



CHAMPION COUNTIES

STRATEGIC PLAN 2014 - 2017





CONTENTS

2__	Foreword by David G Collier, ECB Chief Executive	14__	How we will deliver a Vibrant domestic game through First Class Counties
4__	Message from Giles Clarke CBE, DL, ECB Chairman	16__	Engaging participants – maintaining facilities and environments through our County Boards
6__	The Pillars of our Game	19__	How we will engage participants
7__	Balancing our investment in the Game	20__	Successful England teams
9__	Energising people and partnerships to deliver national goals through the county infrastructure	22__	How we will deliver Successful England teams and deliver world class Global Events
10__	How we will deliver energised people and partnerships through our Counties	24__	Key Measures for 2014-2017
12__	The Vibrant domestic game		

FOREWORD



In May 2005 cricket’s first strategic plan ‘Building Partnerships’ built an infrastructure for our game engaging with a variety of partners and developing Memoranda of Understanding to enable those partners to plan for the development of our game over a four-year period.

‘Grounds to Play’, our second strategic plan, launched in 2009 focussed on enhancing facilities and coaches to build on the foundations laid by ‘Building Partnerships’. During that period

community club facilities have secured more than £200 million worth of enhanced facilities and our First Class Cricket grounds have been transformed with world class spectator facilities, drainage and multi-use facilities.

In our third strategic plan ‘Champion Counties’ we are targeting operational excellence to make maximum use of scarce resources and facilities during a time of economic austerity. The plan will take advantage of the local partnerships developed in earlier plans and supports the local delivery of priorities through our extensive County network.

Cricket is indeed fortunate to have secured long term commercial partnerships with sponsors and broadcasters as well as with Sport England to secure more than 90% of our income for the next four year period. We can therefore plan with some certainty although we must recognise that the pressures on public finances have inevitably led to a significant reduction in capital investment programmes for the next four-year period.

Prioritisation of programmes and operational excellence to maximise the value of our investments will therefore take centre stage over the next four years. We shall consolidate the excellent growth in participation that has been achieved since 2005 but which was severely threatened by the extensive flooding and wettest year on record which cricket endured in 2012.

Within the Vibrant Domestic Game ECB will work with First Class Counties to reduce debt, to create operational excellence through customer engagement programmes and introduce a domestic playing programme with appointment to view and certainty of start dates.

Our County Boards will determine local priorities within national programmes and engage participants through the maintenance of existing facilities, supporting club/ school links and building on the success of our volunteer programmes and NatWest CricketForce.

Successful England Teams at all levels are essential to the well-being of the game. The ICC World T20 in 2014 and 2016, the ICC World Cup in 2015, the inaugural ICC World Test Championship in 2017 and the Ashes in 2015 and 2017 are key targets for our men’s team. Our women’s team will build towards the World Cup to be staged in England in 2017 and our disabilities teams will continue their impressive record of recent years.

Both on and off the field we shall commence our planning to host the best ever ICC Cricket World Cup in England and Wales during 2019. Our Global Events team will take advantage of the fact that England and Wales will stage the Champions Trophy in 2013, the Women’s World Cup in 2017, the World Test Championship in 2017 and the ICC World Cup in 2019, to develop a reputation for delivering the best events in world cricket. At the same time Team England will ensure that no stone is left unturned to ensure that England will be the best prepared team at these events.

In 2012 ECB conducted the largest market research project ever undertaken by cricket. One of the key outcomes from that research was that supporters and players value Counties as the future of our game and of sport in the UK. This plan supports that belief and we shall work tirelessly with all partners in the game to deliver 39 Champion Counties during the next four years.

David G Collier
Chief Executive, England and Wales Cricket Board



England players celebrate after Mona Meshram of India is run out during the 1st NatWest One Day International match between England and India.

MESSAGE FROM THE ECB CHAIRMAN



In my role as ECB Chairman during the past six years I have seen our game build partnerships, develop facilities and achieve one of the most successful performance records in England’s cricketing history.

The economic challenges in recent years have demanded that all businesses reassess their priorities and achieve more with less. Cricket is no exception to this challenge.

During the past two years ECB has conducted a widespread review of its expenditure and as a result the central costs of the game have decreased as a percentage of our total expenditure. First Class Counties have submitted business plans to support ECB’s investment of £18 million in our County game and in partnership with Sport England targets have been set to sustain participation in our club and community game.

