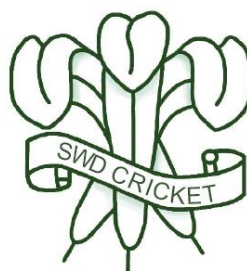


SOUTH WESTERN DISTRICTS CRICKET

STRATEGIC PLAN

2015 to 2018



Business Contact Details: Postnet Suite 96, Private Bag X680, Oudtshoorn, 6620

Telephone: 044-272 6604

Facsimile: 044-272 6294

E-Mail Address: info@swdcricket.co.za

Website: [www.swdcricket .co.za](http://www.swdcricket.co.za)

Company Registration: 2015/136676/08

SWD Cricket Chairman: Mr. Rudi Claassen

SWD Cricket CEO: Mr Albertus Kennedy

Date of Plan: 18 May 2015



Signature Page

This Strategic Business Plan has been developed at a Strategic planning session in April 2015 and agreed to and signed off by the following board members of SWD Cricket:

Board of Directors:

Mr Rudy Claassen (Chairman)
Mr Warren Muller
Ms Jenny Kiewit
Mr Calvyn Scheepers
Mr Franco Coerecius
Mr Rustin Constance
Mr Gerry Gertse
Mr Llewellyn Louw
Ms Samantha Hendricks
Mr Shael Laminie
Mr Eric Jacobs
Ms Glenda Oliphant

Portfolio

President
Independent Director
Independent Director
Non-Independent Director
Independent Director
Independent Director
Non-Independent Director
Non-Independent Director
Independent Director
Non-Independent Director
Chairperson SWD Cricket Scorers Association
Executive Member SWD Schools Cricket

Staff

Mr Albertus Kennedy
Mr Johan Weyers
Mr Garry Hampson
Mr Phillip Tredoux
Mr André du Plessis
Mr Deon Smith

Position

Chief Executive Officer
Amateur Manager
Coaching Manager
Financial Administrator
High Performance Coach
Provincial Team Coach

Date: _____



INTRODUCTION AND EXECUTIVE SUMMARY

INTRODUCTION

SWD Cricket (Western Cape Province) has initiated a strategic planning process in order to assist it in addressing the challenges of the future. This course of action takes into account an organization's external and internal environments while helping it define its purposes, what it intends to become, and how it will attain its goals. Ideally, a strategic plan results in the development of direction, establishment of policy, creation of a rationale for decision-making, and a definition of what success looks like. It enables an organization not only to chart a course, but to successfully navigate it and correct itself when it strays from that course.

In summary, the SWD Cricket process involves the following elements:

- ❖ Initiation of the strategic process
 - Commitment by the leadership of SWD Cricket;
 - Identification and commitment of resources;
 - Determination of what is to be accomplished;
- ❖ Preparation of an environmental scan – presented in a SWOT format;
- ❖ Identification of strategic issues -the most important challenges for the organization;
- ❖ Determination of strategic directives – those issues to be addressed in the first phase of strategic planning;
- ❖ Review of the organization's vision for the future;
- ❖ Review of a mission statement for the organization;
- ❖ Determination of the strategies which will be employed to realize the accomplishment of the strategic directives;
- ❖ Preparation of a strategic planning document;
- ❖ Determination of outcomes or performance criteria for each strategy;
- ❖ Development of action plans along with associated responsibilities and timelines, and clear links to budgeting and performance expectations;
- ❖ Development of plans for monitoring the process, for evaluating progress in meeting strategies and goals, and for revising the strategic plan;



- ❖ Implementation of the plan and regular monitoring of progress;
- ❖ Implementation of periodic reviews and updates of the environmental scan
- ❖ Adjustment of the strategic plan as required;

In order to fully understand this strategic planning process and its purposes, it is essential that the organization be seen as a full associate member of Cricket South Africa.



EXECUTIVE SUMMARY

SWD Cricket services the geographical area (as determined by Cricket South Africa) from from Swellendam and Ladismith in the west to Plettenberg Bay and Uniondale in the east and Murraysburg in the north.

