best grassroots community-based amateur cricket clubs in Australia”***. Looking forward from 2008–2011, the Business Plan assesses the external environment to identify the threats and opportunities that impact the long-term success of our club and provides our strategic direction in response.

The purpose of the ECC Business Plan is to:

- Develop a shared vision for the future of ECC
- Map a strategic path outlining Key Priorities to achieve our vision
- Provide a management tool that allows for the delivery of the plan
- Provide a mechanism for regular feedback to allow ECC to evaluate internal and external changes and adjust the plan accordingly
- Facilitate the communication of our Key Priorities to key stakeholders

Figure 1.1: *Process of developing the ECC Business Plan for 2008-2011*



The following consultation will be undertaken prior to the approval of the ECC Business Plan 2008–2011:

- Workshops with the ECC Committee and Member Representatives
- Key stakeholder feedback from:
 - City of Yarra (CoY) Council
 - ECC Sponsors
 - Fitzroy-Doncaster Cricket Club/Carlton District Cricket Club
 - Past Presidents of ECC
 - Victorian Cricket Association/Victorian Women's Cricket Association
 - Sports tenants of Edinburgh Gardens precinct
 - Cricket Victoria

Club Position

Edinburgh Cricket Club is a thriving inner city community cricket club located in the picturesque Edinburgh Gardens in North Fitzroy. The Club has 13 registered teams and approx 200 playing members. There are 7 Junior sides and 5 Senior Men's teams competing in the HDCA and a Women's team playing in the VWCA competition. The Club also runs a Milo 'Have a Go' and VicCric programme for young boys and girls in the community.

Cricket is of a high standard with teams regularly competing in finals. Development programs and coaching are in place at all levels to encourage players to improve and where appropriate to participate in district representative teams and programs. Over the years a number of talented players have moved to Premier and Sub district clubs. Several have returned to ECC and continue to assist the Club and the current players.

Parent participation in coaching and assisting with team management is very much encouraged and appreciated. Cricket is a sport which allows time to develop friendships and promotes a sense of community

amongst its players and supporters. The new Clubrooms in the historic Brunswick St Grandstand and the new Pavilion to be built at the Alfred Crescent Oval will greatly enhance the ECC cricketing experience. As a community Cricket Club within the City of Yarra, we are very mindful to preserve and protect our members from any sort of discrimination. Policies are in place and the Club and its members are very proactive to ensure we maintain the Club's good community reputation. The Club has players from many different family backgrounds and all enjoy the camaraderie and mateship at ECC.

Next year ECC will celebrate its 30th Anniversary of playing Cricket in the Edinburgh Gardens. A number of cricket and social events are being planned to celebrate this event so please visit the Club's website regularly as this will be continually updated as dates and venues are finalised over the coming months.

We anticipate many former players, members and parents will return and attend the various events being planned for 2008 and 2009. Many of the founders of the Club will be in attendance so the events will be a great opportunity to assemble photos and memorabilia to add to the Club's historical collection. To view a more detailed history of ECC please visit the ECC website at www.edinburghcc.asn.au

ECC perceives itself today as having the heart and spirit of a sporting club but strives to have the professionalism and management skills of a major sports business. The ECC Executive Committee possesses the necessary skills, expertise and energy to facilitate and implement the 3 Year Plan and will contribute in a very major way to ECC's ongoing success well into the future.

Cricket Victoria (CV) Club Audit Results

On the self-assessment of the CV Club Audit of Operations and Processes, the Club identified the following key areas for improvement:

- Finance and Sponsorship
- Coaching
- Cricket Development (including Milo Have-a-Go)
- Planning
- Policies and Procedures
- Promotion
- Healthy Environments (including smoke-free environment, sun protection, sports-related injury and healthy eating choices)

Strengths and Weaknesses

Strengths

1. Geographic position in Edinburgh Gardens precinct
2. Diversity and cohesion of playing group – Ladies, Men's and Juniors
3. Partnership with City of Yarra
4. Strength within HDCA and VWCA
5. Proactive and Progressive approach

Weaknesses

1. Playing Performance – Men's and Juniors
2. Player Turnover
3. Variability of Player Commitment
4. Member structural facilities – Social/Player Rooms and Stadium

Analysis of External Environment: Political; Economic; Social; Technology; Legal Trends and Implications for ECC

See [Appendix B](#) for detailed Analysis of External Environment

Based on an assessment of the club strengths, weaknesses, opportunities and threats, ECC's vision remains unchanged. However we have reviewed and updated our Key Priorities to help us deliver this vision from 2008–2011 and develop a new system to execute this plan.

