



The Fireballs Mission Statement

“To encourage active participation in the game of cricket in a spirit of good sportsmanship and fair play.”

This statement is a guiding principle by which our club operates. It helps formulate the core goals and direction of our club, and influences all decisions made by the club in pursuing its aims.

Executive Summary

The purpose of this document is to outline the goals of the Ferny Districts Cricket Club Inc. (FDCC) over the coming five year period. It will also record the measures by which those goals will be quantitatively assessed. These Goals and Measures will formulate FDCC’s direction over the defined period, and help determine where our resources and efforts are to be directed.

Within the structure of this document is a list of *suggested activities* that could be undertaken to help achieve each stated goal. However, acceptance of this plan does not include approval of each individual activity listed. These activities will require ratification by the current committee at the time of action. This flexibility allows the club to respond to its changing circumstances, and for the introduction of new ideas.

FDCC will target five core goals between July 2007 and June 2012, and these can be summarised as:

- Increase **Cricket Participation** within our catchment area. This will primarily be done by ensuring that our community knows our club as a positive environment for children and young people to play and enjoy the game of cricket. We will also offer multiple pathways to play cricket, allowing a wide variety of player needs to be met.
- Improve **Player and Team Skills** within the club. Our focus here will be to ensure our volunteers have the skills to develop both players and the team as a whole. These skills will include coaching, player management and team development.
- Extend **Grounds and Infrastructure Development** to improve our playing environment. This will be achieved through the on-going improvement of facilities at Ferny Reserve. Other priorities will include working with local authorities, schools and other sporting groups to improve facilities at our other local grounds, and to work toward access to further grounds within our area.
- Strengthen **Club Governance and Financials** to maintain a robust and viable association. This will include maintaining a low cost base, allowing the majority of local families to participate in junior cricket. We will remain flexible in our approach to volunteering, allowing as many parents and supporters as possible to participate in



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the running of our club. Further streamlining of our records keeping and the distribution of information will also achieve greater efficiencies.

- Maintain and strengthen our **Strong Club Culture**, allowing all members to enjoy their involvement with our club. This will include a focus on social and other non-cricket activities that increase pride in our club. We will also continue to recognise past players and supporters, creating a stronger sense of history for all who have been a part of the Fireballs.



Core Goal 1: Player Participation

Key Goals for Player Participation

Work actively with other local cricket clubs, BNJCA, Qld Cricket and Cricket Australia to further enhance cricket as a game of choice for children and young adults.

Improve the communication and marketing of cricket, and our club, to our catchment area in order to attract and retain more players to the club.

Develop and facilitate clearly defined pathways for FDCC players to transition from junior to senior cricket. This should include options for elite, competitive or social cricket.

For all players, parents and supporters to embrace our club motto. This includes displaying sportsmanship and respect towards team-mates and opponents alike. It also means the highest possible level of participation and enjoyment is achieved by all players.

Achieve positive “satisfaction level” from players, supporters and the community about the quality of our club, and its service to the community.

Maintain a low cost structure that ensures fees remain attractive to as many families as possible.

Measures of Success for Player Participation

- By 2012,
 - average length of service per player is min. 4 years.
 - Min. 70% returning players from last season
 - Min. 60% of ex-U15 players continue into senior cricket, either under the banner of FDCC (or an affiliated senior club) beyond Under 16s
 - Ferny to qualify a stand alone team in the U14 Anstey/LaFranz Shield competition
- Min. 5% increase in playing numbers per season
- Increase participation numbers in Have-A-Go by 10% per season.
- All U11-16s to have access to a min. of one additional cricket playing opportunity each season, beyond regular BNJCA competition. This includes regular participation in other club/zone carnivals that offer additional playing opportunities.
- High level of anecdotal support from members about their involvement with our club

Proposed Activities for Player Participation

| <u>Player Participation Activities</u> | <u>Resp.</u> | <u>By When</u> |
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|----------------------------------------|--------------|----------------|



