



Wiltshire Cricket

# OUR STRATEGY FOR CRICKET

2020 – 2024

Driving Cricket's Future



# INTRODUCTION FROM PETER SYKES

## WILTSHIRE CRICKET LIMITED MANAGING DIRECTOR

Working in Cricket and for the county in which I have lived my whole life is something that I feel incredibly proud of.



Growing up as a club cricketer in Wiltshire I never envisaged having the opportunity to work professionally in the game and so to have now done so for eleven years is something that I feel very privileged about. During those eleven years there have been significant changes to the challenges that face the recreational game; driven in large by an ever changing society, increasing choice for people of all ages as well as the emergence of new ways that people choose to access Sport and leisure opportunities.

In addition to new challenges, recent years have also seen the responsibilities and work areas of a Cricket Board grow enormously. Rightly so, the breadth of our work has increased in an aim to make Cricket a game that provides opportunities for people of all ages, backgrounds and demographics. In addition, the need to look after the core of our game remains and this too has been a big area of work in recent years.

In January 2019 we saw the launch of ECB's strategy; Inspiring Generations. The strategy is ambitious and looks to bring together all parts of the game, from the England Cricket teams, to First Class counties, through to Cricket Boards and National County clubs. The strategy challenges all of those parts of the game to work together towards a common goal of inspiring current and future generations to either continue playing and following the game or to begin an affinity and love for Cricket. Importantly, aligned to ECB's strategy will be significantly increased revenue on the back of the broadcast deal for the new HUNDRED ball competition.

There is huge excitement surrounding Inspiring Generations at a local level because of the importance that it places on the county network in delivering the strategy. Of the 26 strategic activities outlined in Inspiring Generations the majority are to be delivered by counties with increased investment to support this. From a Wiltshire perspective this provides a wonderful opportunity for us to both increase our reach whilst at the same time making the core of our game more sustainable. This will be achieved through creating a structure that properly and proportionately resources the breadth of activities for which we will be responsible and will deliver between 2020 and 2024. However, a structure can only be effective if it has a strategy to guide it and with that in mind I am delighted to launch Wiltshire Cricket's strategy for the next five years; 'Driving Cricket's Future'.

Following the launch of Inspiring Generations, the ECB challenged all counties to produce their own plans for the same strategic period. Within these plans there was an expectation to see ambition, collaboration and a clear link to ECB's aims. Over the past twelve months we have taken on board these guiding principles but at the same time have been very keen to produce a strategy that is both personal to, and representative of, the uniqueness of Wiltshire as a county. In 'Driving Cricket's Future' we believe we have done this. We are also very proud of the organisational structure that will take us forward from 2020 onwards as we see the Cricket Board and the County Club join together under one identity.

The next five years provides a wonderful opportunity for Wiltshire Cricket to create a real legacy for the game in our county. Success in 2024 will be a Sport that is well governed, delivered by a sustainable professional and volunteer network, providing opportunities for Cricket to be enjoyed and experienced by all parts of our community. I look forward to the privilege and responsibility of trying to achieve this.

# WILTSHIRE CRICKET 2020 ONWARDS

Following the release of ECB's Inspiring Generations and its strong emphasis on all organisations working more collaboratively we have embraced this new era for the game to shape what we think the future structure of Wiltshire Cricket should look like.

Historically, Wiltshire Cricket Limited (the Cricket Board) and Wiltshire County Cricket Club (Wiltshire CCC) have worked closely together but have always been independent organisations. However, as we launch this new strategy for the county we are delighted to be doing so as one entity. From 2020 onwards, Wiltshire Cricket Limited will comprise two branches; 1. Cricket in the Community, and 2. Wiltshire CCC Talent Pathway Department

The move towards amalgamating the Cricket Board and the County Club is a momentous one and will bring many benefits. You can read about this new structure and its benefits towards the back of this document on the page entitled 'Delivering the Strategy'. However, the most exciting feature of this strategy is that we present it as a county that is united with all stakeholders aligned to one strategy. Operationally, the work of the Cricket Board will continue under the identity of 'Cricket in the Community' whilst Wiltshire CCC's strong identity and long history will be protected and its profile enhanced. This will be evident through the fact that all of our representative age group cricket will be played under the identity of Wiltshire CCC; thus creating a really strong and connected player pathway from under 10s right the way through to our county 1st XI.

## MESSAGE FROM WILTSHIRE CRICKET'S CHAIRMEN

Following on from our article in the Wiltshire Cricket Strategy Consultation Document we both have had several meetings with both the ECB and the National Counties Cricket Association (NCCA) and are now delighted to be presenting our new strategy for the county.

The key to the strength of our strategy is that both the Board and County Club strongly believe that an amalgamation of the 2 bodies will create a strong and sustainable body which will see cricket in Wiltshire improve and offer more opportunities for everyone in the County through 'Driving Cricket's Future' at all levels. The ECB strapline 'Cricket is a game for me' will also be a term used over and over again.

Another key element is that the ECB are insisting that all cricketing bodies reach certain standards with regard to Governance and reporting. In a county such as ours it makes absolute sense to cut out unnecessary duplication in both delivery and planning. Our new structure gives an opportunity to clearly define people's roles in Wiltshire Cricket; including both paid staff and volunteers. You can read more about this towards the back of this document.

The principle of having 2 departments in Wiltshire Cricket will make it clearer for everyone to see where they fit in. There will be transparency throughout the organisation from top to bottom.

In closing we are both fully committed to implementing the activities in this strategy and look forward to a long and successful period of cricket in Wiltshire.