In the 2004/05- and 2005/06 seasons, after associated status was awarded to five new provinces (including South Western Districts) as part of the re-structuring process of South African cricket, the SWD participated in the UCBSA Associates Amateur league competitions. As part of the re-structuring process SWD was geographically included as part of Cricket Eastern Cape (Warriors professional franchise). The SWD Cricket Board opened its first full time office in October 2004 in Oudtshoorn and cricket in the province was run for the first time on a day-to-day basis with Mr Albertus Kennedy appointed as the first General Manager. The Recreation Ground became the official home ground of the SWD Cricket.

The SWD Cricket Board Executive Committee, in April 2000, adopted a strategic plan as an attempt by the SWD Cricket Board to enunciate the ideas which will drive the initiatives of the Province over the next four years. It is, in essence, a statement of where the province would like to be at the end of 2014 and how the Board anticipate getting there. The plan is driven by the Province's Vision and Mission Statements and all the strategic directives are derived from these statements. The seven adopted Strategic Directives are:

Strategic Directive 1: Grow cricket participation and support

Strategic Directive 2: Develop winning teams at every level

Strategic Directive 3: Top Class Management System

Strategic Directive 4: Maximize utilization of facilities and infrastructure

Strategic Directive 5: Attract generous financial support

Strategic Directive 6: Set the standard for successful grass roots development

Strategic Directive 7: Creating a unified, goal-driven organization by providing visionary leadership at all levels



In an historic process as part of the transition of South Western Districts Cricket as a Non-Profitable Company (NPC) the Board of Directors of the Company was elected at the Annual General Meeting that was held in Oudtshoorn on Saturday of South Western Districts Cricket was held on Saturday September, 6th 2014. At an earlier Special General Meeting the Council approved for the administrative process to start in dissolving SWD Cricket Board with the aim to form SWD Cricket NPC. On dissolution the business and activities including all assets, liabilities and contracts will be transferred to SWD Cricket NPC. Mr Rudy Claassen, who served as President of the South Western Districts Cricket Board since 2004, was elected as the first chairperson of the Board.

SWD Cricket has survived and prospered through many changes in their external environment. The leaders who started this organization had a vision to bring excellence in cricket to their geographical area. Despite many obstacles and numerous changes, the leaders followed their dreams for this organization with perseverance. Perhaps what ensured more than anything else, in the reaching of the organization's destiny, was the single-minded ability to seek what is best for the cricket loving public of the Southern Cape area.

The 2015 Strategic Plan has to be read with the following in mind:

- SWD Cricket has received full associate membership from CSA;
- The union has recently severed its ties with Chevrolet Warriors Cricket and migrated to the Western Province Cricket Union. The full impact of this move must still be determined by both parties;



Vision of SWD Cricket

A vision statement for the organization has been discussed and members adopted the following at the workshop in April 2015.

LEADERS through EXCELLENCE in CRICKET

Mission statement of the organization:

SWD creates a platform that is conducive for stakeholders to excel through an integrated approach in:

- ***Corporate Governance;***
- ***Operational Excellence;***
- ***Sustainable Development;***

Strategic Directives:

The seven strategic directives identified in April 2000 have been reduced to four in the 2015 strategic planning session. These directives will in its effective implementation constitute the major issues to be addressed by the strategic planning process over the next few years.

These are:

- **Strategic Directive 1 – Ensuring **Commercial Growth**, focusing on **Branding and Financial Sustainability**;**
- **Strategic Directive 2 – Establishing and maintaining **operational excellence** through effective systems and structures;**
- **Strategic Directive 3 – **Good Governance** through **Visionary and Accountable Leadership**;**
- **Strategic Directive 4 – Successful **Cricket Development** and ensuring **Mass Participation in cricket****



An implementation work plan will be facilitated in 2016 to finalize the action plans for each directive and success will be measured against expected outcomes which have been identified for each strategy.

Implementation and Evaluation

The implementation process, which is to begin in the 2015/16 year, includes the development of action plans, including objectives, timelines, criteria employed to evaluate progress, assignments of responsibility, and budget plans. This process will have the purpose of not only realizing the strategic directives but also of institutionalizing one of the fundamental objectives of strategic planning: strategic thinking and acting. Monitoring and evaluation, whose goals are to gauge progress and to determine if changes in the strategic plan or any of its components are needed, will necessarily be a part of that implementation effort.



