



BRISBANE NORTH JUNIOR CRICKET ASSOCIATION

FIVE-YEAR STRATEGIC PLAN

2026- 2031

Executive Summary

This Five-Year Strategic Plan sets out the direction, priorities, and measurable goals for the Brisbane North Junior Cricket Association (BNJCA) for the period 2026 to 2031. It has been developed to guide the Management Committee, affiliated clubs, Queensland Cricket, and funding partners in understanding where the Association is headed and how it intends to get there.

BNJCA is one of the largest junior cricket nurseries in Queensland, currently serving 2,817 registered players across 348 teams and 15 affiliated clubs. The Association has a proud 50-year history of developing young cricketers and contributing to the broader Queensland Cricket environment.

The 2025–26 season demonstrated the Association's resilience and ambition: a full competition calendar was delivered despite ongoing ground availability pressures, a new representative academy program was launched, and three new strategic focus areas were articulated by our President at the presentation of awards event to close out the 2025/26 season.

These new programs and initiatives, and the on-going improvements to the association all fit within the five strategic pillars of this strategy.

The five strategic pillars are:

- **Pillar 1:** Participation Growth & Player Retention
- **Pillar 2:** Infrastructure & Facilities Development
- **Pillar 3:** Cultural Diversity, Inclusion & Wellbeing
- **Pillar 4:** Representative Excellence & Pathway Development
- **Pillar 5:** Governance, Sustainability & Digital Capability

Each pillar contains specific objectives, key actions, and measurable KPIs. Progress will be reported annually at the AGM and available to our stakeholders which includes our member clubs, Queensland Cricket, Queensland Junior Cricket, and other relevant funding bodies.

About Brisbane North Junior Cricket Association

Our History

The origins of BNJCA trace back to August 1972, when 37 community members gathered to establish an organised junior cricket competition for Brisbane's northern suburbs. Led by Ces Anstey and Errol La Frantz of Toombul District Cricket Club, alongside Cliff Christensen of North Star Sports Club, the founding group launched a trial season with 33 teams across four age groups.

Over more than 50 years, BNJCA has produced players who have gone on to represent Queensland and Australia, and has served as the primary junior cricket nursery for the north Brisbane region.

Our Purpose

To provide opportunities for young people living in the north metropolitan Brisbane area to play the game of cricket within a safe, well-organised, and inclusive environment.

Constitutional Objects

- To encourage youths to play the game of cricket
- To promote the game of cricket in North Brisbane at a junior level
- To advance the interests of junior cricket in Queensland
- To arrange, control and manage intrastate and other cricket matches in North Brisbane at a junior level
- To cooperate with Queensland Cricket and Cricket Australia in all relevant matters

2025–26 Season Snapshot

Metric	2025–26 Figure
Registered Players	2,817
Competing Teams	348
Affiliated Clubs	15 (incl. 2 new: Ashgrove CC & Brisbane Grammar CC)
Age Groups	Under 8 through to Open
Representative Carnivals	Multiple (U12–U15 boys & girls)
New Programs Launched	Representative Academy (Stage 2 players)

Strategic Context

Strengths

- One of Queensland's largest junior cricket associations by participation numbers
- Strong volunteer base — coaches, managers, scorers, and committee members at each club
- Strong representative program that is staged and fully self-funded
- Growing girls' cricket program with representative teams
- Long-standing corporate partner (KD Sport)
- Supportive relationships with City of Moreton Bay Council and Brisbane City Council
- Newly launched Representative Academy program to develop Stage 2 players

Challenges & Risks

- **Ground Availability:** Demand for playing fields continues to outpace supply; scheduling requires significant flexibility each season
- **Player Attrition:** Cricket Australia data indicates that close to half of all new junior registrations do not return the following season
- **Volunteer Sustainability:** Reliance on a small number of highly committed individuals creates succession risk
- **Cultural Integration:** A growing culturally diverse player and parent base requires proactive inclusion strategies
- **Digital Capability:** Finding volunteers who can embrace technology advances and move the association in-step with technology changes
- **Financial Sustainability:** Dependence on registration fees and limited sponsorship; grant funding is competitive

Alignment with Queensland Cricket Strategy

This plan is designed to complement and support Queensland Cricket's broader strategic objectives, including growing participation, strengthening the talent pathway, and building inclusive cricket communities. BNJCA's scale and reach make it a critical delivery partner for Queensland Cricket's grassroots ambitions both in providing strong return on investment and as a leader in growing the game.

