



Wiltshire
Cricket



WILTSHIRE CRICKET'S
2025 – 2029

STRATEGY FOR CRICKET

BEYOND BOUNDARIES:
POWERING CRICKET'S FUTURE





CONTENTS

Chair's Introduction	2
Introducing our Strategy	3
Our Vision, Mission and Values	4
Our Objectives	6
IMPROVE THE PLAYING AND PARTICIPATION OFFER WITH BETTER CHOICE, ACCESS AND EXPERIENCE	8
• Schools Cricket	
• Junior Playing Offer	
• Adult Playing Offer	
• Disability Cricket	
• Diverse Communities	
ACCELERATE THE GROWTH OF WOMEN'S AND GIRLS' CRICKET	22
• Women's and Girls' Cricket	
DEVELOP AN ENGAGED AND INSPIRED WORKFORCE OF VOLUNTEERS	26
• Workforce Development: Grounds	
• Workforce Development: Officials	
• Workforce Development: Coaches	
• Workforce Development: The Cricket Collective	
DRIVE CHANGE TOWARDS AN INCLUSIVE, DIVERSE AND SAFE GAME	34
• Club Development	
• Leagues and Associations	
DELIVER A HIGH PERFORMING AND INSPIRING TALENT PATHWAY	40
• Age Group Pathway	
• Men's 1st XI	
• Women's 1st XI	
SUPPORT THE IMPROVEMENT OF, AND ACCESS TO, QUALITY FACILITIES AND INFRASTRUCTURE	50
• Facilities	
Delivering the Strategy	54
Wiltshire Cricket's Finances	56

CHAIR'S INTRODUCTION

As Chair of Wiltshire Cricket, I am honoured to present our new four-year strategy "**Beyond Boundaries: Powering Cricket's Future**," which sets out our vision, mission, values, and objectives for the future. This strategy reflects our collective ambition to make cricket the most accessible and enjoyed sport in Wiltshire.

Our vision, "**To be the most accessible and enjoyed sport in Wiltshire**" is not just a statement; it's a promise to our community. We want cricket to be a sport that everyone can enjoy, regardless of age, gender, ability, or background. Our mission, "**Inspiring a lifelong love of cricket for all of Wiltshire**" speaks of our dedication to nurturing a passion for cricket that lasts a lifetime. Cricket has the power to bring people together, promote physical and mental well-being, and build strong, inclusive communities. At Wiltshire Cricket, we recognise the profound impact our sport can have and are deeply committed to harnessing this potential. We take our role seriously and are dedicated to delivering these positive outcomes for everyone in our community.

Reflecting on our previous strategy, we faced unprecedented challenges. Despite these obstacles, we experienced the most significant growth in our history, expanding our team and delivering more than ever before. This resilience and progress has positioned us well for the exciting opportunities ahead, with substantial national investment, which comes with a significant level of expectation, and major events on the horizon.

Our values of **ambition, respect, and fairness** guide everything we do. We are ambitious in our desire to continually grow and improve, exceed expectations, and excel in all our endeavours. We believe in being respectful in all our interactions, symbolised by honesty, empathy, and care in how we behave and communicate. Fairness is at the heart of our approach, as we strive to be open to diverse perspectives and ensure equity in all our activities.

This strategy for 2025-2029 is crucial for us as a county because it signifies our commitment to breaking down barriers and pushing the limits of what we can achieve. It emphasises our dedication to innovation, inclusivity, and excellence in all aspects of the game. By looking beyond traditional boundaries, we aim to create a future where cricket is more accessible, enjoyable, and impactful for everyone in Wiltshire.

In this document, you will find a detailed outline of our strategic objectives and the specific initiatives we will undertake to achieve them. We have had to be smart and focused on our areas of delivery to ensure we can provide the best value for our communities, maximise investment, and have the greatest impact.

We are excited about the future of cricket in Wiltshire and are committed to working with our partners, clubs, and communities to make our vision a reality. This strategy is not just for Wiltshire Cricket, it is for everyone who loves the game and wants to see it thrive. Together, we can inspire a lifelong love of cricket and ensure it is the most accessible and enjoyed sport in Wiltshire. I call on the cricketing and wider community to join forces with us to deliver this strategy together and make cricket a sport that truly goes beyond boundaries.



Lee Ward

Wiltshire Cricket Chair

INTRODUCING OUR STRATEGY

In 2019, the ECB launched its strategy, Inspiring Generations, which at its heart had a single, unifying purpose of inspiring a generation to say that **“Cricket is a Game for me”**.

Underpinning Inspiring Generations was our first ever County Partnership Agreement (CPA); a contractual agreement between ourselves and the ECB that governs the funding that we receive from our National Governing Body. Within this first CPA were a series of 17 standards that aimed to bring the County Board network across the country to a consistent place.

Over the past five years, through aligning to Inspiring Generations and in delivering against those CPA standards, Wiltshire Cricket has experienced tremendous growth as well as significant professionalisation in the way in which we operate. As a Development team, we have doubled in size during those five years with the increased central investment allowing us to employ dedicated members of staff across areas such as Women’s and Girls’ Cricket, Disability Cricket, Safeguarding, and the Talent Pathway. In 2021, we also merged the Cricket Board and our National County Cricket Club, so that Cricket in Wiltshire now truly operates under one united identity.

At Board level we have undergone two rounds of non-executive director recruitment in the past four years, and as a result now have a Board that is not only much more diverse in its make up, but that is also skilled and resourced to drive forward the size and scope of organisation that Wiltshire Cricket now is. Recent years have seen our turnover increase sharply, as the breadth of our work has increased. This has been both exciting and rewarding, and so our thanks must go to ECB, to Chance to Shine, to Lord’s Taverners, to the MCC, as well as to our many sponsors and supporters that have helped to enable this growth.

As we launch our 2025-2029 strategy, we can reflect on the many achievements of the past five years and also look forward to an exciting period ahead for all connected with Wiltshire Cricket.

In October 2024, an updated Inspiring Generations was released; a strategy that emphasises evolution, not revolution of Cricket’s collective ambitions. At a county level, the ECB have streamlined the standards within the new CPA in return for empowering counties to produce strategies that outline the ambitions that are personal and relevant to them. We are incredibly appreciative of this empowerment, and are hugely excited to share within this document the plans that have been collectively developed by the cricket community in Wiltshire.

Similarly to the ECB we see the next four years as being a period of evolution, in which we look to consolidate on the growth of recent years and also work smarter in what we do and don’t do to allow us the capacity to focus on the areas that are pivotal to growing cricket in our county. Having that clear identified purpose has been a key cornerstone of developing this strategy, so throughout this document you will see strategic themes that are aligned to our vision of being **“the most accessible and enjoyed Sport in Wiltshire”**.

I mentioned that our plans have been collectively developed by the cricket community in Wiltshire. With that in mind, I would like to extend a sincere thank you to the various individuals, groups and organisations that have contributed to the development of this strategy. We have spent considerable time, as you will gather reading through this document, consulting with different stakeholders within the game so that our plans are truly reflective of our whole cricketing community. Therefore, to individuals who have completed surveys, to clubs that have fed back on specific issues, to the associations that have sat in focus group meetings, and to my colleagues within the development team who have led on the development of different sections of the strategy ... I thank you all. This is a strategy that everyone connected with Wiltshire Cricket should be able to identify with; a strategy that is purposeful and ambitious, and a strategy that at its heart is trying to power cricket towards a place where everyone feels included and inspired to **develop a lifelong love of our game**.



Peter Sykes

Wiltshire Cricket Managing Director

OUR VISION, MISSION AND VALUES

Since the launch of our last strategy in 2020, "Driving Cricket's Future", Wiltshire Cricket has grown enormously. Our development team has doubled in size, we have professionalised and diversified the governance of the Cricket Board, and most importantly the breadth of our work has increased significantly.

As we now look ahead to the next four years, it is important to start from a position of articulating really clearly what our purpose is. As we look forward to delivering this strategy, this will help us to make strategic decisions around how and where we allocate the finite resource that we have within our team so as to make the most meaningful impact possible in this next strategic period.

With this in mind, we have developed new vision and mission statements, which will help to guide the tangible things that we do and the strategic decisions that we make over the next four years. Our vision statement provides that aspirational long term goal, whereas our mission statement clearly articulates what our purpose is; what it is that drives and motivates us on a daily basis.



Wiltshire
Cricket



OUR VISION

To be the most accessible and enjoyed sport in Wiltshire

OUR MISSION

Inspiring a lifelong love of cricket for all of Wiltshire



AMBITION

We have a desire to continually grow and improve, exceed expectations and excel in all that we do.



RESPECT

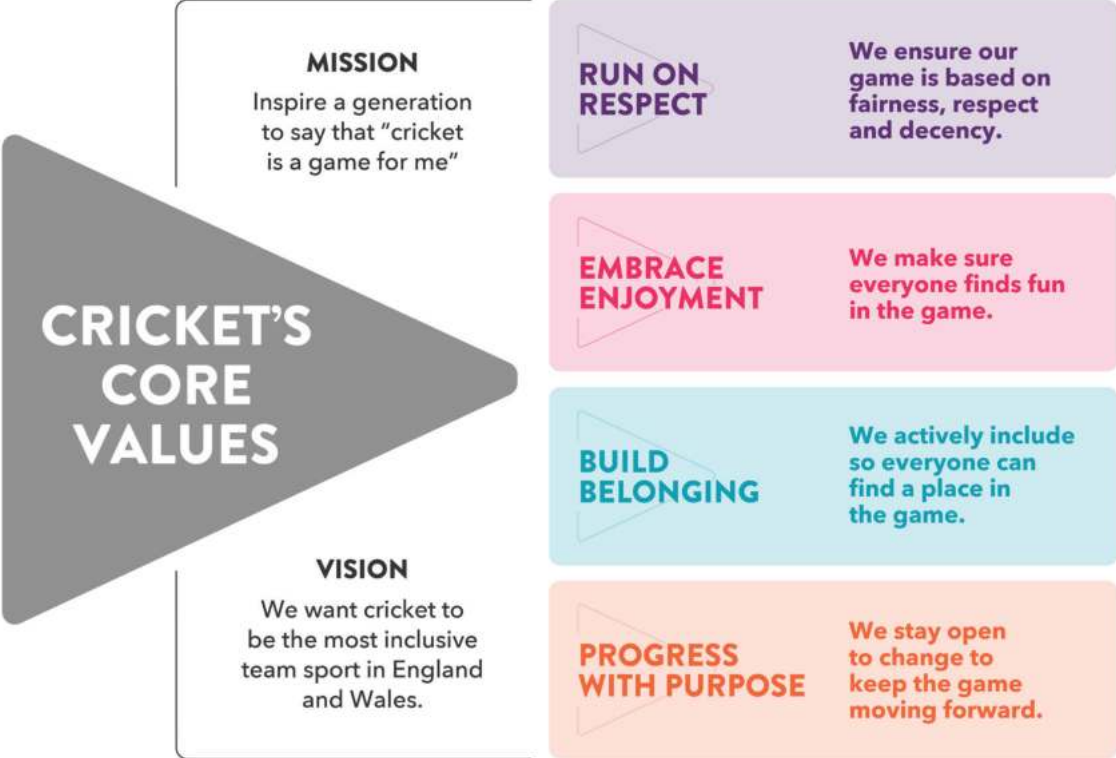
We believe in being respectful in all that we do and to everyone that we deal with, symbolised by being honest, showing empathy and being caring in how we behave and communicate.



FAIRNESS

We believe in the benefits that can be gained by being open to views from different perspectives, experiences and backgrounds, and believe we should strive for fairness and equity in all that we do.

Alongside the development of our vision and mission statements, we have also collectively agreed on a new set of Wiltshire Cricket values. These are the behaviours and attitudes that will underpin how we work and conduct ourselves. In developing these values, we also recognise, endorse and see synergy with the ECB's game wide core values.



ECB's game wide core values



OUR OBJECTIVES



PLAYING AND PARTICIPATION OFFER

Improve the Playing and Participation Offer with better choice, access and experience



WOMEN'S AND GIRLS' CRICKET

Accelerate the growth of Women's and Girls' Cricket



VOLUNTEER WORKFORCE

Develop an engaged and inspired workforce of Volunteers



INCLUSIVE, DIVERSE AND SAFE GAME

Drive change towards an Inclusive, Diverse and Safe game



TALENT PATHWAY

Deliver a high performing and inspiring Talent Pathway



FACILITIES AND INFRASTRUCTURE

Support the improvement of, and access to, quality Facilities and Infrastructure

Our Values



AMBITION



RESPECT



FAIRNESS

These strategic pillars, and the headline objectives attributed to them, show the areas that Wiltshire Cricket will focus on to help achieve our aim of being the most accessible and enjoyed Sport in Wiltshire.

By driving forward these pillars, we will be creating a game that is inclusive, welcoming and accessible for people of all different backgrounds, experiences and connections to Cricket in Wiltshire.

Sitting underneath these objectives are a series of strategic topic areas. For each of these topic areas, we have developed strategic themes that will guide our work over the next four years. To help us in developing these themes we have used data, insight and knowledge acquired from a variety of sources, to help produce a series of strategic themes that are both ambitious and reflective of the input of the whole cricket community in Wiltshire.



