



Wiltshire
Cricket

Wiltshire Cricket Limited

Action Plan 2014



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Introduction

In 2013 County Cricket Boards across England and Wales entered in to a new Memorandum of Understanding (MoU) with the ECB. This MoU sets out the framework for the funding of recreational cricket in England and Wales between 2013 and 2017.

The MoU requires that County Cricket Boards complete three documents in order to be deemed 'Ready to Invest':

- An agreed Outcomes framework
- A robust self-assessment process based around the High Performing Cricket Board characteristics
- An Insight led Action Plan

Within the funding released to County Cricket Boards through the MoU there are ring fenced amounts to be spent on:

- Player retention
- Disability participation

These requirements stem from the fact that the MoU funding consists of the funding provided to ECB by Sport England through its Whole Sport Plan. The Sport England funding is integrated in to the MoU so that all funding to the recreational game is incorporated in to one framework. However, as a major funder, the ECB and County Cricket Boards need to be able to account for Sport England's investment and within the current Whole Sport Plan, Sport England's priority areas are player retention and disability participation. With this in mind it is essential that Wiltshire Cricket's Action Plan contains dedicated sections focusing on these two areas.

Within the MoU there is a common reference to the County network being jointly responsible for the delivery of all actions and requirements as outlined in the MoU. This County network consists of:

- The County Cricket Board
- The Minor County Cricket Club
- ECB Accredited Premier Leagues

With the above in mind, Wiltshire Cricket Limited has engaged closely with Wiltshire CCC and the West of England Premier League (WEPL) in the production of the Outcomes framework and has involved both organisations in the self-assessment process that has informed the Action Plan in this paper.



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Outcomes Framework

The Outcomes framework (see [appendix 1 – Wiltshire Outcomes](#)) was produced in March 2013 with the purpose being to outline exactly what it is that Wiltshire Cricket is here to do at a headline level.

How has the Outcomes framework been used?

Having produced the Outcomes framework, the key question that arose was;

Is our structure and our budget aligned to achieving all of our outcomes? Are we investing too much time and/or finance towards certain outcomes?

The answer to this question was no and so as a result the WCL structure was reviewed during 2013 which resulted in recruitment of new professional and volunteer officers as well as the changing of job descriptions for existing members of staff. This process was completed in November 2013 (see [appendix 2 – WCL Organisational Structure – November 2013](#))

What have our Outcomes shown us?

1. We believe we should be the first port of call for anyone wishing to access the game
2. A big role is catering for people at all levels of the game
3. Players need to be central to all that we do
4. Teams are found in all aspects of the game and we want to support them in achieving what is success to them
5. Clubs are the lifeblood of the game and the future of the game

How have our Outcomes influenced our structure?

We recognised that:

- Our current structure was not geared up to achieving all of our outcomes
- Our structure also didn't reflect the new funding conditions/opportunities that were attached to us
- Without support we would not achieve our outcomes or be efficient in what we do

How will the Outcomes Framework be used?

- To check and challenge decision making
- To review investment and expenditure

In the production of our Action Plan it has been essential to consider our Outcomes framework in order to ensure that our Outcomes are aligned to each of our improvement actions.



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Self-Assessment

For Wiltshire Cricket the purposes of conducting a robust self-assessment were as follows:

- To benchmark ourselves against our Outcomes
- To assess the overall performance of Wiltshire Cricket against the characteristics of a High Performing Cricket Board document
- To identify improvement actions to be included within this Action Plan

Self-assessment processes

The following methods of self-assessment were used to help support achieving the above bullet points:

- A self-assessment measurement tool was completed by each of the WCL Directors to measure Wiltshire Cricket against the characteristics of a High Performing Cricket Board
- A survey based around the characteristics of a High Performing Cricket Board was sent out to key stakeholders around the county including; affiliated clubs, local partners and associations of Wiltshire Cricket

Characteristics of a High Performing Cricket Board

According to the ECB there are 8 characteristics of a High Performing Cricket Board. These can be viewed in detail (see [appendix 3 – High Performing Characteristics](#)).

