



Strategic Plan

2021–2023

Securing Munster
Cricket's future



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Section 1. About Munster Cricket

The Munster Cricket Union was founded in 1956 to take over the administration and development of cricket in the Province from Cork County Cricket Club who had historically carried out that function and represented Munster at the Irish Cricket Union from the foundation of that body in 1923.

The Union operated as an unincorporated entity up until the end of 2019. It was then incorporated as the Munster Cricket Union Limited by Guarantee and currently operates using the designation Munster Cricket.

The organisation is one of five Unions operating on the island of Ireland which are affiliated to Cricket Ireland which is the National Governing Body for the sport in Ireland.

There are currently 11 clubs affiliated with Munster Cricket and it is the expectation that up to four more clubs will have been established and become affiliated by the end of the period covered by this plan.

This will see active cricket clubs operating in every county in Munster. Munster Cricket runs adult competitions at four levels ranging from premier league down to division 2 and 27 individual teams are expected to compete in 2021.

In addition to league competitions, the organisation runs knock out cups and competitions in the increasingly popular T20 format of the game. Youth competitions are also run at U17 and U15 level and it is hoped to expand these competitions to younger age-groups in the coming years. Munster Cricket is working closely with Cricket Ireland and the other Unions in rolling out mass participation programmes aimed at increasing the awareness of and amount of participation in cricket of young boys and girls in clubs and schools.

At a representative level, the Munster senior team, Munster Reds, and development team, Munster Heat, play in Interprovincial tournaments against the other cricket unions.

Following incorporation at the start of 2020, Munster Cricket has been strengthening its resources to enable it to grow the game. It currently has in place a full time General Manager, two part time School & Club Development Officers and a part time Operations Officer.

It is the intention to further expand the development team as soon as financial resources permit.

Section 2.

Our Mission, Vision & Values



Our Mission

To protect and amplify our passion for the game of Cricket in Munster, by nurturing its strong foundations and supporting the development of clubs and players across the region.

Our Vision

By 2023, the MCU will have created an inclusive, fair and transparent environment which will nurture and enhance the game of cricket in Munster.

Our Values

- ▶ Fairness
- ▶ Inclusivity
- ▶ Diversity
- ▶ Transparency

Our values are important as they underpin our decision making, build trust & create value for our stakeholders.



Section 3. Introduction

President's Address

Dear Cricket Member

All MCU committees under the guidance of David Griffin and the Board of Directors have been busy during the off season to make short/long term plans. I would like to thank them all for their time, effort and diligence.

Ben Huskinson and his team carried out an MCU players and supports questionnaire, and the findings have been very informative. As a Board we have taken cognisance of the findings of the questionnaire, the key findings have supported the development of our Strategic Plan.

The Strategic Plan is to help us form a path way to develop our game in Munster. Making plans for youth development, club and facilities development and expansion, as well as improving standards and Competitions. This would bring us in line with other Unions and Cricket Ireland.

I believe with your help we will be able to implement this plan and improve the game that we all love in Munster, this cannot be delivered without your support and attention.

I would like to note my thanks our dedicated Chairperson David Griffin, Christine Moloney, Ben Huskinson and Joe Moynihan whom have worked to deliver the Strategic Plan for the MCU. My sincere thanks extend to all the clubs affiliated to MCU who supported the information gathering stage on which this strategic plan is based.

The last 12 months have been very hard on everyone, but there is light at the end of the tunnel and we will get through it together.

Kuros Mohammadi,
MCU President



Chairperson's Introduction

In preparing this plan for the next phase of the development of cricket in Munster, the key focus was on consultation with all the stakeholders involved with Munster Cricket. To make this effective, we engaged with clubs initially by way of a stakeholder questionnaire and fed back the results from this to a club's information meeting.