Vision Statement

"To be regarded as one of the best grassroots community-based amateur cricket clubs in Australia"

Characteristics and Values

- We value the commitment and contribution to our people and the community.
- To provide cricket opportunities for a significant cross-section of our immediate and neighbouring suburbs.
- To earn and enhance a high level of respect throughout the local community.
- To develop and grow positive and productive relationships with other sports organisations in the local community.
- To develop a strong partnership with the City of Yarra, it's staff and departments.
- To provide significant family support and involvement.
- To foster a strong sense of history and connectedness.
- To liaise effectively with other community agencies and organisations.
- To be recognised as a safe, healthy, successful and enjoyable sporting and social environment.
- We are an inclusive and progressive club where no one is excluded from playing cricket due to their cultural background,

religious beliefs, social and/or any economical disadvantage.

Discrimination of any form is not tolerated.

Key Priorities

Cricket: Coaching and Player Development

"To be a most successful metropolitan/inner suburban cricket club in men's, ladies and junior competitions"

Infrastructure

"To be recognised as inner city cricket club with excellent facilities"

Building Community

"To be recognised as an excellent example of community development and leadership"

Technology

"To have a website that is considered the leading amateur sports club site in Australia"

Sponsorship

"To have a targeted program which delivers sponsors a return for their investment and meets the needs of ECC"

Financial Management

"To ensure the financial growth and sustainability of ECC into 2011 and beyond"

Planning, Policies and Procedures

"To be respected and recognised as an outstanding example of leadership and management for a metropolitan cricket club"

Strategies and Performance Measures

ECC has identified the following 7 Key Priorities to focus on in the next 3 years:

1. Cricket: Coaching and Player Development
2. Infrastructure
3. Building Community
4. Technology
5. Sponsorship
6. Financial Management
7. Planning, Policies and Procedures

Each Key Priority will now be further explained, along with their corresponding strategies and performance measures. *For further detail see [Appendix E](#).*

Cricket: Coaching and Player Development

Goal

"To be a most successful metropolitan/ inner suburban cricket club in men's, ladies and junior competitions"

Strategies

1. Improve management of the cricket programme at all levels and place under the responsibility of a Director of Cricket
2. Increase and retain player/team numbers to/at levels the club can effectively service
3. Improve individual and team playing performances by developing and maintaining coaching of all teams to a high level
4. Improve the transition from junior to senior cricket through specialist coaching programmes
5. Provide and maintain facilities to enable coaches to function effectively
6. Increase parent participation in the junior programme
7. Develop successful Milo and VicCric programme's
8. Develop and grow key external relationships, eg CV, VWCA, HDCA, and VicCric.

Performance Measures

1. An internally supportive 'one club' across all levels and within all teams
2. Player/team numbers match those that the club can effectively support
3. More premierships, better individual performances, successful completion of development and winter programmes for girls and boys, all coaches accredited
4. Increase in number of juniors with the ability to compete successfully at senior levels
5. Good quality, up-to-date and functional training and playing equipment/gear
6. Effective parent team management and assistance to junior coaches
7. Milo programme becomes the main intake to the junior programme
8. Support from external bodies and key stakeholders contributing to club's ongoing development and success

Infrastructure

Goal

"To be recognised as an inner city cricket club with excellent facilities"