Developing priorities requires a clear and transparent vision and measurable goals. There is no better example either in sport or business than the clear vision cricket pursued during the course of our most recent strategic plan ‘Grounds to Play’ to become the Number One nation in Test and ODI cricket. That vision provided a unity of purpose and enabled stepping stones and goals to be developed to reach those targets.

The main driving force of this new strategic plan is to excel in our operations and to localise delivery wherever possible. At a time when investment in leisure and entertainment is under great pressure the plan allows us to consolidate our facilities, to enhance our operations and to achieve excellence both on and off the field.

Counties have a long and proud history. The partnerships between Minor/ First Class Counties and County Boards can only enhance local delivery. The outstanding success of ‘Chance to Shine’ in introducing more than one million children to our game could not have been delivered without the infrastructure developed since 2005 of the County Boards. The London Olympic Games demonstrated the importance of volunteers and ECB over more than a decade has grown our volunteer base to more than 80,000. To each of those volunteers I extend my grateful thanks and those of the Board. Quite simply without you cricket would not be in the health that it enjoys today.

Young Cricketers in action during the NatWest CricketForce Fundraiser event at Horsley and Send CC.



The Board are extremely grateful to David Collier, ECB Chief Executive, and his team, for the delivery of our first two strategic plans and as Chairman I can assure you that I remain committed, as do my colleagues on the Board, in ensuring that the resources are prioritised and targeted for the benefit of everyone involved in the game.

I commend this strategic plan and its vision to ensure that cricket in England and Wales continues to lead the world in performance, operation and inclusion.

Giles Clarke CBE DL
Chairman, England and Wales Cricket Board

THE PILLARS OF OUR GAME

In 2005 cricket's strategic plan identified the four key pillars to develop the game – EVES.

Since 2005 these pillars have stood the test of time but have evolved to reflect changing priorities and the current economic climate.

For the period 2014-2017 these pillars are:

- **E**nergising people and partnerships through effective leadership and governance
- Building a **V**ibrant domestic game through operational excellence and delivering a competition structure with appointment to view
- **E**ngaging participants through the maintenance of existing facilities, supporting club/school links , supporting volunteers and expanding women's and disabilities cricket
- Delivering **S**uccessful England teams and world class global events

In order to deliver these pillars one common denominator is required – Champion Counties. Operational excellence with local delivery underpins both professional and recreational cricket. County Boards are the glue which enables the delivery of school programmes. First Class Counties develop future England players through Academy programmes and Counties form the heart of club league programmes.

Promoting excellence in our County Boards, First Class Counties and Minor Counties therefore will therefore be our central focus for the period 2014-2017.



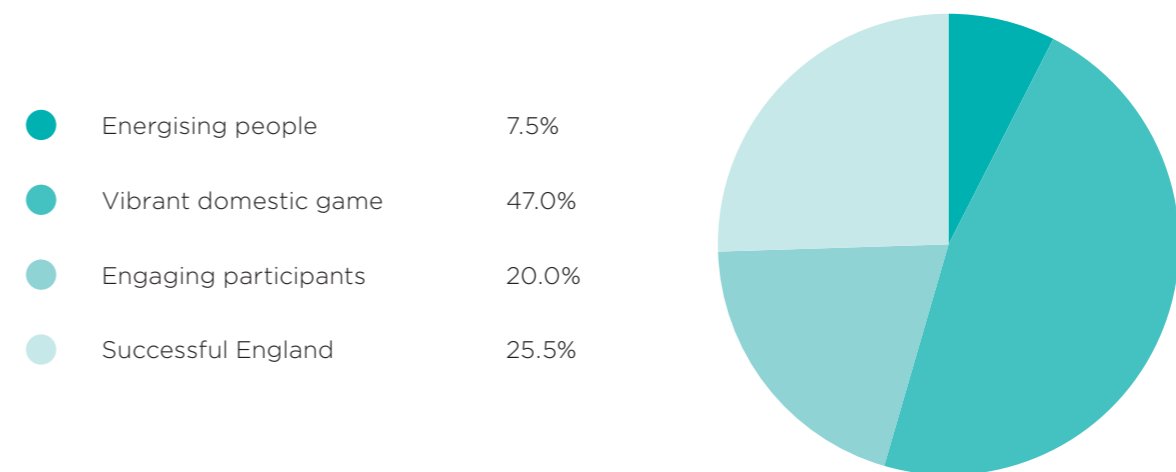
Behind the scene's at Kent County Cricket Club.