Vision, Mission & Values

	Statement
Vision	Every child, regardless of background or ability, has the opportunity to play, grow, and thrive through cricket. <i>Previously: Providing successful development through opportunity, participation, competition and coaching</i>
Mission	To deliver safe, well-organised, and inclusive junior cricket competitions that develop players, support clubs, and strengthen communities across north Brisbane.
Values	Participation • Inclusion • Respect • Excellence • Community

Strategic Pillars & Action Plans

Pillar 1: Participation Growth & Player Retention

Players are the lifeblood of BNJCA. While the Association has maintained strong registration numbers, Cricket Australia data highlights a national challenge: nearly half of all new junior players do not return the following season. Addressing this attrition is the single most impactful lever available to grow the game.

Objectives

- Increase total registered players
- Grow girls' participation
- Reduce season-on-season player attrition rate within three years
- Stretch Goal: Reduce season-on-season player attrition rate further by 2031

Key Actions

- **Create new format concepts (Year 1):** Create a minimum of three new format concepts That can be trialled for later inclusion
- **Develop metrics for evaluating new formats (Year 1):** develop qualitative and quantitative metrics to measure and compare these new formats
- **Trial new formats (Year 1):** group of players that match the persona mix provided by Cricket Australia for trialling the new formats
- **Implement new formats (year 2 – 5):** aim to implement and review one new format by year 2 with three new formats up and running by the end of Year 5

KPIs

KPI	Baseline (2025–26)	Year 3 Target	Year 5 Target
Total registered players	2,817	3,100	3,500
Season-on-season retention rate	~55% (est.)	65%	75%
Registered girls players	Establish baseline	+20%	+40%

Pillar 2: Infrastructure & Facilities Development

Ground availability is the most immediate operational constraint facing BNJCA. The 2025–26 season required significant flexibility and problem-solving to deliver a full competition. Without proactive advocacy and investment in facilities, participation growth will be constrained by the physical capacity of the competition.

Objectives

- More fields available for games
- Lighting grounds with synthetic wickets to provide more timeslots available for games

Key Actions

- Secure commitments for at least three additional playing facilities within three years
- Secure commitments for a lighting project for Kalinga Park within 3 years
- Secure commitments for a new facility within the City of Moreton Bay with a minimum of three playing fields and commitments to light the three fields at this new facility all within the life of this plan

KPIs

KPI	Baseline	Year 3 Target	Year 5 Target
New/upgraded grounds secured by clubs	0	3	5
Lighting project for Southern Hub (Kalinga Park)	No lighting	Designs complete Funding underway	Project complete
New Northern Hub	No Hub	Commitment for land availability	Three synthetic wickets ready for use
Lighting project for Northern Hub	No Hub	No Hub	Designs complete Funding Underway

Pillar 3: Cultural Diversity, Inclusion & Wellbeing

BNJCA's competition increasingly reflects the rich cultural diversity of north Brisbane. The President's address at the 2025/26 presentation of season awards highlighted this as both a strength and a responsibility — the Association has an opportunity to lead the way in building a cricket culture that genuinely welcomes and celebrates all backgrounds.

Objectives

- Develop and implement a formal Cultural Inclusion Strategy by end of Year 1
- Ensure all clubs have access to cultural competency resources and training
- Establish a First Nations engagement initiative in partnership with Queensland Cricket
- Embed child safety and wellbeing as a non-negotiable standard across all clubs and programs

Key Actions

- **Cultural Inclusion Strategy (Year 1)**: Develop a written strategy that articulates BNJCA's commitment to inclusion, provides practical guidance for clubs and coaches, and establishes accountability mechanisms
- **Parent & Spectator Code of Conduct (Year 1)**: Review and strengthen the existing Code of Conduct to explicitly address culturally diverse spectator behaviours, with clear, respectful guidance on expectations
- **Cultural Awareness Training (Years 1–2)**: Provide access to cultural awareness resources for all coaches, managers, and committee members, in partnership with Queensland Cricket and relevant community organisations
- **First Nations Engagement (Years 2–3)**: Develop a formal Acknowledgement of Country protocol for all BNJCA events
- **Multilingual Communication (Years 2–3)**: Translate key parent-facing communications (registration guides, code of conduct, season information) into at least one common non-English language that is represented across several junior competitions
- **Wellbeing Check-In Program (Years 3–5)**: Introduce a structured wellbeing check-in for representative players, recognising the additional pressures of elite junior sport

KPIs

KPI	Baseline	Year 3 Target	Year 5 Target
Cultural Inclusion Strategy in place	No	Yes	Reviewed & updated
Cultural awareness training available	No	Yes	Reviewed & updated
Languages for key communications	English only	1 additional language	2 additional languages (if required)

Pillar 4: Representative Excellence & Pathway Development

BNJCA's representative program is a source of pride and a critical component of strong Queensland Junior Cricket age group challenges. Several years ago, BNJCA introduced 4-team competitions as the second stage of our selection process in boys under 12 to under 15. This gave players a higher level of cricket to test their skills and gave selectors the opportunity to watch players in the context of a game for making selections. The introduction of the Representative Academy in 2025–26 marks another significant step forward in the quality of player development offered at the association level.

