



# INSPIRING GENERATIONS

**OUR 2020-24**  
STRATEGY FOR CRICKET  
SUMMARY DOCUMENT

# OUR STRATEGY TO INSPIRE GENERATIONS

Cricket in England and Wales has seen strong growth since the launch of the strategic framework for the game – ‘Cricket Unleashed’ – in 2015.

‘Inspiring Generations’ builds on the strong foundations laid by ‘Cricket Unleashed’, and this document lays out the strategy to grow cricket in England and Wales between 2020-24.

At the heart of this strategy is a single unifying purpose, which gets to the core of what the game can do for society both on and off the field. This is coupled with an ambition for what success looks like by the end of this strategic period to ensure that our game is in an even stronger position than it is today.

## OUR PURPOSE:

**WE CONNECT COMMUNITIES AND IMPROVE LIVES BY INSPIRING PEOPLE TO DISCOVER AND SHARE THEIR PASSION FOR CRICKET**

Cricket is a special game. Fast and slow. Long and short. An art and a science. A test of body and mind. A team game, where individuals perform. It is a simple game, with layers of complexity.

And whilst it is just a game, it is also so much more than that.

It has respect, resilience and leadership at its heart, allowing the game to transcend age, gender, race and ability. It connects communities and improves lives by bringing people together, and binds them through a shared passion for cricket. It delivers profound mental, physical and cultural benefits and can help to positively shape the individuals, communities and societies involved.

It allows everyone to discover their own unique passion for the game – the moments and memories that are passed on for generations.

It is these qualities that we want to harness. We will ensure cricket’s purpose is at the heart of all of our decision-making so that the game itself can thrive, whilst also driving positive social change.

Girls and boys, women and men, young and old, in the inner cities and beyond the suburbs; cricket is a game that belongs to us all. We will work as one game to take cricket forward, unified by this belief.

**OUR 2024 AMBITION:  
A GENERATION INSPIRED  
TO SAY THAT  
‘CRICKET IS A GAME FOR ME’**

Our single biggest challenge during this period is to inspire a new generation to believe that ‘cricket is a game for me’. We want to encourage more young people to form a lifelong relationship with cricket from an early age, to be passionate about the game throughout their lives, and to pass this passion on for generations to come.

Beyond just a new generation, we want people and communities to be united by the feeling that cricket is a game for them. This transcends simply participating, volunteering, following or attending, and gets to the heart of how people perceive cricket – as a game that has something to offer everyone.

We will deliver on cricket’s purpose and ambition through six priorities:



## GROW AND NURTURE THE CORE

Ensure that there is a thriving county network at the heart of the domestic game



## INSPIRE THROUGH ELITE TEAMS

Create and celebrate the heroes at the pinnacle of the elite game



## MAKE CRICKET ACCESSIBLE

Give more people the opportunity to engage with cricket more often



## ENGAGE CHILDREN AND YOUNG PEOPLE

Inspire a new generation of players and fans to develop a love for cricket



## TRANSFORM WOMEN’S AND GIRLS’ CRICKET

Drive cricket’s progress to becoming a truly gender-neutral sport



## SUPPORT OUR COMMUNITIES

Use our purpose to connect communities and improve lives more broadly across society

**Underpinning the six priorities will be measures taken to secure the long-term sustainability of the game. The global and domestic sports market is dynamic and ever-changing, so we must ensure that cricket in England and Wales has strong structures and robust finances both now and in the future.**



## WHAT WE DID

In designing this strategy for the whole game in England and Wales, we embarked on extensive research across four areas that directly impact cricket:

- **Societal trends** including changes in our communities, new technologies and shifting consumer habits
- **Global sporting trends** that characterise the role sport plays in our world
- **Global and domestic cricket trends** that illustrate the way our game is changing
- **Conversation and debate with people in the game across England and Wales**, from County Chairmen and CEOs, to the volunteers who make cricket happen

# 156

meetings with County Chairmen and CEOs

# 400

people from the cricket family engaged during eight regional workshops

# 100k+

current and potential cricket fans engaged through surveys and focus groups

# 100s of millions

data points analysed

Through this extensive research, six key opportunities emerged for cricket's priorities. If we can take advantage of these opportunities by meeting the biggest challenges we face during the course of this strategy, then we will deliver on our ambition to inspire a generation to say **'cricket is a game for me'**.