*Chris Sheppard*



*John Collins*

# PRODUCING THE STRATEGY

In designing this strategy we wanted to achieve the following:

- A Strategy that shows **COLLABORATION** across the county
- A Strategy that is a **UNIFIED** plan for the whole county
- A Strategy that demonstrates the ways of working between all **STAKEHOLDERS** in and across counties
- A Strategy that shows how all elements of **INSPIRING GENERATIONS** are going to be delivered in the county
- A Strategy that shows clear **ACCOUNTABILITY** in the county for all elements of Inspiring Generations



In order to achieve the above, we set out on a comprehensive Strategy and Structure process as follows:

- 1. County wide Stakeholder Meeting**
  - a. To launch Inspiring Generations and to agree the consultation process
- 2. Individual Stakeholder Meetings and Feedback**
  - a. For Stakeholders to provide priorities for their specific areas of the game over the next five years
- 3. County Board Staff and Directors Priorities**
  - a. To collate priorities for the Development team outside of the work of Stakeholder groups
- 4. Production of a Draft Strategy for Consultation**
  - a. To help shape consultation over strategic priorities
  - b. To provide evidence of all Stakeholder priorities and potential areas of work
- 5. Draft Strategy Consultation**
  - a. An online survey for the whole cricket community asking for prioritisation across all areas of Draft Strategy
- 6. Strategy Café**
  - a. A café for clubs, stakeholder groups and partners to provide qualitative feedback on Draft Strategy priorities

***Our thanks to the following Stakeholders for their support during the Consultation process:***

**Wiltshire County Cricket Club (WCCC)**

**Wiltshire County Cricket League (WCCL)**

**Wiltshire Youth Cricket League (WYCL)**

**Wiltshire Association of Cricket Officials (WACO)**

**Wiltshire Cricket Groundsman's Association (WCGA)**

**Wiltshire Seniors**

**Wiltshire-Gloucestershire Talent Pathway Steering Group**

**Wiltshire and Swindon Sport**

**Wiltshire Council Sports Development Team**

We are extremely grateful for all of the input that the above groups have given to the strategy process. When we set out on the strategy journey one of our aims was for the final document to be truly representative of the whole Cricket community in Wiltshire.



# INSPIRING GENERATIONS

An important part of our strategy design has been to show a clear link to ECB's Inspiring Generations Strategy.

The ECB's ambition for 2020 is for a generation to be inspired to say that 'CRICKET IS A GAME FOR ME' and we absolutely support this. Indeed our own headline objectives that have been developed throughout this process all show a link towards Cricket being a game that can be accessed and enjoyed by all parts of the community.

Within this plan we have aligned all of our strategic activities to either a section entitled 'Our core work' or to one of the six pillars of Inspiring Generations as detailed below:



## GROW & NURTURE THE CORE

- Create an Infrastructure Investment Fund for FCCs
- Introduce a new Community Investment Fund for FCCs and CCBs
- Invest in club facilities
- Develop the role of National Counties Cricket (formerly Minor Counties)
- Further invest in county competitions
- Drive governance reform across the whole game



## INSPIRE THROUGH ELITE TEAMS

- Increase investment in the county talent pathway
- Incentivise the counties to develop England players
- Drive the performance system through technology and innovation
- Create heroes and connect them with a new generation of fans



## MAKE CRICKET ACCESSIBLE

- Broaden cricket's appeal through the New Competition
- Create a new digital community for cricket
- Install non-traditional playing facilities in urban areas
- Continue to deliver the South Asian Action Plan
- Launch a new participation product, linked to the New Competition

*A generation inspired to say that...*



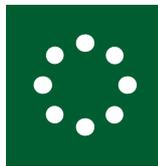
### **ENGAGE CHILDREN & YOUNG PEOPLE**

- Double cricket participation in primary schools
- Deliver a compelling and coordinated recreational playing offer from age five upwards
- Develop our safeguarding to promote safe spaces for children and young people



### **TRANSFORM WOMEN'S & GIRLS' CRICKET**

- Grow the base through participation and facilities investment
- Launch centres of excellence and a new elite domestic structure
- Invest in girls' county age group cricket
- Deliver a girls' secondary school programme



### **SUPPORT OUR COMMUNITIES**

- Double the number of volunteers in the game
- Create a game-wide approach to Trusts and Foundations through the cricket network
- Develop a new wave of officials and community coaches
- Increase participation in disability cricket

**'CRICKET IS A GAME FOR ME'**

# WILTSHIRE CRICKET'S VISION AND HEADLINE OBJECTIVES

## OUR VISION

### **INSPIRING A LIFELONG LOVE & INVOLVEMENT IN CRICKET FOR ALL OF WILTSHIRE**

1.	To improve the cricket <b>experience</b> for players, volunteers and supporters across Wiltshire (29%)
2.	To increase <b>engagement</b> in cricket in Wiltshire (26%)
3.	To improve our understanding, development and utilisation of Wiltshire's <b>volunteer</b> communities (12%)
4.	To enhance how Wiltshire Cricket engages with the <b>community</b> within which it operates (12%)
5.	To build a stronger <b>governance</b> framework to sustain cricket in Wiltshire, now and for the future (11%)
6.	To develop stronger Wiltshire teams in <b>performance</b> cricket at all levels (10%)

The above vision statement and headline objectives were developed through a series of workshops involving the Wiltshire Cricket Development team. With regards the headline objectives, the audience at our Strategy Café (which formed part of our Strategy consultation process) were asked to undertake an exercise to weight the importance of each individual objective. The order in which the objectives appear above is reflective of the importance that the Wiltshire Cricket community placed on each objective, with the percentage figure in brackets showing the percentage preference against each objective. This weighting exercise has provided help to Wiltshire Cricket in understanding where resource should be allocated across this strategy.

