



**Taverners
Australia**

STRATEGY

Until 2021





FOREWORD

The Taverners Australia is a not-for-profit organisation, manned exclusively by volunteers, with a mission “to give a sporting chance”.

The Taverners was established in Australia the mid-1980s along the lines of its English counterpart. From that fledgling organisation that formed in the minds of a handful of cricket ‘tragics’, it has grown to thirteen branches with over 1,000 members Australia-wide. And in that time, more than \$10 million has been raised and distributed to a variety of organisations whose aims are to open new horizons for those who could never have imagined they existed.

In the main, our largesse has been given to organisations in the areas of blind, deaf, intellectually disabled and indigenous cricketers and, more latterly, to women. Our very clear aim into the future is to increase the number of our branches and, as a consequence, grow our membership base so that many more who seek the opportunity will be able to take part in events and competitions that lift their hearts.

With our recently-acquired Deductible Gift Recipient (DGR) status, we are now in a position to pursue tax-deductible gifts and sponsorships from corporate entities and private citizens that has never been available before. We are confident that this will enable us to raise our support to a level that far exceeds what is possible at the moment. With Cricket Australia’s support, we look forward to a future that embraces a truly ‘sport for all’ mission.

This Strategic Plan covering the next 3 years is our blueprint to guide our growth and activities

PAUL SHEAHAN AM
PRESIDENT TAVERNS AUSTRALIA
May 2017

LTA’s John Jeffreys presents Australian Deaf Cricketer Kym Daley with the National Cricket Inclusion Championships Player of the Tournament award.



STRATEGIC PLAN

Until 2021

CONTEXT

Taverners Australia operates in an environment which is becoming more aware of the value of recognising, encouraging and providing increased levels of support for the greater participation by individuals and groups in sport, particularly cricket

VALUES

We value inclusion, trust, honesty and equal opportunity

MISSION

Giving a sporting chance

WHO WE SUPPORT

We support young cricketers to be the best they can be



STRATEGIC OBJECTIVE 1:

To be recognised as “The premier cricket charity” in Australia

To be recognised as Cricket Australia’s exclusive charity arm for the “A Sport For All” program and be noted as a major partner for this program.

Strategies	Key Outcomes / Indicators
Align with Cricket Australia’s – “A Sport For All” program (ASFA)	<ul style="list-style-type: none">» Be appointed as the charity partner and sign all appropriate documentation covering the partnership» The Taverners to actively and visibly support Cricket Australia’s - A Sport for all program» Be a visible partner at various activities related to ASFA through signage and physical presence» Work with CA to best use their assets and resources to enhance membership, funding opportunities and marketing presence» Work with (as appropriate) CA partners to align outcomes with a view to maximising funding for ASFA» Agree and document a funding split model for funds received by this program, covering direct expenses, distributions to ASFA program and distributions to LT grass roots (LT branches)» Review the structure of Taverners to increase its strength and commitments contained within the CA partnership
Obtain Deductible Gift Recipient (DGR) tax status.	<ul style="list-style-type: none">» Completed



STRATEGIC OBJECTIVE 2:

Build and maintain a sustainable branch network across Australia through increased and continuing membership

Improving the membership experience for all members and potential members through provision of memorable events and activities as well as an understanding of the financial support the Taverners gives to those we support.