## WHAT WE FOUND

### The Insight



#### GROW AND NURTURE THE CORE

The 39 cricket clubs and boards are the primary delivery partners for cricket, covering both the professional and recreational game.

The geographic spread and local knowledge of these delivery partners gives us a great opportunity to inspire a passion for cricket across the length and breadth of England and Wales.

### The Opportunity

Sustain and grow the role of a thriving county and club cricket network



#### INSPIRE THROUGH ELITE TEAMS

Young people are inspired by individual heroes performing and entertaining at the highest level. Cricket's heroes have a unique platform to inspire generations, both at a local level and on the international stage.

Developing more winning teams and connecting heroes with fans will inspire more people to say that 'cricket is a game for me'.

Maximise the impact of winning elite teams across the whole game



#### MAKE CRICKET ACCESSIBLE

Whilst a popular sport, cricket appeals to a narrow demographic of our increasingly urban, modern and diverse society. We must do more to encourage a broader cross-section of people to engage with cricket, and make it more accessible for those who already do.

A shifting digital and media landscape – characterised by changes in global media markets and the prominence of social media – provides fresh opportunities to engage in different ways with new and existing audiences. Cricket must embrace new opportunities to connect with players and fans.

Broaden the demographic of cricket's player and follower base

Grow cricket's digital presence to engage with more players and fans



#### ENGAGE CHILDREN AND YOUNG PEOPLE

Not enough young people are given the opportunity to create an affinity with cricket during their childhood. Whilst 1.2m children are playing cricket, many of these do so just once or twice a year, and there are even fewer young fans of the sport.

Young people have different expectations, and cricket must do more to build a sustainable relationship with those under the age of 16, starting with play.

Encourage more young people to engage with cricket on a regular basis



#### TRANSFORM WOMEN'S AND GIRLS' CRICKET

51% of the population is female, but women and girls are under-represented at every level of cricket.

Changing this is the game's biggest growth opportunity, as has been shown through the increasing numbers of women and girls playing recreationally, and the growing profile of the elite women's game.

Increase the representation of women at every level of cricket



#### SUPPORT OUR COMMUNITIES

81% of 16-30 year olds believe a successful business needs to have a genuine purpose that benefits society.

Cricket has a unique opportunity to use its purpose of connecting communities and improving lives to make a positive difference in our modern and diverse society.

Develop cricket's role as a vehicle for delivering positive social impact

# THE STRATEGY

## OUR PURPOSE







**We connect communities and improve lives by inspiring people to discover and share their passion for cricket**

## OUR 2024 AMBITION

**A generation inspired to say that 'CRICKET IS A GAME FOR ME'**



## 2020-24 PRIORITIES AND ACTIVITIES

 <b>GROW AND NURTURE THE CORE</b>	 <b>INSPIRE THROUGH ELITE TEAMS</b>	 <b>MAKE CRICKET ACCESSIBLE</b>	 <b>ENGAGE CHILDREN AND YOUNG PEOPLE</b>	 <b>TRANSFORM WOMEN'S AND GIRLS' CRICKET</b>	 <b>SUPPORT OUR COMMUNITIES</b>
<ul style="list-style-type: none"> <li>• Create an Infrastructure Investment Fund for FCCs</li> <li>• Introduce a new Community Investment Fund for FCCs and CCBs</li> <li>• Invest in club facilities</li> <li>• Develop the role of National Counties Cricket (formerly Minor Counties)</li> <li>• Further invest in county competitions</li> <li>• Drive governance reform across the whole game</li> </ul>	<ul style="list-style-type: none"> <li>• Increase investment in the county talent pathway</li> <li>• Incentivise the counties to develop England players</li> <li>• Drive the performance system through technology and innovation</li> <li>• Create heroes and connect them with a new generation of fans</li> </ul>	<ul style="list-style-type: none"> <li>• Broaden cricket's appeal through the New Competition</li> <li>• Create a new digital community for cricket</li> <li>• Install non-traditional playing facilities in urban areas</li> <li>• Continue to deliver the South Asian Action Plan</li> <li>• Launch a new participation product, linked to the New Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Double cricket participation in primary schools</li> <li>• Deliver a compelling and coordinated recreational playing offer from age five upwards</li> <li>• Develop our safeguarding to promote safe spaces for children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Grow the base through participation and facilities investment</li> <li>• Launch centres of excellence and a new elite domestic structure</li> <li>• Invest in girls' county age group cricket</li> <li>• Deliver a girls' secondary school programme</li> </ul>	<ul style="list-style-type: none"> <li>• Double the number of volunteers in the game</li> <li>• Create a game-wide approach to Trusts and Foundations through the cricket network</li> <li>• Develop a new wave of officials and community coaches</li> <li>• Increase participation in disability cricket</li> </ul>