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| <u>Player Participation Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Regular contact and relationship with all local schools | SLO | 3 contacts per year per school |
| Pre-season contact and with all local, junior football (soccer, rugby, league, afl) clubs with our sign-on details. Offer of reciprocal gesture during our season. | VP-O | Jul/Aug |
| Regularly examine existing club policies that encourages player enjoyment above all other considerations. Communication of same to coaches/managers | Pres. | Aug - Oct annually |
| Promotion of our club through local paper articles | Secr. | 2 articles per year |
| Wide-spread promotion of our Have-A-Go program, min. 6 weeks prior to the start of the program each season. | HAG co. | Jul/Aug each year |
| Pres. or VP to attend HAG program, and address parents regarding the club and its activities. Whenever possible, ask older players to come and assist with HAG | Pres. | 2 times per program |
| Annual review of fee structure, including a recommendation to the AGM on appropriate fees for the coming season | Treas. | 30 May each year. |
| Maintain multiple feedback mechanisms for members to raise issues or ideas, via newsletter, phone, email, meetings, website, etc... | Secr. | Ongoing |
| Active participation at BNJCA level, including attendance at all meetings and active involvement in decision making | BN del. | Ongoing |
| Establish a modified cricket, Pre-Season, U11s Carnival, to be hosted by FDCC at Ferny Reserve. Focus is on elite level competition against the best from other clubs/zones. | VP-Cricket | Sep |
| Establish a modified cricket, Mid-Season, U15s Carnival, to be hosted by FDCC at Ferny Reserve. Focus is on participation and enjoyment for all, regardless of skill level. | VP-Cricket | Dec/Jan |
| Establish a Pre-Season day for all U12-16s (poss. Sat prior to season commencement) to conduct a number of “warm-up” games. Suggest modified rules for max. participation by all. | Coach. Co VP – C | Sep |
| Conduct a survey of current and former players (targeting 14 to 20 year olds) to determine reasons for playing/not playing. Use to formulate future retention strategies | VP-Cricket | Each alternate season beginning 07/08 |
| Establish a Senior Cricket Coordinator role within the committee structure (see further details under Club Governance) | Pres. | Jan 08 |



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| <u>Player Participation Activities</u> | <u>Resp.</u> | <u>By When</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------|
| Coordinate the entry of FDCC teams into the local Brisbane Sub-districts competition. Club to register players as a part of FDCC, and invite all ex-Fireballs priority opportunities to participate at a playing level suitable to their skills and preference. | Sen. Ckt Co. | Jul 08 onwards |
| Investigate and establish a formal affiliation agreement with one of the current QC Senior Clubs, with the core aim to provide a clearer pathway for our most skilled players to become successful senior crickets within the grade system. | Sen. Ckt Co. | Jul 08 onwards |
| Conduct an information session for all 13-15 year olds at the club each year, ensuring players and parents understand the options available to them to continue their cricket | Sen. Ckt Co. | Feb each year |
| Mailout letter to all current members in the lead up to the new season. Letter to include pro-forma sign-on details, and comprehensive info about the club and the season ahead | Secr. | Early August |



Core Goal 2: Player and Team Skills

Key Goals for Player and Team Skills

Develop strong coaching skills amongst the parent group to ensure all players, regardless of their starting point, receive on-going skills improvement each season.

Develop strong management skills amongst the parent group to ensure each team is organised and cohesive. This includes having the majority of parents and supporters playing an active role assisting the team.

Maintain and grow opportunities for players to receive additional skills development. This will include increasing the number of club run coaching programs, both for players and for coaches themselves.

Maintain and grow our club coaching aids and equipment. This also includes ensuring that all coaches, particularly our senior age coaches, are utilising the club coaching aids in their training programs.

Develop a strong support network for coaches, ensuring all coaches, particularly those in the younger grades, have ongoing support and assistance.

Measures of Success for Player and Team Skills

- Achieve participation in BNJCA and school representative teams proportionate to our playing numbers within the zone
- By 2010, a min. of 50% of coaches to have Level 1 or higher coaching qualification.
- By 2009, all club coaches know and utilise our Club Coaching manual, undertaking activities that are appropriate to the age group
- 90% retention of all representative level players up to U15s
- Sufficient coaching aids and other equipment is available to all coaches, as required and as appropriate to the age group. All coaches U13-U16 can and do utilise the bowling machine as a part of their coaching program.
- Regularly achieve 70% attendance at coach/manager meetings, with all teams represented at least once per season.