BALANCING OUR INVESTMENT IN THE GAME

For each of the four pillars clear action plans have been developed and through the Memoranda of Understanding cricket's stakeholders have clear and measurable targets.

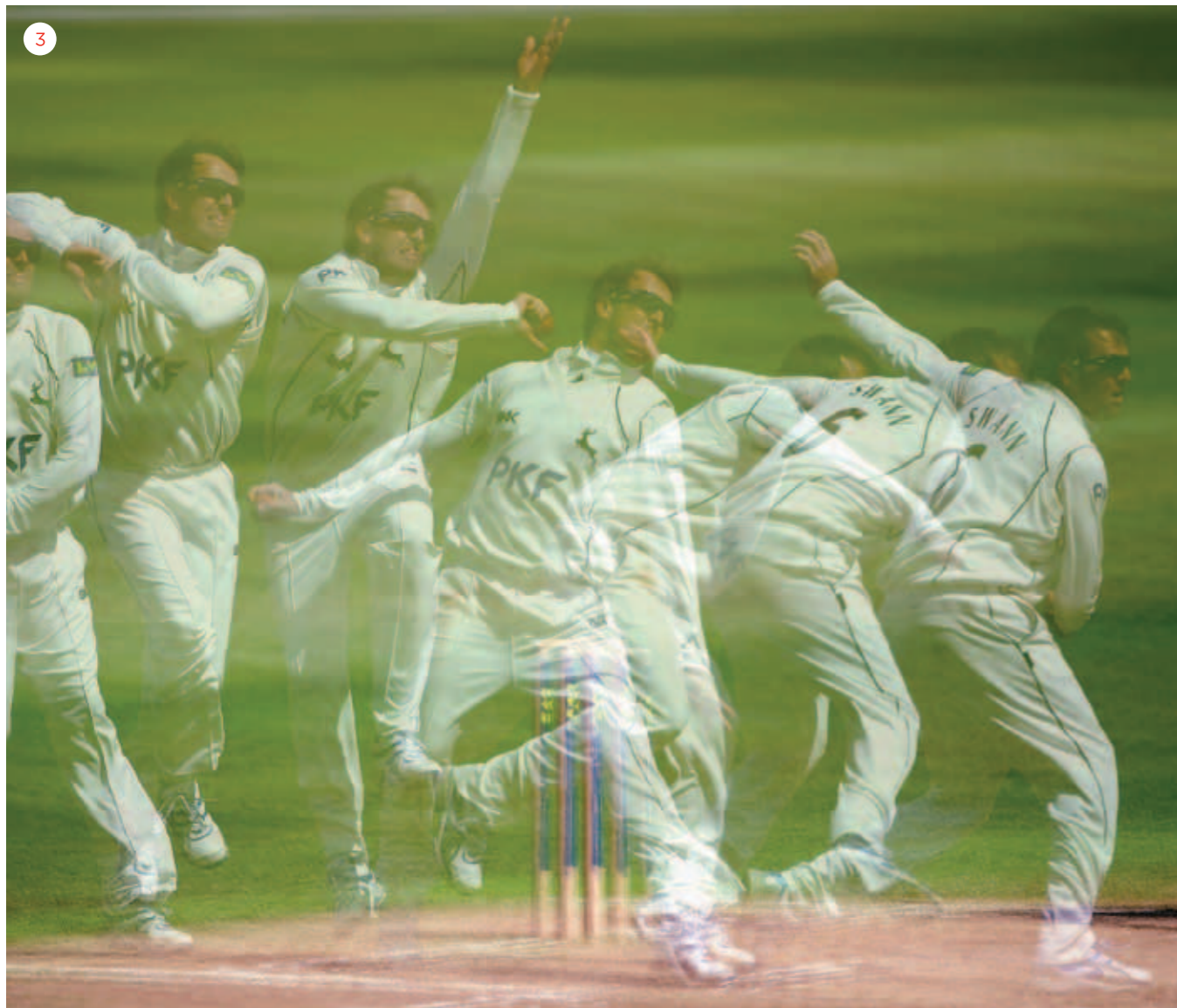
A balanced programme of investment has been identified to ensure that each pillar receives a balanced level of support to ensure both the short term health and long term growth of the game in England and Wales.