Introduction

The changing landscape of sport in South African cricket and its effect on the organisation of cricket in the SWD resulted in a review of the mission, vision of South Western Districts (SWD) Cricket and the development of a new strategic direction for the company at a workshop held on 17 and 18 April 2015.

Based on the session which included brainstorming activities it was agreed by the SWD Cricket Board and management that the following mission and vision best define the SWD Cricket future and support its new strategic direction.

The Strategic Direction is grounded in the company's **Mission and Vision Statement**.

SWD Cricket VISION:

LEADERS through EXCELLENCE in CRICKET

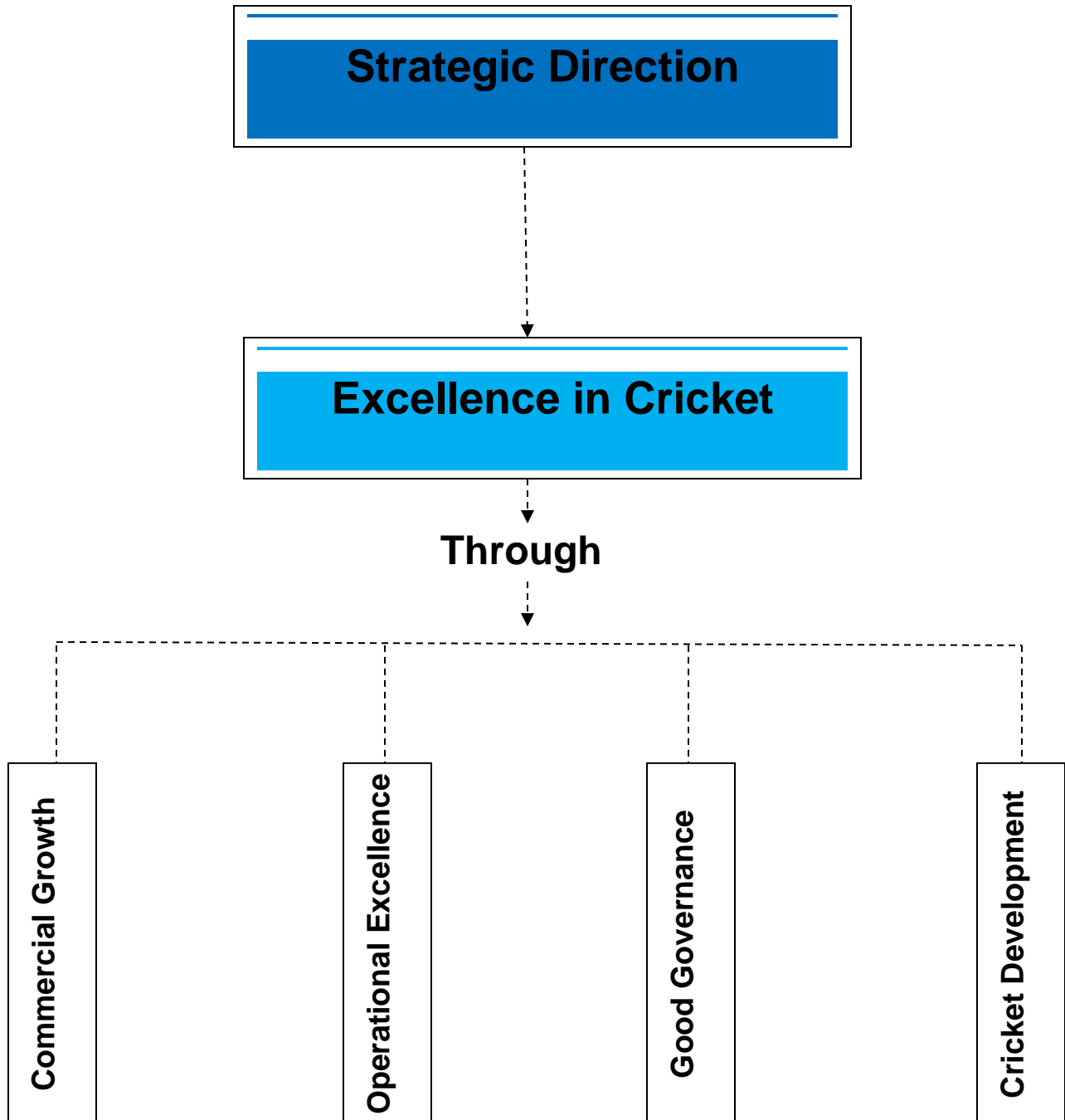
SWD Cricket MISSION STATEMENT:

SWD creates a platform that is conducive for stakeholders to excel through an integrated approach in:

- ***Corporate Governance;***
- ***Operational Excellence;***
- ***Sustainable Development;***



Strategic Direction – The Framework



SWD CRICKET

STRATEGIC PLAN

THE CURRENT SWD CRICKET SITUATION

SWD Cricket (Western Cape Province), is a full associate of Cricket South Africa and has its headquarters in Oudtshoorn. The strategic decision to move from Warriors Cricket in the Eastern Cape to the Western Province, provide its own unique challenges. SWD Cricket has also moved on to become a registered non-profit company with several changes to the governance structures of the organization. The organization is involved in direct service delivery to all cricket participants and enthusiasts in the Southern Cape area.

The **SWOT analysis** done for SWD Cricket had two distinctive outcomes in mind:

- ❖ To help identify where SWD Cricket is NOW in relation to the demand for their services in the Western Cape Province and,
- ❖ To prepare SWD Cricket to develop a strategy that will utilise the organizations strengths, manages its weaknesses, take advantage of opportunities, and minimise the impact of the identified threats on the future of the organization;

The Goals, objectives and strategies in this Strategic Business Plan aim to bridge the gap between where SWD Cricket is now, and the vision of where the organization wants to be in the future.

	Strengths	Weaknesses
	<i>STRENGTHS in the internal environment</i>	<i>WEAKNESSES in the internal environment</i>
	<ul style="list-style-type: none"> • A good board of Directors with mixed fields of expertise; • A competent CEO, amateur manager, a HP coaches, with a good senior and talented young players; • Strong organizational culture; • Low staff turnover; 	<ul style="list-style-type: none"> • SWD require a more strategic approach and mind-set to grow the Organization; • NMMU has less career opportunities (too few courses presented at the local campus); • Certain municipalities does not



Internal Environment	<ul style="list-style-type: none"> • Excellent office facilities; 	<p>contribute to the development of cricket i.e. upgrade of recreational facilities ect.</p> <ul style="list-style-type: none"> • CSA are too prescriptive;
	Opportunities	Threats
External Environment	<p style="text-align: center;"><i>OPPORTUNITIES in the external environment</i></p> <ul style="list-style-type: none"> • Regular recruitment of funds from the NLDTF and other funders and sponsors; • Transition to Company (NPC) and the possible expansion of the SWD organization; • Always maintained a high level of operational excellence. • Meet CSA's Transformation imperatives • 	<p style="text-align: center;"><i>THREATS in the external environment</i></p> <ul style="list-style-type: none"> • Failure to recruit an anchor sponsor – Lack of a product and economic decline/recession; • Failure to secure TV exposure (due to shareholders agreement with Cricket Eastern Cape and CSA's approach in awarding matches to smaller stadiums); • The decline in the standard of club cricket (Are clubs serious about their business and sharing the same vision as SWD); • Failure to won a Trophy at senior provincial level;



Critical Issues in the SWD Cricket current situation

SWD Cricket is faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic Business Plan.