Self-assessment results

Throughout this paper you will see where self-assessment results have had an impact on the improvement actions that have been identified for Wiltshire Cricket. However, to review the self-assessment results in full detail see;

[Appendix 4 – WCL Internal self-assessment results 2013](#)

[Appendix 5 – WCL High Performing Cricket Board Survey Results \(External self-assessment results\)](#)



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Insight Led Action Plan

Having produced the Outcomes framework and gone through a robust process of self-assessment Wiltshire Cricket has been able to identify the improvement actions that have formed the basis of the 2014 Action Plan. During 2013 County Cricket Boards were supported in understanding the benefits of using insight in order to inform planning and decision making. Therefore, all the actions that have been identified within this plan are based upon insight acquired through a variety of different means.

What insight has been used to support the production of this Action Plan?

- ECB National Cricket Playing Survey results ([see appendix 6 – Wiltshire Player Survey Results](#))
- Internal and external self-assessment results
- Feedback from Wiltshire Cricket Club Forums

What other considerations have there been when producing this Action Plan?

In producing this Action Plan it was essential to incorporate specific plans for the MoU ring fenced areas, namely:

- Player retention
- Disability participation

Points to note

It is important to recognise that this Action Plan focuses on the Improvement actions that have been identified through the means listed above. The core programmes and services that are delivered by Wiltshire Cricket Limited may not be covered within this paper but will still continue to be delivered as normal. The focus of this Action Plan is to identify new programmes or improvements to existing programmes or services which will support Wiltshire Cricket in improving as an organisation.

How does this Action Plan work?

On the following pages you will see the improvement actions that have been identified for Wiltshire Cricket for 2014. Against each action you will be given the reason why it has been identified as an action and how it relates back to the Wiltshire Cricket Outcomes framework.



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Wiltshire Cricket Action Plan 2014

1. Player retention
2. Disability Cricket
3. Governance and high performing characteristics
4. Local priorities



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Player Retention

ACTION – Review of local league structures

Why? – Results from the ECB National Cricket Playing Survey identified that start times, travel time, length of matches and quality of opposition are all important factors in retaining and attracting players to Cricket

Outcomes (see appendix 1):

- ‘Increase participation by recruiting and retaining players’

ACTION – Provide social cricket concepts to clubs

Why? – The ECB National Cricket Playing Survey identified that there are different types of players within the Cricket market; Core, Occasional and Cameo cricketers. Discussions at the Wiltshire Cricket Club Forum (November 2013) identified that Occasional and cameo cricketers are not available to play regular league cricket for reasons such as time, family and work pressures. Discussions also identified that friendly or social cricket with shorter formats based on participation rather than performance would be a good way to increase participation amongst the occasional and cameo markets. A further incentive for clubs to deliver social cricket concepts is because they can act as fundraising opportunities.

Outcomes:

- ‘Increase participation by recruiting and retaining players’
- ‘Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability’
- ‘Sustain a well resourced network of clubs’

ACTION – Develop local competition – Wiltshire Wallop

Why? – There is currently no competition within Wiltshire that is purely county based. League structures see Wiltshire clubs split between playing in a structure that feeds in to WEPL (Wiltshire, Gloucestershire and Somerset) and SPL (Wiltshire, Hampshire). Therefore, the Wiltshire Wallop acts as a showcase 20 over competition that can be accessed by all Wiltshire clubs. By being county based it helps to reduce travel time, an important factor within the Playing survey results, and it also provides a competitive competition for core cricketers, 94% of whom rated challenging opposition as an important factor in achieving high satisfaction levels from the game of cricket

Outcomes:

- ‘Increase participation by recruiting and retaining players’
- Create successful representative and club teams;