ECB's expenditure will rise from £93 million in 2014 to £104 million in 2017. The relative expenditure within each pillar as follows:



This plan ensures that ECB will invest in excess of 30% of its UK broadcasting revenues in community and club cricket through engaging participants.

1. Grassroots cricket
2. Warwickshire bowlers Keith Barker and Chris Wright.
3. Nottinghamshire's Graeme Swann.



ENERGISING PEOPLE AND PARTNERSHIPS

Support costs have continued to fall and now represent 7.5% of total expenditure.

Increased responsibility and accountability for delivery will be transferred to Counties during the period 2014-2017. Targets set within Memoranda of Understanding will ensure consistency of actions with this strategic plan.

In recent years ethics and compliance have increased in prominence within ECB's activities. The threats posed by corruption, doping and political interference are a primary focus for ICC. Likewise ECB has provided leadership through the Ethics and ACCESS units to ensure education, monitoring and prosecution of activities that threaten the future of the game.

During the term of this plan a General Election will be held in the UK. ECB will continue to champion the cause of public funding support for cricket within Department of Culture, Media and Sport (DCMS) and Sport England. We will also lobby political parties as they produce manifestos for the Election.

ECB will represent the interests of cricket in England and Wales within the International Cricket Council (ICC) and will work in partnership to deliver world class global events. ECB will continue to champion the development of women's and disabilities cricket within the ICC.

ECB will pursue a policy of ensuring broad geographic coverage of Major Matches in England and Wales whilst ensuring that the number of Category A and B venues are sustainable. Cricket will enhance partnerships with Counties, County Boards, Minor Counties, Government (in particular DCMS, Department of Education and the Department of Health), Professional Cricketers' Association (PCA), Sport England, the Lord's and Lady Taverners, Cricket Foundation, Club Cricket Conference, Associations of Umpires, Scorers and Coaches, English Schools Cricket Association (ESCA), Bunburys, MCC, ICC, broadcasters and sponsors.

HOW WE WILL DELIVER ENERGISED PARTNERSHIPS AND PEOPLE

Clydesdale Bank Pro40 match between Sussex and Yorkshire at the Brighton&Hove Jobs.com County Ground.



Key targets for 2014–2017 are:

- To complete international schedules and broadcasting agreements to enable a £1 million loan to Counties to be commuted to a grant in 2014.
- To contain support costs within 7.5% of total expenditure.
- To maintain investment in the Vibrant Domestic Game at 47% of expenditure, Successful England 25.5% and Engaging Participants at 20%.
- To sustain current participation levels and to support clubs in applications for capital grants to Sport England to total a minimum of £5 million for the period 2014–2017.
- To provide funding of £6.15m to the Cricket Foundation to ensure that two million children are introduced to cricket within the school system.
- To increase the number of volunteers to 80,000 by 2017.
- To expand the number of participants in women's and disabilities cricket by 10% prior to 2017.
- To support operational excellence through provision of business improvement support programmes with exemplars recognised at an annual Business of Cricket Conference and Awards.
- To create certainty within Category A and B venues by awarding Major Matches through 2019 by December 2015.
- To provide up to £5 million of interest free loans and to work with schools and facilities in inner city areas to provide greater community use by 2017.
- ECB will work through Five Sports to influence Government policy for sport.
- ECB will support ticket sales and information for supporters through the provision of central ticketing for global events.
- ECB will support Ashes tours through the provision of TwelfthMan packages for supporters.

The delivery of these targets will be accomplished by:

- Completing Memoranda of Understanding with First Class Counties, Recreational Assembly, PCA, Cricket Foundation and Sport England.
- Monitoring County Business Plans in support of the £1 million loans.
- Developing and monitoring a four-year financial plan in line with the percentage spend for each pillar.
- Hosting an annual OSCA ceremony and employing a dedicated head responsible for supporting and leading volunteer programmes.
- Delivering double header T20 matches with Women's and Disabilities matches.
- Reviewing the policy concerning the award of Major Matches and through the Major Match Group initiate the award of matches through 2019.
- Expanding the use of new media to communicate cricket's offering.
- Developing a policy and response to medium-term climate change in the UK to minimise the damage created by droughts or floods.
- Providing resource to the ACCESS and Ethics units to enhance education and actions to combat doping, corruption, fit and proper persons and child protection.
- Funding the England and Wales Cricket Trust (EWCT) to provide loans to clubs and to ensure that ECB reserves are used to assist clubs and Counties through short term loans.

