

5-YEAR STRATEGIC PLAN

2024/25 - 2028/29



NAU MAI HAERE MAI

WELCOME

New Zealand Cricket has undergone enormous change over the past two decades, as has New Zealand in general and, in a wider sense, the rest of the world. With that in mind, our five-year Strategic Plan reflects new aspirations, expectations, and new goals, designed to ensure we are travelling with our eyes wide open, well prepared to meet the challenges and the opportunities of our time.

Whereas the four previous strategic plans, dating back to 2003 were contextually narrow, our new iteration is appreciably more connected to the values we hold dear today, in that it seeks to better understand the needs of all those who play a part in the environment in which we operate. It doesn't avoid the difficult issues – rather, it attempts to identify and embrace them, so we can explore the best way forward together.

In particular, we have plotted our strategic journey through a Te ao Māori lens that highlights the significance of relationships and interconnections in everything we do, from pursuing our Vision and Purpose to fulfilling the goals in our three Strategic Pillars. In doing so, we better recognise the synergy needed between the various elements of our landscape, not least our integration with NZCPA and the wider Cricket Network: the MAs, DAs, clubs, and schools.

We are One System. Our combined power is increased when we work together, diluted when we act alone. This is a five-year statement of intent, one that looks to maximise the potential of our entire network by harnessing the potential of one system, remaining alert to the ebbs and flows of the cricketing environment, and ready for the road ahead. We depend on each other.

Our strategic imperatives remain targeted and specific, and fit for the purpose of maintaining a game for all. We unashamedly call out the need to prioritise the participation growth of women and girls, to maximise the opportunity provided by free-to-air TVNZ coverage, and to make the game as popular and as relevant as possible to the young who, after all, will be its guardians in the not-too-distant future. And we want to do this while remaining true to those who have brought it this far.

Likewise, we recognise the importance of maintaining outstanding national teams, national competitions, and players, and being exceptional hosts. Ensuring our teams are viewed as high-achievers and respected for the way in which they play the game remains a priority, as does the need to maintain our reputation for staging quality events in our own backyard, not least the inbound tour from India in 2026, and our co-hosting of the 2028 T20I CWC.

One system. We all depend on its success to survive and flourish. This is a plan that strives to safeguard the financial and commercial sustainability of NZC for the benefit of all, placing high amongst its priorities the need to invest and grow our commercial foothold in South Asia, to operate in an environmentally sustainable fashion, and to build strong partnerships with our broadcast partners at home, in India and also around the world.

NZC has long maintained that its relative smallness can be turned into a strength, in terms of alignment and unity and the power of many, all working hard, together. Our capability depends heavily on our ability to develop and sustain relationships at all levels of the organisation, at all levels of the game, and with all those who participate, or are otherwise engaged in it.

'Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He nui rawa ō mahi kia kore e mahi tonu'

'We have come too far not to go further. We have done too much not to do more'

