



NORTHS STRATEGIC PLAN 2021 – 2026

OUR PURPOSE

To inspire Mackay to play & love cricket

OUR VISION

To be Mackay's 1st choice cricket club

OUR VALUES

We will be inclusive by respecting the diverse backgrounds of others

We will inspire others through our passion for cricket

We will build trust through honesty, integrity & professionalism

We will strive for excellence in all we do

OUR MISSION

To inspire Mackay to love cricket by providing opportunities for anyone to play in an inclusive, welcoming and successful environment

OUR PILLARS

1. Our Members (Juniors, Seniors, Females)
2. Our Performance (Players, Coaches, Administrators)
3. Our Resources (Financial, Facilities, People)
4. Our Community (Family/Supporters, Past Players, Sponsors, Govt, Mky/Qld Cricket)

OUR OBJECTIVES

<i>PILLAR</i>	<i>#</i>	<i>STRATEGIC OBJECTIVES</i>
<i>Members (M)</i>	M1 M2 M3 M4	Sustainably grow junior participation and teams Sustainably grow senior participation and teams Sustainably grow female participation and teams Have highly engaged and satisfied members
<i>Performance (P)</i>	P1 P2 P3	Create a culture of success in Senior competitions Create opportunities for junior teams to develop a winning culture Develop players, coaches and administrators who succeed at higher representative levels
<i>Resources (R)</i>	R1 R2 R3 R4 R5	Minimise the cost of participating in cricket at the Club Diversify and grow our revenue streams Provide high-quality facilities to all members, now and in the future Effectively and professionally manage the Club's operations Grow the pool of active volunteers in the Club
<i>Community (C)</i>	C1 C2 C3	Share the Norths story widely to our community Engage our supporters and past players in key Club events/activities Actively grow our sponsorship portfolio

OUR PERFORMANCE GOALS

M: Our Members

M1: Sustainably grow junior participation and teams

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
M1.1	To grow the number of Blast cricketers by 10% per season	Census figures
M1.2	To convert at least 75% of Blast cricketers into junior teams each season	Membership + Census figures
M1.3	To grow the total number of junior cricketers by 10% per season	Census figures
M1.4	To add an additional junior team every 4 seasons	Census figures

M2: Sustainably grow senior participation and teams

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
M2.1	To grow the number of senior cricketers by 5% per season	Census figures
M2.2	To retain at least 95% of senior cricketers each season	Membership + Census figures
M2.3	To add an additional senior team every 5 years	Census figures

M3: Sustainably grow female participation and teams 92553588

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
M3.1	To grow the number of female junior cricketers by 20% per season	Census figures
M3.2	To grow the number of female senior cricketers by 10% per season	Census figures
M3.3	To add an additional Heat Girls League team every 3 seasons	Census figures
M3.4	To add an additional Women's team every 3 seasons	Census figures

M4: Have highly engaged and satisfied members

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
M4.1	Encourage at least 60% of members to complete an annual satisfaction survey	Annual Member Satisfaction Survey
M4.2	Achieve a member satisfaction score of at least 80	Annual Member Satisfaction Survey

P: Our Performance

P1: Create a culture of success in Senior competitions

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
P1.1	All teams win at least 55% of their matches each season	Competition Ladder
P1.2	1 st Grade reach the final of all competitions each season	Competition Ladder
P1.3	1 st Grade win at least one competition each season	Competition Ladder
P1.4	Win at least one other Grade each season	Competition Ladder
P1.5	Win the Senior Club Championship at least once every 2 seasons	Competition Ladder

P2: Create opportunities for Junior teams to develop a winning culture

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
P2.1	Teams in the U14-16 competitions finish in the top 3 each season	Competition Ladder
P2.2	Win at least one Junior competition each season	Competition Ladder
P2.3	Win the Junior Club Championship at least once every 3 seasons	Competition Ladder

P3: Develop players, coaches and administrators who succeed at higher representative levels

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
P3.1	Have Norths cricketers account for at least 25% of Mackay-Whitsunday teams	Mky-Whits Selections
P3.2	Have Norths members account for at least 25% of Mackay-Whitsunday coach staff	Mky-Whits Selections
P3.3	Have one new Norths member join a higher-level committee every 3 seasons	Various Annual Reports
P3.4	Have at least one Norths member on the Mackay Cricket Association and Mackay-Whitsunday Cricket Inc. committees each year	Various Annual Reports

R: Our Resources

R1: Minimise the cost of participating in cricket at the Club

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
R1.1	Fees do not increase by more than CPI across a 3-year period	Club Financials
R1.2	Increase non-membership revenues by 10% per year	Club Financials

R2: Diversify and grow our revenue streams

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
R2.1	Increase sponsorship revenues by '5%' each year	Club Financials
R2.2	Increase fundraising revenues by '5%' each year	Club Financials
R2.3	Grow donations to Australia Sports Foundation by '5%' each year	Club Financials

R3: Provide high-quality facilities to all members, now and in the future

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
R3.1	Create and grow a capital sinking fund of at least \$5,000 by 2025	Club Financials
R3.2	Ensure capacity at our facilities can accommodate all members	Annual Member Satisfaction Survey
R3.3	Achieve a facility satisfaction score of at least 80	Annual Member Satisfaction Survey