Strategies

1. Improve training facilities at Brunswick Street Oval (BSO)
2. Improve training facilities at Alfred Crescent Oval (ACO) (incl. new courts/training area, additional oval lighting, resurface oval with water tolerant grasses, driveway access key, resurface centre wicket)
3. Renovate BSO Grandstand, Player and Social rooms
4. Improve BSO external facilities (including scoreboard, lighting, signage, external water access, bbq, plaque)
5. Improve management of Edinburgh sports grounds and buildings
6. Develop community rooms in Grandstand Upper Deck
7. Develop Ticket Box building to provide storage

8. Develop water storage capability for BSO and Alfred Crescent Pavilion (ACP)
9. Replace ACP with new building
10. Improve internal facilities at ACP
11. Work with CoY to upgrade Cox/Olney Ovals and Pavilion for existing tenants
12. Improve BSO grandstand internal facilities by sharing set-up costs with CoY, FFC and FJFC

Performance Measures

1. New nets ready by 30th Sept 2008
2. ECC can occupy by start of 2009/10 Season
3. Renovations completed by 30th Sept 2008
4. External facilities installed by 31st Jan 2009
5. Agreement signed by all Edinburgh Gardens precinct sports clubs by 30th Sept 2008
6. Community rooms plan developed by 31st Jan 2009
7. Develop proposal to discuss with City of Yarra by 30th Jun 2008
8. Water storage capability operational by 30th Sept 2009
9. ACP completed and ready for use by 30th Sept 2009
10. Fit-out of ACP completed by 31st March 2010
11. Cox/Olney Oval and Pavilion updated by 30th Sept 2011
12. Costs sharing arrangement with CoY, FFC and FJFC in place for internal facilities of BSO by 30th Sept 2011

Building Community

Goal

“To be recognised as an excellent example of community development and leadership”

Strategies

1. Develop cricket playing opportunities for large cross-sections of the local community
2. Support a charity organisation
3. Support ECC players participating in local community groups

4. Establish ECC Foundation to provide financial support for the long term sustainability of the Club
5. Secure long term lease of Edinburgh Gardens precinct

Performance Measures

1. Develop proposal for funding to provide cricket opportunities to community members from the Fitzroy and Collingwood Housing estates and incorporate into City of Yarra Sports Plan by 30th November 2008
2. Provide a yearly payment to a charity organisation
3. 20 ECC members supporting local community groups through volunteering by 31st March 2009
4. Foundation established by 31st March 2009
5. 6-year+ lease secured by 31st March 2009

Technology

Goal

"To have a website that is considered the leading amateur sports club site in Australia"

Strategies

1. Grow frequency of visitors to the club website
2. Grow number of visitors to the club website

Performance Measures

1. 20,000 visitors for 2008/09
2. Grow unique visitors to 590 per month for 2008/09

Sponsorship

Goal

"To have a targeted program which delivers sponsors a return for their investments and meets the needs of ECC"

Strategies

1. Stabilise and develop Strategic Sponsorship Plan
2. Secure a local pub sponsor for a minimum of two years
3. Secure all major sponsorship opportunities
4. Develop balance between current sponsorship on uniforms and longevity of merchandise
5. Grow Player Sponsorship by providing value for player contribution to sponsorship

Performance Measures

1. Increase sponsorship revenue by 10%
2. Pub sponsor signed for minimum of 2 years
3. All major sponsorship opportunities filled by 31st July 2008
4. Develop club policy on "old" merchandise by 31st July 2008
5. Achieve Player Sponsorship of \$2500 revenue for 2008/09 season

Financial Management

Goal

"To ensure the financial growth and sustainability of ECC into 2011 and beyond"

Strategies

1. Increase cash in bank over next 3 years by 100%
2. Ensure player membership contribution maximised
3. Strengthen sponsorship arrangements to secure income stream
4. Effectively manage monies associated with ECC bar
5. Ensure all ECC events are profitable

Performance Measures

1. Cash in bank as at 30th June 2011 is \$35,000
2. 100% membership collection year on year
3. Major club sponsors finalised by 31st July 2008
4. Point of Sale & Stock take System documented by 31st July 2008
5. Profit & Loss statement completed for each ECC event by 31st July 2008

Planning, Policies and Procedures

Goal

“To be respected and recognised as an outstanding example of leadership and management for a metropolitan cricket club”