Proposed Activities for Player and Team Skills

| <u>Player and Team Skills Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Distribution of Qld Cricket Level 1 coaching course information to current coaches and parents at least twice per year | Coach Co. | Sep and Jan |



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| <u>Player and Team Skills Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Production of a club coaching manual, including plans for each age group. This manual to be posted on web, and applicable components distributed to all coaches | Coach Co. | Oct |
| Establish a Coaching Committee, made up of the Coaching Coordinator, VP Cricket, and a number of Age Coordinators (see further detail under Club Governance later in this document). Committee to meet min. 4 times per year, with a view to ensuring all team coaches are monitored and supported. | Coach. Co | Sep / Oct / Nov / Feb |
| 4 x Coach/Manager meetings per year. Focus is on sharing information, receiving feedback, resolving issues, and monitoring the management of teams. | VP – C | Oct / Nov / Feb / Apr |
| 3 x specialist coaching clinics per year – 1 x batting, 1 x pace bowling, 1 x spin bowling and wicket-keeping. Introduce program to U11 and U12 players initially, with a view to expansion subject to success. Age Coordinators to take lead roll in organising 1 clinic each. Invitation through coaches, with a target on players keen to pursue their skill development | Coach. Comm. | Oct / Nov |
| Maintain and continue to run the successful Pre-season coaching clinic | Coach. Co | Sep |
| Coaching equipment stock-take completed each off-season. Coaching committee to make annual recommendations to the Committee regarding further equipment needs. | VP – C | Aug |
| U13-U16 Coaches meeting @ the nets pre-season. Focus on understanding equipment available, its use, and sharing facilities with other teams. | Age. Co.s | Oct |
| U8-U12 Coaches meeting @ the nets pre-season. Focus on understanding equipment available, its use, and sharing facilities with other teams. | Age Co.s | Oct |
| Pre-Season training sessions – U11/U12s in one session; U13-16s in another. To commence late August. | Age. Co. | Aug-Sep |



Core Goal 3: Grounds and Infrastructure

Key Goals for Grounds and Infrastructure

Maintain our home ground, at Ferny Reserve, as a ground of choice in terms of playing surface, training facilities and spectator comfort. This includes regular maintenance of the playing surface ensuring full and healthy grass coverage of the entire oval, and the timely removal of weeds

Work actively with local councils, schools, BNJCA and other local organisations to maintain the number of local “home” grounds available at a min. of 50% of our team numbers.

Work actively with local councils, schools, BNJCA and other local organisations to maintain facilities at all “home” grounds that support good cricket and spectator comfort.

Examine the potential to use our facilities more efficiently by investigating cross-sport and off-season revenue generating activities.

Work cohesively with the other Ferny Reserve tenants to extend and enhance our facilities and infrastructure, providing greater comfort and convenience for all users.

Measures of Success for Grounds and Infrastructure

Goals for Ferny Reserve

- Nil accidents at Ferny Reserve as a result of untimely maintenance of facilities
- Extension of car parking facilities to accommodate up to 60 additional cars
- Strong positive feedback from players and members regarding the standard of facilities
- Serviceable and clean toilet facilities maintained at all times
- Shade areas to accommodate up to 40 spectators per game, including the establishment of shade trees around the perimeter of the lower oval
- Canteen / Clubhouse and spectator seating facilities located on the lower oval, adjacent to our main oval

Goals for Other Ferny affiliated local grounds: (including the current grounds of Ferny Hills SS, Ferny Grove SS, Patrick’s Rd SS, Highvale, Grovely SS, George Wilmore Park, Oxford Park, St Williams Primary, Teralba Park)

- 50% of all games played by Ferny teams are at “home” grounds within our local area, including the establishment of further cricket grounds within our area proportionate to club growth.
- A safe playing surface
- Regular maintenance of the pitch to a standard suitable for the grade
- Convenient access to serviceable and clean toilet facilities
- Adequate shade areas to accommodate up to 25 spectators per game



- Pro-active and positive relationship maintained with all local schools, BCC and Pine Rivers to ensure the timely maintenance of facilities