SCHOOLS CRICKET

WHERE ARE WE NOW?

Wiltshire Cricket delivers a broad scope of development opportunities for schools and teachers to participate in. Through Chance to Shine funding, we have the capacity to deliver term long programmes to 30 schools a year. These programmes are aimed at providing co-delivery with primary school teachers who may not previously have had the confidence to deliver Cricket as a PE subject.

Under Chance to Shine's guidance, delivery of the curriculum element of our programme is focused on providing opportunities to children in schools from areas of high deprivation. Through research developed to support the ECB's State School Action Plan we know that **a young person at an independent school is 2.4 times more likely to play cricket than a young person attending another school**. This disparity is even greater when considering schools in areas of high deprivation.

As we enter this strategy period, **Wiltshire Cricket is in the top five counties in the country for its provision of cricket activities to children from schools in areas of high deprivation**. In the 2023-2024 academic year, **86% of the schools in Wiltshire that received Chance to Shine were from schools with an above average number of pupils on free school meals**.

We will look to continue our support to these school over the next four years.

Aside from our Chance to Shine core delivery, our impact also extends beyond just delivering curriculum programmes. Whilst Chance to Shine provides "in session" training, we also deliver assemblies which promote National Programmes, and Engagement Days which provide taster sessions for schools who might not be able to gain access to our curriculum programme. On top of this, we offer informal and formal teacher training courses for all teachers from all schools.

In 2023-2024, through the various elements of Chance to Shine listed above, we were proud to:

- **Deliver Chance to Shine Whole School Programmes or Engagement Days to 66 schools (25% of our schools)**
- **Deliver Chance to Shine sessions to 9083 children**
- **Provide Informal Teacher training to 146 teachers and formal training to a further 54 teachers**

Whilst learning about the game is key to spreading the message and power of cricket, our broadest contact with children and schools is through our extensive schools competition programme. Working with both primary and secondary schools, we run a large portfolio of indoor and outdoor competitions throughout the school year. In 2023-2024 these competitions saw us reach:

- **760 children from 47 primary schools through our Indoor Skills festivals**
- **167 teams from 135 primary schools (52% of our state schools) via our ECB Dynamos Schools competitions.**
- **76 teams through our Indoor and Outdoor Secondary School Chance to Compete competitions.**

WHAT INSIGHT HAVE WE GATHERED?

The strategic themes for Schools Cricket were developed in consultation with teachers, students and parents. All of these groups were sent surveys to identify what they saw as being crucial to creating a great picture for schools cricket by 2029.

Central to our strategic themes for schools cricket is making sure that we are providing opportunities to children who may not otherwise have the opportunity to access Cricket. Additionally, through all of our school delivery we aim to inspire children to develop a love for Cricket that will hopefully extend beyond just the school environment.

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Continue commitment to deliver opportunities to children from schools in areas of high deprivation.	<ul style="list-style-type: none"> • Utilise the funding provided by Chance to Shine to deliver to as wide a collection of schools as is possible, ensuring that current numbers of schools from areas of deprivation are maintained.
Introduce a commercial school offer	<ul style="list-style-type: none"> • Chance to Shine continues to be a delivery programme which is free of charge to schools. Meanwhile (where scheduling allows) provide a paid for offer to schools who are able to fund this.
Deliver equal opportunities for girls and boys across all of our school programmes	<ul style="list-style-type: none"> • Through both our Chance to Shine delivery, and school competitions, strive for equitability in our offers and subsequent participation statistics.
Provide opportunities for children to experience competitions and learning outside of the school environment	<ul style="list-style-type: none"> • Provide Key Stage 1 and Key Stage 2 Skills festivals at venues local to schools. • Continue to deliver excellent inter school competitions as part of County School games programme and national qualifying competitions. • Deliver Dynamos Schools events at multiple venues across the county, ensuring that entry numbers and the number of festivals from 2023-2024 is sustained. • Continue to deliver a variety of offers to Secondary Schools, including both soft ball and hard ball competitions, indoor and outdoor. • Launch a new Wiltshire Cricket Schools Cup, to complement the ESCA competitions but solely for state schools.
Improve transition between schools and clubs	<ul style="list-style-type: none"> • Create better communication between schools and clubs by producing school profile documents, which will go to clubs to advise them of the activity Wiltshire Cricket undertakes with the schools in their catchment, as well as advising them of schools who are more proactive at Key Stage 1 or Key Stage 2 levels.
Improve the mentoring of teachers and coaches in the school environment	<ul style="list-style-type: none"> • Facilitate a mentoring service for our Community Coaches by providing them with time to co-deliver lessons in primary schools. • Foster a culture and environment in which coaches are comfortable to provide and record feedback on the content of Chance to Shine designed lessons to provide consideration on what works and what needs to be tweaked. • Continue to endorse and advocate the "I/We/You" approach to delivery, by which teachers lead elements of the programme with the coach acting as their assistant.

WHAT WILL SUCCESS LOOK LIKE?

- **INCREASED PRESENCE ACROSS THE WILTSHIRE SCHOOL NETWORK**
- **GENDER EQUITY IN ALL THAT WE DO**
- **MORE PARTICIPATION**
- **STRONG SCHOOL – CLUB LINKS**
- **INSPIRED TEACHERS**



**PLAYING AND
PARTICIPATION
OFFER**

IMPROVE THE PLAYING AND PARTICIPATION OFFER WITH BETTER CHOICE, ACCESS AND EXPERIENCE

JUNIOR PLAYING OFFERS

WHERE ARE WE NOW?

Through either directly providing junior competitions or through working closely with youth leagues, a compelling junior playing offer is hugely important in achieving Wiltshire Cricket's aim of inspiring a lifelong love of Cricket for all of Wiltshire.

The junior offer in Wiltshire starts with All Stars Cricket, followed by Dynamos Cricket, the two ECB National Programmes. At a Cricket Board level, Wiltshire Cricket organises and facilitates a programme of club under 9s festivals with local leagues then taking ownership of league cricket from Under 11s through to Under 15s. The two major leagues affecting Wiltshire clubs are the Wiltshire Youth Cricket League and Bath and District Youth Cricket League. However, there are also several teams on our borders that play in other league competitions, for example, clubs in Salisbury that participate in competitions organised by Hampshire Cricket Board.

In addition to the league offers, Wiltshire Cricket also organises county wide cup competitions at Under 13s, Under 15s and Under 19s.

From 2026 onwards, Wiltshire Cricket will be inheriting the running of the Wiltshire Youth Cricket League, with the league's previous committee stepping back from their roles. This presents an exciting opportunity for the Cricket Board to shape the junior cricket offer in Wiltshire for years to come. Many of the strategic themes are aligned to this piece of work and the opportunities that have been presented as a result of this new project.



WHAT INSIGHT HAVE WE GATHERED?

Starting with ECB National Programmes, Wiltshire Cricket has been very proud since the inception of All Stars Cricket in 2017 to be a lead deliverer of both All Stars and Dynamos Cricket:

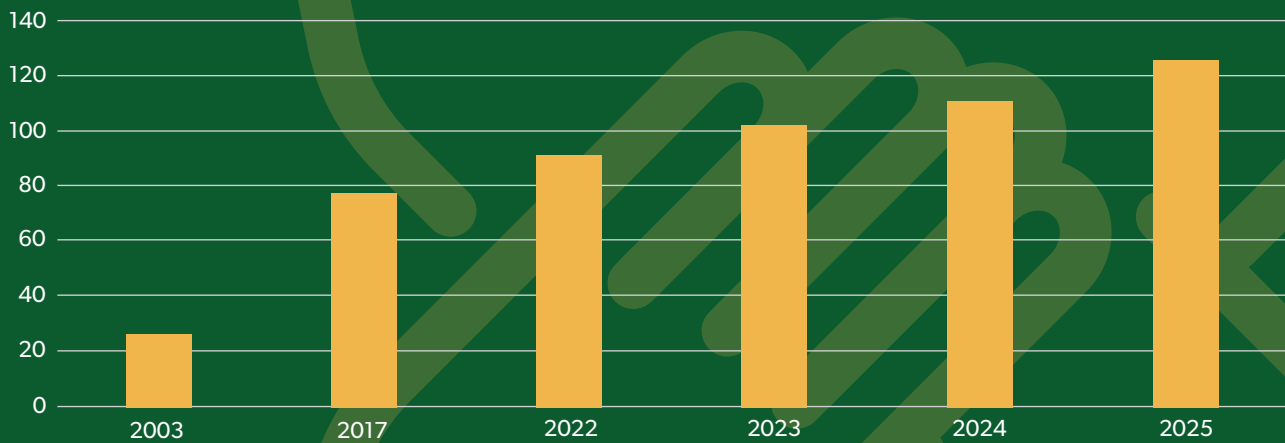
- In 2024, Wiltshire Cricket had **1157 All Stars participants** and **567 Dynamos participants** from our 35 clubs
 - In addition, we supported **192 children through free bursary places and holiday camp programmes**
- Between 2021 and 2024, **7770 registrations** for National Programmes were received in Wiltshire
- The percentage of girls participating in National Programmes has increased. **In 2019, 23.66% of All Stars participants were girls whereas by 2024 that percentage had risen to 27.38%, with 28.12% of Dynamos participants being girls in 2024**

From a broader junior cricket perspective, as of 2024 Wiltshire Cricket had **38 cricket clubs** offering some form of junior cricket. In total, in 2024 there were **209 teams** that competed in organised competitions from across those 38 clubs.

To support the development of the strategic themes for junior cricket, our All Stars and Dynamos Cricket clubs were invited to feed back their priorities for the next four years. Additionally, from a broader junior cricket perspective, consultation regarding the future of junior league cricket was ongoing at the time of developing this strategy. Insight gathered through this process highlighted:

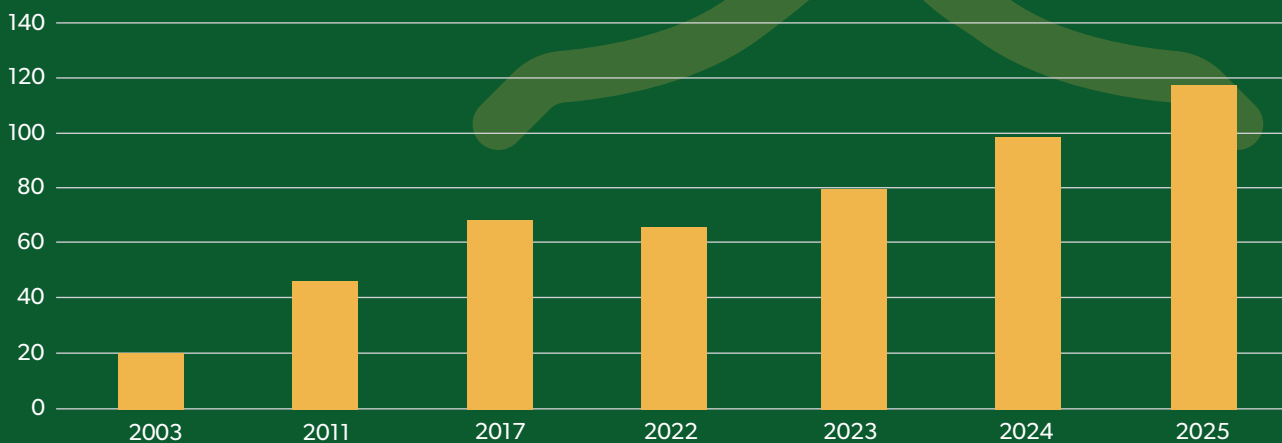
History of Wiltshire Youth Cricket League

Teams



History of Wiltshire Youth Cricket League

Fixtures



As we approach the next four years, these charts show that Cricket is in a strong place; however with many competing pressures, competing sports and increased pressure on club facilities, it is important that we are able to sustain and grow the profile of junior cricket, and ensure that the experience of participants is a really positive one.



PLAYING AND
PARTICIPATION
OFFER

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Grow participation in National Programmes	<ul style="list-style-type: none"> • Improve the links between school delivery and club programmes through better information sharing, both to schools and to clubs around where activity has and will take place. • Increase capacity for delivery by providing more Activator training, training at more locations, and providing training at more points throughout the year.
Improve transition between National Programmes	<ul style="list-style-type: none"> • To support the transition between All Stars and Dynamos: <ul style="list-style-type: none"> o Gather case studies of good practice and success stories, to be provided to clubs wanting to improve their transition rates. o Conduct research, gathering participant feedback, to understand potential reasons for lack of transition. o Increase number of club mentoring visits in order to provide feedback on quality of programme delivery. • To support the transition from Dynamos in to hard ball league Cricket: <ul style="list-style-type: none"> o Provide transition days to help clubs and their players experience competitive match play. o Provide courses or workshops specifically for Activators to support transition to delivery of coaching to older age groups.
Wiltshire Cricket Limited to assume responsibility for running Youth Club Cricket in the county	<ul style="list-style-type: none"> • In assuming this responsibility, Wiltshire Cricket will: <ul style="list-style-type: none"> o Re-define the purpose and ethos of junior club cricket, creating positive cultures and an understanding of the purpose of junior cricket at all levels. o Align all junior cricket competitions under one identity. o Create resource to efficiently and effectively manage junior club cricket, through the employment of a Club Competition Officer. • Involve clubs in the development of what junior club cricket will look like from 2026 and beyond, through the creation of focus groups and regular opportunities for feedback.
Increase junior participation	<ul style="list-style-type: none"> • Create more playing opportunities, to include exploring Indoor Cricket competitions, Soft Ball Cricket at more age groups than just Under 9s, and to league offers that respond to club needs. • Ensure club facing support for clubs not currently offering junior cricket that want to make that transition. • Aim for an increase to a minimum of 40 clubs offering both All Stars and Dynamos, and competing in organised competitions.