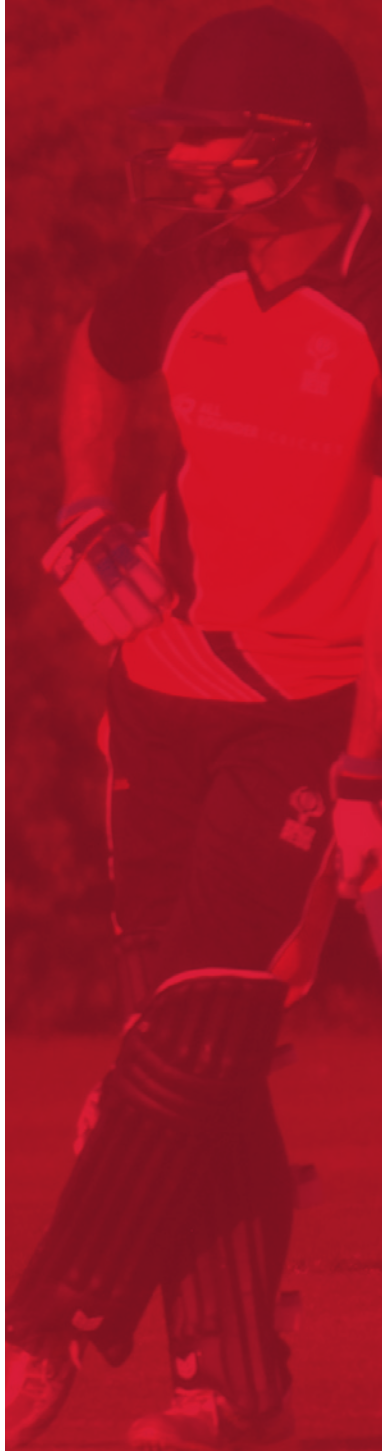
This was followed by a detailed players and supporters survey which was completed by 33% of the current Munster player base. This detailed feedback has enabled us to focus the Plan's objectives precisely at what clubs and their members have identified as being necessary and important in achieving future progress and growth for the benefit of all.

The information gathering phase of our work identified a huge passion for the game and a commitment to improving the organisation of cricket throughout Munster. The process revealed that there are many club cricketers who are prepared to get involved in areas such as coaching, umpiring, scoring and club administration and, as a Union, we will be looking to harness this interest to drive forward plans for growth and development in the next three years.

I am confident that this Strategic Plan is closely targeted at the key factors that will enable us to grow and to improve the way we do things across all our development pillars.

I would like to acknowledge the efforts by everyone at all levels across the Union for the support and engagement in the process. We now look forward to the successful implementation of the Strategic plan.

David Griffin,
Chairperson



Securing Munster Cricket's future and developing the Union

As the General Manager, I would like to firstly thank the Strategic Planning Committee members for their commitment to this planning process, for their patience in seeing the Strategic planning process and document through to its completion. Many meetings and copious amounts of emails and questionnaires were involved to get to this point.



For the MCU this Strategic Plan aims to increase cricket participation, to improve facilities and provide a great experience and fun for all cricketers. No matter where you are based, no matter your background, gender or ability, anyone can have a go and enjoy the game, anyone can achieve their cricket dreams and have the ability to progress through our pathways and have the ability to play for Munster and hopefully Ireland.

Strategic planning keeps an organisation on track over time and allows the organisation to respond to change while remaining faithful to their mission and vision.

The process itself is key to setting the MCU with a plan of progression, so much has been learned from surveying the MCU members.

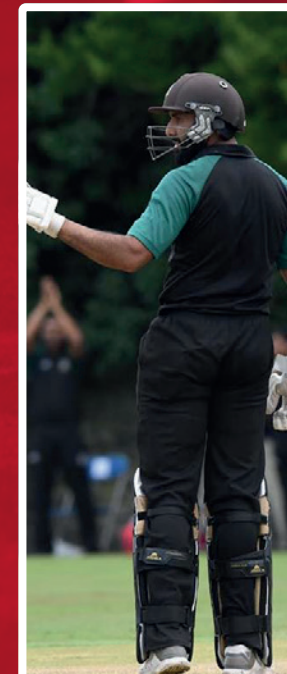
The opportunity to step back and scrutinise, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the Union.

As a Union that represents the interests of more than 11 clubs and over 600 players, it was key to have this time and set a plan for 2021-23.

I am looking forward to the journey ahead of us all in the MCU over the coming 3-year cycle.

We are growing, we are developing.

Joseph Moynihan,
General Manager of Munster Cricket



Section 4.

Our Members

The members of Munster Cricket are our affiliated clubs and through them all their members, young and old, who play the game, get involved as umpires, scorers and coaches, as parents supporting the children that play the game or just as supporters who enjoy watching a match on a sunny day.

Those involved want to see the game grow, they want to train and play in better facilities and they are prepared in considerable numbers to get involved as umpires, scorers and coaches and wish to do the training that will enable them to do this.