Strategies	Key Outcomes / Indicators
Review membership application process to simplify and be consistent across branches	<ul style="list-style-type: none"> » Establish a standard membership form » Introduce a membership card » Proactively seek new members
Provide a consistent new member's package	<ul style="list-style-type: none"> » New members feel acknowledged and receive a clear understanding of what the Taverners do » Current and future members understand the benefits of membership
Create an enjoyable and fun program of events	<ul style="list-style-type: none"> » Introduction of additional functions throughout the year » Current programs reviewed for relevance and enhancement » Increased attendance at functions
Facilitate the establishment of new Branches or sub branches throughout Australia	<ul style="list-style-type: none"> » Branch names reviewed (e.g. Sydney V NSW) for all branches in Australia » A documented process created to guide the establishment of new sub branches, stand-alone branches or satellite branches
Communicate more effectively with members, interest groups through suitable media channels, including social media.	<ul style="list-style-type: none"> » A refreshed web site completed, with all branches using or linked to it » A regular review of the web site metrics to understand usage » Each branch to have a plan to actively and regularly contribute and update » A social media strategy formulated
Identify and secure young, passionate members who can become committee members, leaders and vocal supporters of the Taverners	<ul style="list-style-type: none"> » Use the Big Bash as a tool to source members (younger and more females) » Create a process similar to that used in Sydney (Tara's plan) to connect a group of young people with an expected outcome of Taverner membership
Increase membership levels in all branches. Capital city branches to have 500+ members, regional ones 200+ members within 3 years	<ul style="list-style-type: none"> » Introduce a centralised data base to capture branch membership data (CRM system) » Documented program, by branch, with a responsible committee member, to actively grow membership
Ensure succession plans are in place for all executive positions of each branch	<ul style="list-style-type: none"> » A document provided to the National Chairman each year (around June 30) providing details of the branches' succession details and plans
Create plans to increase the diversity of membership of The Taverners	<ul style="list-style-type: none"> » Female membership sits at about 20% of all members currently » Females occupy about 50% of all committee positions of the branch network » Establish a plan that sees female membership lift to about 50% of total membership » Establish a plan that enables members of disability, low socioeconomic, rural and regionally remote and indigenous sectors to become members and to participate in all Taverner activities.

STRATEGIC OBJECTIVE 3:

Provide substantial monetary support to those we support

To date more than \$10m has been provided, over 34 years, to support the disadvantaged. We want this to increase to at least \$1m net per annum.

Strategies	Key Outcomes / Indicators
Leverage the partnership with the CA ASFA program (Objective 1 above)	<ul style="list-style-type: none"> » Identify opportunities to align with current CA partners » Identify the “assets “ this partnership can access with CA (and partners) and create a plan to bring them to fruition » Use the electronic data base (Cricket family) to promote the Taverners and its functions
Lift monetary support for those we support to at least \$1m pa net	<ul style="list-style-type: none"> » Branch membership lifted to a target of 5,000 members » The annual raffle lifts to at least \$250,000 of gross revenue each year » Work with our supporters and partners to create new and additional activities that will generate greater funding through memberships and fundraising activities
Construct a rationale that defines how we distribute donations	<ul style="list-style-type: none"> » Document prepared and agreed to by branches
Identify National and branch level sponsorship opportunities	<ul style="list-style-type: none"> » List compiled of potential corporate and high wealth supporters » List of potential Trust supporters potential source of funds established » Applications made to above potential supporters
Establish guidelines for retained cash funds within bank accounts at branch level	<ul style="list-style-type: none"> » Generic guideline document as to how branches retain / distribute funds raised
Enhance the raffle process by engaging with additional “outside “ clubs and organisations	<ul style="list-style-type: none"> » Multiple groups identified to sell raffle tickets – sporting clubs, school groups, community groups.
Enhance relationships with peak bodies of the 5 pillars at National and State levels	<ul style="list-style-type: none"> » Regular meetings held to identify areas for support (both ways) e.g. blind cricket Australia » Speakers provided to attend Taverner functions to show the benefit of Taverner support » These bodies actively support the raffle by selling tickets



Victorian players celebrate winning the National Cricket Inclusion Championships trophy in the division for Cricketers with an Intellectual Disability



STRATEGIC OBJECTIVE 4:

Build a substantial public profile

To build a sustained program to significantly enhance the public profile of the Taverners and the work we do