WHAT WILL SUCCESS LOOK LIKE?

- MORE PLAYERS
- MORE CLUBS OFFERING JUNIOR CRICKET
- FLEXIBLE PLAYING OPPORTUNITIES
- A JUNIOR CLUB CRICKET STRUCTURE THAT IS FOR EVERYONE



ADULT PLAYING OFFER

WHERE ARE WE NOW?

A compelling and varied adult playing offer is crucial to Wiltshire Cricket's vision of being the most accessible and enjoyed Sport possible. Currently in Wiltshire there is a variety of adult cricket on offer, including but not limited to:

- Saturday League Cricket
- Mid week evening League Cricket
- Women's Indoor and Outdoor competition
- Friendly Cricket
- Indoor Cricket

The largest Saturday league structure in Wiltshire is run through **the Wiltshire County Cricket League, as of 2025 a 10 team division** that at its top level feeds in **the West of England Premier League, a three tier Premier League structure that as of 2025 accommodated 16 Wiltshire teams.**

In addition to these two leagues, there are **over 20 Wiltshire teams that compete in the Hampshire County Cricket League structure.** This league feeds in to the Southern Premier League structure.

In addition to Saturday league cricket, there is also a variety of mid week competitions that take place throughout Wiltshire, including the **Swindon mid-week Cricket League; a 29 team structure as of 2024**, and the **Salisbury mid-week Cricket League; a 14 team structure for 2025.**

Indoor Cricket leagues are also run independently at different locations through the county, namely Chippenham, Swindon and Wellington Academy.

Women's Cricket is also a key part of the adult cricket playing offer, with Wiltshire Cricket directly facilitating both indoor and outdoor, soft ball and hard ball, competitions, more of which can be read about within the Women's and Girls' section of this strategy.

As well as competitions that are facilitated by the various leagues across Wiltshire, there is also **the Wiltshire Wallop, an adult T20 cup competition that Wiltshire Cricket organised and that had 15 competing teams as of 2025.**

Wiltshire Cricket also attempts to facilitate a thriving friendly cricket structure across the county. We recognise that many cricket clubs exist to provide friendly, social cricket. Having this alternative playing opportunity is something we encourage, with Wiltshire Cricket facilitating the offer by providing by promoting fixture opportunities to our network of affiliated cricket clubs.

WHAT INSIGHT HAVE WE GATHERED?

Based on ECB data, Wiltshire Cricket recorded that **in 2024 378 open aged cricket teams competed in competitive fixtures.** As we move in to our next strategic period, our ambition is to see this number grow, and also to see satisfaction amongst recreational cricketers improve.

To support us in identifying key priorities for the next four years, Wiltshire conducted a recreational playing survey in December 2024 / January 2025. Key insights from this survey included:

- **74% of recreational cricketers plan to either play the same amount of Cricket or more Cricket across the next five years**
- The most important reason given for playing cricket was **"the people I play with"**, scoring highest. In order of importance:

Thinking about the Cricket you play most regularly, please rank the following in terms of their order of importance to you as a player:



When taking the most popular answers from the survey, the ideal game of Cricket for a recreational cricket in Wiltshire looks like:

- o **SATURDAY**
- o **1PM START***
 - *29.47% of respondents answered 1pm
 - *57.3% of respondents would prefer to start at 12pm or earlier
 - *13.22% of respondents would prefer to start at 2pm or later
- o **6 HOURS LENGTH OF GAME**
- o **45 OVERS PER SIDE***
 - *29.2% of respondents answered 45 overs per side
 - *57.02% of respondents answered 40 overs per side or less
 - *13.77% of respondents answered 50 overs per side or more
- o **45 MINUTES TRAVEL TO AN AWAY GAME**

The results above show a snapshot of the insight that has been collected through our playing survey. However, also within the survey questions were asked around the levels of Cricket that the respondent played, meaning data will be able to be sliced according to different levels of cricket.

Within the playing a question was asked around the best part of participating in recreational Cricket, with the following responses coming through strongly:



The final question invited respondents to feed back on what would improve the experience for participants in recreational cricket in Wiltshire. The following themes came through strongly:

- Discipline and player behaviour
- Facilities, on and off the field
- Officiating
- Balls
- Teas
- Flexibility at lower levels of league cricket
- Use of play-cricket

The specific content behind these themes will be reviewed and actioned as we move through the next strategic period.



PLAYING AND PARTICIPATION OFFER

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Improve player satisfaction	<ul style="list-style-type: none"> • Within the next 12 months: <ul style="list-style-type: none"> o Complete a comprehensive review of all data collected via Wiltshire Cricket’s playing survey, with results broken down by level of cricket and for individual leagues and competitions. o Produce insight packs for respective leagues and competitions, with recommendations based on the data collected. o Produce a review of survey findings to be communicated to the club and player network in Wiltshire; providing evidence from which future decisions can be made. • Conduct further playing surveys throughout the strategic period to review progress.
Increase participation	<ul style="list-style-type: none"> • Through increased player satisfaction, strive for an increase in participation. • Explore opportunities for expansion of Indoor Cricket. • Continue to grow the Women’s club game (see Women’s and Girls’ section of strategy). • Encourage more informal play opportunities, either through promotion of intra club social cricket, increased promotion of friendly cricket, or through working in new areas such as walking cricket, adult soft ball cricket and in diverse communities.
Ensure alignment of adult playing offer to other areas of Wiltshire Cricket	<ul style="list-style-type: none"> • With much of the insight gathered through the Wiltshire Cricket playing survey being in relation to leagues, umpires and other member of the Cricket workforce, a key strategic aim will be to foster strong working relationships between different Wiltshire Cricket organisations, in order to derive the best outcomes for our players.

WHAT WILL SUCCESS LOOK LIKE?

- **INCREASED PARTICIPATION**
- **IMPROVED PLAYER SATISFACTION**
- **FLEXIBLE AND WIDE RANGE OF PLAYING OPPORTUNITIES**





**PLAYING AND
PARTICIPATION
OFFER**

DISABILITY CRICKET

WHERE ARE WE NOW?

At Wiltshire Cricket we are committed to making cricket accessible to everyone, regardless of who they are. We offer a variety of disability cricket programmes designed to engage and support individuals across the county.

These offerings include:

- Table Cricket and Soft ball Cricket programmes available to schools, aimed at introducing and developing cricket skills in an inclusive environment
- Super 1s Hubs: We run four dedicated Super 1s hubs across Wiltshire; in Chippenham, Salisbury, Swindon and Westbury, and Chippenham, providing opportunities for young people with disabilities to participate in regular cricket sessions
- Disability Champion Clubs: These clubs are instrumental in providing ongoing disability cricket activities, providing support with facilities, and in empowering participants to continue their cricket journey in a supportive and inclusive setting

Through these initiatives, Wiltshire Cricket is proud to provide a wide range of opportunities for people with disabilities, fostering both skill development and a love of the game.

Achievements between 2020 – 2024:

- **389 participants** accessed Table Cricket within schools, with total delivery hours of 1687.50
- **362 participants** accessed Soft ball Cricket within schools, with total delivery hours of 1367.50
- Since launching our first ever Super 1s hubs in 2020-2021, we have seen the following achieved:
 - o Swindon Super 1s Hub – **36 participants**, 93 hours, 93 sessions
 - o Chippenham Super 1s Hub – **43 participants**, 108 hours, 108 sessions
 - o Salisbury Super 1s Hub – **22 participants**, 85 hours, 85 sessions
 - o Westbury Super 1s Hub – **19 participants**, 41 hours, 41 sessions

WHAT INSIGHT HAVE WE GATHERED?

To support the development of strategic themes for Disability Cricket, we have consulted with our team of Super 1s coaches, and ensured alignment to our plans with Lord's Taverners and the broader ambitions for Disability Cricket as driven through the ECB County Partnership Agreement



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Increase the number of Disability Champion Clubs</p>	<ul style="list-style-type: none"> • Deliver Disability cricket taster sessions with cricket clubs in order to build confidence and awareness. • Organise and deliver Disability Cricket information days with cricket clubs, to create more awareness. • Regularly promote and advertise what other clubs are achieving with Disability Cricket. • Create and deliver a Disability Dynamos Cricket programmes for ages 8-11, aimed at creating a club pathway for Disability Cricket.
<p>Create a D40 & Super 9's team to compete in National County competitions</p>	<ul style="list-style-type: none"> • Identify and employ a coach to run both teams. • Host regular open training sessions, with invitations to multiple audiences including our affiliated cricket clubs, Super 1s participants, and other Sports. • Promote and advertise our county teams in order to build awareness and celebrate success. • Work towards a full programme of fixtures throughout the season, including both competition matches and friendlies against appropriate local opposition.
<p>Increase the number of participants playing cricket that have Special Education Needs and Disability (SEND)</p>	<ul style="list-style-type: none"> • Deliver regular free taster sessions in different settings to promote our community programmes. • Improve the promotion of our Disability Cricket programmes through more regular online coverage, and increased promotion of our community based opportunities in schools and colleges.
<p>Provide access to cricket provision in all Wiltshire SEND schools, and units in mainstream schools.</p>	<ul style="list-style-type: none"> • Employ an additional Disability Cricket coach to increase capacity within the Development team. • Communicate regularly and efficiently with schools in order to build strong and trusting relationships. • Increase the number of school competitions, in order to enhance the current school Disability Cricket offer. • Train teachers and Young Leaders to have the confidence to deliver Cricket based sessions in their schools.

WHAT WILL SUCCESS LOOK LIKE?

- **MORE PARTICIPATION**
- **MORE SETTINGS**
- **AN ESTABLISHED PATHWAY FOR DISABILITY CRICKET**



PLAYING AND PARTICIPATION OFFER

DIVERSE COMMUNITIES

WHERE ARE WE NOW?

Wiltshire Cricket recognises the rich contribution that ethnically diverse communities make to cricket in Wiltshire.

In this section of our strategy, we use the term 'Ethnically Diverse Communities' to refer to all ethnic groups except White British. We recognise that there is no perfect language when it comes to talking about ethnicity because all words carry connotations, which can be negative for some people. By using terms such as 'South Asian' and 'Black' in this document, we do not intend to ignore the complexities around identity, culture or nationality; rather, we use them to ease reading.

Wiltshire Cricket has not benefitted from previous investment from ECB, such as through ECB's core cities funding and unfortunately our ethnic diversity is not a level that will qualify for ECB ethnically diverse communities funding in the next strategic period. However, despite a lack of funding, Wiltshire Cricket remains committed to supporting our whole cricket community, recognising that there are diverse communities throughout Wiltshire for whom we want Cricket to be a welcoming and accessible place.

WHAT INSIGHT HAVE WE GATHERED?

There were 19 ethnic groups identified across England and Wales for the 2021 census. White (British, English, Welsh, Irish, Scottish and N Irish) made up two groups and across the country the proportion in these groups decreased from 87.5% in 2011 to 80.5% in 2021.

The remaining 17 groups all increased in size across the country in 2021.

Wiltshire and Swindon's figures look as follows:

	WILTSHIRE %	SWINDON %
Asian, Asian British or Asian Welsh	2.1	11.6
Black, Black British, Black Welsh, Caribbean or African	1.1	2.6
Mixed or Multiple ethnic groups	1.7	2.8
White	94.4	81.5
Other ethnic group	0.7	1.5
	100	100

The above statistics highlight that our biggest areas of ethnic diversity are in Swindon, where we are currently seeing the following:

- Growing participation in our **Chance to Shine Street Cricket programme with 31 children regularly attending sessions throughout 2023-2024**
- An increasing number of clubs with players from South Asian communities affiliating to Wiltshire Cricket, and entering in to the Wiltshire County Cricket League (**four new clubs in the years 2023-2024**)
- A demand for Wiltshire Cricket to provide adult coaching to ethnically diverse communities in Swindon, for example, through refugee projects

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Provide strong club development support	<ul style="list-style-type: none"> • Through the employment of our EDI Club Development Officer, support clubs throughout Wiltshire in increasing the diversity of their club committees. • Provide 1:1 club support for all clubs with cricketers predominantly from South Asian communities, with an offer of this meeting being in person to help establish robust club development plans. • Work with relevant Local Authorities to assist with identification of long-term facilities for new emerging clubs.
Grow our Street Cricket programme	<ul style="list-style-type: none"> • Expand Chance to Shine Street Cricket programme to include a 2nd hub in Swindon.
Investigate alternative sources of funding	<ul style="list-style-type: none"> • In order to deliver on some of the emerging demand in Swindon, and in the absence of ECB funding, explore alternative partnerships and funding opportunities to deliver community programmes, for example to refugee groups, or to expand the current Street Cricket offer.
Tackle Racism and Discrimination	<ul style="list-style-type: none"> • A big focus of our EDI Club Development Officer's role will be to review and embed positive cultures throughout cricket clubs. This will include providing education to clubs, leagues and volunteers on the importance of reporting issues of racial discrimination. This includes understanding and addressing reasons why individuals may feel reluctant to do so.