## SUSTAINABILITY

BUILD RESERVES	COMMERCIALISE THE STRATEGY	REVIEW AND CHALLENGE THE GAME'S COST-BASE	INTRODUCE A GAME-WIDE LEADERSHIP PROGRAMME
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## GROW AND NURTURE THE CORE

### We will ensure that there is a thriving county network at the heart of the domestic game

The county network is the bedrock of cricket in England and Wales. It provides the foundations for progressing the game at every level, from children picking up a bat and ball for the first time at their local club, to future England heroes developing their skills in elite domestic competitions. To ensure there is a thriving county network at the heart of the domestic game we will invest in protecting and enhancing the strengths of the county system for generations of players, staff, members and fans, now and in the future.

As part of the renewed County Partnership Agreement between ECB and the cricket network, there will be at least £450m of direct funding to the network guaranteed for the full five-year period.

#### We will:

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

#### This means:

Investment into FCC venue infrastructure will ensure that cricket players and fans have a great experience

Investment into community-based initiatives designed by ECB members will enhance and grow cricket's relevance locally

Improvements in club facilities will enhance the experience for players and families at recreational cricket clubs

Support will be provided to ensure that players across England and Wales have an equal opportunity to develop, regardless of location

The primacy of existing First Class competitions will continue to be championed and rewarded

Cricket organisations will become more representative of the communities they serve



## INSPIRE THROUGH ELITE TEAMS

### We will create and celebrate the heroes at the pinnacle of the elite game

Grassroots and the elite game go hand-in-hand; every county and England player begins their journey on a local pitch. In turn, as the highest profile ambassadors for the sport, elite teams and players have a unique platform to set the standard that engages and inspires both on and off the field. On the field, we will invest in the talent development systems that drive high performance and produce winning performances across county and England teams. Off the field, the next generation of players will be inspired by the heroes of today. We will do more to connect young people to the stars across Men's, Women's and Disability cricket who perform and triumph on cricket's biggest domestic and international stages.

#### We will:

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

#### This means:

The performance system will be a consistently high standard across the domestic game, giving more players the opportunity to develop their talent

Counties will be rewarded for fielding more England-qualified players in domestic professional competitions

Performance will be lifted through new technologies which enhance player development and improve selection decision-making

Heroes will be given the best platform to develop their talent, and a new generation of fans will be inspired by the performances of these heroes on and off the field



# MAKE CRICKET ACCESSIBLE

## We will give more people the opportunity to engage with cricket more often

Cricket is a sport with a significant presence in England and Wales, with over 10m followers and 2.5m players, and the game is fortunate to have a loyal fanbase who watch all forms of cricket. These fans tend to be older than the global average, and are more likely to be an affluent white male than they are to represent any other demographic group. We want to broaden this loyal base to make cricket more representative of our modern and diverse society. We want to encourage a broader cross-section of our population to discover and share their passion for cricket by making playing and following the game more accessible, so that more people are inspired to say that 'cricket is a game for me'.

### We will:

- 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

### This means:

- The New Competition, with games broadcast on Sky and the BBC, will create a new gateway into cricket (see pages 28-31 for more detail)
- Building a new digital community will optimise the online cricket experience for players and fans, and bring it together in one place
- The installation of non-turf pitches and urban cricket centres will give more people living in urban areas the opportunity to play cricket
- An ongoing commitment to the plan launched in 2018 (see ECB South Asian Action Plan document for full details)
- More people will be given the opportunity to play cricket through a new participation product that will provide a gateway to becoming a regular cricketer



# ENGAGE CHILDREN AND YOUNG PEOPLE

## We will inspire a new generation of players and fans to develop a love for cricket

Inspiring a new generation of children and young people to say 'cricket is a game for me' is fundamental to the future health of our game, and giving this new generation the opportunity to play the game is critical in inspiring them to discover and share their passion for cricket. We will continue to build on the foundations of All Stars Cricket and participation in schools to enable more young people to pick up a bat and ball for the first time. Together the game will deliver a clear, sustainable and safe pathway to make sure young people can continue to play cricket into their adolescent years and beyond.