Strategies

1. Develop a repeatable planning process
2. Review and update annually 3 Year Plan to achieve our vision
3. Assess stakeholder feedback on our plan and operations annually
4. Develop management system to review progress on delivery of our plan monthly and update quarterly
5. Develop transparent and clear roles for committee positions and other club appointments
6. Improve player behaviour on and off field
7. Promote a healthy environment

Performance Measures

1. Document, store planning and distribute process, templates and calendar by 31st Jan 2009
2. 3 Year Plan updated for member feedback by 25th June 2008 AGM
3. 60% of online respondents understand the Plan and feel engaged in the club
4. System developed and in use by 7th Aug 2008 Committee Meeting
5. Organisational Structure and Roles and Responsibilities completed by June 2008 Committee meeting
6. Zero behavioural incidents reported to committee for action at season end on 31st Mar 2009
7. Club policies to be distributed to new/existing players by start of 2008/2009 season.

Financial Strategy

Financial Goal

“To ensure the financial sustainability of ECC into 2011 and beyond” - whilst offering cricket and social opportunities for a large cross-section of the North Yarra and surrounding community.

Financial Position

Season 2007/08 saw ECC income increase by approximately 80% as Club focussed on collecting a higher percentage of membership subscriptions, growing sponsorship payments and improving intake from social rooms/bar.

In line with the Club’s commitment to improving its cricket and social opportunities for members of the local community ECC’s expenses grew at the same rate as its income. The major growth items were coaching and training payments, upgrading cricket equipment and consultancy fees to help improve our training facilities and social rooms. ECC expects minimal growth in both income and expenses for the next 3 years as we consolidate this financial position.

Additionally, the Club holds \$10K Cash Holdings in a Fixed Term deposit at the Bendigo Bank.

Figure 1.2: ECC Actual Financial Position (2005-2008)

	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>
Income	49K	54K	\$100K
Profit	4.5K-	3.7K	\$3K

Financial Strategies

Increased cash holdings will give the Club greater flexibility to implement some of the 3 Year Plan strategies and secure a sustainable future. ECC aims to secure \$30K in Cash at Bank by 30th June 2011. In order to achieve this, the Club must reduce expenditure and increase its income generation in the next 3 years.

The key drivers to meet this goal are:

- Offer a variety of membership options that cater to the diverse group of ECC players and associates and maximise membership collection
- Increase sponsorship by offering a variety of packages that provide value for sponsors as well as ECC
- Focus on providing quality social events to attract larger audiences and maximise returns
- Establish key support groups to provide supplementary income
- Review consultancy payments as the CoY and Club executes major infrastructure developments
- Review coaching and on-field expenditure
- Establish a detailed monthly budget enabling ECC to cover any budget gaps

Financial Targets

Figure 1.3: ECC Financial Forecast 2008-2011

	2008/09 Projected	2009/10 Projected	2010/11 Projected
Income	\$100k	\$105k	\$105k
Profit	\$5k	\$7k	\$8k

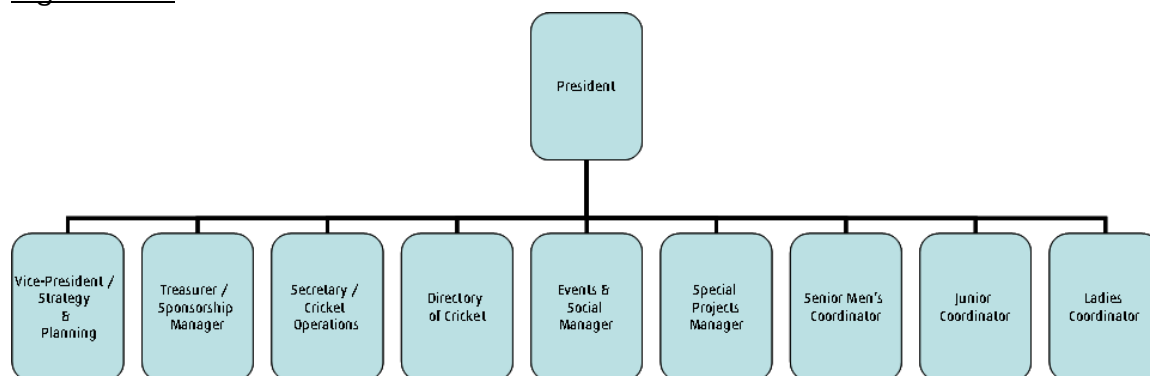
For further detail on the budget for FY 08/09, see [Appendix D](#).