WHAT WILL SUCCESS LOOK LIKE?

- **STRONG CLUB SUPPORT**
- **AN INCLUSIVE AND WELCOMING GAME**
- **SUSTAINABLE FACILITIES**
- **NEW INVESTMENT TO SUPPORT COMMUNITY DELIVERY**



**PLAYING AND
PARTICIPATION
OFFER**

WOMEN'S AND GIRLS' CRICKET

WHERE ARE WE NOW?

Women's and Girls' Cricket in Wiltshire continues to be a priority within this strategy, as our focus remains on growing participation numbers, embedding Women's and Girls Cricket in the club environment, supporting club development through transitioning club cultures, and providing a playing offer that inspires, enthuses and provides opportunity for all.

Over the past few years, Wiltshire Cricket has focused on developing a well-rounded and sustainable playing offer for Women's and Girls Cricket, and we are proud to have a full pathway of cricket available for girls and women. We have also introduced fantastic initiatives such as the Women's Volunteer Network, Club-Specific Support Coach Courses for female coaches and, are working to grow Senior Women's cricket, nurture female officials and drive change with more female leadership roles at clubs.

The current playing offer in Wiltshire sees the following provision in place:

WOMEN'S CLUB CRICKET PLAYING OFFER

Women's Premier League

Hard Ball 35 Over League

Hard Ball T20 League

Hard Ball Pairs League

100 Ball Soft Ball and
Hard Ball Leagues

Soft Ball Pairs League

Soft Ball Festivals

GIRLS CLUB CRICKET PLAYING OFFER

Girls Under 11s League

Girls Under 13s League

Girls Under 16s League

Entry in to ECB club competitions

With Indoor Cricket opportunities also available, Wiltshire Cricket is proud to offer a wide range of playing opportunities for women and girls, ensuring we cater for all different experience levels and entry points in to our game. Ahead of the 2025 season, we have **69 women's teams** and **13 girls' teams** scheduled to compete in summer competitions, with a total of 20 clubs running women's sections and **16 clubs running girls' sections** currently. Transitioning more clubs in to regular competition and match play will be a big focus over the next four years.

In addition to our formal playing offers, Wiltshire Cricket also supports the development of Women's and Girls' cricket through the provision of:

- Our Women's Volunteer Network, providing a range of female education opportunities
- Young Volunteer programmes
- Informal, festival style playing opportunities
- School competition



WHAT INSIGHT HAVE WE GATHERED?

To support the development of strategic themes for Women's and Girls cricket, we have consulted both with representatives from across the club game and with players from within our girls' talent pathway. We also conducted a Club Development survey to collate insight around the status of Women's and Girls' cricket within clubs.

This has helped to identify the importance of driving cultural change within our game, so that Women's and Girls' cricket becomes a fully integrated part of our game with more females holding decision making roles within our clubs. Specific insight from this survey has highlighted:

- Female volunteers in club committee positions tend to be in specific roles such as; "Club Safeguarding Officer" or "Women's and Girls Lead". There are very few females in what might be called the "executive" leadership roles of cricket club committees
- Based on the insight collected, the average club committee in a Wiltshire Cricket recreational cricket club comprises of:

10.12 members, of which:

- 8.73 are male
- 1.38 are female
- 0.31 are from an ethnically diverse community

Not only do the statistics above show a significant need to improve the diversity of our cricket club committees, they also present a scenario in which in many cases females joining club committees will find themselves as the significant minority on that group.



WOMEN'S
AND GIRLS'
CRICKET

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Grow the number of female coaches in Wiltshire	<ul style="list-style-type: none"> • Deliver female only Coach Development courses. • Provide club specific Support Coach courses within Cricket clubs. • Provide mentoring opportunities and CPD workshops for female coaches through our Women's Volunteer Network. • Promote, celebrate and share case studies of female coaching role models.
Increase presence of Cricket for girls in schools	<ul style="list-style-type: none"> • Improve Secondary School PE curriculum by running Girls Secondary School Cricket programmes. • Enhance Primary School delivery, leading to improved transition from schools to National Programmes. • Deliver female Young Leaders training to build confidence and capacity to deliver Cricket based sessions in their schools.
Improve the provision and opportunities for female volunteers	<ul style="list-style-type: none"> • Grow the visibility of, and engagement with the Women's Volunteer Network. • Provide a range of female only training opportunities, to include cricket specific education (umpiring, scoring, coaching) as well as support for females in leadership positions. • Deliver an annual growth in membership of the Women's Volunteer Network, as well as growth in attendance at events. • Develop and deliver a female Young Volunteers programme.
Accelerate change for Women's and Girls' cricket through pro-active club development	<ul style="list-style-type: none"> • Identify, support and establish new Women's Cricket Sections, achieving 10% growth in sections per year. • Identify, support and establish new Girls Cricket Sections, achieving 20% growth in sections per year. • Promote, support and champion high-quality club governance structures, incorporating female leadership roles within committee structures. • Accelerate the development of female friendly facilities at cricket clubs in Wiltshire, creating more welcoming environments for players and supporters.
Improve and enhance the playing offer for Women and Girls	<ul style="list-style-type: none"> • Continue to deliver and manage a broad and wide ranging Women's and Girls' competition offer. • Introduce and embed a Women's Seniors team. • Support and grow non-competitive, informal opportunities for play. • Develop sustainable and well-governed processes to manage Women's and Girls' competitions.

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Inspire generations of female players, supporters and fans</p>	<ul style="list-style-type: none"> • Develop a high-quality, interactive and engaging social media and online following for the Wiltshire's pathway teams. • Use partnerships with Glamorgan CCC and Welsh Fire to explore money can't buy experiences and support for local events. • Elevate Wiltshire's Women's 1st XI players in to role model and ambassador positions for the support of local girls cricket events.

WHAT WILL SUCCESS LOOK LIKE?

- INCREASED PRESENCE OF CRICKET IN SCHOOLS
- MORE PARTICIPATION AT ALL LEVELS
- MORE DIVERSITY IN CLUB COMMITTEES
- MORE FEMALE VOLUNTEERS ACROSS ALL ROLES IN CRICKET



WOMEN'S
AND GIRLS'
CRICKET

WORKFORCE DEVELOPMENT: GROUNDS

WHERE ARE WE NOW?

Wiltshire Cricket works closely with the Wiltshire Cricket Grounds Association (WCGA) across a number of different areas of grounds maintenance in the county.

Historically, the remit of the WCGA has involved delivering education and training to new and existing grounds volunteers, running a renovation programme via the County Trailer service, and monitoring pitch marks in league cricket across the county.

Additionally, Wiltshire Cricket benefits greatly from having two County Pitch Advisors, whose remit is to respond to queries for support and to conduct both informal pitch visits and formal Pitch Power assessments to support clubs in understanding their squares and outfield better.

Wiltshire Cricket benefits greatly from having a CGA committee that meets regularly, and who work closely alongside other partners in the county, including not just the Cricket Board but also local leagues and neighbouring CGAs.

WHAT INSIGHT HAVE WE GATHERED?

The strategic themes for Grounds were developed through a focus group session involving the WCGA and the Cricket Board. This session involved the development of draft strategic themes that were then tested and reviewed by the WCGA, and presented to WCGA members across the county at a WCGA AGM.

Wiltshire Cricket and the WCGA are excited to use this strategy to expand ambitions beyond simply providing education, pitch visits and a trailer service. There is a joint ambition for the WCGA to play a pivotal role in supporting Wiltshire Cricket to achieve its overarching aim of Inspiring a lifelong love of Cricket for all of Wiltshire.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Deliver innovative Education	<ul style="list-style-type: none"> • Consider innovative and engaging workshops around subjects such as hybrid pitches, player education, making pitches last longer. • Develop education to support with increasing capacity of squares. • Create informal and interactive workshops for grounds volunteers throughout all period of the year. • Explore days out for club grounds volunteers.
Improve the Digital support for Grounds Volunteers	<ul style="list-style-type: none"> • Improve the ease of access to digital resources to support grounds volunteers in Wiltshire. • Improve the promotion and ease of access to support from Wiltshire Cricket's Pitch Advisors. • Create online platforms and communities for grounds volunteers across Wiltshire to network and access peer to peer support.
Engage a broader demographic of Grounds volunteers	<ul style="list-style-type: none"> • Look to broaden the age profile of Grounds volunteers by delivering initiatives such as Young Officials courses. • Look at tactics to engage family members in grounds maintenance opportunities and training, for example, partners, parents, siblings. • Engage with the Wiltshire Cricket Women's Volunteer Network to provide female only grounds education courses and workshops.
Pro-actively focus on training and awareness around Climate Change	<ul style="list-style-type: none"> • Provide advice and support for clubs on Climate change and ways to maintain grounds in an eco-friendly manner.
Drive adoption and use of Pitch Power, and improve awareness around Pitch Marking	<ul style="list-style-type: none"> • Use Pitch Power to increase awareness of pitch quality and benchmarking of pitches. • Develop relevant training for Umpires and Captains around pitch marking.
Drive good practice around end of season renovations	<ul style="list-style-type: none"> • Support Clubs with end of season renovations, either directly through club visits, where resources allow, or through provision of advice, guidance and contractor contact details.
Increased and improved engagement with affiliated clubs and stakeholders	<ul style="list-style-type: none"> • By 2029, the WCGA aspires to be seen as the first port of call to clubs for Grounds advice. • The WCGA to provide advice ahead of time; being the first to communicate important updates, new information, latest guidance. • Engage with Local Authorities to provide support and guidance around pitch preparation and maintenance for the Cricket facilities under their management.

WHAT WILL SUCCESS LOOK LIKE?

- **MORE GROUNDS VOLUNTEERS**
- **BETTER ACCESS TO, AND A WIDER RANGE OF COURSES AND WORKSHOPS**
- **MORE DIVERSITY IN OUR GROUNDS VOLUNTEER WORKFORCE**
- **MOTIVATED GROUNDS VOLUNTEERS**
- **MORE CAPACITY AND RESILIENCE IN OUR FACILITIES**



**VOLUNTEER
WORKFORCE**

WORKFORCE DEVELOPMENT: OFFICIALS

WHERE ARE WE NOW?

Wiltshire Cricket works closely with the Wiltshire Association of Cricket Officials (WACO) across a number of different areas of officiating in the county.

Historically, the remit of WACO has involved delivering education and training to new officials, providing appointments to local league, school and pathway cricket, and supporting the development of existing officials through the Umpire and Scorer pathways.

Wiltshire Cricket benefits greatly from having an ACO committee that meets regularly, and who work closely alongside other partners in the county and region; including not just the Cricket Board but also local leagues and neighbouring ACOs.

WHAT INSIGHT HAVE WE GATHERED?

The strategic themes for Officiating were developed through a focus group session involving WACO and the Cricket Board. This session involved the development of draft strategic themes that were then tested and reviewed by WACO, and presented to WACO members across the county.

In addition, Wiltshire Cricket and WACO have strived to produce strategic themes that align closely to the ECB ACO's recreational officiating aims, namely:

- To train more officials (recruit)
- To get more of them active quickly (convert)
- To keep more them active (retain)
- To make more of them better and keep the pipeline healthy (develop)

Wiltshire Cricket and WACO fully align to these aims and are excited to use this strategy to expand ambitions beyond simply providing education and appointments.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Broaden the age profile of Officials in Wiltshire	<ul style="list-style-type: none"> • Look to broaden the age profile of Officials by delivering initiatives such as Young Officials courses. • Provide Young Officials opportunities to existing audiences from other areas of Wiltshire Cricket's work, for example, Talent Pathway participants, Super 1s participants etc.
Engage a broader demographic of Officials	<ul style="list-style-type: none"> • Look at tactics to engage family members in officiating opportunities and training, for example, partners, parents, siblings. • Engage with the Wiltshire Cricket Women's Volunteer Network to provide female only officiating education courses and workshops.
Engage with Wiltshire Leagues and Competitions	<ul style="list-style-type: none"> • Work with leagues and competitions to identify appointment opportunities for officials at all levels. • Work more with leagues and competitions to understand the level of cricket, the competition ethos and, therefore, what is needed from an officiating perspective. • Share with leagues and competitions the strategic objectives of WACO in order to encourage more partnership working.
Provide appropriate and tailored Education	<ul style="list-style-type: none"> • Provide an appropriate range of education courses for different experiences, backgrounds and formats of Cricket. • Provide training opportunities to include both formal ECB courses, and also locally developed workshops. • Develop processes for supporting candidates post course completion.
Improve marketing of Officiating opportunities	<ul style="list-style-type: none"> • Improve digital coverage of Officiating opportunities, through exploring better use of the Wiltshire Cricket website and social media.
Continue to deliver a high quality Appointments programme	<ul style="list-style-type: none"> • Benchmark current appointments information and strive for increased volume of appointments across the next four years. • Ensure appointments align appropriately to the level of Cricket and the ethos of the competitions for which appointments are being provided, ensuring that Officials can add value to the experience of the game in question.
Focus on driving up the quality of officiating	<ul style="list-style-type: none"> • Provide a mentoring programme for WACO members. • Document the process for supporting the progression of Wiltshire Officials.