THE VIBRANT DOMESTIC GAME

In 2014 the domestic First Class structure in England and Wales will provide for an enhanced T20 competition, 50 over domestic competition and a two-division County Championship.

ECB will support and provide added focus to these competitions through the provision of annual awards to journalists for the coverage of County Cricket and by engaging with BBC radio to enhance local coverage.

Through the Internet and ECBtv ECB will expand highlights of domestic cricket made available on a free-to-air basis.

The Unicorns will continue to be supported by the allocation of a fixture against a touring team during the period through 2017.

Agreements will be entered into with Scotland and Ireland to enhance the partnership with England and Wales and to protect broadcaster rights in the UK.

Following a period of investment in world class facilities during the period 2010-2013 the objective during the period of this plan will be to work with First Class Counties to reduce the overall debt of the game.

The policy of the Board is to promote the game by staging international cricket on a broad geographical base. The game appreciates that a number of venues have found it difficult to remain competitive in staging Test cricket. The Board will seek to ensure sustainability at venues by reviewing and communicating policy regarding Major Matches through 2019 increasing the differentiation between Test and ODI status.

The development of First Class County business plans in 2013 demonstrates the need for venues to reduce debt and enhance business operations during the period 2014-2017. Through the Professional Game department ECB will support the development of Customer Engagement, co-ordinated community activity and operational excellence through a range of programmes and the ECB Finance department will monitor and reward the delivery of First Class County business plans.

Partnerships and shared operations between County Boards and First Class/ Minor Counties is a key target for 2014-2017.

The delivery of priorities within this strategic plan will be rewarded in both First Class and the Recreational Assembly MoUs via Performance Related Fee Payments (PRFP).

Venues will be provided with minimum requirements to stage matches during the ICC Cricket World Cup 2019 by December 2013 in order that venues can make any enhancements required to stage matches.

The importance of science and medicine and academy programmes will be recognised in MoUs and will be monitored on an annual basis through the period 2014-2017.

The primacy of Test match and LV= County Championship cricket which provide the ultimate test of cricketing skills will be represented through prize money awards and marketing/ promotion.

Warwickshire slip fielder Rikki Clarke takes the catch to dismiss Worcestershire batsman Phillip Hughes.



HOW WE WILL DELIVER THE VIBRANT DOMESTIC GAME

Northamptonshire players celebrate after winning the Women's T20 County cricket match between Northamptonshire and Gloucestershire.



Key targets for 2014-2017 are:

- Developing a fixture programme in which the majority of T20 matches are played on Friday evenings and is therefore predictable for spectators.
- Sustain journalism awards through 2017 recognising the promotion of County cricket.
- Allocate an annual fixture to the Unicorns against a touring (Full, A or U19) ICC member nation.
- Enter into a Memorandum of Understanding (MoU) with Scotland and Ireland for the period through 2017.
- Reduce the overall debt of the game by a minimum of £5 million prior to 2017.
- Complete and communicate a Major Match Award Policy revision by 2014.
- Provide support for local Customer Engagement Programmes at all of nine First Class Counties and MCC by 2014.
- Complete partnership agreements between at least 70% of First Class/ Minor Counties with County Boards from 2014.
- Provide an annual report to each First Class County in respect of PRFP targets for County Business transformation performance.

The delivery of these targets will be accomplished by:

- Prioritising the fixture programme to deliver Friday T20 starts and consistent start days for LV= County Championship matches.
- Making awards to County journalists each year at the County Championship presentation day.
- Identifying a match in each season for the Unicorns against a touring team.
- Completing Memorandum of Understandings with Scotland and Ireland.
- Monitoring the balance sheets of Counties and linking loans to reduction in long term debt.
- Completing a Major Match Policy review by December 2013.
- Implementing an enhanced Customer Engagement Programme led by the Professional Game Department.
- Incentivising the partnerships between First Class/ Minor Counties with County Boards as a PRFP within the MoUs.
- Using performance re Business Plan as a PRFP measure within County Business.

ENGAGING PARTICIPANTS

Following the record rainfall and floods experienced in 2012 cricket appreciates the need to rebuild its participation base and facilities in the period 2014–2017. The substantial reduction in Sport England’s support for facilities during the period 2014–2017 will make this task more challenging.