Proposed Activities for Grounds and Infrastructure

| <u>Grounds and Infrastructure Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Regular contact and relationship with all local school in relation to maintaining and improving school cricket facilities | SLO | May – Sep |
| Regular contact and relationship with local councils in relation to maintaining and improving local cricket facilities | VP-O | May – Sep |
| Regular contact and relationship with BCC on all issues and plans for Ferny Reserve | VP – O | Ongoing |
| Regular watering of grass during extended dry periods of more than 4 weeks or longer. Pre-approval to be sort for the purchase of water if necessary. | Gr. Co | Ongoing |
| Feasibility study to be completed on the development of a suitable ground irrigation system. Club to allocate funding and resources to development of system, including applications for further grants on water infrastructure. | VP – O | May 08 |
| Ongoing and appropriate maintenance of the Ferny Reserve lower oval to be maintained year round, including a scheduled weed and fertiliser program. May include the regular engaging of turf consultant to advise on the best maintenance of the ground | Gr. Co | Annually Aug/Sep |
| Ongoing communication to BCC regarding all aspects of the ground maintenance. This would include immediate notification of any significant change to the surface. Ie. Ground movement; and also include submissions to council seeking expertise and financial assistance to maintain the upkeep of the grounds | VP – O Gr. Co | |
| Annual inspection of all club affiliated grounds. Identify issues and submit recommendations to committee on maintenance required. | Gr. Co | April |
| Feasibility study to be completed on the erection of a canteen / clubhouse facility on the lower oval at Ferny Reserve | Pres. | May 2008 |



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| <u>Grounds and Infrastructure Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Planting of BCC approved shade trees around the perimeter of the lower oval. Placement of trees to be considered in relation to future development of the oval including canteen/clubhouse and possible future lighting. | Gr. Co | Aug 2008 |
| Undertake a feasibility study for the possible future addition of lighting to our net complexes. | VP – O | 2011 |



Core Goal 4: Club Governance

Key Goals for Club Governance

Maintain a strong and flexible club structure that upholds FDCC's history, mission, values and future goals. This would include a full review of all club goals and direction on a regular basis, to ensure agreed goals are still relevant to our current circumstances

Utilise available funding to solely support the achievement of agreed club goals, maintaining the club's financial position in surplus, and ensuring some contingency funds are available for unforeseen circumstances. Priority of funding to be given to the goals and measures associated with our current five year plan.

Build the profile and reputation of our club by acting professionally and ethically at all times in our dealings with councils, businesses, schools, and other sporting and community organisations

Define a succession plan to incorporate the management of incoming and outgoing committee members and to ensure the transfer of the stated goals above.

Allocate a dedicated committee member to actively market the club to potential sponsors and beneficiaries and to investigate income-producing activities within the club, eg. sponsorship/advertising, off season and school break competitions, external use of our facilities and/or grounds for cross-sport activities etc.

Measures of Success for Club Governance

- Positive anecdotal support from members about the Committee's responses to issues or requests
- Minimal complaints to the committee regarding the governance of the club.
- Compliance maintained with all financial and other regulations associated with an incorporated sporting club.
- 95% of all player registration fees collected prior to 1 Dec each season
- 100% of documents produced by club officials to appear on approved club letterhead. Copies of all documents to be forwarded to Club Secretary
- 100% of external correspondence to be pre-approved via Club Secretary, and at least one other Management Committee representative
- Max. 4 x Management Committee to act as cheque signatories per season, with min. of 2 to sign all cheques.
- Min. 5% of revenue to be generated from club sponsorship activities
- Min. 20% of revenue to be generated through fundraising activities and functions (incl. club trivia night, canteen operation, raffles, etc...)



- By September each year, a draft budget is to be prepared and submitted for Committee approval. Budget to be prepared in line with five year plan priorities and targets. Club to maintain min. 95% adherence to agreed pre-season budget allocation
- All club expenditure to be approved by a min. of 2 Mgmt Committee members, one of which will be the President or Secretary. Additionally, all expenditure exceeding \$500 will require a written submission, made available to all Committee members min. 7 days prior to approval.
- Current information displayed at all times on the club website. Updates made with 14 days of changes occurring.
- Club database records remain 90% accurate, including ready and immediate access to member details by committee as required. This would include multiple contact details for each member, accurate historical team and player statistics.
- Club statistician to maintain accurate records of on all games and players, including timely provision of information to BNJCA statistician as required.