WHAT WILL SUCCESS LOOK LIKE?

- **MORE OFFICIALS**
- **BETTER ACCESS TO, AND A WIDER RANGE OF COURSES AND WORKSHOPS**
- **MORE DIVERSITY IN OUR OFFICIATING WORKFORCE**
- **MOTIVATED OFFICIALS, SUPPORTED BY MENTORING AND DEVELOPMENT OPPORTUNITIES**



**VOLUNTEER
WORKFORCE**

WORKFORCE DEVELOPMENT: COACHES

WHERE ARE WE NOW?

Wiltshire Cricket delivers a broad span of development opportunities for learners; through delivery of ECB Support Coach, ECB Foundation Coach and ECB Core Coach courses throughout twelve months of the year.

With financial assistance from ECB bursaries, we are able to support learners from all areas and backgrounds within Wiltshire. Our bursary programme enables us to be able to help learners who are suffering from financial difficulties, as well as individuals from groups that have been previously underrepresented in Wiltshire. This includes support to support female learners, learners with disabilities, and individuals from ethnically diverse backgrounds.

Between 2020-2024, Wiltshire Cricket was very proud to deliver:

17 Support Coach courses with **143** learners attending.

13 Foundation Coach courses creating **145** new coaches.

6 Core Coach courses, increasing the number of Core Coaches by **74**.

In terms of bursaries, we provided **70 bursaries** to learners during the period of 2020-2024. These were predominantly for female learners, where we saw **over 50%** of total learners on this course being female; a huge step forward as we aim to attract more female to take up coaching positions across our game attending Support Coach courses.

WHAT INSIGHT HAVE WE GATHERED?

The strategic themes for coaches were developed through a consultation meeting between members of the Coach Developers team whose role is to deliver Coach Development courses throughout Wiltshire.

In addition, we have used internal data and insight to develop themes that also align to other areas of our strategy, such is the importance of coaching across so many of the programmes that we deliver.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Develop better systems for supporting and transitioning coaches through the coaching pathway	<ul style="list-style-type: none"> • Create improved transition through the Coach Development pathway by providing more regular communication with previous delegates, and through offering mentoring programmes. • Improve post course communications to delegates at all levels of the Coach Development pathway, including from National Programmes Activator training. • Coach Developer team to provide post course candidate mapping, enabling Wiltshire Cricket to have a better knowledge of the coaches likely and potential learning journey.
Increase take up of Coach Development bursaries	<ul style="list-style-type: none"> • Increase regularity with which bursary opportunities are promoted. • Deliver female only Support Coach courses in cricket club settings, with bursaries attached to the courses. • Explore delivery of place based Coach Development courses, with bursaries attached to those courses. • Target individuals from earlier stages of the coach development pathway who have been identified through coach mapping as being potential candidates for progression.
Improve access to Coach Development courses	<ul style="list-style-type: none"> • Provide easier access to courses by delivery at a wider range of venues across the county, thus increasing accessibility to learners. • Make positive decisions to run courses in areas of need.
Provide opportunities for our Coach Developers to progress	<ul style="list-style-type: none"> • Facilitate peer to peer Coach Developer mentoring programmes. • Ensure Coach Developers have equal opportunities to deliver Coach Development courses at all levels. • Explore opportunities for delivery in neighbouring counties where possible. • Identify new Coach Developers through observations of current coaches on Talent Pathway programmes.
Encourage an increase in membership for ECBCA	<ul style="list-style-type: none"> • Introduce provision of a post-course checklist for learners to complete which includes ECBCA membership paperwork. • Organised ECBCA branded coaching workshops to promote the brand and to encourage coaches to consider the need to upskill themselves to remain up to date with current coaching frameworks. • Utilise senior Talent Pathway coaches to deliver batting, bowling and fielding workshops to maintain the desire of the coach workforce to develop.

WHAT WILL SUCCESS LOOK LIKE?

- **MORE COACHES**
- **BETTER ACCESS TO COURSES**
- **MORE DIVERSITY IN COACHING WORKFORCE**
- **MOTIVATED COACHES, SUPPORTED BY MENTORING AND DEVELOPMENT OPPORTUNITIES**



**VOLUNTEER
WORKFORCE**

WORKFORCE DEVELOPMENT: THE CRICKET COLLECTIVE

WHAT INSIGHT HAVE WE GATHERED?

In preparation for this strategic period, Wiltshire Cricket conducted a club development survey that provided opportunities for clubs to feed back on their biggest challenges and their biggest priorities for the next four years. Within this survey, Wiltshire Cricket was also able to collect valuable data to help inform our strategic planning for the next four years:

In relation to volunteers, the following insight has helped inform this section of our strategy:

- **63% of clubs believe that a shortage of volunteers will be a big challenge in being able to run all of the different sections of their club**
- **68% of clubs said that finding new volunteers would be a big challenge in the next four years**
- **The average cricket club committee in Wiltshire has 1.38 women on it, as opposed to 8.73 men. Only 0.31 of committee members are on average from an ethnically diverse community**
- **Over 80% of Wiltshire cricket clubs have no females at all in the following roles within their cricket clubs:**
 - o **Umpires**
 - o **Qualified Scorers**
 - o **Grounds keepers**
 - o **Level 2 coaches (only 7% of cricket clubs have a Level 2 coach who is female)**
- **58% of clubs said that diversifying their club committee would be a big challenge**
- **70% of clubs said that finding new volunteers for committee roles would be a big challenge**
- **65% of clubs believe that reducing the workload for volunteers will be a big challenge over the next four years**
- **In terms of volunteering initiatives, across a range of choices clubs marked the following as being the most important:**
 - o **ECB Get Set Weekend**
 - o **The growth of Wiltshire Cricket's Women's Volunteer Network**
- **80% of cricket clubs fund at least part of the cost of a volunteer going through an official training course.**
- **49% of cricket clubs do something to pro-actively encourage young volunteering**

With the above insight gathered, Wiltshire Cricket has developed a series of strategic themes to guide our work over the next four years. These have been developed in collaboration with other relevant sections of this strategy.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Increase the diversity of our Volunteer Workforce	<ul style="list-style-type: none"> • Grow both the visibility of, and engagement with the Women's Volunteer Network. • Deliver an annual growth in membership of the Women's Volunteer Network, as well as growth in attendance at events. • Engage with the ECB Volunteering Action Plan to understand an approach to increase access to volunteering for under-represented groups.
Inspire Young Volunteers	<ul style="list-style-type: none"> • Conduct Young People's forums, and Young People's surveys; providing opportunities either through focus groups or digital processes for young people to provide insight on different aspects of Cricket. • Develop and deliver a female Young Volunteers programme. • Develop and deliver a young volunteer training curriculum. • Roll out our current Talent Pathway Listening to Children policy in to all affiliated cricket clubs, encouraging clubs to adopt their own Listening guidance and procedures.
Improve the provision and opportunities for females in leadership roles volunteers	<ul style="list-style-type: none"> • Provide a range of female only training opportunities, to include cricket specific education (umpiring, scoring, coaching) as well as support for females in leadership positions. • Achieve steady progress in improving the gender balance of club committees, supported by the employment of an EDI Club Development Officer, and regular measurement of progress.
Raise engagement with National Volunteering initiatives	<ul style="list-style-type: none"> • Continue to promote initiatives such as the ECB Get Set Weekend, with growth in club engagement with this weekend throughout the next four years. • Create more case studies of local volunteers across all roles in cricket, to celebrate and shine a light on the unsung heroes in our game.
Improve the profile of volunteering	<ul style="list-style-type: none"> • Continue to deliver our annual Grassroots Cricket Awards. • Increase promotion of our Awards in order to drive up more nominations from clubs. • Increase the number of volunteers who are recognised via the Grassroots Cricket Awards, for example, through letters of thanks to specific volunteers in all affiliated cricket clubs, and through more mentions on social media.

WHAT WILL SUCCESS LOOK LIKE?

- **INCREASED DIVERSITY OF VOLUNTEERS**
- **INSPIRED VOLUNTEERS**
- **A POSITIVE PERCEPTION OF VOLUNTEERING, SUPPORTED BY ENGAGEMENT WITH EVENTS AND INCREASED IMPORTANCE ON REWARD AND RECOGNITION**



**VOLUNTEER
WORKFORCE**

CLUB DEVELOPMENT

WHERE ARE WE NOW?

As of 2025, Wiltshire Cricket has a network of 91 affiliated cricket clubs. Wiltshire Cricket supports our network of clubs through a variety of means, including, but not limited to:

- Providing access to junior and adult competitions
- Providing pro-active and reactive club development support
- Running volunteer recognition schemes through the ECB Grassroots Cricket Awards
- Working with clubs to drive safeguarding compliance through the ECB Safe Hands Management system
- Supporting clubs with achieving Clubmark accreditation, of which we have 24 accredited clubs as of 2024
- Promoting funding opportunities and administering ECB grant schemes such as the ECB County Grants Fund (between 2021-2024, 33 projects to value of £211,000 were supported in Wiltshire), Grass Pitch Improvement Fund and Interest Free Loan scheme
- Promoting and administering ECB initiatives, including events such as Get Set Weekend, or programmes such as All Stars and Dynamos Cricket

As part of clubs' affiliation to Wiltshire Cricket, there is now an expectation around adoption of ECB Safe Hands and the ECB Anti-Discrimination code. As we enter this next strategic period, Wiltshire Cricket will play a leading role in helping to create positive cultures within cricket clubs so that we achieve ECB's, and Wiltshire Cricket's, overarching ambition of being the most inclusive sport in England and Wales.

In noting the number of affiliated cricket clubs in Wiltshire, we recognise that there is a broad spectrum of clubs, from those running multiple teams, women's and girls, and junior sections, through to clubs that may play just Adult friendly Cricket. Wiltshire Cricket believes there is a place for all types of cricket clubs and as an overarching ambition sees our role as supporting those clubs to become as inclusive and engaging to their local community as is reasonably possible.

WHAT INSIGHT HAVE WE GATHERED?

In preparation for this strategic period, Wiltshire Cricket conducted a club development survey that provided opportunities for clubs to feed back on their biggest challenges and their biggest priorities for the next four years. Within this survey, Wiltshire Cricket was also able to collect valuable data to help inform our strategic planning for the next four years:

In relation to club development, the following insight has helped inform this section of our strategy:

Club committees and decision making:

Insight from our survey highlighted the following with regards club committees in Wiltshire

- Female volunteers in club committee positions tend to be in specific roles such as; "Club Safeguarding Officer" or "Women's and Girls Lead". There are very few females in what might be called the "executive" leadership roles of cricket club committees
- The average club committee in a Wiltshire Cricket recreational cricket club comprises of:

10.12 members, of which:

- o 8.73 are male
- o 1.38 are female
- o 0.31 are from an ethnically diverse community

Biggest challenges facing playing numbers:

Clubs identified the following factors, in the following order, as the biggest barriers to growing participation:

1. Recruiting and retaining adult players
2. Having appropriate off field facilities for all of the different sections of your cricket club
3. Recruiting and retaining junior cricketers
4. Having enough ground space for all the sections of your cricket club
5. Having enough volunteers to run different sections of the club
6. Finding new volunteers

Club Support:

Collectively, clubs in Wiltshire marked the following areas of club support in order of importance:

In terms of Club Support from Wiltshire Cricket between 2025-2029 please rank in order the things you would find the most beneficial



INCLUSIVE,
DIVERSE AND
SAFE GAME

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Develop strong relationships with our Cricket clubs	<ul style="list-style-type: none"> • Recognising the importance of our cricket clubs to the overall strength of the recreational game, Wiltshire Cricket places great importance on providing strong pro-active and re-active support to our cricket clubs. • Introduce a regular programme of Affiliated Club recreational game calls, where clubs can hear updates on all aspects of Wiltshire Cricket and ECB programmes. • Run programme on “in person” club forums, including both delivery by Wiltshire Cricket staff as well as bringing in ECB subject matter experts to lead on specific subjects. • Ensure Wiltshire Cricket Development staff have a supportive club facing focus to their roles, demonstrating our values of ambition, respect and fairness in all of our club engagement.
Drive good governance in our cricket clubs	<ul style="list-style-type: none"> • Employ an EDI Club Development Officer with the remit of educating and raising awareness of the importance of diversity in decision making structures. • Put in place processes to measure progress with regards to cricket club diversity. • Introduce new programme of Club Development webinars, building on pilot workshops delivered in 2024. • Work towards 100% adoption of ECB anti-discrimination code. • Work towards 100% compliance on ECB Safe Hands Management System. • Roll out anti-discrimination training for volunteers, with compelling promotion of the benefits of this training. • Increase number of cricket clubs with ECB Clubmark accreditation; at a minimum all cricket clubs with junior sections to be Clubmark accredited.
Deliver compelling playing offers, volunteer education and support, and facility guidance on behalf of our cricket clubs	<ul style="list-style-type: none"> • Recognising that Cricket clubs are at the heart of so many of the game’s collective ambitions, see sections on “playing offers”, “volunteer workforce”, and “facilities”.