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Player Retention

ACTION – Work based cricket

Why? – 28% of cricketers between 26-44 years old that have left the game of Cricket cited work as a reason for doing so. This statistic is quite a bit higher than the national average. With large commercial areas in Wiltshire, particularly in Swindon, there is the opportunity to promote forms of Cricket that can be played within the workplace during lunch hours and twilight sessions

Outcomes:

- 'Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability'
- Increase participation by recruiting and retaining players

ACTION – Under 18 coaching and competition

Why? – The ECB National Playing Survey indicates that of players that have left the game of cricket, 87% of 14-25 year olds would return to cricket if the right format was provided. To support this, feedback from the Wiltshire Club Forum indicates that the current jump from under 15 junior cricket to adult cricket is sometimes off putting for junior players. In 2013 the Wiltshire Youth League began an under 18 competition. There is scope for this to grow and for Wiltshire Cricket to provide coaching opportunities for the under 18 market as many clubs currently do not offer coaching for anything above under 15.

Outcomes:

- 'Increase participation by recruiting and retaining players'
- 'Develop players, officials and volunteers to allow them to achieve their full potential'
- 'Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability'

ACTION – Super 3s Girls Cricket

Why? – The Playing survey indicates that Cricket is still a male dominated Sport with the overall cricket population consisting of 93% male, 7% female. It is therefore Wiltshire Cricket's intention to address this difference by continuing to provide opportunities for women and girls to access the game of cricket. The Super 3s initiative provides a participation opportunity for women who are not associated with clubs but who would like to receive some cricket and matchplay opportunity.

Outcomes:

- 'Increase participation by recruiting and retaining players'
- 'Develop players, officials and volunteers to allow them to achieve their full potential'
- 'Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability'



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Disability Cricket

Disability Cricket is in its infancy in Wiltshire and so 2014 will focus on developing a network to deliver disability cricket and introducing disability cricket formats to schools and community groups.

Initial Actions

- Delivery of schools coaching programme within Wiltshire Special schools
- Delivery of coaching programme in further education centres
- Delivery of Adult community sessions within day centres and residential homes
- Identification of four hub clubs for Disability Cricket
- Training for club and Cricket Board coaches working on behalf of Disability Cricket
- Promotion of Disability Cricket at County Board led events
- Engage with local networks regarding involvement with Rising Stars programme and Aiming High
- Establish a steering group for Disability Cricket

Wiltshire Cricket has produced a more detailed plan for Disability Cricket which outlines the planned activity and outcomes in greater detail. This can be viewed in appendix 8 – Wiltshire Cricket Disability Cricket Action Plan 2014

Why? – Disability Cricket is the one area of the game in which there is currently no activity in Wiltshire. Our outcomes have a focus around providing opportunity for all and at all levels and Disability Cricket is also a focus within our MoU.

Outcomes:

- 'Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability
- 'Develop players, officials and volunteers to allow them to achieve their potential'
- 'Increase participation by recruiting and retaining players'



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Governance and High Performing Characteristics

Findings from Internal self-assessment:

ACTION – Risk management

Why? – According to results from the internal self-assessment carried out by the WCL Directors (see appendix 4) reviewing business risks and having effective risk management processes in place is an area that Wiltshire Cricket Limited needs to focus on. WCL is currently very reliant on external funding and does not currently conduct any risk assessment before embarking on the planning and/or delivery of new programmes.

ACTION – Financial Controls

Why? – Within the internal self-assessment one WCL Director identified discharging financial responsibilities as an area requiring significant attention. Whilst the organisation currently complies with all financial responsibilities there is a need to place greater focus on long term financial planning and more time should be spent in identifying the most cost effective methods of delivering different programmes or services. There is also scope to investigate increased economies of scale by working more closely with local partners and other members of the county network.

ACTION – Business Continuity Management

Why? – The Board does not currently have any Business continuity plans in place. This was identified as a low scoring area within the internal self-assessment

ACTION – Succession Planning

Why? – Succession planning for key individuals was recognised within the internal self-assessment as an area that could be improved upon. Wiltshire Cricket Limited has done some limited work in sharing key information amongst WCL members of staff which would be relevant in the event of a staff absence or departure. However, the process of succession planning does require increased attention.