Organisational Structure

Organisational Structure

As an outcome of the Business Plan, ECC has decided to re-structure its committee to reflect the delivery of Key Priorities over the next 3 years.

Figure 1.4: ECC Financial Forecast 2008-2011



Roles and Responsibilities

The roles and responsibilities of the committee reflect the skills and attributes required to meet each portfolio deliverables.

President	Vice President/Strategy & Planning	Treasurer/Sponsorship Manager
<p>Requirements</p> <ul style="list-style-type: none"> • Ensure Exec works towards achieving club aims • Manage all ECC Exec portfolio managers to deliver results • Work with Finance Manager to direct funds appropriately • Provide direction to all portfolio managers 	<p>Requirements</p> <ul style="list-style-type: none"> • Assist President in daily running of the club • Ensure Exec is working towards club goals • Create, review and update the 3 year plan • Develop and implement repeatable planning process • Coordinate development of club policies and ensure education of members 	<p>Requirements</p> <ul style="list-style-type: none"> • Maintain/improve existing sponsorship arrangements • Source new sponsorship opportunities • Develop and present business cases for sponsorship • Ensure sponsorship agreements are adhered to and maximised • Maintain merchandise range in line with agreements • Develop sponsorship agreements • Develop brochures outlining sponsorship levels • Manage player sponsorships through player sponsorship manager • In conjunction with Exec, set the 08/09 Budget • Collect and record all monies owed • Ensure all bills are paid on time • Provide accurate monthly financial reports • Provide performance to budget reports to track financial position • Maintain monthly bank reconciliation statements • Manage club investments and bank accounts • Liaise with all areas of the club to achieve ECC financial aims • ASIC reporting
<p>Possible Reports</p> <ul style="list-style-type: none"> • All ECC Exec portfolio managers 	<p>Possible Reports</p> <ul style="list-style-type: none"> • NA 	<p>Possible Reports</p> <ul style="list-style-type: none"> • Player sponsorship manager
<p>Skills Required</p> <ul style="list-style-type: none"> • Highly developed people management skills • Strong decision making capabilities • Strong strategic vision 	<p>Skills Required</p> <ul style="list-style-type: none"> • Highly developed people management skills • Strong project management skills • High level project management skills • Strategic vision and ability to implement plans 	<p>Skills Required</p> <ul style="list-style-type: none"> • Experience in creating contracts, preferably sponsorship related • Excellent negotiation skills at high level • Strong financial background/sales skills • Solid Excel skills • Knowledge of all ECC portfolios • Ability to deal with all areas of the club and external financial partners
<p>Approx Budget</p> <ul style="list-style-type: none"> • Responsible for ECC achieving financial goals 	<p>Approx Budget</p> <ul style="list-style-type: none"> • NA 	<p>Approx Budget</p> <ul style="list-style-type: none"> • Sponsorship (\$15,000), Merchandise (\$2,500), overall budget

Organisational Structure

Cricket Operations/Secretary

Requirements

- Manage player membership
- Maintain & manage player databases
- Manage player communication (email, mail out, other) including newsletter
- Manager Historical records including ex-player databases
- Manage Results Vault at club level
- Manage admin procedures
- Manage Exec Meeting minutes and actions
- Manage insurance, registration & Certificate of Currency application
- Organise City of Yarra ground application in conjunction with Director of Cricket and Special Projects Manager
- Be central point for emails, distributing to appropriate people
- Manage Parks Victoria application for grounds

Possible Reports

- Past Players Manager

Skills Required

- High level attention to detail
- Highly developed computer skills
- Ability to prioritise tasks
- Persistence