Strategies	Key Outcomes / Indicators
Establish a Taverners celebratory ambassador program	<ul style="list-style-type: none"> » The role is defined including responsibilities, commitment and benefits to Taverners » A review process is instituted to review each ambassador on a 12 month basis » A list of names is identified and approached » Identify prominent Australians within corporate environment who will support us
Develop a public relations and marketing program	<ul style="list-style-type: none"> » A person identified to coordinate this role nationally » A proposal with KPIs established
Construct national partnerships to enable the benefits to flow through to local branches	<ul style="list-style-type: none"> » A policy developed to guide a National Partnership program <ul style="list-style-type: none"> - Levels - Responsibilities of each party
Approach and appoint an appropriate National or International figure to accept the role of National Ambassador	<ul style="list-style-type: none"> » Complete
Develop the new updated National website	<ul style="list-style-type: none"> » Web site operating with simple update features » Branches regularly contributing to the web site » All branches using the web site or have own web site linked to it
Establish appropriate links with other members of the cricket community. E.g. ACA, State Cricket bodies, Bradman Foundation, other	<ul style="list-style-type: none"> » Identified cricket associations and an analysis of the benefits of linking
Actively seek media opportunities, particularly during Test, ODI and 20/20 matches in all states as well as the BBL and WBBL	<ul style="list-style-type: none"> » Media events arranged during cricket matches e.g. interviews with Jim Maxwell, television, local radio / TV stations, articles in printed media (national and local)
Proactively report functions on the web site – pre function and post function using photos where possible	<ul style="list-style-type: none"> » Each branch to have a nominated member to populate web sites with new material
Enhance the profile for the Taverners at the NCIC carnival at Geelong	<ul style="list-style-type: none"> » Banners prominently displayed » Taverners to set up media opportunities in conjunction with host body » Player uniforms to have Taverners logo » Publicity photos taken and distributed as well as posted on web sites » Taverner presence at award ceremonies
Enhance the profile of the Taverners at events supported by them e.g. Taverners Shield, state indoor championships	<ul style="list-style-type: none"> » Banners prominently displayed » Taverners to set up media opportunities in conjunction with host body » Player uniforms to have Taverners logo » Publicity photos taken and distributed as well as posted on web sites » Taverner presence at award ceremonies



Structure of the Taverners

Branch Structure

A National Executive oversees a federation of 11 autonomous branches

National Executive

President: Paul Sheahan
Chairman: John Jeffreys
Secretary: Michael Martin
Treasurer: Michael Martin
Marketing: Sunny Drury

Branches

<i>Victoria</i>	<i>Sydney</i>
<i>Queensland</i>	<i>Western Australia</i>
<i>South Australia</i>	<i>Northern Territory</i>
<i>ACT</i>	<i>Tasmania</i>
<i>Northern NSW</i>	<i>Peel</i>
<i>Hunter</i>	<i>Geelong</i>
<i>Bendigo</i>	

Each branch has its own constitution and executive structure and operates independently, but under the stewardship of the National Executive.

Each year a National Conference of Branch Chairmen is held as a forum for the exchange of ideas and confirmation of direction. This is attended by all branches and the National Executive and is spread of several days, generally in February of each year. Also in attendance many partners including Cricket Australia.

An AGM of the National body is also held yearly (October) with all branches in attendance by telephone hook-up.

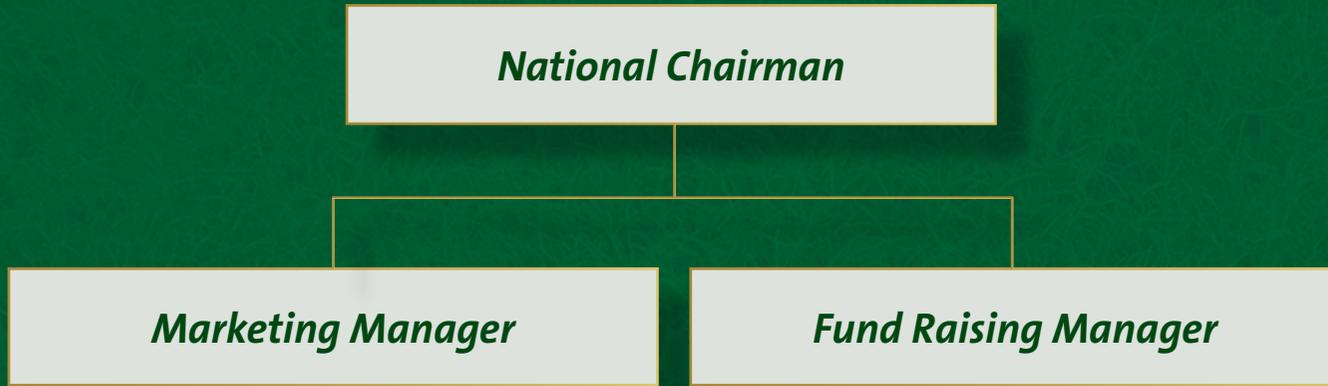
The Taverners – Foundation Inc.

The Taverners Australia Inc.

100%

The Taverners Foundation Inc.

The Taverners staffing



John Jeffreys accepts the Partner Organisation of the Year award at the inaugural Cricket Australia, A Sport For All Awards.

Contact details

John Jeffreys

National Chairman

chairman@tavernersaus.org.au

ph. 0417 007 007

www.tavernersaus.org.au



GIVE A
SPORTING
CHANCE