CRITICAL ISSUES

- **SWD Cricket needs to work towards a break-even budget based on the CSA expectation that unions cannot budget for a loss. Combined with the strict expense guidelines in the CSA Operational Model, SWD will be hard pressed to adjust their financial culture to the CSA model.**
- **Internal controls of finances – are the control measures in place in terms of financial expenditure per program?**
- **Budgeting and financial forecasting should be over a longer period (3 to 5 years) instead of the annual budgeting currently. A strategy of 10% of dispensable income per annum is an objective but how are this going to be achieved in the current economic climate?**
- **At the moment more than 70% of the annual income is received from Cricket South Africa. What are the strategies that SWD Cricket can implement to raise additional funds?**
- **Internal audit – a date must be determined to identify the current shortcomings and what SWD Cricket intends to do about the findings. The Finance and Audit Committee is to devise a plan to implement the necessary actions.**
- **Developing a brand identity for SWD Cricket:**
 - **Determine a brand framework;**
 - **Using the Africa T20 Cup as a branding opportunity;**
 - **Develop an effective marketing plan;**
- **Ensuring potential sponsors – several possible commercial partners have been identified which have to be followed up as soon as possible.**
- **Amateur Cricket Management:**
 - **Incentivize clubs to move from compliance to excellence.**



- **Manage cash-flow on a monthly budget based on a CSA funding request.**
- **Promotion of the “Adopt-a-school” program.**
- **Hubs in Knysna and Hessequa – CSA is evaluating the success of the current hubs before any new hubs can be established.**
- **Increasing the number of mini-cricket participants who graduate to hard-ball cricket.**
- **Women-s Cricket: The current status of SWD girl’s teams – how can the program be sustained? What can be done to secure additional funding for women’s cricket? The other challenge for women’s cricket is to host strength versus strength matches in the league. An incentive by SWD Cricket is to subsidize all clubs who field women’s teams.**
- **High performance players are to be monitored when teams are playing. Reporting after the games is essential with players obligated to attend matches for longer periods. Contracted players to be distributed equally in the Premier League.**
- **Coach Education and High Performance Program – training is available at R75 000 per annum at the CATH SETA.**
- **Review the system for coach development with the focus on hubs and Black African Development programs.**
- **The SWD Head Groundsman to facilitate workshops with local groundsman to ensure the effective preparation of pitches. Five pitches must be prepared per week.**
- **School’s Cricket – more strength against strength matches have to be organized. Coaching at school level also needs more attention.**



SWD CRICKET INTENTIONS

STRATEGIC DIRECTIVES

Strategic planning is about focusing an institution's efforts in a manner which most effectively allows it to accomplish its goals. Thus it is important that SWD Cricket clearly define the issues to be addressed in the planning process. Those issues, described by John Bryson as "fundamental policy questions or critical challenges," (Bryson, p. 30) are the **strategic directives** which have been selected to be addressed through the strategic planning process.

Strategies form the basis for the actions taken to realize the strategic initiatives and must therefore be defined before effective action can be taken. Further, because the implementation of strategies is intended to accomplish tangible goals, each one must result in one or more **expected outcomes**.

In the following, each strategic directive is followed by one or more strategies, which, in turn, usually are followed by items that may be included in the implementation work plan. These items constitute some of the goals, tactics, or "sub-strategies" that might be adopted in order to implement their respective strategies. They are not intended to be necessarily sufficient for that task, however. Indeed, during the implementation process it is likely that these implementation items will be modified, or even totally changed in some cases. Note that in the following the strategic directives are numbered. This numbering is solely for convenience in identifying the initiatives. It does **not** imply order of importance.

- **Strategic Directive 1** – *Ensuring **Commercial Growth**, focusing on **Branding and Financial Sustainability**;*
- **Strategic Directive 2** – *Establishing and maintaining **operational excellence** through effective systems and structures;*



- **Strategic Directive 3** – ***Good Governance through Visionary and Accountable Leadership;***
- **Strategic Directive 4** – ***Successful Cricket Development and ensuring Mass Participation in cricket***