Approx Budget

- Membership \$28,000

Director of Cricket

Requirements

- Manage all areas of cricket for Senior Men, Juniors and Ladies
- Manage all coaches and ensure coaching requirements met
- Define cricket objectives for each team and implement methods for review
- Responsible for recruitment
- Devise and implement on-field codes of conduct
- Oversee player development and ensure smooth transition from juniors to seniors
- Answer ad hoc cricket queries from members
- Allocate funds based on prioritised requirements
- Liaise with HDCA/back-up for VWCA
- Organise afternoon tea on match days

Possible Reports

- Coaches
- Dotted line to Senior, Junior and Ladies Managers

Skills Required

- Knowledge of ECC team structures
- Ability to communicate on all levels with coaches, players, parents and the ECC Exec
- Ability to prioritise resources across all cricket areas

Approx Budget

- Coaching \$20,000
- On Field \$23,000

Events & Social Manager

Requirements

- Manage all ECC events
- Produce budgets for each event outlining anticipated revenue and expenses
- Set pricing structures to maximise attendance and profit
- Ensure events are communicated with maximum audience
- Ensure events are of high quality to encourage attendees
- Micro manage events on the day
- Build on learnings from last year's events to ensure improvement in all areas, specifically Annual Dinner, Corporate Cup and Reverse Raffle
- Maintain stock levels for social bar
- Manage bar prices, storage and cash flow
- Manage Community Room bookings & payments
- Ensure appropriate liquor licences

Possible Reports

- Event teams for individual events
- Bar manager

Skills Required

- Highly developed project management skills
- Excellent financial skills
- Knowledge of marketing techniques

Approx Budget

- Income \$28,000 (events) & \$14,000 (bar)
- Expense \$17,000 (events) & \$7,000 (bar)
- With profit targets set on individual events

Special Projects Manager

Requirements

- Manage all ECC infrastructure projects
- Represent ECC interests in dealing with external infrastructure parties
- Liaise with City of Yarra Council on all ECC matters
- Negotiate contracts with City of Yarra regarding grounds
- Submit any requests for government grants ECC may be entitled to
- Support ladies and junior girls development programs

Possible Reports

- NA

Skills Required

- Strong negotiation skills
- Experience dealing with council
- Experience applying for grants

Approx Budget

- Paid role TBC

Senior Men Coordinator

Requirements

- Oversee all areas of Senior Men's cricket
- Work with Senior Coach and Assistant to ensure coaching requirements met
- With Cricket Manager, define cricket objectives and implement methods for review
- Assist with implementation of on-field codes of conduct
- Assist in player development and smooth transition from juniors to seniors
- Provide Cricket Manager with fund requests based on requirements

Possible Reports

- NA

Skills Required

- High level communication skills
- Detailed player knowledge at Senior Level

Approx Budget

- NA

Junior Coordinator

Requirements

- Oversee all areas of Junior cricket
- Work with all junior coaches to ensure coaching requirements met
- With Cricket Manager, define cricket objectives and implement methods for review
- Assist with implementation of on-field codes of conduct
- Assist in player development and smooth transition from juniors to seniors
- Provide Cricket Manager with fund requests based on requirements

Possible Reports

- NA

Skills Required

- High level communication skills
- Detailed player, coach and team structure knowledge at Junior Level

Approx Budget

- NA

Ladies Coordinator

Requirements

- Oversee all areas of Ladies cricket
- Work with Ladies' coach to ensure coaching requirements met
- With Cricket Manager, define cricket objectives and implement methods for review
- Assist with implementation of on-field codes of conduct
- Assist in player development and smooth transition from juniors to seniors
- Provide Cricket Manager with fund requests based on requirements

Possible Reports

- NA

Skills Required

- High level communication skills
- Detailed player knowledge

Approx Budget

- NA

Planning Linkages

Cricket Victoria Club Development Program

A key input into the 3 Year Business Plan are the results from the Cricket Victoria Club Self-Assessment Audit. The Club Audit is a component of the Cricket Victoria Club Development Program (CDP) which seeks to provide a structure and funding to assist clubs to improve their operations and processes.