# THE STRATEGY

## OUR CORE WORK:

1. Adult Club Cricket
2. Club Support
3. Coaching
4. Workforce

Through analysing the results of our Strategy consultation process we have identified 13 priority areas which have been aligned to ECB's Inspiring Generations as follows:

### GROW AND NURTURE THE CORE:



5. Facilities
6. Governance

### ENGAGE CHILDREN AND YOUNG PEOPLE:



9. Schools
10. Junior Club Cricket
11. Safeguarding

### INSPIRE THROUGH ELITE TEAMS:



7. The Talent Pathway

### TRANSFORM WOMEN AND GIRLS CRICKET:



12. Women and Girls Cricket

### MAKING CRICKET ACCESSIBLE:



8. Marketing and Communications

### SUPPORT OUR COMMUNITIES:



13. Disability Cricket

Throughout the remainder of this document we will take you through each of the above work areas and the specific activities we will deliver between 2020 and 2024. These activities have also been identified through the consultation process we have followed as part of the development of this strategy.



# OUR CORE WORK ADULT CLUB CRICKET



## WHERE ARE WE NOW?

**246** Adult teams played in organised adult competitions in 2019

**4** Major mid week / T20 competitions

**4** Saturday leagues that Wiltshire clubs participate in

**3** Indoor Cricket leagues

## WHAT WILL GOOD LOOK LIKE IN 2024?

Current number of adult teams (246) participating in existing organised adult competitions to be sustained

New participation competitions aligned to the HUNDRED to be launched

An adult cricket competitions steering group to be established; to look at consistent rules, formats, standards and approaches to player behaviour

## ACTIVITIES

Continue to ensure that all senior club competition rules and formats are based on insight from clubs and players

Coordinate Midweek and Sunday Cricket offers to ensure that they have a clear focus in terms of their target audience

Ensure all leagues and competitions have appropriate rules, regulations and processes in place for dealing with poor behaviour

## WHO WILL BE RESPONSIBLE?

WCL – Clubs and Programmes Officer + Leagues

WCL – Clubs and Programmes Officer + Leagues

WCL – Clubs and Programmes Officer + Leagues



# OUR CORE WORK SENIORS CRICKET



Wiltshire Cricket

## WHERE ARE WE NOW?

Approx. **100** playing members in 2019

**1** 60+ team in 2019

**1** 70+ team in 2019

**2** 50+ teams in 2019

## WHAT WILL GOOD LOOK LIKE IN 2024?

2 50+ teams

2 60+ teams

2 70+ teams

1 Seniors Women's team

Increased financial sustainability through higher membership and closer working relationship with Wiltshire Cricket Limited

## ACTIVITIES

Work closely with Wiltshire Seniors to promote the opportunity to players aged 45+ to continue playing Cricket, or to return to Cricket in the Seniors environment

Establish a Wiltshire Seniors Women's team

## WHO WILL BE RESPONSIBLE?

WCL – Clubs and Programmes Officer + Wiltshire Seniors

WCL – Women and Girls Club Development Officer + Wiltshire Seniors



# OUR CORE WORK CLUB SUPPORT



## WHERE ARE WE NOW?

**88** Affiliated Cricket clubs

## WHAT WILL GOOD LOOK LIKE IN 2024?

Current number of affiliated clubs to be sustained

### ACTIVITIES

Employ a Clubs and Programmes Officer with a remit dedicated to supporting cricket clubs and overseeing all club programmes and offers

Develop a culture of effective club development planning and a value recognised in it

Develop a process for identifying at risk clubs and provide pro-active support to such clubs

### WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Clubs and Programmes Officer

WCL Board, WCL Managing Director, WCL Clubs and Programmes Officer



# OUR CORE WORK COACHING

## WHERE ARE WE NOW?

**10** Coaches attended Coach Support worker courses in 2019-2020

**23** Coaches attended Level 2 coaching courses in 2019-2020

**106** Wiltshire coaches members of the ECB CA as at end of 2019

**87** Coaches attended Coach Development Masterclasses with Gloucestershire Cricket in 2019



Wiltshire Cricket

## WHAT WILL GOOD LOOK LIKE IN 2024?

**60** coaches attending ECB Foundation 1 courses annually

**30** coaches attending ECB Foundation 2 courses annually

**250** ECB CA members

**4** Coach Development masterclasses delivered annually

## ACTIVITIES

Deliver ECB Coach Development courses at multiple locations across the county; making courses more accessible for candidates

Move towards ECB Coach Development courses being available 12 months of the year

Deliver ECB Coach Development courses to specific audiences, such as Women's only courses and courses for players leaving the talent pathway programme at age 18

Provide a framework for coaches at all levels on what the outcomes should be for players at all levels of the player pathway and at all ages; i.e. expected outcomes for a club player, district player, county player

Raise the profile and increase promotion of the ECB CA

Continue to deliver and increase attendance at coach development masterclasses delivered by pathway partners; Gloucestershire Cricket

## WHO WILL BE RESPONSIBLE?

WCL Administrator

WCL Administrator

WCL Administrator, WCL Women and Girls Development Officer

WCL Head of Talent Pathway

WCL Clubs and Programmes Officer, WCL Mar/Comms Officer

WCL Head of Talent Pathway

# OUR CORE WORK WORKFORCE VOLUNTEERS

## WHERE ARE WE NOW?

A changing society means **less people are coming forward** for 'committee' roles and more people are doing 'micro volunteering' or 'virtual volunteering'