– Sir James Henare – Ngāti Hine

Scott Weenink
CEO

Diana Puketapu-Lyndon
Chair



5-YEAR STRATEGY

2024/25 – 2028/29

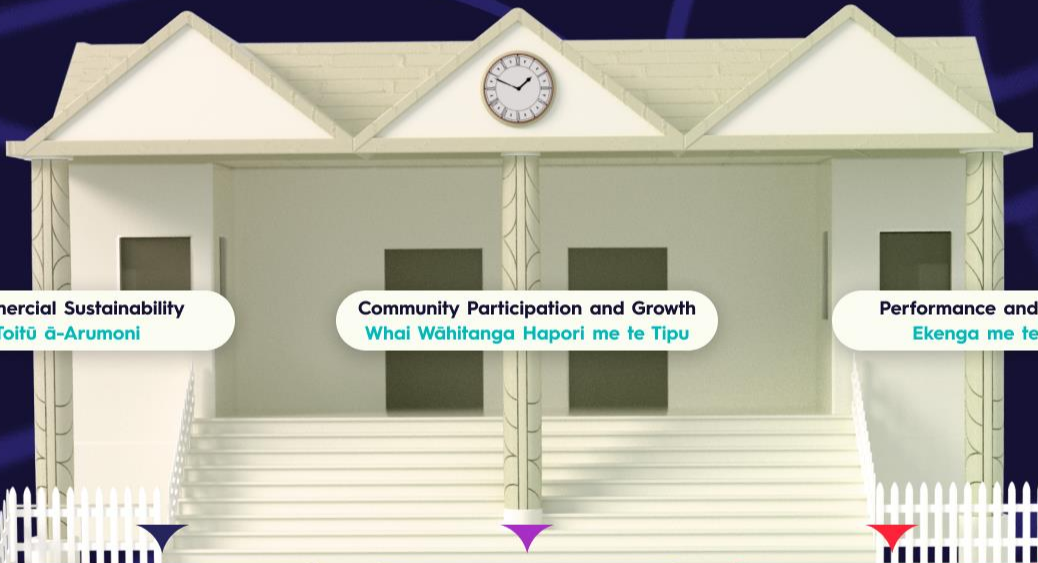


5-YEAR STRATEGY: OUR STORY

CLICK TO PLAY

New Zealand's favourite game **Te tino kēmu a Aotearoa**

A game for all, a game for life
He kēmu mō te katoa, he kēmu oranga roa



Vision

Purpose

Strategic Pillars

Values

Commercial Sustainability
Toitū ā-Aruroni

Community Participation and Growth
Whai Wāhitanga Hāpori me te Tipu

Performance and Delivery
Ekenga me te Tuku

Te ao Māori

Tenacity Whakapau Kaha

Respect Whakaute

Optimism Ngākau Rorotu

Inclusivity Mākoha

Fun Pārekareka

NZC VISION & PURPOSE



VISION

NEW ZEALAND'S FAVOURITE GAME

Te tino kēmu a Aotearoa

PURPOSE

A GAME FOR ALL, A GAME FOR LIFE

He kēmu mō te katoa,
he kēmu oranga roa



COMMUNITY PARTICIPATION & GROWTH

Whai Wāhitanga me te Tipu

Increasing community participation and growing the fanbase and capability



Maximise free-to-air domestic broadcast opportunity
Year 1-2



Prioritise participation growth of registered women and girls cricketers
Year 1-5



Prioritise the retention and development of youth cricketers
Year 1-5



Growth and improved engagement with South Asian, Māori and Pasifika communities
Year 1-5



Protect and evolve club environments for cricket to thrive
Year 1-5



Enhance the capability across the volunteer and employed Cricket Network workforce
Year 1-5



Grow cricket's fan base in New Zealand, with particular focus on 16-34 year olds, and increase following of the BLACKCAPS and WHITE FERNS
Year 1-5



Build digital and data capability
Year 1-5



PERFORMANCE & DELIVERY

Ekenga me te Tuku

High performance teams and outstanding delivery of, and performance in, events



BLACKCAPS and WHITE FERNS win white ball events, and are consistently in semi-finals
Year 1-5



BLACKCAPS consistently win the World Test Championship
Year 1-5



Depth of talent pool of international cricketers is grown year-on-year
Year 1-5



Plan and successfully deliver BLACKCAPS and WHITE FERNS international home matches
Year 1-5



Develop and deliver a compelling FTP and domestic schedule, including Super Smash and 'A' programme
Year 1-5



Develop and implement coaching pathways, coach development and talent ID programs
Year 1-5



Establish a National Venues Strategy
Year 1



Plan and successfully deliver marquee events:

- India Men's Tour of NZ 2026
- Co-host Men's 2028 T20I CWC with Cricket Australia

Year 1



Build digital and data capability
Year 1-5

COMMERCIAL SUSTAINABILITY

Toitū ā-Arumoni

Ensure the financial and commercial sustainability of NZC and the New Zealand Cricket Network



Secure a domestic broadcast arrangement

Year 1-2



Evolve the NZC Commercial Strategy to allow for new partners and investment

Year 1-2



Innovate to find new commercial revenue streams

Year 1-5



Build a strong and collaborative partnership with new broadcast partner Sony India

Year 1-5



Invest in and grow NZC's commercial partnerships in the Indian sub-continent

Year 1-2



Establish and deliver on NZC's environmental sustainability strategy

Year 1-5



Renew the Reserve Policy in alignment with financial requirements of the New Zealand Cricket Network and the strategic plan

Year 1-5



Successful renegotiation of the Master Agreement in partnership with MAs and the NZCPA, and retention of Players

Year 1-2



Build digital and data capability

Year 1-5





RESPECT – Whakaute

Respect is earned, not bought or demanded. It's something that is created through credibility, integrity and goodwill. Through trust and faith. We're defined by the respect we show for ourselves, each other, and the game itself.