WHAT WILL SUCCESS LOOK LIKE?

- **STRONG CONNECTIONS BETWEEN WILTSHIRE CRICKET AND OUR CLUBS**
- **THRIVING AND SUSTAINABLE CRICKET CLUBS**
- **WELCOMING AND INCLUSIVE CRICKET CLUBS**
- **INCREASED DIVERSITY WITHIN CRICKET CLUB DECISION MAKING STRUCTURES**



INCLUSIVE,
DIVERSE AND
SAFE GAME

LEAGUES AND ASSOCIATIONS

WHERE ARE WE NOW?

Wiltshire Cricket is very appreciative of the strong relationships it has with many leagues and associations throughout Wiltshire. The Wiltshire Cricket Grounds Association (WCGA) and Wiltshire Association of Cricket Officials (WACO) have contributed strongly to the development of this strategy and will play leading roles in delivering lots of the content within their areas of this document.

Additionally, there is huge amounts of cricket on offer in Wiltshire that is facilitated through leagues, all of whom are run by committed and hard working volunteers.

Over the past four years, Wiltshire Cricket has worked hard at improving our Board diversity and across our team of Board members and Development staff we have undertaken a great amount of education to improve our awareness across many areas of equity, diversity and inclusion. We have also developed strong safeguarding practices across the many areas of the game that we directly manage. As we move in to the next strategic period, we want to play a pro-active role in supporting our leagues and associations to go through a similar journey.

As custodians of different parts of the recreational game, it is hugely important that all leagues and associations are demonstrating strong leadership when it comes to inclusion, diversity and safeguarding.

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Drive good governance, and inclusive and safe cultures in all leagues and associations</p>	<ul style="list-style-type: none"> • Roll out anti-discrimination training for volunteers on league and association committees. • Employ an EDI Club Development Officer with the remit of educating and raising awareness of the importance of diversity in decision making structures. • Ensure all leagues and competitions have adopted the ECB Anti-Discrimination code. • By 2028, ensure all leagues and competitions are only accepting entrants from clubs that are affiliated to Wiltshire Cricket (and who are committed to the ECB Safe Hands Policy, and to the ECB Anti-Discrimination code). • Work with all leagues and competitions to ensure 100% adoption of the ECB General Conduct Regulations (ECB’s disciplinary procedures).
<p>Develop relationships with all Wiltshire Cricket leagues and associations</p>	<ul style="list-style-type: none"> • Conduct an analysis of all leagues and competitions that are currently on offer in Wiltshire. • Reach out to the leagues that Wiltshire Cricket does not currently regularly engage with, with a view to setting up regular dialogue and presence at their meetings.
<p>Encourage collaborative working between leagues and associations</p>	<ul style="list-style-type: none"> • Many of the strategic themes within this strategy will be reliant on different parts of the recreational game working together. By being a strong presence across all leagues and associations, Wiltshire Cricket will identify and foster opportunities for collaborative working.

WHAT WILL SUCCESS LOOK LIKE?

- A STRONGLY CONNECTED RECREATIONAL GAME IN WILTSHIRE
- STRONG LEADERSHIP FROM ALL LEAGUES AND ASSOCIATIONS
- A CULTURE OF INCLUSION AND DIVERSITY ACROSS ALL OF WILTSHIRE CRICKET



INCLUSIVE,
DIVERSE AND
SAFE GAME

AGE GROUP PATHWAY

WHERE ARE WE NOW?

Wiltshire Cricket currently provides a structured player pathway designed to identify, develop, and support young cricketers across the county. The pathway is multi-tiered, ensuring that players receive the appropriate level of coaching and competitive opportunities suited to their ability and potential progression.

In providing our talent pathway, we have responsibility across the following areas:

- **Running our Talent Pathway programmes** – Boys and Girls programmes from Under 10s to Under 18s, all receiving a combination of winter training and summer match play opportunities
- **Emerging Players Programme (EPP)** – A select group of talented players provided with additional support and specialist coaching to bridge the gap between County Age Group (CAG) cricket and First Class county academies. Our Girls EPP aligns closely to Glamorgan CCC's Women's structure, whereas our Boys EPP has historically been supported by Gloucestershire CCC
- **Skillset Sessions** – Specialist batting and bowling sessions to enhance individual player development
- **School and Club Engagement** – Strong partnerships with schools and clubs, although state-school participation remains lower than private school engagement. This is an area of focus with the introduction in 2024 state school representative fixtures
- **Coach Development and CPD** – Ongoing efforts to upskill coaches to ensure high-quality delivery, however, we recognise that gaps remain with the depth and number of Level 3 coaches
- **Removing financial barriers** – In line with the game's overarching ambition of being as accessible and inclusive as possible, we work hard to reduce financial barriers within our pathway. To support this we hold a Talent Pathway Support fund that provides financial assistance to any parents and young cricketers who need it

WHAT INSIGHT HAVE WE GATHERED?

To support the development of the strategic themes for pathway cricket, a number of key insights and challenges were identified in conjunction with our team of pathway coaches:

- **Pathway Structure and our Pathway Delivery**
 - The County Age Group programme (CAG) and Emerging Player Programme (EPP) provide a solid foundation for our players, but it is important to ensure that the EPP is a step up and does not mirror the CAG too closely. The EPP should help prepare players for First Class academy expectations
 - Limited contact hours and resources restrict some aspects of our pathway programme, particularly compared to larger counties. However, the availability of Marlborough College as a host for so much of our winter provision has improved this
- **Facilities and Accessibility**
 - Private school facilities are used for key training programmes, offering high-quality indoor and outdoor spaces. Our relationship with Marlborough College and their new cricket facility has enhanced this
 - The quantity of facilities is a bigger issue than quality, with limited availability restricting additional contact time for players in the winter, and making it challenging to accommodate a growing number of in-season fixtures
- **Talent Identification and Progression**
 - Selection transparency is an area for continuous improvement. In recent years, we have developed Talent Pathway ID and selection documentation, as well as a comprehensive Talent Pathway and Skills framework library. However, embedding the principles behind these documents remains a key priority as we move in to the next strategic period, with more precise criteria to be developed
 - The pathways for boys and girls differ, with the girls' pathways benefitting from strong alignment with Glamorgan CCC as part of the ECB's Women's Domestic structure

- **Performance and First Class County Alignment**

- o As of 2024-2025, Wiltshire female players have a strong presence within the **Glamorgan Tier 1 academy structure (5 players)**, whereas the presence of Wiltshire male players within First Class county academies is trending in the right direction
- o Strengthening and consolidating partnerships with Gloucestershire and Glamorgan to ensure alignment with modern performance trends, and for the provision of strong pathways for our players will remain a high priority for the next four years

From a data perspective, Wiltshire Cricket’s Talent Pathway is in a strong position as we enter in to 2025 and beyond, evidenced by:

- **3 boys currently on First Class county academies**
- **5 girls currently in Tier 1 county academies**
- **Full compliance against all EPP delivery standards**
- **608 girls and boys attending talent pathway trials, of which 294 children were offered talent pathway places and a further 80 places on MCC Foundation hubs**
- **35 different coaches work across our talent pathway programmes**
- **194 talent pathway fixtures provided**

Across all areas of Cricket, Wiltshire Cricket aspires to increase the number of people playing the game, and to increase opportunities and reduce barriers for those who may be unable to access the game currently. These principles apply at all levels of Cricket, not just within the Pathway, but we believe that by understanding the barriers and attempting to address them we will naturally see a greater number of players from a diverse range of backgrounds becoming involved in the Pathway. Our long term ambition is for the pathway to be representative of the cricket playing demographic in Wiltshire. However, we also believe strongly in delivering a high quality pathway for those involved in it right now, recognising that in its own right the Pathway has a responsibility for supporting players from all backgrounds to reach their full potential.

In order to understand the current pathway demographics, the following data was collected from 2023-2024’s Talent Pathway Programme:

ALL PATHWAY PLAYERS (Girls and Boys)	GIRLS BREAKDOWN (All age groups)
289 registrations	80 registrations
157 from State schools..... 54.32%	46 from State schools 57.5%
122 from Private schools 42.21%	31 from Private schools 38.75%
7 not disclosed 2.42%	2 not disclosed 2.5%
3 home schooled 1.04%	1 home schooled 1.25%
BOYS BREAKDOWN (All age groups)	
209 registrations	
111 from State schools..... 53.11%	
91 from Private schools 43.54%	
5 not disclosed 2.39%	
2 home schooled 0.96%	



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Establish a pathway entry point that embodies fairness and equity, providing both boys and girls ample opportunity to showcase their talents.</p>	<ul style="list-style-type: none"> • Develop Inclusive Selection Processes – A transparent and consistent Talent ID process that is free from bias, ensuring both boys and girls have equal opportunities to showcase their skills. • Develop Gender-Specific Development Plans – Tailored development opportunities for both boys and girls, aligning with the specific needs of each gender and supporting their progression within the pathway. • Introduce clear entry points for All – Understanding of the pathway process and how to nominate into this initial phase. • Provide Multifaceted entry points – this gives the boys and girls more than one opportunity or moment to showcase their talents.
<p>Develop a winter programme that prioritises player development. This should include a diverse range of support and opportunities tailored to help players grow in a manner that best suits their individual needs.</p>	<ul style="list-style-type: none"> • Introduce personalised Development Plans – Post-programme reports to be given to the boys and girls following their 10-week winter programmes from Under 14s to Under 18s. • Provide diverse training formats – Various training opportunities, including group sessions, one-on-one coaching, Strength and Conditioning and specialist skill workshops, allowing players to develop in areas that align with their aspirations. • Ensure a Player-Centred Approach – Sessions will focus on the players' needs, ensuring they receive the right mix of technical, tactical, physical and mental development to grow as all-around cricketers. • Use of Technology – Integration of video analysis and data insights to give players concrete feedback on their development and to help coaches tailor their sessions to the players' needs. • Increase Exposure to High-Quality Coaching – Access to the top-tier coaching staff, both internally and externally, with guest coaches and experts invited to run specialised sessions (e.g., batting against spin, fast bowling workshops). • Inclusive and Supportive Environment – Foster a positive and supportive atmosphere where players can enjoy the game, feel motivated, and are encouraged to take ownership of their development.
<p>Create an in-season schedule that not only challenges player development, but also lays the groundwork for boys and girls to foster a lifelong love and connection with the game.</p>	<ul style="list-style-type: none"> • Successful implementation of the early engagement phase – With the key objective of creating more opportunities in a more localised way for Under 10s – Under 12s. • Holistic Player Development – A balanced in-season schedule offering more than matchplay. Supporting the boys and girls in their technical, tactical, physical and mental development.

STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Create an in-season schedule that not only challenges player development, but also lays the groundwork for boys and girls to foster a lifelong love and connection with the game.</p>	<ul style="list-style-type: none"> • Engagement with both Boys and Girls – Ensuring that both boys and girls have equitable access to opportunities. • Maintain a focus on Fun and Enjoyment – Incorporating fun, engaging activities into training and match days to maintain player enthusiasm and enjoyment while fostering a competitive yet supportive team environment. • Incorporating Rest and Recovery – Understanding that player welfare is essential for long-term development, with the schedule factoring in adequate rest, recovery, and mental breaks to prevent burnout and keep players motivated throughout the season. • Player-Driven Growth – Allowing players to have input into their development goals, ensuring they feel ownership and responsibility for their growth, and encouraging them to push beyond their comfort zones in a positive and structured manner. • Support for Personal Development – Focusing on personal growth and character development, using cricket as a tool to teach resilience, leadership, and teamwork, as well as a platform for players to develop confidence in their abilities both on and off the field.
<p>Ensure that the EPP experience is distinctly different from the CAG support and effectively bridges the gap between the challenges faced within the county age group squad and those encountered in a county academy.</p>	<ul style="list-style-type: none"> • Clear Differentiation between EPP and CAG – The EPP will be distinctly tailored to meet the advanced development needs of players on the verge of, or already in, professional cricket pathways, compared to the broader CAG (County Age Group) focus. • Focused Player Development – EPP sessions will balance fundamentals with targeting elite-level skills, which will be pivotal for players transitioning from county age groups to higher levels of competition. • Exposure to Professional Environments – When appropriate, EPP players will have the opportunity to train with either Gloucestershire or Hampshire (Boys), and Glamorgan (Girls). • Individualised Attention – EPP players will receive more individualised coaching. • Structured Transition to County Academies – A clear and structured pathway will be established, with the aim of gradually transitioning players from the EPP into county academies, with a focus on preparing them for the different demands and expectations of professional cricket. • Regular Performance Evaluation – EPP players will conduct physical testing and bio-banding twice per winter. • Close Collaboration with County Academy Coaches – EPP coaches will collaborate closely with county academy staff to ensure that the programme aligns with academy expectations and prepares players for a seamless transition into professional pathways.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Tackle inequalities and improve access to the Talent Pathway	<ul style="list-style-type: none"> • Increase profile and access to Talent Pathway Support Fund • Continue to collect and monitor talent pathway ethnicity and schooling data. • Increase number of MCC Foundation Hubs delivered in Wiltshire, thus increasing number of pathway trialists gaining access to pathway programmes.