SWD Key Strategic Directive 1

Ensuring Commercial Growth, focusing on Branding and Financial Sustainability



Strategic Directive	Measurable Objective	Performance Measure	High Level Strategies
Strategic Directive 1	Ensuring Commercial Growth, focusing on Branding and Financial Sustainability	<ul style="list-style-type: none"> To increase sponsorship revenue by increasing the number of sponsors and ensure a more diverse industry sector spread by 2018. 	<ul style="list-style-type: none"> Ensuring adequate financial resources through securing an annual ANCHOR sponsor for SWD Cricket: <ul style="list-style-type: none"> R300 000 for Operational Costs per annum; Additional Alternative: Sponsors to provide R200 000 in total; Conduct a comprehensive audit of SWD Cricket assets; Prepare a brand value map to guide the sale of SWD Cricket Cricket's brand element; Conceptualise and develop a profitable merchandizing programme;
		<ul style="list-style-type: none"> To optimise revenue by instituting effective financial management systems. 	<ul style="list-style-type: none"> Reduce the annual operational head office expenditure by 10%; Implement improvements in procedures, data capture, use of accounting software modules and electronic banking to improve period required preparing fiscal accounts for the submission to external auditors.
		<ul style="list-style-type: none"> Build SWD Cricket brand awareness in new and existing strategic locations. 	<ul style="list-style-type: none"> Develop and promote a comprehensive brand guide for SWD Cricket; Create and develop unique brand elements associated with SWD Cricket; Identify key new markets for brand exposure and implement plans to expand to those markets; Maintain the level of brand awareness in existing markets;
		<ul style="list-style-type: none"> Initiate investment of cash reserves (10% of total budget per annum); 	<ul style="list-style-type: none"> Centrally manage all bank accounts to ensure funds are placed to increase interest income;
		<ul style="list-style-type: none"> Local Government Agreements; 	<ul style="list-style-type: none"> SWD Cricket will agree an MOU with each municipality who host league matches, provincial and national tournament that will outline the roles and responsibility of each party.
		<ul style="list-style-type: none"> SWD Corporate Social Responsibility; 	<ul style="list-style-type: none"> SWD Cricket in collaboration with clubs will undertake corporate social responsibility programmes in individual areas.





SWD Key Strategic Directive 2

Establishing and maintaining Operational Excellence through effective systems and structures;



Strategic Directive	Measurable Objective	Performance Measure	High Level Strategies
Strategic Directive 2	<i>Establishing and maintaining Operational Excellence through effective systems and structures;</i>	<ul style="list-style-type: none"> • Staff – Implementation of HR policies; 	<ul style="list-style-type: none"> • Build institutional capacity to deliver on the strategic plan. • Conduct a review of all policies and procedures in conjunction with the Board and identify gaps. • Implement the developed policies and procedures across the organisation by 2018. • Establish a monitoring/evaluation system for the annual review of the implementation of the strategic plan in conjunction with the Board.
		<ul style="list-style-type: none"> • Administration – Compliant to CSA requirements (Peformax etc); 	<ul style="list-style-type: none"> • Correctly Loaded Profiles: <ul style="list-style-type: none"> ○ Semi-pro players; ○ Presidential plan and CEO profiles; ○ Active coaches; ○ Schools; ○ Club profiles; ○ RPC's and Hubs; ○ Umpire profiles;
		<ul style="list-style-type: none"> • Maintaining excellent Facilities 	<ul style="list-style-type: none"> • Constantly review minimum standards for playing venues, accommodation, catering etc. • Five-year plan for facilities upgrade;
		<ul style="list-style-type: none"> • Implementing the CSA Operational Model; 	<ul style="list-style-type: none"> • Hosting standards; • Semi-Professional contracted players; • Preparation of wickets; • Participation efficiency; • Compliance of Associated Bodies; • Upholding sound relationships and governance; • Accurate recording of expenses on chart of accounts; • Effective management of Budget implementation; • Submission of progress reports to activate "The Scorecard"; • Peformax data compliance; • EPG data submission; • Manage deadlines • Ownership Accountability-Self-driven;



		<ul style="list-style-type: none"> • Skills Development for Staff; 	<ul style="list-style-type: none"> • Review organisational needs and evaluate talent/skill level required; • Implement a system of performance management and a system of continuous professional development based on training, meritocracy and promotion; • Create a culture of teamwork and organisation wide use of skills.
		<ul style="list-style-type: none"> • Coaches and Official Development 	<ul style="list-style-type: none"> • Data base registration of Umpires and Scorers increase by 15%; • Number of training courses for officials; • Number of clubs complying with the standards set by SWD;