Objectives

- Establish the Representative Academy as a permanent, annually reviewed program
- Expand girls' representative cricket to include additional development opportunities
- Develop a formal Representative Coach Development pathway

Key Actions

- **Academy Program Review (Year 1):** Conduct a formal review of the inaugural Representative Academy, gathering feedback from players, coaches, and parents to refine the program for 2026–27
- **Better preparation for captains (Year 1):** Invite the captain and vice-captain of each representative team to the Coaches and Managers meeting in late November so that they can start to grasp the added responsibilities of managing their players on the field
- **Girls' Representative Expansion (Years 1–3):** Advocate with Queensland Cricket and Queensland Junior Cricket for additional girls' carnival opportunities at U13 and U15 levels
- **Representative Welfare Policy (Year 2):** Develop a formal policy covering representative player welfare, including travel, communication, and support for players and families during carnivals

KPIs

KPI	Baseline	Year 3 Target	Year 5 Target
Representative Academy participants	Establish baseline metrics	Positive feedback from selectors concerning the improvement of Stage 2 competitions	Positive feedback from representative coaches concerning the improvements in BNJCA teams at Stage 3 competitions
Level 2 accredited rep coaches	Establish baseline	All Stage 3 coaches	All Stage 2 coaches

Girls' rep carnival opportunities	Establish baseline	+1 carnival	+2 carnivals
Representative Welfare Policy	None	Established	Reviewed and Updated

Pillar 5: Governance, Sustainability & Digital Capability

Strong governance and financial sustainability underpin everything BNJCA does. As the Association grows in scale and complexity, investment in governance systems, volunteer development, and digital capability is essential to ensure long-term organisational health.

Objectives

- Develop a formal Volunteer Recruitment, Recognition, and Succession Plan
- Achieve financial sustainability through diversified revenue streams
- Review and uplift risk management and reporting
- Review and update the BNJCA committee structure
- Build a communication plan

Key Actions

- **Volunteer Strategy (Year 1):** Develop a Volunteer Strategy that maps critical roles, identifies succession risks, and establishes a structured onboarding and recognition program for new volunteers
- **Financial Diversification (Years 1–3):** Develop a Sponsorship and Partnerships Strategy targeting local businesses, with a goal of increasing non-player representative revenue to 10% over three years
- **Annual Report Enhancement (Years 1–5):** Develop the Annual Report into a comprehensive accountability document that demonstrates impact to Queensland Cricket, councils, and sponsors
- **Committee Structure Review (Year 3):** Conduct a comprehensive review of the BNJCA Committee structure to ensure it reflects current governance best practice and the Association's evolving scale and complexity
- **Risk Management (Years 1–5):** Maintain and annually review the Risk Management Plan and Register, with particular attention to ground safety, child protection, and financial risk
- **Communication strategy (Years 1-3):** Develop a strategy for communication that has a specific channel for communicating with clubs volunteers and players but not the

general public; a specific channel for broadcasting notifications to the general public; and a public website to act as a repository of public information

KPIs

KPI	Baseline	Year 3 Target	Year 5 Target
Volunteer Strategy in place	No	Yes	Reviewed & updated
Sponsorship Revenue (not in-kind)	\$0	\$20,000	\$40,000
Risk Management Policy and Register in place	Policy	Register populated	Policy and register reviewed annually
Committee Structure	Portfolios and Committees	Review Complete	New Committee Structure
Annual Report published	Yes	Enhanced format	Comprehensive impact report
Communications Plan	None	Developed and Operational	Reviewed and Updated

Implementation Roadmap

The following roadmap summarises the phasing of key initiatives across the five-year plan period. Year 1 priorities focus on foundations — research, strategy development, and quick wins. Years 2–3 shift to implementation and growth. Years 4–5 focus on consolidation, review, and embedding sustainable change.