WHAT WILL SUCCESS LOOK LIKE?

- **TRANSPARENT AND EQUAL SELECTION CRITERIA ACROSS THE PATHWAY**
- **POSITIVE PLAYER EXPERIENCES AT ALL LEVELS**
- **IMPROVED TRANSITION RATES TO COUNTY ACADEMIES AND WILTSHIRE CCC 1ST XIS**
- **SUCCESSFUL INTRODUCTION OF EARLY ENGAGEMENT PHASE**
- **PERSONALISED AND HOLISTIC PROGRAMMES WITHIN PATHWAY**





**TALENT
PATHWAY**

MEN'S 1ST XI

WHERE ARE WE NOW?

Within our last strategic period, Wiltshire Cricket was very proud to complete the merger of the Cricket Board and the National County Cricket Club; a merger that has been hugely successful in improving the link between our pathway and Men's 1st XI, as well as aligning the whole of Wiltshire Cricket under one identity.

As a consequence of the merger, Wiltshire Cricket now has a Head of Talent Pathway who works across both the Men's 1st XI and pathway set ups. This helps to ensure that the 1st XI environment is one that fosters a welcoming and inclusive culture for players who have progressed through our pathway and in to National Counties Cricket.

To support this positive culture, we are very proud of the leadership group that operates within the 1st XI team, with great importance placed on having a captain, coach and management structure that is bought in to the overarching ambitions of Wiltshire Cricket.

On the field, there is lots of focus placed on creating an environment that is conducive to success. In recent years this has involved:

- The introduction of a winter training programme that takes place alongside our Boys Emerging Player Programme.
- Investment in to a match day analyst role.
- Investment in to additional coaching roles, on top of our Head of Talent Pathway position.
- A targeted approach to different competitions, with balance between introducing players from our pathway whilst also investing in experienced players to hold primary roles within the team.

Over the course of the last strategic period, our Men's 1st XI has seen great progress on the field, evidenced by a **win ratio that has increased from 25% in 2021 to 50% in 2024**, and **11 players representing the county in 2024 who has come through the Wiltshire Cricket talent pathway**.

Off the field, the merger has benefitted Wiltshire Cricket greatly, with lots of economies of scale achieved and improvements made to the digital presence of Wiltshire CCC. One of the exciting aspects of the merger was the transition of our pathway teams to playing under the identity of Wiltshire CCC as opposed to Wiltshire Cricket Board. This change of identity is now fully embedded with all pathway players seeing a clear link between age group cricket and the 1st XI. Supporting the improved digital presence of the 1st XI has been the significant investment in to streaming packages as well as the introduction of commentary for our 1st XI matches.

WHAT INSIGHT HAVE WE GATHERED?

To support the development of the strategic themes for Wiltshire's Men's 1st XI, two focus group sessions were held, involving the current captain, coaching team, and management committee.

From these sessions, a series of strategic themes have been developed which will look to take Wiltshire CCC to the next level during the next four years.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
<p>Improve the player Experience</p>	<ul style="list-style-type: none"> • Make playing for Wiltshire the priority for every player. • Increase the emphasis placed on the importance of team dynamic in all player selections. • Develop regular opportunities for players to train and socialise together. • Ensure the grounds we play at, and the off field experience, represent a step up from club cricket. • Ensure high quality pitches for all NCCA Cricket. • Focus on providing high quality coaching support on match days, to include coaches, analyst, match day managers, Strength and Conditioning support, and a commentary team.
<p>Clearly define the profile of player that is selected for Wiltshire CCC</p>	<ul style="list-style-type: none"> • Select players who are hungry to play at a higher level. • Select players who have Wiltshire as their priority Cricket. • Identify professionals who as well as their own playing are there to support the development of young players starting their National Counties Cricket careers.
<p>Further develop the link to our Pathway</p>	<ul style="list-style-type: none"> • Identify players to be given opportunities in teams in which there isn't an immediate over reliance on individual performance. • Enhance 2nd XI Cricket to mirror as closely as possible the environment within the 1st XI. • Look at ways to develop the perception of Wiltshire CCC so that it is seen as the pinnacle of Cricket in the county. • Provide playing opportunities within National Counties Cricket for players who are considered to have the potential to go on to First Class County academies.
<p>Pursue excellence</p>	<ul style="list-style-type: none"> • Strive for success on the pitch with ambition to compete at the highest level within the Men's NCCA structure. • Success should not come at the expense of other ambitions and strategic themes.

WHAT WILL SUCCESS LOOK LIKE?

- **DIVISION 1 STATUS IN NCCA CHAMPIONSHIP**
- **REGULAR PROGRESSION TO KNOCKOUT STAGES OF NCCA 50 OVER AND T20 COMPETITIONS**
- **STRONG REPRESENTATION FROM THE PATHWAY**
- **PLAYER PROGRESSION TO FIRST CLASS ADACEMIES**
- **INSPIRED PLAYERS AND SUPPORTERS**
- **WHOLE YEAR ROUND PLAYER SUPPORT**



**TALENT
PATHWAY**

WOMEN'S 1ST XI

WHERE ARE WE NOW?

The Wiltshire Women's 1st XI is currently in a period of exciting transition, as the Women's Domestic competition moves from the previous regionalised structure to a brand-new 3-tier county cricket offering. In 2024, Wiltshire Cricket showcased its ambition for Women's County Cricket by applying for Tier 2 status within the new structure, before all National Counties were placed into the new Tier 3 competition. Wiltshire Cricket remains fully determined, ambitious and committed to providing the highest quality of Women's County Cricket possible, having supported ECB consultations in the development of the Tier 3 structure.

As we look ahead to 2025 and beyond, Wiltshire Cricket is hugely excited about embedding a number of different elements to our County Women's programme, including:

- Winter training provision
- Strength and Conditioning (S and C), and Wellbeing provision
- Strong and growing partnerships with key stakeholders such as Glamorgan CCC as our Tier 1 Academy in our Talent Pathway catchment area
- Establishing partnerships with local partners such as Southern Academy of Sport (S and C provider) and Marlborough College (Facility partner)
- An enhanced match day and player support package

Closely linked to the management of our Women's Pathway is also our Girls Talent Pathway and so a big focus for our Women's 1st XI will be to ensure close alignment in selection and training opportunities to the players involved in our Girls Emerging Player Programme (EPP); a programme introduced in 2024 and co-delivered with our partners at Glamorgan CCC.

WHAT INSIGHT HAVE WE GATHERED?

To support the development of the strategic themes for Wiltshire's Women's 1st XI, focus group sessions with players and coaches were held, as well as one to one conversations with current 1st XI cricketers. As well as developing a series of strategic themes, these sessions also helped to develop a series of team values and behaviours that will run through this strategic cycle:

- Respect → For team-mates and opposition, coaches, supporters and umpires
- Striving to improve → Always looking to improve and take accountability
- Ambition → Looking to get the most out of team environment and match opportunities
- Intent
- Supportive environment and encouraging
- Camaraderie (enjoyment and passion)
- Purposeful practice (train how we want to play)
- Resilience
- Commitment
- Ambition
- Community



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Pursue excellence	<ul style="list-style-type: none"> • Strive for success on the pitch with ambition to compete at the highest level within the Women's Domestic structure.
Deliver personalised Player development programmes	<ul style="list-style-type: none"> • Support individual players to progress through the pathway in to the professional Women's Domestic structure. • Focus on high quality "whole player" development opportunities, recognising that future outcomes and roles within cricket may vary.
Prove high quality training provision	<ul style="list-style-type: none"> • Deliver high quality winter training sessions. • Provide access to sports science, strength and conditioning, athlete education, and tactical mental support for all players.
Use the Women's 1st XI to help raise the profile of the whole Women's and Girls' game	<ul style="list-style-type: none"> • Recognise the role of the Women's 1st XI in developing the wider club game, for example through increasing standards of club competitions in inspiring young cricketers. • Deliver fun and engaging match day experiences, social media content and fan engagement to help drive awareness of, and connect with supporters of Women's Cricket. • Use 1st XI cricketers as broader role models, supporting and attending events throughout the county.
Establish, grow and build strong partnerships	<ul style="list-style-type: none"> • Develop our links with Glamorgan CCC to support with Talent Pathway delivery and player progression opportunities for our 1st XI cricketers. • Continue to build partnerships with local partners such as Marlborough College and Southern Academy of Sport to enhance different elements of our Women's offer. • Foster relationships with current sponsors, and also explore new sponsorship opportunities to help add value to our Women's 1st XI provision.

WHAT WILL SUCCESS LOOK LIKE?

- **DIVISION 1 STATUS IN TIER 3 COMPETITIONS**
- **PLAYER PROGRESSION TO PROFESSIONAL WOMEN'S DOMESTIC STRUCTURE**
- **INSPIRED PLAYERS AND SUPPORTERS**
- **STRONG PARTNERSHIPS**
- **WHOLE YEAR ROUND PLAYER SUPPORT**



**TALENT
PATHWAY**

FACILITIES

WHERE ARE WE NOW?

Wiltshire Cricket supports clubs across the county with facility guidance and support. This includes administering the ECB County Grants Fund through which cricket clubs can access support for projects within the themes of:

- Creating Welcoming Environments
- Enhancing playing or practice facilities
- Tackling Climate change

In addition to the County Grant Fund, we also signpost clubs to other ECB funding opportunities such as the Interest Free Loan scheme, as well as to local funding opportunities such as Area Board community grants or Landfill grants.

Our support for clubs will span the whole project cycle; from concept to completion.

In addition to facility guidance and grant opportunities, Wiltshire Cricket also promotes Pitch Power; a reporting process led by our County Pitch Advisors that provides a rating for a square, and a rating for an outfield with the intention being to identify the measures that may help to take that club's facilities from a "basic" or "unsuitable" rating through to a "good" rating. Working alongside Pitch Power is the ECB Grass Pitch Improvement Fund.

Wiltshire Cricket plays an active role in working alongside other National Governing Bodies, Sport England, our Active Partnership and our Local Authorities in producing Playing Pitch Strategies. In Wiltshire, we have two Playing Pitch strategies; one for Swindon and one for Wiltshire. These strategies identify Cricket's need for investment across a range of projects and look to identify existing and future supply and demand issues; linked closely to Local Authority planning frameworks and projected population growth.

Helping to inform this section of our strategy are some of the themes that emerged from the Wiltshire Cricket Facility Strategy that was produced in 2023. These themes included:

- A lack of playing pitch space in Swindon, with several cricket clubs having to travel outside of the Borough for "home" venues
- A shortage of adequate Indoor Facilities in Wiltshire, particularly to support Talent Pathway Cricket (**only six centres in Wiltshire with four net lanes**)
- Cricket clubs reaching capacity with regards the amount of Cricket they are able to host on their main grounds, creating pressure to find second grounds, many of which don't have the off field facilities to do justice to the cricket being played on the field
- A need to drive awareness of the importance of off field facilities in being welcoming for the whole family, and being appropriate for women and girls
- Increasing difficulty in finding venues to host Talent Pathway Cricket, due to the increased breadth of what Cricket clubs are hosting



WHAT INSIGHT HAVE WE GATHERED?

In preparation for this strategic period, Wiltshire Cricket conducted a club development survey that provided opportunities for clubs to feed back on their biggest challenges and their biggest priorities for the next four years. Within this survey, Wiltshire Cricket was also able to collect valuable data to help inform our strategic planning for the next four years:

In relation to facilities, the following insight has helped inform this section of our strategy:

- **76% of cricket clubs believe that the pavilion / clubhouse at their main ground presents a welcoming environment for the whole family. However, for clubs with a 2nd ground, only 28% of clubs believe that there is a welcoming environment**
- **Clubs have assessed the following as being the most important facility factors for the next four years:**
 - **63% of clubs believe improving pitch quality is important or very important**
 - **61% of clubs believe improving changing rooms to be more female friendly is important or very important**
 - **61% of clubs believe updating or purchasing machinery is an important or very important factor for them**
 - **58% of clubs believe improving practice facilities is important or very important**
- **29% of cricket clubs are unable to provide new playing opportunities, potentially for new groups, because of a lack of available pitch space**
- **39% of clubs find booking indoor facilities for winter training difficult or very difficult**
- **50% of clubs marked the quality of indoor facilities that they use as average or poor**
- **From a list of 10 areas of support that Wiltshire Cricket could offer to cricket clubs, the most popular answer was; "Support to improve facilities at our cricket club"**

With the above insight gathered, together with knowledge from our Facilities Strategy, Wiltshire Cricket has developed a series of strategic themes to guide our facility work over the next four years.