The development of women’s and disabilities cricket has been a success story since 2005 and during the period 2014–2017 a target of broadening participation in these areas by 10% will be set.

ECB will work closely with the Lord’s and Lady Taverners in support of disabilities cricket.

The census data demonstrates an increasing multi-cultural society in England and Wales. Cricket will utilise the 2014 tour by India to provide additional focus to develop links and partnerships with Asian communities.

Climate change and the reliance on good weather is a challenge to cricket. During the period 2014–2017 medium term plans to combat the impact of climate change will be developed.

The popularity of T20 cricket, especially amongst young people, will be used to broaden the participation base. An increase in T20 competitions compared with longer form formats will be developed during 2014–2017.

ECB will champion County boards within the Department of Education and DCMS to help deliver enhanced schools programmes for cricket based on the proven Chance to shine model.

An increased focus on the 14–25 year old age group will be implemented to mirror government and Sport England policy.



1. Grassroots cricket
2. Jennifer McIntosh looks on during a batting session
3. Jason Roy of Surrey walks off after being dismissed by Keith Barker of Warwickshire
4. Jade Dernbach of Surrey is bowled



Tom Smith of Middlesex plays a shot during the LV County Championship match between Surrey and Middlesex



HOW WE WILL ENGAGE PARTICIPANTS

Key targets for 2014-2017 are:

- To support clubs in winning a minimum of £5 million in funding grants from the Sport England inspired facilities fund.
- Increase participation in women's and disabilities cricket by 10% in the period through 2017.
- Identify and engage with 10,000 Asian cricketers using the 2014 India tour and India's participation in the 2017 World Test Championship as a catalyst for this activity.
- Complete a study on the impact of climate change and proposed remedial action to minimise adverse effects by 2015.
- To introduce a youth T20 competition engaging with a minimum of 500 teams by 2017.
- To deliver 80,000 volunteers by 2017.
- To support County Boards in delivering best practice and enhancing operational excellence through annual reviews and proposed actions.

The delivery of these targets will be accomplished by:

- Providing guidance to clubs for successful applications to the Sport England inspired facilities fund.
- Increasing focus in women's cricket on participation to the same level as performance.
- Including Disabilities cricket in T20 double headers.
- Creating an action programme in 2014 to engage with Asian communities.
- Develop an action plan to combat the impacts of climate change.
- Identify and promote a T20 youth competition as a flagship competition for young cricketers.
- Build on NatWest CricketForce and the OSCAs to enhance volunteer programmes.
- Incentivising County Boards to deliver operational excellence through PRFP within the Recreational Assembly MoU.

SUCCESSFUL ENGLAND TEAMS

Both the full England men's and women's Teams have reached the number one ranking and won Global Events in the previous four-year cycle.

The target is to build on that success to achieve enhanced consistency and sustainability of performance at the pinnacle of world cricket.

The primary targets for performance remain as ICC global events and the Ashes series'. During the period 2014-2017 the introduction of the World Test Championship will supercede the importance of world rankings in Test cricket and therefore rankings are not used as key targets in this plan.

In addition to the men's and women's full England teams the performance of disabilities teams, Under 19 and Lions teams are central to this plan.

Home advantage supports performance targets and therefore the ability of England and Wales to win global event hosting agreements is important to Successful England Teams. The hosting of the Women's World Cup in 2017, the World Test Championship in 2017 and the preparation for the 2019 ICC World Cup are critical delivery aspects within this plan.

In all forms of the game the importance of spin bowling has increased. This plan will therefore place increased focus on the development of spin bowling.

Pitches which produce a fair balance between bat and ball and mirror the strengths of England teams are important to performance. During 2014-2017 the pitch performance within Major Matches will form an increased part of the award of matches through the balanced scorecard.

In preparation for the 2019 Cricket World Cup, the progress of 14-21 year old county cricketers will be closely monitored and supported.

The domestic 50 over competition will mirror international regulations to enhance the preparation of England cricketers.



The National Cricket Performance Centre (NCPC) must continue to be the world's leading facility to provide England teams with the best scientific advice and support. Investment will continue to the NCPC.

Lions matches will be held wherever possible outside the period covered by the domestic T20 competition as priority for players will be given to the T20 competition and domestic finals over Lions matches.