Many clubs are reliant on a small number of volunteers who are in turn **performing multiple roles**

**Increased red tape** is preventing many from volunteering



Wiltshire Cricket

## WHAT WILL GOOD LOOK LIKE IN 2024?

Adoption of ECB Volunteering strategy

Better utilisation of our ageing population

Cricket clubs, leagues and associations educated around the benefits of micro volunteering and virtual volunteering

Greater sustainability in our clubs through a decreased ratio of roles per volunteer

## ACTIVITIES

Identify training needs of club volunteers and provide county wide club forums and courses to meet those needs

Use volunteering initiatives run by partner or external organisations to promote opportunities in Cricket

Invest in courses to inspire young people to volunteer

## WHO WILL BE RESPONSIBLE?

WCL Clubs and Programmes Officer

County Sports Partnership,  
Local Authorities



# OUR CORE WORK WORKFORCE GROUNDSMEN



## WHERE ARE WE NOW?

**24** Clubs currently hire the Wiltshire Cricket Trailer for end of season renovations

**2** 'In county' workshops were delivered in 2019

An active Grounds Association and Pitch Advisor that meets regularly and provides both reactive assistance and pro-active support in relation to pitch markings, renovations and education

## WHAT WILL GOOD LOOK LIKE IN 2024?

An increased number of clubs using the WCGA Trailer system, giving confidence that more clubs will be conducting end of season renovations

More online information accessible to groundsmen through professionalised website content and regular newsletters

An increased number of clubs attending WCGA events; workshops, AGM, days out

## ACTIVITIES

Play an active role in promoting training opportunities

Continue to offer low cost 'in county' workshops to new and existing, more experienced, groundsmen. Develop and improve the resources and learning materials provided at these workshops

Provide the County Pitch Advisor with access to appropriate training and learning opportunities in order to enhance the effectiveness of their role in supporting clubs

Increase the usage of the County Trailers for end of season renovations

## WHO WILL BE RESPONSIBLE?

WCL, Mar/Comms Officer,  
WCL Administrator

Wiltshire Cricket Grounds Association

WCL Managing Director

Wiltshire Cricket Grounds Association



Picture

# OUR CORE WORK WORKFORCE OFFICIALS



## WHERE ARE WE NOW?

**99** umpires currently members of the ECB ACO

**29** scorers currently members of the ECB ACO

An active ACO committee that works closely with the Wiltshire Cricket League, West of England Premier League, provides education and provides appointments for all Wiltshire representative cricket

## WHAT WILL GOOD LOOK LIKE IN 2024?

Increased engagement of young people in officiating through an annual programme of Cricketeens events

An officiating element embedded in to the delivery of all priority work areas, e.g. Dynamos Cricket, Women's and Girls cricket festivals

200 umpires and 60 scorers to be members of the ECB ACO, meaning more matches in Wiltshire officiated by qualified scorers

## ACTIVITIES

Play an active role in promoting training opportunities

Develop a countywide robust and enduring recruitment campaign to maximise the opportunities available to those that wish to consider officiating cricket; targeted at a range of different audiences

Support Wiltshire Association of Cricket Officials (WACO) with all of its functions and to attend its committee meetings in order to understand where support can be given

## WHO WILL BE RESPONSIBLE?

WCL Mar/Comms Officer, WCL Administrator

Wiltshire Association of Cricket Officials

WCL Managing Director



# OUR CORE WORK WORKFORCE TEACHERS

## WHERE ARE WE NOW?

**275** Teachers trained in 2019

**83** Teachers signed up to school portal in 2018-2019



Wiltshire Cricket

## WHAT WILL GOOD LOOK LIKE IN 2024?

400 teachers being trained annually

200 teachers signing up to school portal annually

## ACTIVITIES

Deliver ECB Cricket for Teachers courses at multiple locations across the county; making courses more accessible for candidates

Increase promotion of the online school portal for teachers and the resources within it

## WHO WILL BE RESPONSIBLE?

WCL Head of Junior Cricket

WCL Head of Junior Cricket



# GROW AND NURTURE THE CORE FACILITIES

## WHERE ARE WE NOW?

The last **County Facilities Strategy** was completed in 2008

There is an **ageing stock of club facilities** across the county that are in need of an upgrade to become more community minded and attractive to the family

There is a need for **investment in indoor facilities** to support with both club training needs and Talent pathway requirements

Swindon has a shortage of **grass pitches** and spaces for **non traditional or urban cricket**



## WHAT WILL GOOD LOOK LIKE IN 2024?

An active and effective County Facilities Strategy

All clubs delivering Women and Girls cricket that are in need of support to have received facility investment from County Grants fund

Recognised indoor centres for talent pathway programmes

New Playing Pitch strategies for Wiltshire Council and Swindon Borough Council

## ACTIVITIES

Produce a County Facilities Strategy that identifies the needs and priorities of cricket clubs across the county

Ensure the new ECB County Grants Fund supports clubs that are delivering against national priority programmes

Invest in clubs that have produced a development plan that articulates the need for investment

Ensure facility investments help to make clubs 'future ready', e.g. investments that are environmentally friendly, digital friendly, relevant to club development plan, relevant to societal changes

Continue to work with Local Authorities on Playing Pitch Strategy Steering Groups to ensure that these are current and updated to reflect changing club priorities

## WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Managing Director, WCL Clubs and Programmes Officer

WCL Clubs and Programmes Officer

WCL Managing Director, WCL Clubs and Programmes Officer

WCL Managing Director, WCL Clubs and Programmes Officer

# GROW AND NURTURE THE CORE GOVERNANCE



## WHERE ARE WE NOW?

Wiltshire Cricket Limited (WCL) consists of **6 Directors**, all male (Wiltshire CCC Committee is also all male)

**Directors include** Chairman, Finance Director, Managing Director and 3 x Non-Executive Directors

WCL currently has **6 members**; all of whom are stakeholder organisations of Wiltshire Cricket)

WCL conducts **bi-monthly** Board meetings

The only sub group of WCL currently is a **Remuneration committee**

## WHAT WILL GOOD LOOK LIKE IN 2024?

An established Wiltshire Cricket Limited Board that meets all ECB governance requirements

Newly produced Articles of Association to reflect the new organisational structure of Wiltshire Cricket

## ACTIVITIES

Wiltshire CCC and Wiltshire Cricket to align to form one organisation, comprising of two branches; 1. Cricket in the Community, 2. Wiltshire CCC Talent Pathway

Restructure the Wiltshire Cricket Limited Board of Directors to ensure the organisation is compliant with ECB Governance requirements

Form a group comprising of representatives from all Wiltshire Cricket Stakeholder groups to ensure that the county works collaboratively towards achieving the strategy aims

Continue to fund a Sponsorship and Fundraising position with the responsibility of securing sponsorship for Wiltshire Cricket activities and areas of work

## WHO WILL BE RESPONSIBLE?

WCL Board, WCL Managing Director

WCL Board

WCL Managing Director

WCL Board

# INSPIRE THROUGH ELITE TEAMS THE TALENT PATHWAY

## WHERE ARE WE NOW?

**166** Representative age group fixtures were played in 2019

**26** Representative age group winter programmes delivered in 2019-2020 (including district and county)

**24** Hours of coaching are received per county age group squad

**15** Players selected for Emerging Player Programme in 2019-2020

Of our 12 county age group squads across girls and boys, **6 have a Level 3 coach**



## WHAT WILL GOOD LOOK LIKE IN 2024?

A fully developed and active Talent Pathway strategy for Wiltshire Cricket

A robust process for identifying talent and selecting players

All county age group squads to be coached by an ECB Level 3 coach

All county age group programmes delivered to ECB minimum quality standards in terms of contact time and summer matchplay programmes

An established and effective Emerging Player Programme that provides players for Gloucestershire Cricket Academy; target minimum 1 per year

## ACTIVITIES

Employ a Head of Talent Pathway to head up the Talent Pathway department of the newly structured organisation

Produce a Talent Pathway document for players and coaches that outlines the values, principles, characteristics and coaching philosophies that start from county under 10s through to the Wiltshire 1st XI

Improve the transparency of how our trials work, including development of a scouting and Talent ID system that is understandable and can be used across the talent pathway

Increase the number of ECB Level 3 coaches working on our winter coaching and summer matchplay programmes

Deliver engagement sessions to support the role of parents in supporting their child's talent pathway journey

Deliver a high quality Emerging Player Programme incorporating all supporting elements such as Strength and Conditioning, Physio access, First Class county alignment and matchplay management

Continue and develop Talent Pathway partnership with Gloucestershire Cricket in order to add value to the whole talent pathway for players and coaches

## WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Head of Talent Pathway

WCL Managing Director, WCL Head of Talent Pathway + Gloucestershire CCC

# INSPIRE THROUGH ELITE TEAMS

## WILTSHIRE CCC & NATIONAL COUNTIES CRICKET

### WHERE ARE WE NOW?

**21** Players used in 1st XI matches in 2019; 17 of which play for a Wiltshire club, 11 of which came through the county age group pathway in Wiltshire

**9** 2nd XI matches in 2019

**9** Players attended 2nd XI winter coaching programme in 2019-2020

**130** Members in 2019



### WHAT WILL GOOD LOOK LIKE IN 2024?

1st XI integrated in to Talent Pathway strategy for Wiltshire Cricket

All 1st XI players playing for Wiltshire clubs or having come through Wiltshire county age group cricket

Increased attendances at Wiltshire CCC 1st XI matches

A minimum of one 1st XI player attending every awards evening and Wiltshire Cricket run club finals days

An annual 2nd XI winter coaching programme consisting of players from Wiltshire clubs and/or players progressing out of county age group pathway

A minimum of 8 annual 2nd XI fixtures

An annual schools day held at a National County fixture

### ACTIVITIES

Integrate consistent values, principles and characteristics in to the 1st XI that are the same as county age group teams

Utilise National Counties matches for school activation activities where possible, thus using the pinnacle of cricket locally as an opportunity to promote the game

Continue to run a county 2nd XI to bridge the gap between county age group and 1st XI Cricket

Use 1st XI players as role models and ambassadors within the county; through attendance at school and club finals days, and awards evenings

Raise the profile of Wiltshire CCC

Increase the number of players representing Wiltshire 1st XI who have come through the Wiltshire county age group pathway

### WHO WILL BE RESPONSIBLE?

WCL Head of Talent Pathway

WCL Head of Junior Cricket

WCL Head of Talent Pathway

WCL Head of Talent Pathway

WCL Mar/Comms Officer

WCL Head of Talent Pathway

# MAKE CRICKET ACCESSIBLE

## MARKETING & COMMUNICATIONS

### WHERE ARE WE NOW?

**1096** Facebook followers

**3759** Twitter followers

**444** Instagram followers

Gloucestershire CCC players and coaches attended **Wiltshire Youth Cricket League awards evening** in 2019