SWD Key Strategic Directive 3

Good Governance through Visionary and Accountable Leadership



Strategic Directive	Measurable Objective	Performance Measure	High Level Strategies
Strategic Directive 3	<i>Good Governance through Visionary and Accountable Leadership</i>	<ul style="list-style-type: none"> • Policies and Procedures; 	<ul style="list-style-type: none"> • Conduct a review of best practise corporate governance, examining practical options for improvement/modernisation.
		<ul style="list-style-type: none"> • Board Succession Planning 	<ul style="list-style-type: none"> • Implemented according to CSA guidelines; • Ensuring an informed and accountable SWD Cricket Board;
		<ul style="list-style-type: none"> • (Retention in line with CSA guidelines); 	<ul style="list-style-type: none"> • Establish a monitoring/evaluation system for annual review of the implementation of the strategic plan. • Implement retention policies in line with CSA policies;
		<ul style="list-style-type: none"> • Mission and Vision Review Processes; 	<ul style="list-style-type: none"> • Ensure risk management is maintained and improved to the highest possible level. • The mission and vision is to be reviewed every five years in a suitably organized strategic review session;
		<ul style="list-style-type: none"> • Board Capacity Building; 	<ul style="list-style-type: none"> • Ensure orientation for all SWD Cricket Board members regarding core roles, competencies and responsibilities. • Build institutional capacity to deliver on the strategic plan.





SWD Key Strategic Directive 4

Successful Cricket Development and ensuring Mass Participation in cricket



Strategic Directive	Measurable Objective	Performance Measure	Performance Indicators
Strategic Directive 4	Successful Cricket Development and ensuring Mass Participation in cricket	Increase league teams within the province's affiliate structures.	<ul style="list-style-type: none"> • Number of league teams increased in the province
		Increase the number of teams playing in the SWD Women's Cricket Association	<ul style="list-style-type: none"> • Adjusted Women's league; • Number of teams playing league cricket;
		Develop new avenues for junior cricket	<ul style="list-style-type: none"> • Increase in the number of senior clubs involved in junior cricket;
		Establish Umpires & Scorers Association in all affiliates.	<ul style="list-style-type: none"> • Data base registration of Umpires and Scorers increased by 10%; • Number of training courses for officials; • Number of clubs complying with the standards set by SWD;
		Ensure that each South Western Districts representative teams & Premier League club teams shall have at least a Level 2 coach	<ul style="list-style-type: none"> • Number of clubs with a Level 2 Coach in comparison to 2011/12 season;
		Ensure league structures are competitive whilst at the same time ensuring that the transformation imperative is fully recognized	<ul style="list-style-type: none"> • The averages of players on a seasonal basis compare well with that of the Warriors; • Increase in Black African participation;
		Institute a Senior Cricket High Performance Coaching Program incorporating all affiliates.	<ul style="list-style-type: none"> • Program established; • HP Coach appointed; • HP Strategy developed and implemented for SWD Cricket;
		Improve the Win/Loss ratio of the provinces representative teams	<ul style="list-style-type: none"> • Individual batting performances increase by 15% on a provincial level; • Match winning % expected in three-day, one-day and Twenty 20 cricket is determined and communicated to players after squad selection; • Individual player performance targets set and measured on a continuous basis;



			<ul style="list-style-type: none"> • Increased number of players delivering match winning performances;
		<p>Ensure league structures are competitive whilst at the same time ensuring that the transformation imperative is fully recognized</p>	<ul style="list-style-type: none"> • The averages of players on a seasonal basis compare well with that of the Cobras; • Increase in Black African participation;
		<p>Ensure that SWDCB has a strategy to enhance Black African cricket in the province</p>	<ul style="list-style-type: none"> • A transformation strategy compiled with a designated driver on the SWD Board;
		<p>Drive grass root development</p>	<ul style="list-style-type: none"> • Appointment of Black African Coaches and Administrators;
		<p>Ensure 100% participation from schools in SWDCB fixture matches</p>	<ul style="list-style-type: none"> • Number of schools with 100% participation;