TENACITY – Whakapau Kaha

Challenge is what defines us. Embracing it makes us stronger. We live to dare; to see opportunity where others might see difficulty, to explore new frontiers. We believe in ourselves, the game, and the magic of possibility.



FUN – Pārekareka

Fun is where it all starts. It's why we play cricket as children; it's why we can't wait for the next game. It's why we want to perform at our very best. Embracing, and celebrating the fun of cricket helps us appreciate what we're here to do: connect New Zealand with the game we love.



OPTIMISM – Ngākau Rorotu

Positivity, enthusiasm – relishing the opportunity within every challenge; we will always be buoyant with hope and ambition. From the players, to staff and fans, we will live and breathe the brightside. Where this is a will, there is a way.



INCLUSIVITY – Mākoha

Cricket is a team game. It brings together the best of all New Zealanders, so that the whole is always bigger than the sum of parts. Inclusivity leads directly to diversity, through which we celebrate our ever-expanding community and cricket family.



Te ao Māori

Growing our understanding, engagement and adoption of Te ao Māori. Mirroring NZC's respect for community and the environment.

STRATEGIC THEMES



STRATEGIC THEMES THAT RUN THROUGH OUR 5-YEAR STRATEGY

YEAR **1-5**



BLACKCAPS and WHITE FERNS win ICC events



Strengthen Community cricket



Strengthen women and girls cricket



Flexible contract arrangements for BLACKCAPS and WHITE FERNS



Recalibrate and innovate for new commercial revenue streams



Improve digital presence and data analytics capability



Improve South Asian, Māori and Pasifika community engagement across the New Zealand Cricket Network



Ensure optimal delivery of cricket in, and governance of, the New Zealand Cricket Network

Maximise Exposure

- Negotiation of domestic broadcast arrangements to maximise free-to-air and commercial impact

Create strong foundations

- High Performance
- Community – registered participation levels for youth cricket

Improved alignment of High Performance and Community cricket

Delivery of, and success in, key event:

- India Men's Tour of NZ 2026

Build digital and data capability for Community cricket, High Performance cricket and commercial

Delivery of, and success in, key events:

- Co-hosting Men's 2028 T20I CWC
- LA Olympics 2028 T20 competition

Build reserves to protect against risks and take advantage of investment opportunities

Build alternative revenue streams

Strategic review of Super Smash format

Protect Test Cricket and bilateral cricket, ensuring the top BLACKCAPS and WHITE FERNS are playing for New Zealand as much as possible

Continue to build reserves to protect against risks and take advantage of any investment opportunities

Continue to protect and grow the game in New Zealand for the long term

YEAR **1-2**

YEAR **3-4**

YEAR **5+**

ICC GLOBAL EVENTS

YEAR	MEN'S	HOST COUNTRY	WOMEN'S	HOST COUNTRY
2024	ICC T20 World Cup	USA, West Indies	ICC T20 World Cup	Bangladesh
2025	ICC Champions Trophy ICC World Test Championship	Pakistan England	ICC Cricket World Cup	India
2026	ICC T20 World Cup	India, Sri Lanka	ICC T20 World Cup	England
2027	ICC Cricket World Cup ICC World Test Championship	Namibia, Zimbabwe, South Africa TBC	ICC Champions Trophy	Sri Lanka
2028	ICC T20 World Cup Olympics	Australia, New Zealand USA	Olympics	USA
2029	ICC Champions Trophy ICC World Test Championship	India TBC	ICC Cricket World Cup	TBC

NGĀ MIHI