A detailed plan for cricket's approach to participation in schools will be released in 2019.

### We will:

- 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

### This means:

- More children will play more cricket in primary schools more often through cricket's overall schools strategy. This will cover primary and secondary schools in the state and independent sectors, building on our strong ongoing relationship with Chance to Shine and working with County Cricket Boards, to ensure the success of this investment.
- More young people will play recreational cricket, as the game will provide the right formats at the right age and in the right environment, from first contact in schools and clubs through to adult cricket. This will include a greater focus on transitioning children from primary school to club cricket.
- As more children engage with the game, appropriate support will be provided to keep children and young people safe in cricketing environments



## TRANSFORM WOMEN'S AND GIRLS' CRICKET



## SUPPORT OUR COMMUNITIES

### We will drive cricket's progress to becoming a truly gender-neutral sport

Women and girls represent the biggest growth opportunity for cricket. Our vision is to make cricket a game that is truly gender-neutral, with women and girls being properly represented across the whole game. This means investing in the development of every level of the game – from girls experiencing cricket for the first time to heroes at the pinnacle of the elite game, alongside supporting female coaches, officials and administrators. We are fully committed to this long-term vision, and this strategy represents the next steps to achieving it.

We will invest at least £20m into transforming women's and girls' cricket by the end of 2021, with an ambition to invest £50m during this strategic period. A detailed action plan for transforming women's and girls' cricket will be launched in 2019.

#### We will:

#### This means:

Grow the base through participation and facilities investment

Focusing investment on improving club facilities and creating welcoming environments in clubs will encourage recreational play amongst women and girls

Launch centres of excellence and a new elite domestic structure

There will be a greater focus on developing talented female cricketers within centres of excellence across the country, playing both T20 and 50-over formats

Invest in girls' county age group cricket

More talented girls will have the opportunity to develop into elite cricketers

Deliver a girls' secondary school programme

Girls in secondary school will be given more opportunity to play cricket in school beyond primary age

### We will use our purpose to connect communities and improve lives more broadly across society

Cricket has a unique ability to connect communities and improve lives. It is a sport that transcends generations and has the ability to reach beyond social boundaries in a way that few other sports can. In a world where what organisations stand for matters more than ever, we want to use our purpose to support the communities that cricket serves; this means the game playing a central role in supporting the people who volunteer, play and coach across cricket and the wider community to realise their full potential. By bringing our purpose to life, we will create a positive impact across our modern and diverse society, and the game itself will thrive.

As part of making a positive difference to our society, we will work with organisations that support causes that cricket can have the greatest impact on.

#### We will:

#### This means:

Double the number of volunteers in the game

A stronger, more diverse volunteering workforce will underpin the delivery of cricket, whilst also developing their own life skills

Create a game-wide approach to Trusts and Foundations through the cricket network

The creation of a national approach to Trusts and Foundations will maximise cricket's social impact

Develop a new wave of officials and community coaches

More coaches and officials who are part of their community will be trained and developed to deliver and support cricket locally

Increase participation in disability cricket

Greater support will be provided to encourage more people to play recreational disability cricket



## MEASURING SUCCESS

In order to track our progress, there are four Key Performance Indicators (KPIs) that we will measure, which will be baselined throughout 2019.

These are:

### 1. Number of people in England and Wales who believe

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

The number of people playing, volunteering, attending, watching or following cricket

### 2. Perception of cricket

The percentage of people who have a positive perception of cricket

### 3. Young people engaging with cricket

The total number of people under the age of 16 engaging with cricket

### 4. Women and girls engaging with cricket

The total number of women and girls engaging with cricket

#### **SOURCES FOR THIS DOCUMENT:**

**Data** ECB analysis | Two Circles analysis | Sport England Active Lives

**Photography** Getty | Tom Shaw | Phil Greig | John Bolloten | Christopher Lanaway