The key areas for improvement that resulted from the club audit have played a major role in defining the ECC 3 year business plan as is shown below from the mapping of Club Audit Areas for Improvement to the ECC 3 Year Objectives.

Table 1.1: Mapping Cricket Victoria Club Audit Results to ECC 3 year Objectives

Club Audit Areas for Improvement	ECC 3 Year Key Priorities
Coaching	Coaching and Player Development
Cricket Development (including Milo Have-a-Go)	
Finance and Sponsorship	Financial Management Sponsorship
Planning	Planning, Policies and Procedures
Policies and Procedures	
Healthy Environments (including smoke-free environment, sun protection, sports-related injury and healthy eating choices)	
Promotion	Building Community

The club will submit its CDP Club Audit results to Cricket Victoria for feedback and to pursue expertise and funding to achieve relevant components of its Business Plan.

Yarra Sports Plan

The new City of Yarra Sports Plan has been developed to enable Council to maintain, develop and plan new and existing sports facilities and programs for residents in the City of Yarra. *For further detail, see Appendix C.*

Edinburgh Cricket Club will be involved in various ways.

Facilities

We will continue the existing projects to upgrade all buildings used by ECC in the Edinburgh Gardens. We are participating in the CoY initiative to work with the Yarra Bend Trust and Parks Victoria to improve or replace the buildings and grounds at the Cox and Olney Ovals.

Three-year lease agreements for the BSO, Grandstand and Alfred Crescent are being prepared and should be available for signature soon once approved by the CoY.

Planning

- Work with the CoY Recreation and Open Space departments to research the needs of our diverse members to ensure their needs and any special sporting requirements are met.
- Assist with linkages to various sporting and funding bodies such as Cricket Victoria and the Victorian Women's Cricket Association.
- Assist with Club Development through offering a range of practical training programs such as Food Handling regulations, Risk Management, PR assistance and Community events.

Community Partnerships

Focus for ECC is in 3 key areas:

(i) CricketHER – a Junior Girls Cricket Development program aimed at encouraging young females to participate in cricket. (Scheduled to start in October 2008).

(ii) Development of an Access Program for Disadvantaged Primary School children. (Supported by CoY Youth Services and Recreation and Open Space).

(iii) Sports Promotional Program at all local schools encouraging participation in sport. (Developed in conjunction with CoY Sports Development Officer).

Management of the Business Plan

The ECC Business Plan 2008–2011 should be viewed as a dynamic document that is flexible to the changing environment and needs of the club. It is expected that to meet the needs of ECC, the Business Plan will require further development as consultation with members and all stakeholders occurs and their feedback is considered.

Management of the Business Plan

The delivery of the ECC 3 Year Plan will be managed at monthly ECC committee meetings. Each Executive Committee member will be responsible for delivery of their objectives and will report on their progress at each monthly committee meeting. Progress will be recorded on the ECC Action Plan.

Figure 1.5: ECC Action Plan

Focus Area	Objective	Tracking	Owner	Measure	Target	Actual	Comments
Planning	Review and update our 3 year plan to achieve our vision once a year	Yellow	Vice-President	Plan communicated to members at AGM	Completed and Communicated by 24th June	30th June	Tracking to 30th June
	Consistently positive behaviour from all cricketing groups on/off field	Red	Vice-President	# of behaviour incidents reported to committee for action	0	3	
	Promotion of Healthy Environments for all at ECC	Green	Vice-President				

Review and Evaluation

The Business Plan will be formally reviewed and updated by the ECC Committee through a repeatable planning process each year. The process will begin in February and be completed in June to be presented to the membership for feedback at the Annual General Meeting.

Formal consideration of all feedback (and subsequently any alteration to the ECC Business Plan 2008-2011) will be conducted as a regular item of business at the first committee meeting following the election of ECC Executive Committee members at the Annual General Meeting each year.

Appendices

- A. Cricket Victoria Club Audit Results**
- B. Analysis of External Environment**
- C. City of Yarra Sports Plan**
- D. ECC Budget 2008–2011**
- E. ECC Action Plan**