**3** School days were held in 2019, including a dedicated Wiltshire Schools Day at Gloucestershire

**1** Reward and recognition event held at Gloucestershire in 2019

**1** County age group day at a Gloucestershire match held in 2019



### WHAT WILL GOOD LOOK LIKE IN 2024?

**2000** Facebook followers

**7000** Twitter followers

**1000** Instagram followers

A regular programme of newsletters being produced for different stakeholders groups in the county, including the creation of a Wiltshire Cricket database

A comprehensive Digital and Marketing Strategy in place for the county, including a process for using website and social media analytics

All leagues and competitions under the direct auspices of Wiltshire Cricket to be using play-cricket

### ACTIVITIES

Employ a Marketing and Communications Officer for the county with responsibility for raising awareness of all Wiltshire Cricket initiatives, increasing coverage of our activities and acting as an enabler for the other members of the Development team

Produce a Digital and Marketing Strategy for the county

Produce a new County website that is properly resourced and able to be maintained

Increase play-cricket adoption for all leagues and competitions run under the auspices of Wiltshire Cricket Limited

Utilising links with neighbouring First Class counties, organise player appearances at awards evenings or promotional events in Wiltshire

Utilising links with neighbouring First Class counties, organise ticket opportunities at First Class matches for schools days, club days, reward and recognition events, county age group player days

### WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Mar/Comms Officer

WCL Managing Director, WCL Mar/Comms Officer

WCL Managing Director, WCL Clubs and Programmes Officer

WCL Managing Director, WCL Head of Talent Pathway

WCL Managing Director, WCL Head of Talent Pathway

# ENGAGE CHILDREN AND YOUNG PEOPLE SCHOOLS

## WHERE ARE WE NOW?

**1015** Chance to Shine hours delivered in 2018-2019

**275** Teachers trained in 2019

**104** Primary schools received Chance to Shine support in 2018-2019

**280** Teams entered ECB Primary School Kwik Cricket festivals for 2020

**95** Teams entered Secondary School Chance to Compete Girls and Boys competitions during 2019-2020



## WHAT WILL GOOD LOOK LIKE IN 2024?

**75%** of primary schools (approx. 195) accessing at least one of our cricket offers annually

**50%** of primary schools (approx. 130) receiving full Chance to Shine support annually

**300** teams entering Primary school competitions annually

**150** teams entering Secondary School competitions annually

## ACTIVITIES

Increase number of primary schools accessing cricket through our menu of offers which will include; Full Chance to Shine programmes, Cricket Roadshows, ECB Kwik Cricket competitions and Chance to Shine Participation festivals

Improve the communication of exit routes for children who receive cricket in schools, through production of more club promotional material that are available at all contact points we have with a school throughout an academic year

Increase our targeting of schools that have not accessed any of our cricket offers previously

Move towards all of our cricket offers being accessible to schools at any stage of the academic year

Improve sustainability of schools through regular promotion of Teacher portal and through providing regular ECB Cricket for Teachers courses at accessible locations

Increase participation in all of our primary and secondary school competitions; ECB Kwik Cricket, Chance to Compete Girls and Boys Indoor and Outdoor, ESCA and Secondary School County Cup

Use National Counties 1st XI Fixtures and partnership with Gloucestershire to provide school days at high profile games

## WHO WILL BE RESPONSIBLE?

WCL Head of Junior Cricket

WCL Head of Junior Cricket, WCL Community Coach

WCL Head of Junior Cricket, WCL Community Coach

WCL Head of Junior Cricket

WCL Head of Junior Cricket

WCL Head of Junior Cricket

WCL Managing Director, WCL Head of Junior Cricket, WCL Head of Talent Pathway

# ENGAGE CHILDREN AND YOUNG PEOPLE JUNIOR CLUB CRICKET

## WHERE ARE WE NOW?

**88** Teams played in organised junior competitions in 2019

**34** Clubs delivered **All Stars Cricket** in 2019

**1107** Children participated in All Stars Cricket in 2019

**7** Entries to **Vitality U19 T20** in 2019



## WHAT WILL GOOD LOOK LIKE IN 2024?

**40** clubs delivering All Stars Cricket

**30** clubs delivering Dynamos Cricket

**1400** children participating in All Stars Cricket per year

**1000** children participating in Dynamos Cricket per year

A weekly programme of inter club Dynamos Cricket festivals

Wiltshire Youth Cricket League using play-cricket

Current number of junior teams (88) participating in existing organised junior competitions to be sustained

New participation competitions aligned to the HUNDRED to be launched

**15** teams competing in U19 T20 per year

## ACTIVITIES

All clubs with junior sections to run All Stars Cricket as their entry level programme

Drive the promotion and adoption of Dynamos Cricket across all clubs with junior sections

Align the county under 9 festival programme to the Dynamos Cricket format that is played in clubs

Work closely with Wiltshire Youth Cricket League (WYCL) to ensure that their competitions are played to rules and formats that are based on insight from clubs and players

Increase adoption of play-cricket across junior competitions

Provide recommended coaching programmes for junior age groups and expected outcomes at different age groups, and at each level of the player pathway