ACTION – Security (of data, assets, people)

Why? – During 2013 as part of the information that was shared from the ECB National Cricket Playing Survey each County Cricket Board was given training around the subject of data protection. Reviewing data storing processes to protect staff and the organisation is an important piece of work to address during 2014. In terms of assets, the WCL Board of Directors have collectively identified the need to review the security of the assets of Wiltshire Cricket



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Governance and High Performing Characteristics

Findings from High Performing Cricket Board survey (external self-assessment):

ACTION – Communication processes

Why? – On a scale of 1-4 with 4 being the best, 1 being the worst, 40% of stakeholders that completed the WCL High Performing Cricket Board survey marked the organisation as 2 or below in terms of how decisions are recorded and communicated. As a result Wiltshire Cricket Limited will continue to look at improved ways of communicating with its customers. Towards the end of 2013 communications officers were put in place to support written media, radio coverage and social media coverage. In 2014, Wiltshire Cricket will be looking to expand this to include more visual communication methods with its customers.

ACTION – Decision making processes

Why? – On a scale of 1-4 with 4 being the best, 1 being the worst, 40% of stakeholders marked the organisation as a 2 or below for how they are consulted with and informed regarding decisions. Therefore, 2014 will see an increased focus on involving wider groups in decision making and will also look at more robust and transparent methods for reaching decisions.

ACTION – Planning processes

Why? – 36% of stakeholders rated Wiltshire Cricket as satisfactory when seeking advice in the planning and delivery of programmes of work. Similarly to decision making processes above, steering groups to support planning will be established. In addition, self-assessment and insight will be introduced as the methods for acquiring feedback across all programmes of work.

Outcomes:

The actions within this section do not link directly in to any of the specific outcomes within the Outcomes framework. However, striving for excellence within each of the actions above will help to create excellence across everything that Wiltshire Cricket does, thus contributing to the successful delivery of all outcomes.



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Local priorities

ACTION – Delivery of Wiltshire Cricket’s Secondary School Offer

Why? – Aside from the ECB, the next largest funder into County Cricket Boards is the Cricket Foundation via its Chance to Shine initiative. Through the Whole Sport Plan Sport England has provided the Cricket Foundation with funding to support the development of secondary school Cricket. During 2013 each County Cricket Board produced a Secondary School offer to effectively utilise the funding provided to the Cricket Foundation via Sport England. In Wiltshire, a community coach has been employed to produce bespoke plans for each secondary school and to deliver those plans throughout the county, using what is available through Wiltshire’s secondary school offer as the mechanism (see appendix 7 – Wiltshire Cricket School Offer 2013-2014). An important role within the work with secondary schools is also to facilitate links with local cricket clubs. Results from the ECB National Cricket Playing survey showed that 65% of school age cricketers are not aware of any link between local clubs and their school. Also, 41% of players who only play for their school team would like to continue playing when they leave but don’t know how.

Outcomes:

- ‘Promote opportunity by providing access to all aspects of cricket, irrespective of age, gender, race or ability’
- Increase participation by recruiting and retaining players’
- ‘Sustain a well resourced network of clubs’
- ‘Attracting people to participate in Sport with cricket as a sport of choice’



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Delivering the Action Plan

Having spent time to acquire insight and produce the Action Plan the next stage is to Deliver! In order to deliver successfully Wiltshire Cricket Limited recognises the importance of the following:

- Engaging closely with clubs as the key deliverer and advocate for what Wiltshire Cricket is trying to do
- Looking strategically at where facility investment should be made
- Putting in place measure against each of Wiltshire Cricket's outcomes
- Conducting reviews and self-assessment against all of the actions in order to assess impact and to strive for continuous improvement
- Sharing responsibility and accountability for the delivery of this Action Plan

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