Snap Shot of Cricket Worldwide



2.5

Billion fans
Globally



2nd

Most popular game
in the world

World Rankings:

Ireland Men

- ▶ ODI 12th
- ▶ T20 12th

Ireland Women

- ▶ ODI 10th
- ▶ T20 10th

Snap Shot of Cricket in Ireland

Participation at a glance

Domestic cricket:

- ▶ 5 Provincial unions
- ▶ 120+ Cricket clubs across Ireland

52k people in Ireland play, officiate, administer, or are involved in school programmes a year (2007: 13k)

Irish players on senior contracts:

- ▶ Men: 21
- ▶ Women: 7

Cricket Ireland Turnover:

- ▶ 2005: €250k
- ▶ 2019: €10m

Snap Shot of Cricket in MCU

11

Clubs with
the MCU

600+

Members

27

Teams participating
in 2021 season

Section 5. Overview

Stakeholder Consultation.

Stakeholder consultation is a critical aspect to strategic planning. The MCU sought the feedback from the clubs and the individual players through anonymous online survey format.

The surveys were conducted between December 2020 & March 2021 to determine the existing members expectations and perceptions of the MCU, but most importantly the surveys gleamed the members expectations for the future of cricket in Munster.



11
clubs
represented



146
responses were
received



87%
Of the respondents
currently play
Cricket

Clubs Survey

The survey was issued to cricket players and supporters across Munster, as part of the development of the new MCU Strategic Plan 2021 – 2024. The survey provided key data on the perceived strengths, weaknesses, opportunities and threats of the union.

There were 11 different clubs represented in the survey and there was an even spread across all age groups.

A total of 146 responses were received, representing approximately one third of the total

127 (87%) of the respondents said they currently play Cricket. Of those, 102 said they play regularly.

The information has supported the development the following key areas

- ✓ Vision Statement
- ✓ Value Statement
- ✓ Development of the strategic actions for the delivery of the Strategic Plan.

STRENGTHENING CRICKET IN MUNSTER

The Board received a wide range of recommendations to help strengthen cricket in Munster. These word clouds give an indication of the general themes of the responses.



HOW TO IMPROVE CRICKET IN MUNSTER.

We had a wide range of recommendations. The picture below is a word cloud of the most used words, which give an indication of what people would like to see changed or improved in Munster.



6. Our Strategic Pillars & Goals



Pillar #1 Organisational Development

Our objective is to develop the essential management structure with development, coaching and operations staff supporting the General Manager to deliver the Strategic and Operations goals in the plan.

Action 1: Complete the full transition to operation in an incorporated structure. Develop the effective operation of the key committees and working groups. As part of Board and Committee succession planning, improve the reach and diversity of membership.

Action 2: Develop & Implement the standards of the MCU

Action 3: Provide ongoing training & development for players, coaches, umpires/scorers

Action 4: Work with Cricket Ireland on the realisation of plans to devolve additional management and budget responsibilities to the Unions



Key Metrics

- | | |
|--|--|
| <p>01 All active clubs to be represented across the key Union committees - operations, Commercial, clubs and P&P by year end 2021</p> <p>02 Board reflects appropriate level of diversity including female, ethnic and all Munster representation</p> <p>03 Development Officers working 15 core hours per week by 2022</p> | <p>04 Operations staff in place for average 16 hours per week by 2022</p> <p>05 Increase the Head Coach role by 50%</p> <p>06 Enhanced accounting and budgetary system running by 2022</p> <p>07 Memorandum of Understanding signed with Cricket Ireland setting out responsibilities of each body by 2023</p> |
|--|--|

Pillar #2

Facility Standards & Competition Structures

Our objective is to improve facilities and run fair and transparent competitions across Munster.

Action 1: Develop and implement a system to review and improve the competition structure

Action 2: Develop a home ground for MCU

Action 3: Clubs committee to spearhead planning for investment in club facilities



Key Metrics

01 Annual review of competitions and regulations completed by November each year to enable proposals for changes to be discussed with clubs prior to the AGM.

02 Prepare feasibility plan for a Munster HQ and initiate discussions with City and County councils for a site. Phase 1 of facilities to be in place by 2023.

03 Grant application criteria for Club facility funding to be in place by end 2021 to enable Clubs committee take responsibility for administering club grant schemes.

Pillar #3

Funding & Partnerships

Our objective is to raise the profile & resource cricket in Munster through the sourcing and management of grants, sponsorship and other funds ensuring appropriate & proper financial & internal controls are in place.