R4: Effectively and professionally manage the Club's operations

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
R4.1	Achieve a member confidence score of at least 80	Annual Member Satisfaction Survey
R4.2	Successfully pass all audit criteria each year	External Audit Certificate
R4.3	At least 80% of committee reports presented in writing by 2023	Minutes of Meetings

R5: Grow the pool of active volunteers in the Club

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
R5.1	Total number of active volunteers to increase by 10% each year	Volunteer Register
R5.2	Achieve a volunteer satisfaction score of at least 80	Annual Member Satisfaction Survey

C: Our Community

C1: Share the Norths story widely to our Community

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
C1.1	Monthly contributions to the Club website and weekly contributions to social media platforms in-season	Digital Metrics
C1.2	Grow key digital metrics (unique viewers, views & engagements) by 10% per year	Digital Metrics
C1.3	At least five headline stories in Daily Mercury's digital newspaper each season	Daily Mercury website
C1.4	A digital Club newsletter distributed to members and supporters each month	Digital Metrics
C1.5	A Club distribution list with at least 100 subscribers by 2022 and an increase of at least 10% each subsequent year	Digital Metrics

C2: Engage our supporters and past players in key Club events/activities

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
C2.1	Supporters and past players representing at least 15% of Club distribution list	Digital Metrics
C2.2	At least one past player event run each season	Events Held
C2.3	Supporters & past players represent at least 20% of attendance at key Club events	Event Ticketing

C3: Actively grow our sponsorship portfolio

OBJECTIVE #	PERFORMANCE GOAL	MEASUREMENT
C3.1	Retain 80% of existing sponsors through to 2025	Total Sponsors / Website
C3.2	Attract 1 new sponsor each year	Total Sponsors / Website

OUR STRATEGIES

SM: Our 'Members' Strategies

<i>STRATEGY #</i>	<i>STRATEGY</i>	<i>OBJECTIVES</i>	<i>ACCOUNTABILITY</i>	<i>TIMEFRAME</i>
<i>SM1</i>				
<i>SM2</i>				
<i>SM3</i>				
<i>SM4</i>				
<i>SM5</i>				
<i>SM6</i>				
<i>SM7</i>				
<i>SM8</i>				
<i>SM9</i>				
<i>SM10</i>				

SP: Our 'Performance' Strategies

<i>STRATEGY #</i>	<i>STRATEGY</i>	<i>OBJECTIVES</i>	<i>ACCOUNTABILITY</i>	<i>TIMEFRAME</i>
<i>SP1</i>				
<i>SP2</i>				
<i>SP3</i>				
<i>SP4</i>				
<i>SP5</i>				
<i>SP6</i>				
<i>SP7</i>				
<i>SP8</i>				
<i>SP9</i>				
<i>SP10</i>				

SR: Our 'Resources' Strategies

STRATEGY #	STRATEGY	OBJECTIVES	ACCOUNTABILITY	TIMEFRAME
<i>SR1</i>				
<i>SR2</i>				
<i>SR3</i>				
<i>SR4</i>				
<i>SR5</i>				
<i>SR6</i>				
<i>SR7</i>				
<i>SR8</i>				
<i>SR9</i>				
<i>SR10</i>				

SC: Our 'Community' Strategies

STRATEGY #	STRATEGY	OBJECTIVES	ACCOUNTABILITY	TIMEFRAME
<i>SC1</i>				
<i>SC2</i>				
<i>SC3</i>				
<i>SC4</i>				
<i>SC5</i>				
<i>SC6</i>				
<i>SC7</i>				
<i>SC8</i>				
<i>SC9</i>				
<i>SC10</i>				

TRACKING, REVIEWS AND THE STRATEGIC SCORECARD

Tracking and Review

1. Monthly
 - All reports to Committee Meetings to highlight application to the Strategic Plan
 - Where possible, reports to Committee Meetings should refer to outcomes against set targets
2. Quarterly
 - Tracking of all Performance Objectives to be reported to a Committee Meeting every 3 months via a Strategic Scorecard
 - Key priorities reassessed based on Strategic Scorecard
3. Annually
 - Full review of Strategic Plan to be conducted in May each year
 - Full annual Strategic Scorecard to be completed
 - Key priorities and strategies reassessed and updated based on Strategic Scorecard
 - Review, Scorecard and updated Strategic Plan presented to Annual General Meeting each year

Strategic Scorecard

An example of the Strategic Scorecard is below:

OBJECTIVE #	PERFORMANCE GOAL	TARGETS	CURRENT	STATUS
M1.1	To grow the number of Blast cricketers by 10% per season	30 players	32	↑
M3.2	To grow the number of female senior cricketers by 10% per season	12 players	13	↑
P1.1	All teams win at least 55% of their matches each season	8 wins	6 wins	↔
R2.1	Increase sponsorship revenues by '5%' each year	\$7500	\$5200	↓
R5.1	Total number of active volunteers to increase by 15% each year	22	25	↑
C2.3	Supporters and past players representing at least 20% of attendance at key Club events	20%	18%	↔