Initiative	Pillar	Year 1	Year 2	Year 3	Year 4–5
Create new format concepts	1	Develop			
Develop metrics for evaluating new formats	1	Develop			
Trial new formats with a select group of participants	1	Trial			
Implement new formats	1		Implement	Review	Implement
More playing fields available	2	Investigate	Prepare	Available	Investigate
Lighting for Kalinga Park	2	Design	Finance	Build	Available
New Northern Hub	2	Advocate	Advocate	Plan	Build
Lighting for new Northern Hub	2	Advocate	Advocate	Advocate	Design
Cultural Inclusion Strategy	3	Develop	Implement	Sustain	Review
Parent and Spectator Code of Conduct	3	Review	Refine	Sustain	Sustain
Cultural Awareness Training	3	Investigate	Implement	Sustain	Sustain
First Nations Engagement	3	Investigate	Implement	Sustain	Refine
Multilingual Communications	3	Investigate	1 language	Sustain	Review
Well-being Check-in Program	3		Develop	Implement	Review
Academy Program Review	4	Refine	Sustain	Sustain	Refine
Better preparation for captains	4	Implement	Refine	Sustain	Refine
Girl's representative expansion	4		Advocate	Develop	Sustain

Initiative	Pillar	Year 1	Year 2	Year 3	Year 4–5
Representative Welfare Policy	4		Develop	Implement	Refine
Volunteer Strategy	5		Develop	Implement	Grow
Financial Diversification	5		Develop	Implement	Grow
Annual Report Enhancement	5	Develop	Implement	Sustain	Refine
Committee Structure Review	5	Review	Implement	Sustain	Sustain
Risk Management Review	5	Update register	Review policy Refine register	Sustain	Sustain

Governance & Accountability

Oversight & Reporting

The Management Committee holds overall accountability for the delivery of this Strategic Plan. Progress will be monitored through the following mechanisms:

- **Annual Strategic Review:** At each AGM, the Management Committee will present a formal progress report against the KPIs in this plan, with achievements published on the BNJCA website
- **Queensland Cricket Reporting:** An annual summary of progress will be provided to Queensland Cricket as part of the Association's affiliation obligations
- **Mid-Term Review:** A comprehensive mid-term review will be conducted at the end of Year 3 (2029) to assess progress, update KPI targets, and adjust priorities in response to changed circumstances

Plan Review & Adaptation

This plan is a living document. The Management Committee reserves the right to adjust priorities, timelines, and KPI targets in response to material changes in the operating environment — including changes to Queensland Cricket policy, council funding priorities, participation trends, or unforeseen operational challenges. Any material amendments will be reported to affiliated clubs at the next AGM.

Resource Considerations

Delivery of this Strategic Plan will require investment of both financial and human resources. The following table provides a high-level overview of resource requirements by pillar. Detailed budgeting will be undertaken annually as part of the BNJCA budget process.

Pillar	Primary Resource Needs	Potential Funding Sources
Participation Growth	QC Staff and volunteer time for format trials; volunteer time to assist with allocating grounds to draws.	n/a
Infrastructure	Advocacy time; grant writing	Federal/state sport infrastructure grants; council capital works; QLD Cricket; Australian Cricket Infrastructure Fund; savings
Cultural Inclusion	Training resources; translation time; program development	n/a
Representative Excellence	Coach accreditation fees; academy costs	Registration fees; QLD Cricket affiliation funding
Governance & Digital	Volunteer time; Office365 license fees	Digital capability grants

BNJCA will pursue a diversified funding strategy, reducing reliance on registration fees by growing sponsorship income, systematically applying for available grants, and strengthening relationships with Queensland Cricket, City of Moreton Bay Council, and Brisbane City Council.

Conclusion

Brisbane North Junior Cricket Association enters the 2026–2031 period from a position of genuine strength. With over 2,800 players, 15 affiliated clubs, a dedicated volunteer base, and a proud 50-year history, BNJCA is well placed to grow its impact and deepen its contribution to the north Brisbane community.

The challenges ahead — ground availability, player retention, cultural integration, and volunteer sustainability — are real, but they are not insurmountable. This Strategic Plan provides a clear, practical, and measurable framework for addressing these challenges while capitalising on the Association's considerable strengths.

"I look forward with confidence to the seasons ahead as we continue to grow participation, improve facilities, and strengthen an inclusive culture that allows every child the opportunity to enjoy the game of cricket." — BNJCA President, 2026

The success of this plan depends on the collective effort of the Management Committee, affiliated clubs, coaches, volunteers, parents, and players — the same community that has made Brisbane North Junior Cricket what it is today. Together, we will ensure that every child who wants to play cricket in north Brisbane has the opportunity to do so in a safe, welcoming, and well-organised environment.

Brisbane North Junior Cricket Association

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