STRATEGIC THEMES FOR 2025 - 2029	KEY ACTIONS
Promote the importance of creating welcoming environments	<ul style="list-style-type: none"> • Ensure alignment of County Grants Fund investment to clubs most deserving of support, i.e. priority given to clubs delivering the widest range of cricket. • Use club forums and club meetings to promote awareness of the importance of welcoming environments. • Ensure significant focus on investment in 2nd ground off field facilities, particularly where those 2nd grounds are hosting women's and girls' or junior cricket.
Deliver innovative education	<ul style="list-style-type: none"> • Consider innovative and engaging workshops around subjects such as hybrid pitches, player education, making pitches last longer. • Develop education to support with increasing capacity of squares. • Create informal and interactive workshops for grounds volunteers throughout all period of the year.
Drive adoption and use of Pitch Power	<ul style="list-style-type: none"> • Use Pitch Power to increase awareness of pitch quality and benchmarking of pitches. • Ensure regular promotion of Pitch Power with an ambition of all affiliated cricket clubs having received a report by the end of 2028.
Support the Talent Pathway	<ul style="list-style-type: none"> • Invest time and resource to identify high quality indoor facilities, and build strong relationships with those facilities. For example, foster and harness relationship with Marlborough College for hosting our pathway and Emerging Player Programmes. • Increase the reward and remuneration for clubs that host talent pathway fixtures. • Use the strategic period to start examining potential options in the county for a Cricket Dome centre of excellence for the county.
Support clubs without their own home ground	<ul style="list-style-type: none"> • Increase time spent with local authorities in Swindon in order to better understand the playing pitch options and required improvements in Swindon. • Conduct analysis of current clubs in Swindon and produce individual action plans for addressing their facility requirements.
Club Support	<ul style="list-style-type: none"> • Noting the importance placed on facility support by cricket clubs, instigate new methods of supporting clubs, including: <ul style="list-style-type: none"> o Dedicated facility webinars for cricket clubs o Increased case studies on local facility projects o Bringing in experts from outside of Wiltshire Cricket to speak or lead sessions on different aspects of facility management

WHAT WILL SUCCESS LOOK LIKE?

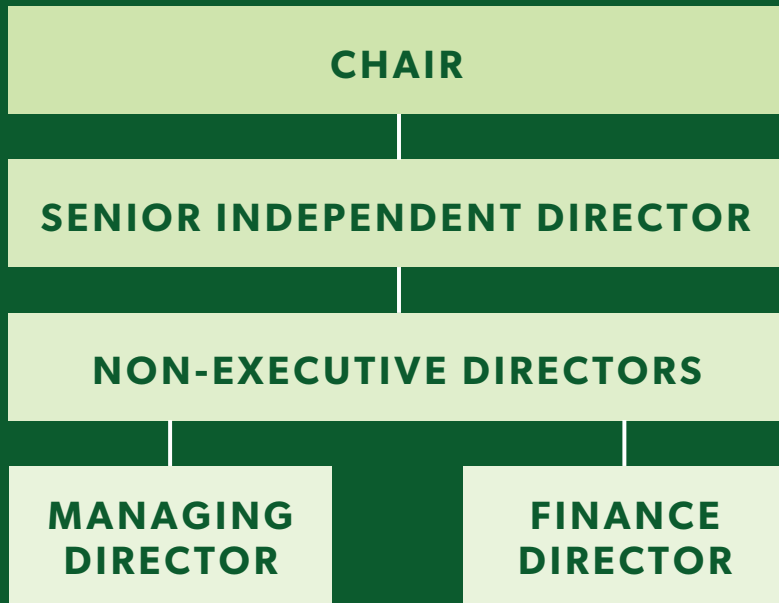
- HIGH QUALITY CLUB SUPPORT
- IMPROVED PLAYER SATISFACTION
- BETTER TALENT PATHWAY FACILITIES
- BETTER UNDERSTANDING OF OUR PITCHES AND FACILITIES



DELIVERING THE STRATEGY

WILTSHIRE CRICKET'S GOVERNANCE

Wiltshire Cricket Limited is a company limited by guarantee.



The Wiltshire Cricket Board of Directors also delegates further responsibilities to a series of Board Leads. These Leads work closely with the Development Team on a) ensuring compliance against relevant ECB CPA standards, and b) providing support and guidance across relevant areas of our work:



Within the remit of Wiltshire Cricket's Board of Directors is ensuring compliance against key standards for Governance, Equity, Diversity and Inclusion (EDI), and Safeguarding. Across this strategic period, Wiltshire Cricket will focus on:

GOVERNANCE:

- By no later than May 2026, gender diversity of our Board to be at least 40% male and 40% female, and representation of different ethnicities on Boards will continue to be representative of the local demographic, subject to a minimum of one person from an ethnically diverse community at all times
- Having appropriate mechanisms in place to support, nurture and develop our people, including (without limitation); HR support, Wellbeing support, learning and development opportunities, and a fair and safer recruitment policy for all future roles
- Ensuring that all instances of alleged discrimination, including the outcomes of any investigation and disciplinary processes undertaken, are reported to the Cricket Regulator. Part of our responsibilities with regards Anti-Discrimination will involve promoting and making accessible local and national methods of reporting discrimination, and being responsible for promoting and driving adoption of the ECB Anti-Discrimination Regulations

EDI:

- Having a Board Director and an Executive Team member with explicit responsibility for EDI
- Developing EDI objectives as part of annual objectives for senior members of staff
- Providing regular EDI education and training for our staff
- Regularly updating and publishing updates in relation to our EDI Action Plan

SAFEGUARDING:

Wiltshire Cricket Limited is committed to safeguarding and protecting children, and young people and adults at risk, to allow them to enjoy the game of cricket. Wiltshire Cricket acknowledges its responsibility to safeguard the welfare of every child, young person and adult at risk, who has been entrusted to its care, and is committed to ensuring that all children, young people and adults at risk participating in cricket activities have a safe and positive experience.

Through this strategic period we will:

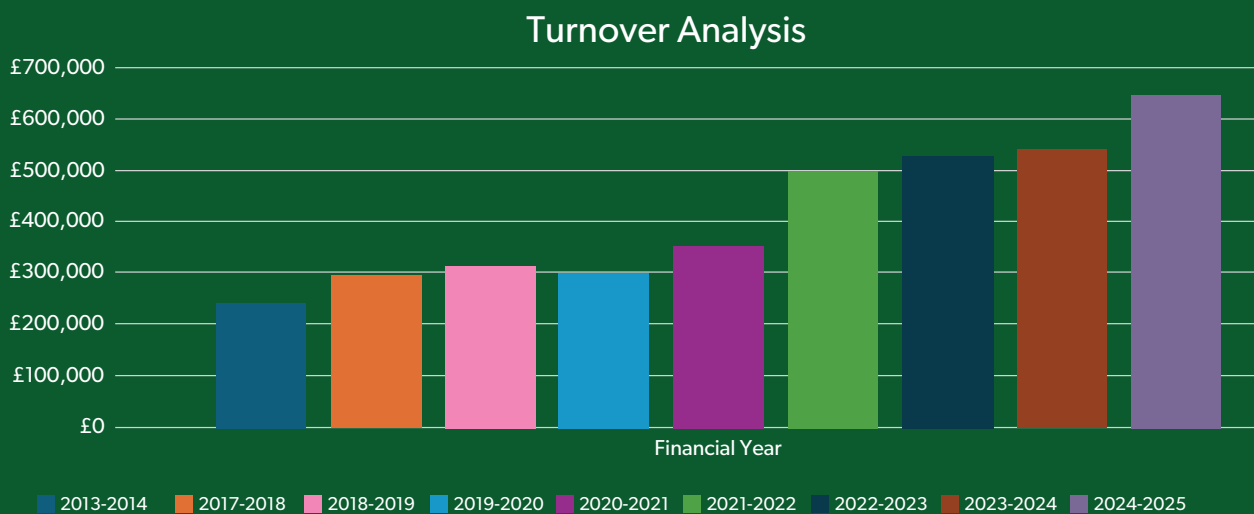
- Continue to adopt and comply with the ECB's "Safe Hands Policy"
- Create an action plan for how we will pro-actively harness a safer culture throughout the organisation
- Continue to have an appropriately skilled County Safeguarding Officer, supported by an appropriately skilled Safeguarding Lead on our Board
- Provide regular and relevant safeguarding training for staff, Board members and coaches working across different parts of the game
- Continue to promote and drive awareness of our Talent Pathway Listening to Children policy, and expand it to include young people and adults across all aspects of the game
- Continue to report safeguarding concerns to the Cricket Regulator Safeguarding Team in line with the Safeguarding Procedures



WILTSHIRE CRICKET'S FINANCES

The strategic period between 2020 and 2024 represented a period of significant growth for Wiltshire Cricket, enabled by increased investment from the ECB, as well as new and continuing relationships with charity partners such as Chance to Shine, Lord's Taverners and the MCC Foundation.

Compared with 2020, Wiltshire Cricket's growth can be evidenced by the increased size of our Development Team, a broader range of work areas, and sharpened focus on the importance of good governance. Our growth can also be evidenced by the following diagram which charts a steady growth in turnover of Wiltshire Cricket over the last twelve years:



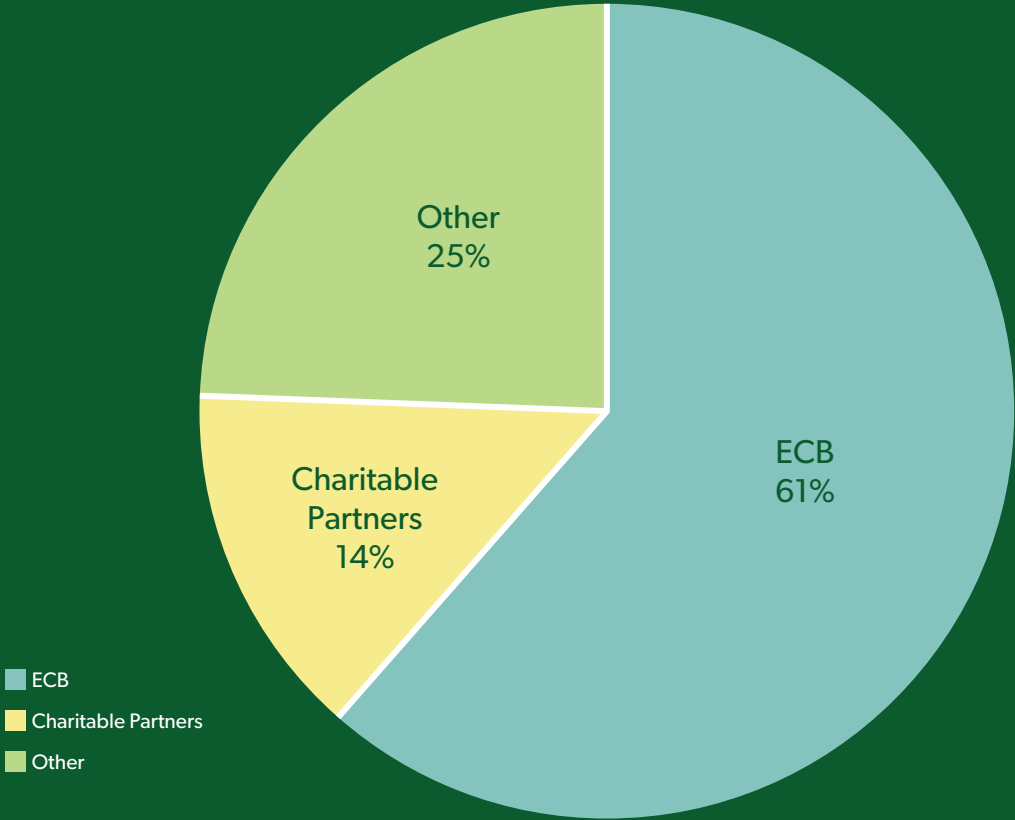
The sharp increase in size and scope of the business between 2020 and 2024 has represented an exciting time for Wiltshire Cricket. However, it has coincided with inflationary pressures brought about by the pandemic and closely followed by the cost of living crisis. These pressures have brought about a heightened awareness of the importance of sound, longer term financial planning, and as such our focus throughout this next strategic period will be around:

- Consolidating and ensuring that our current staffing structure is sustainable
- Ensuring that the work that we deliver is fully aligned to this strategy and to our overarching ambition of making Cricket the most accessible and enjoyed Sport in Wiltshire
- Ensuring that we can mitigate against the continuing inflationary pressures that we will experience across the different programmes that we deliver, for example, facility and workforce costs
- Identifying external funding opportunities and income generation to support expansion in to new work areas and/or to reduce dependence on central funding

As we enter the next strategic period, we are very grateful to be receiving a further increase in our core and strategic funding from ECB, and are excited about continuing our partnerships with Chance to Shine, Lord's Taverners and the MCC Foundation. This will enable us to address continuing inflationary pressures and will help us to achieve a number of the bullet points above. However, as we enter in to the next four year period, we will be working hard to reduce reliance on central funding in order to build up resilience in the organisation from 2029 onwards. This will also involve continually reviewing reserve levels to ensure they are commensurate with perceived business risk.

As we enter in to 2025, our current funding model looks as follows:

Income Analysis





Wiltshire
Cricket



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