## WHO WILL BE RESPONSIBLE?

WCL Clubs and Programmes Officer, WCL Community Coach

WCL Clubs and Programmes Officer, WCL Community Coach

WCL Clubs and Programmes Officer, WCL Community Coach

WCL Clubs and Programmes Officer + Wiltshire Youth Cricket League

WCL Managing Director, WCL Clubs and Programmes Officer

WCL Head of Talent Pathway

# ENGAGE CHILDREN AND YOUNG PEOPLE NON TRADITIONAL JUNIOR CRICKET

## WHERE ARE WE NOW?

**30** Participants on Street Cricket programmes in 2018-2019

Lack of available facilities to deliver non traditional cricket programmes



## WHAT WILL GOOD LOOK LIKE IN 2024?

40 participants regularly attending Street Cricket programmes

Investment in to new indoor and outdoor facilities in Swindon from which to run non traditional cricket programmes to have taken place

### ACTIVITIES

Increase participation on Street Cricket programmes in Swindon

Provide dedicated coaching resource in to Swindon to drive recruitment of participants from schools and other community groups

Identify, recruit and train South Asian coaches to deliver on Street Cricket programmes

### WHO WILL BE RESPONSIBLE?

WCL Community Coach, WCL Mar/Comms Officer

WCL Community Coach, WCL Mar/Comms Officer

WCL Community Coach, WCL Mar/Comms Officer



# ENGAGE CHILDREN AND YOUNG PEOPLE SAFEGUARDING

## WHERE ARE WE NOW?

**20** Clubmark accredited clubs

All 49 clubs with teams in Wiltshire County Cricket League had fully complaint Club Welfare Officers in 2019

**1** County Welfare Officer



## WHAT WILL GOOD LOOK LIKE IN 2024?

All clubs with junior sections to be Clubmark accredited

All affiliated clubs to have a fully trained and compliant Club Welfare Officer

A second, deputy, County Welfare Officer appointed

### ACTIVITIES

Renew Job Description of County Welfare Officer in line with ECB expectations

Work towards all clubs running junior sections to have achieved the new ECB Clubmark once launched

Incorporate Safeguarding and Compliance in to Wiltshire Cricket Administrator Job Description

Maintain a database of Club Welfare Officers for all affiliated clubs, ensuring qualifications remain current

Provide formal and informal, bespoke, training for Club Welfare Officers

### WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Managing Director, WCL Clubs and Programmes Officer

WCL Managing Director

WCL Administrator

WCL Administrator

# TRANSFORM WOMEN & GIRLS CRICKET

## WOMEN & GIRLS CRICKET

### WHERE ARE WE NOW?

**20** Clubs currently running some form of Women & Girls cricket within their club

**8** Women's Soft Ball festivals in 2019

**8** Teams in Women's Soft Ball league in 2019

**23.66%** Of All Stars were girls in 2019

**3** Full club development meetings held in 2019



### WHAT WILL GOOD LOOK LIKE IN 2024?

**30** clubs running some form of Women and Girls Cricket

A structured programme of **10** Soft Ball festivals per season; **12** teams per festival

**16** teams competing in Women's Soft Ball League

**12** teams competing in Women's Hard Ball League

**16** teams competing in Women's Indoor League

A structured programme of **6** Girls festivals at Under 9, 11 & 13

**14** teams competing in Girls Hard Ball League

**30** active female qualified coaches

**600** unique participants playing Women's Cricket

**1,000** girls receiving Secondary School Cricket coaching per year

**400** girls participating in All Stars per year

**400** girls participating in Dynamos per year

### ACTIVITIES

Employ a dedicated Women and Girls Development Officer

WCL Managing Director

Develop and increase participation in our Women's competition offers, which will include:

- o Women's Soft Ball Festivals
- o Women's Soft Ball League
- o Women's Hard Ball League
- o Women's Indoor League
- o Women's Club T20

WCL Women and Girls Development Officer

Develop and increase participation in our Girls competition offers, which will include:

- o Under 9 Girls Only Festivals (Dynamos Cricket format)
- o Under 11 Girls Festivals
- o Under 13 Girls Festivals
- o Under 13 Girls Indoor League
- o Under 13 Girls Hard Ball League

WCL Women and Girls Development Officer

Increase proportion of girls participating in national programmes; All Stars and Dynamos

WCL Women and Girls Development Officer, WCL Community Coach

Develop strong and sustainable women and girls sections within clubs

WCL Women and Girls Development Officer

Provide Female only courses to include training on coaching and officiating, with the aim of creating leaders and advocates within their clubs

WCL Women and Girls Development Officer

Ensure Women and Girls Cricket is a big focus in investment of new County Grants Fund; helping to create facilities that are more female friendly

WCL Managing Director, WCL Clubs and Programmes Officer, WCL Women and Girls Development Officer

Deliver a girls only secondary schools programme

WCL Head of Junior Cricket, WCL Women and Girls Development Officer

Develop a strong relationship with, and play an active role on the steering group of, the newly established South West Regional Women's centre

WCL Head of Junior Cricket, WCL Women and Girls Development Officer

Ensure players finishing county girls age group cricket and who do not feed in to the regional academy structure recognise the value in playing within the Wiltshire Cricket club competition offers

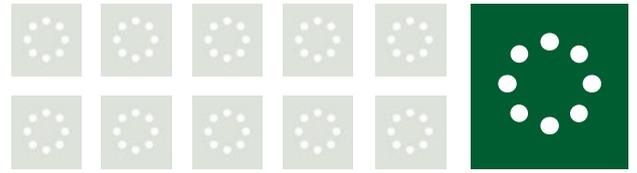
WCL Head of Junior Cricket, WCL Women and Girls Development Officer