Action 1: Maintain an effective portfolio of patronage / Corporate Partners that not only contribute financially but also to the fabric of the Union

Action 2: Develop the relationship with partners in each region

Action 3: Identify 3 key partnerships & develop relationship within the community

Action 4: Develop an effective community program that the local clubs can implement

Action 5: To ensure the smooth operation of the financial function

Action 6: To identify the sources of funding and support the application of capital funding for clubs & the MCU



Key Metrics

01 Prepare an sponsorship package, e-brochure and contacts database by end 2021.

02 Identify main partners and deliver an initiative with 3 key groups before 2022 season start.

03 Assist/enable each club to run at least one community focused event in each plan year from 2022.

04 All necessary budgetary and financial systems to be in place by end 2021.

05 Sources of potential funding for MCU development identified and at least one application submitted by end 2021.

Pillar #4 Communications

Our objective is to develop a consistent and professional Communication Plan to engage the cricket community & inform the general public of the game of cricket.

Action 1: Develop a Communications Plan to match the activity of the MCU to inform the MCU Network & general public

Action 2: Ensure that communications to stakeholders are timely and informative of Union decisions and publicise activities of all clubs and Union employees.

MCU Twitter Statistics (Jan-May 2021)



232
Tweets



411,077
Impressions



26,791
Engagements



471
New Followers

Key Metrics

- | | | | |
|----|---|----|---|
| 01 | Quarterly newsletter published before end of 2021. | 04 | Regular podcasts/webinars with Munster players/coaches/personalities to commence in 2021. |
| 02 | Social media policy and calendar in use by the end of 2021. | 05 | Selected Munster games to be live-streamed from 2022. |
| 03 | Website update to commence in 2021 for full completion in 2022. | | |

Pillar #5 Participation Pathways

Our objective is to grow participation in cricket and establish a solid foundation for the game in the Munster region with a particular focus on developing cricket at youth level and making effective links between clubs and schools.

Action 1: SCEO's to work with clubs and schools to increase the numbers of boys and girls playing cricket regularly in Munster

Action 2: Increase the effectiveness of pathways towards representative cricket from U11 through to Munster Reds

Action 3: Bring more Munster players up to the necessary standard to play representative cricket effectively thus reducing dependence on Loan players.



Key Metrics

- | | | | |
|----|---|----|---|
| 01 | School engagement programmes with appropriate club links to commence in 2021 and grown as increasing SCEO hours enable. | 04 | Winter programmes for under-age squads to recommence from Autumn 2021. Facilities for these to be sourced and improved. |
| 02 | Expansion of under-age club competitions to commence in 2022. | 05 | Munster Heat and Munster Reds programmes to be developed and enhanced on an ongoing basis from 2021. |
| 03 | Identification of coaches for all Munster under-age squads from 2021 and training arranged to upskill them. | 06 | Foundations for women's and girls' cricket to be put in place to support competitions from 2022. |

Section 7. Our Team.



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Section 8. Appendix 1.

SWOT Analysis 2021

STRENGTHS

- Competitions well structured & Scheduled
- Presidents Games & Awards night
- Appointment of GM for contact with clubs
- Fairness of Funds distribution to clubs

WEAKNESSES

- Venue size for winter training
- Development of MCU Standards of playing facilities etc.
- Communication with clubs
- Quota on committee membership – Fair representation
- Support structures for umpires/scorers/coaches

OPPORTUNITIES

- Governance Structures to be imbedded
- Communication Plan – consistent & fair to all
- Improve Inclusivity of all
- Game development
- Focus on local cricket
- Develop Partnerships with Council, schools & LSP etc. / review starting system
- Youth development /scouting for talent
- Develop HQ & MCU standards for game
- PR / Media Strategy - Live streaming of game

THREATS

- Competition structure impact on smaller clubs
- Other sports – time for participant lifestyle
- Loss of players
- Lack of volunteers
- Perception of fairness & transparency – big club v small clubs/representation across teams /interprovincial v club games
- Reliance on CI for funding / funding for small clubs
- Covid 19 – reduce/impact participation levels



CREDITS & THANKS

Thanks to all of those who have been working together knowingly and unknowingly towards the development of this strategic plan. Without the input from all stakeholders throughout Munster, this plan would have not have come to fruition.

Special thanks to the Strategic Planning group: David Griffin, Christine Moloney, Ben Huskinson. Without their tireless work this Strategic plan for the MCU would have not been done.

Also a huge thank you to Daniel Dixon who was fundamental in finishing this project

– Joseph Moynihan, General Manager



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www.munstercricket.ie

For information on clubs in your local area, please consult our [website](#)

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