Proposed Activities for Club Governance

| <u>Club Governance Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Documented budget to be prepared and agreed to prior to the commencement of each season. Guidelines to include minimum percentage revenue allocations to areas such as gear, coaching equipment, future grounds development, ongoing facilities maintenance, etc... | Treas. | Aug |
| Club Committee to meet a minimum of 12 times per year, at times that allow for timely action of club business. Meetings to be scheduled min. 7 days notice, and no more than four weeks apart in season, and 6 weeks apart off-season | Secr. | Ongoing |
| Management Committee to maintain constant email communication for the purpose of interim and immediate decision making between meetings. All interim decisions to be tabled and communicated at the next meeting. | Secr. | Ongoing |
| Review of club policies and procedures based on feedback received during the previous season. If required, committee member responsible for this portfolio to prepare new draft policy for discussion and ratification. | VP-O Committee | Review in May Changes submitted in August |



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| Annual transfer of adequate funds to our Maintenance Account. These funds to be used solely for the upgrade of facilities at Ferny Reserve, and to cover the ongoing depreciation of same. Committee to agree on figure by Oct and funds transferred in Nov. Recommendation is that we link the size of this allocation to registration fees. Eg. Min. 25% of rego fees per year allocated. | Treas. | Nov |
| Develop and maintain a documented and clear cut team allocation process and policy. Ensure communication of same to members in annual pre-season mail out. | Reg. | August |
| Develop and maintain a documented and clear cut registration and fees payment process and policy. Ensure communication of same to members in annual pre-season mail out. | Reg. | August |
| Develop a Senior Cricket Coordinator roll on the current committee to focus on the retention of 15-19 year old players beyond junior cricket. | Pres. | May 08 |
| Develop Age Coordinator rolls on the current committee to focus on assistance for coaches and managers across 1-2 age groups. (approx. 1 person for every 5 teams) Each coordinator will be a Level 1 Accredited Coach, understand current ACB and QC retention strategies, and can impart team development skills to others. Coordinators to visit each team training min. 5 times per year. | VP-C / Dir. C | Trial 1-2 people in 07/08 (u8-10s) Expand trial 08/09 Fully operational 09/10 |
| Maintain a popular and convenient canteen facility, that meets members needs. Clubhouse/canteen to remain open min. 1 hour prior to start of play and 1 hour post end of play | Cant. Co | Ongoing |
| Develop a range of sponsorship packages for approval. Range should include everything from a \$100 upwards. | Spons. Co | Jan 08 |
| Annually mail out local businesses to become a sponsor of the club. | Spons. Co | Aug |
| | | |



Core Goal 5: Club Culture

Key Goals for Club Culture

Club motto displayed on all club documentation

Both club and teams to arrange a number of non-cricket social activities each season that are well supported by both current and former members

Actively publicise the achievements of the club to the whole membership, and to the wider community, via our website, newsletter, local newspapers, and other suitable cricket publications.

Maintain and grow a feeling of pride amongst current and former members for their involvement at the Fireballs

Measures of Success for Club Culture

- Ongoing increases in the level of attendance at club functions and events by both current club members and former players and supporters
- All team's holding a min. 2 social functions for their team per year
- 80% of all players wearing club playing shirt and hat/cap
- Increased numbers of past players and supporters become more involved in club activities.
- High level of anecdotal support from members about the culture of our club

Proposed Activities for Club Culture

| <u>Club Culture Activities</u> | <u>Resp.</u> | <u>By When</u> |
|-------------------------------------------------------------------------------------------------------------------------|--------------|----------------|
| Further investigate and document our club history | Stat. | 2008 |
| Ensure perpetual club trophies and associated memorabilia are prominently displayed at club functions whenever possible | Stat. | Ongoing |
| Run a 30 th anniversary club dinner, to be attended by past and present club members | Pres. | By Mar 08 |
| Managers to arrange two functions of their choice per team per year | Mgrs | Twice yearly |
| Active promotion of club merchandise, including maintaining adequate stock at all times. | Merch. Co | Ongoing |



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| <u>Club Culture Activities</u> | <u>Resp.</u> | <u>By When</u> |
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| Review club merchandising range annually, with recommendation to committee for change or otherwise. Suggest addition of a wide-brimmed white hat, with Fireballs logo, before start of 08/09 season. | Merch. Co | Feb |