# SUPPORT OUR COMMUNITIES DISABILITY CRICKET

## WHERE ARE WE NOW?

**144** Participants in Table Cricket in 2018-2019

**430** Children from SEN schools received cricket coaching in 2019



## WHAT WILL GOOD LOOK LIKE IN 2024?

4 established Super 1s hubs

70 unique participants attending Super 1s programmes

192 Super 1s sessions taking place annually

3 Super 1s competitions taking place annually

1 representative team established

200 unique participants receiving Table Cricket coaching and competition

## ACTIVITIES

Employ a Super 1s Development Officer in partnership with Lord's Taverners

Through the Super 1s programme create disability hubs in Chippenham, Salisbury, Swindon and Trowbridge incorporating both coaching and competition opportunities

Continue to deliver, and increase participation in our Table Cricket Programme

Use Super 1s programme as the catalyst to establish a county representative team; providing training and matchplay programme

Working with partners such as Wiltshire Council and Wiltshire and Swindon Sport, deliver cricket within existing Disability sessions

Provide opportunities for schools to experience both Table Cricket and Super 1s Taster sessions for their pupils

## WHO WILL BE RESPONSIBLE?

WCL Managing Director

WCL Disability Development Officer (Super 1s)

# DELIVERING THE STRATEGY

## ORGANISATIONAL STRUCTURE

WILTSHIRE CRICKET LIMITED BOARD OF DIRECTORS

MANAGING DIRECTOR

CRICKET IN COMMUNITY DEPARTMENT

**CLUBS AND PROGRAMMES  
DEVELOPMENT OFFICER**

HEAD OF  
JUNIOR CRICKET

WOMEN & GIRLS  
DEVELOPMENT OFFICER

COMMUNITY  
COACH/ALL STARS  
CRICKET CHAMPION

DISABILITY  
DEVELOPMENT  
OFFICER (SUPER 1S)

WILTSHIRE CCC TALENT PATHWAY DEPARTMENT  
INC. WILTS 1ST XI COMMITTEE

**HEAD OF TALENT  
PATHWAY**

0.8 ADMINISTRATOR

0.5 MARKETING & COMMS OFFICER

The above structure is an illustration of the coming together of the Cricket Board and the County Club in to one organisational structure, comprising of two branches; 1. Cricket in the Community, 2. Wiltshire CCC Talent Pathway

Of our 13 strategic priority areas they will sit across the two branches as follows:

**Cricket in the Community:**

- Adult Club Cricket
- Club Support
- Coaching
- Workforce
- Facilities
- Schools
- Junior Club Cricket
- Women and Girls Cricket
- Disability Cricket

**Wiltshire CCC**

**Talent Pathway:**  
The Talent Pathway

**Both:**

- Governance
- Marketing and Communications
- Safeguarding



# DELIVERING THE STRATEGY

## THE DEVELOPMENT TEAM

Within the organisational chart the intended workforce and associated job titles are clearly detailed. These can be cross referenced to the 'Who is responsible' sections that have appeared throughout the strategic activities in this document. This will provide all members of the development team with clear accountability for delivering their part of the strategy.

## PRINCIPLES AND BENEFITS TO THE STRUCTURE

ALL OF WILTSHIRE CRICKET ALIGNED TO ONE STRATEGY	TALENT PATHWAY FUNCTIONS AND PARTICIPATION AND GROWTH FUNCTIONS CLEARLY SEPARATED AND DEFINED; PROVIDING PURPOSE TO EACH BRANCH OF WILTSHIRE CRICKET
CLARITY OF ROLES AND RESPONSIBILITIES FOR EMPLOYEES WITHIN THE STRUCTURE, WITH CLEARLY DEFINED LINKS TO THE STRATEGY	WILTSHIRE CCC'S PROFILE ENHANCED WITHIN THE STRUCTURE, AS THE PINNACLE OF THE WHOLE TALENT PATHWAY
SHARED RESOURCES ACROSS BOTH BRANCHES OF WILTSHIRE CRICKET	INCREASED EFFICIENCIES AND ECONOMIES OF SCALE

*An Opportunity to shape the future,  
safeguard the future, unite Wiltshire  
Cricket and grow the game*

# FINANCE AND GOVERNANCE

Sitting behind this ambitious plan is a detailed budget that clearly outlines how our organisational structure and the activities within it will be resourced.

In addition, the successful delivery of this plan will rely very much on the continued collaborative working between our development team and our network of partners, stakeholders and Cricket clubs. The strength of the recreational game always has been, and always will be, reliant on the volunteers that underpin the recreational game.

From a governance point of view, we will work throughout the period of this strategy to meet the governance requirements of ECB, to increase our diversity and to ensure that we are representative of the community that we serve



# CONTRIBUTORS

Thank you to the following groups and organisations who have contributed to this Strategy. These groups have all spent considerable time in considering and putting forward ideas for Wiltshire Cricket's 2020-2024 Strategy, and will play a key role in delivering 'Driving Cricket's Future':

**Wiltshire Cricket Limited  
Development Team**

**Wiltshire County Cricket Club**

**Wiltshire County Cricket League**

**Wiltshire Youth Cricket League**

**Wiltshire Cricket Groundsman's  
Association**

**Wiltshire Association of Cricket Officials**

**Wiltshire Seniors**

**Wiltshire Talent Pathway Steering Group**

 **Hand & Millar**  
Management Consulting LLP

We would also like to thank Hand and Millar Consulting LLP who supported Wiltshire Cricket Limited in developing the material in this document. Hand and Millar also facilitated our Vision workshop, Headline Objectives workshop and Strategy Cafe

[www.handmillarconsulting.co.uk](http://www.handmillarconsulting.co.uk)



Wiltshire  
Cricket



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