1. Danielle Wyatt
2. Jonathan Bairstow is congratated by Matt Prior
3. Andrew Strauss celebrates reaching a century



HOW WE WILL DELIVER SUCCESSFUL ENGLAND TEAMS

Key targets for 2014-2017 are:

- To win The Ashes in 2015 and 2017.
- To win the Women's World Cup in 2017.
- To win the ICC Cricket World Cup in Australia in 2015.
- To win the World Test Championship in 2017.
- To reach the U19 World Cup Final in 2016.
- To play a minimum of 12 international disabilities matches during the period through 2017.
- To identify six spin bowlers under the age of 26 in each season and to support their county and the player with specialist spin bowling coaching, support and PRFP incentives.
- To monitor and develop a minimum of 20 cricketers in the age group 14-21 who may form part of the 2019 ICC Cricket World Cup squad.
- To identify innovations which maintain the NCPC as the pre-eminent training facility in world cricket.

The delivery of these targets will be accomplished by:

- Providing sufficient time opportunity for the England Team Director and One Day Coach to develop strategies, review scientific analysis and monitor potential England players.
- Providing player work schedules and rotation policy to maximise the opportunity of delivering key targets.
- Providing increased employment opportunities/grants in order that England Women's cricketers can be dedicated to England preparation in the three months prior to the 2017 Women's World Cup.
- Initiate a spin bowling programme supported by pitch guidelines and PRFP for First Class cricket which encourage spin bowling.
- Developing a training camp for Lions players and One Day specialists in Australia prior to the 2015 World Cup.
- To develop a monitoring programme for young players in the age group 14-21 of exceptional talent.
- Reviewing enhancements to the NCPC which continue to make it the pre-eminent facility in world cricket.

Steven Finn of England celebrates taking the wicket of AB de Villiers of South Africa after he was caught out by Andrew Strauss.



KEY MEASURES FOR 2014-2017

- Increase the subset of participation measured by Sport England's Active People Survey from 183,400 to 197,500.
- Increase attendances at LV= CC, YB50 and FLT20 by 200,000.
- Complete sponsorship and broadcasting agreements through 2019.
- Win the World Test Championship and Women's World Cup in 2017.
- Win The Ashes and World Cup in 2015.
- Expand the number of clubs participating in NatWest CricketForce from 2,000 to 2,200.
- Complete co-operation agreements for each of the 39 County Boards with their First Class County or Minor County partner.
- Deliver two world class global events in 2017 which exceed budget and exceed customer satisfaction targets.
- Increase the number of cricket's volunteers to 80,000 by 2017.
- Expand the number of participants in women's and disabilities cricket by 10% by 2017.
- Award all Major Matches through 2019 by December 2014.
- To increase the number of TwelfthMan members from 220,000 to 250,000 by 2017.
- Complete an approved Community Engagement programme with all 18 First Class Counties and MCC.
- Provide First Class Counties with total fee payments of £144m between 2014 and 2017.
- For each £1 provided in facility grants through the Sport England Whole Sport Plan grant programme ensure a multiplier of 3 with other funding partners.
- Provide a fund of £8.1m of capital investment to enhance floodlights, sightscreens, replay screens, power sub-stations and broadcasting facilities at First Class County venues.
- Provide an interest-free loan fund to community clubs of £10 million.
- Leverage the 2014 tour by India to engage with a minimum of 10,000 cricket supporters of Asian origin.
- Qualify and engage 50 Level 4 coaches to support the development of professional cricketers.
- Expand the number of coaches who have received teacher level 1, 2 or 3 qualifications to 50,000.
- Deliver an annual fixture for the Unicorns against a touring (Full, A or U19) ICC member nation.
- Provide a fund of £2 million for community clubs to combat the impact of climate change.
- Introduce a youth T20 competition engaging 500 teams by 2017.



- Bedfordshire
- Berkshire
- Buckinghamshire
- Cambridgeshire
- Cheshire
- Cornwall
- Cumbria
- Derbyshire
- Devon
- Dorset
- Durham
- Essex
- Gloucestershire
- Hampshire
- Herefordshire
- Hertfordshire
- Huntingdonshire
- Isle of Wight
- Kent
- Lancashire
- Leicestershire & Rutland
- Lincolnshire
- Middlesex
- Norfolk
- Northamptonshire
- Northumberland
- Nottinghamshire
- Oxfordshire
- Shropshire
- Somerset
- Staffordshire
- Suffolk
- Surrey
- Sussex
- Cricket Wales
- Warwickshire
- Wiltshire
- Worcestershire
- Yorkshire

