



'CLEARING THE BOUNDARIES'

Cricket Wales Vision and Strategic Plan

April 2015 - March 2019

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Introduction

The Cricket Wales mission statement and related Outcomes were developed by its new Board in 2012/13 and provides a clear framework against which priorities can be identified and progress measured.

This strategic plan 'Clearing the Boundaries' builds on the above framework, and has involved the voluntary area cricket networks (junior/senior leagues and associations), and staff at all levels, contributing significantly to what can be achieved between April 2015 and March 2019.

Cricket Wales and its predecessor organisations have an outstanding track record of success and despite a challenging external environment, those within the game believe that significant further progress can be made in developing the growth, quality and accessibility of cricket in Wales.

Together we believe we can achieve our vision of **'Cricket thriving in the heart of Welsh communities'**

Executive Summary

- 1 Cricket Wales' Vision is '**Cricket thriving in the heart of Welsh communities**'. Clubs will continue to be the main focus, but a wider breadth of cricket will be embraced
- 2 The purpose and mission of Cricket Wales is 'to lead, inspire and influence the growth, quality and accessibility of cricket in Wales' within a sustainable financial framework.
- 3 Five Outcomes that relate to the growth, quality, accessibility and financial stability of cricket in Wales have been identified, together with measures that enable progress to be tracked.
- 4 In comparison to previous Plans, far greater focus will be given to retaining more young adults within cricket particularly those aged 15 to 24, a number of whom are currently dropping out of the game. Shorter Saturday league cricket, Midweek cricket, Sunday cricket, the Commercial Sector and Further/Higher Education all have a key role to play in helping to retain more players, and in servicing new potential growth markets.
- 5 The views of players and others involved in cricket will play a far greater role in informing decision-making (customer insight).
- 6 The Community Programme will be developed from October 2015 onwards. Its measures of success will be broadened to better reflect its contribution to cricket, communities and education. Physical literacy will underpin our delivery model.
- 7 Equality will be a key theme. South Asian participation, outstanding Women and Girls role models, Community Programme delivery in disadvantaged areas, and new partnerships with Disability Sport Wales and the Welsh Language Commission will ensure greater accessibility to cricket and will drive Cricket Wales towards the Intermediate Level of the Equality Standard for Sport.
- 8 The structure of senior league cricket in Wales will be kept under review to ensure it is optimal in retaining young adults aged 15 to 24, in raising standards and in ensuring the long term financial health of our clubs.
- 9 The Wales age-groups and National Development Centres that feed Glamorgan Cricket and England will continue to be a priority with the detail of the Pathway being reviewed on an ongoing basis. Regional Junior Cricket will be challenged to further develop itself both on and off the field of play.



- 10 A Facility Plan will be developed that will include the development of grounds, squares, nets and pavilions. Guiding clubs on working with Local Authorities who wish to transfer assets will continue to be a priority.
- 11 A Workforce Plan will be developed which identifies the number of coaches, officials, ground-staff and volunteers that are required in Wales, and the training they need. Staff development to support individuals in changing roles will be enhanced.
- 12 The Safeguarding of Children and Vulnerable Adults will continue to be embedded within all of Welsh cricket. Cricket Wales will bid for NSPCC Level 3 status.
- 13 New affiliation packages for clubs, schools, leagues and associations will be developed for season 2015 onwards.
- 14 An individual Cricket Wales membership scheme in conjunction with Glamorgan Cricket will be explored.
- 15 A marketing plan will be developed aimed at increasing the profile of cricket in Wales, developing the Cricket Wales brand, and improving internal/external communications.
- 16 A commercial plan will be developed in partnership with Glamorgan Cricket, aimed at increasing commercial revenue for both organisations.
- 17 Continuing to join all aspects of Welsh cricket together will be an important objective. Junior/Senior Leagues, Junior Regions and Officials/Groundsman's Associations all working together to strengthen cricket will be key. Cricket Wales staff will lead and co-ordinate this process.
- 18 A governance review of the Cricket Wales Board and sub-structure will be undertaken to ensure our administrative system supports plans and priorities for the future.

Background and Strategic Context

Cricket Wales works in partnership with a number of key organisations in order to deliver its Vision, Mission and Outcomes. Each of these partners is operating in a challenging environment and their focus provides an important context in which this plan resides.

Sport Wales contributes approximately half of Cricket Wales' financial turnover. In addition to finance, a very strong working relationship exists which is mutually beneficial as cricket contributes to the Sport Wales vision of 'Every Child Hooked on Sport for Life' and 'A Nation of Champions'. In addition to continuing to contribute to these objectives through its strong community club base and proven Pathway that feeds Glamorgan and England, 'Clearing the Boundaries' identifies the potential role that cricket can play in disadvantaged areas, within black, minority, ethnic (BME) communities and through its exciting women and girls role models. Cricket Wales is totally committed to broadening its scope and influence within these areas.

The England and Wales Cricket Board (ECB) is the national governing body for cricket in England and Wales – Cricket Wales is committed to continuing to play a major role within the ECB and regards itself as one of the most influential players in the delivery of the 'Champion Counties' strategy. A major focus for the ECB is the retention of more young adults aged 15 to 24 within cricket through gaining greater player insight and developing stronger relationships with senior and junior leagues. These are challenges the game in Wales faces – Cricket Wales will continue to gain great benefits from the ECB in its quest to retain more young adult players, to develop opportunities for those with a disability, and to ensure the general health of the game remains strong.

The Cricket Foundation's 'Chance to Shine' programme (in partnership with Sport Wales) is delivered by Cricket Wales through a team of highly skilled Community Coaches. Through the above programme and the broader commitment of clubs across Wales, primary age recruitment to cricket remains very strong. 'Clearing the Boundaries' will build on this strength and also introduce more secondary age opportunities as part of a Community Programme review which will include introducing broader measures of success.

Glamorgan County Cricket Club is Wales' only professional cricket club and provides 'the shop window' for the game in Wales. Glamorgan's new strategy emphasises the production of home-grown players, a desire to further develop community engagement and the importance of commercial investment. The continuation of a strong partnership with Cricket Wales is fundamental in all these areas and has recently been highlighted by three new young Welsh players (pictured opposite) making their first team debut in 2014, five girls joining the Glamorgan Academy for the very first time and some exciting partnership work targeting Cardiff South Asian communities.



Dewi Penrhyn-Jones



Kieran Bull



Aneurin Donald

Welsh Cricket Memorandum of Understanding (MoU)

CRICKET WALES

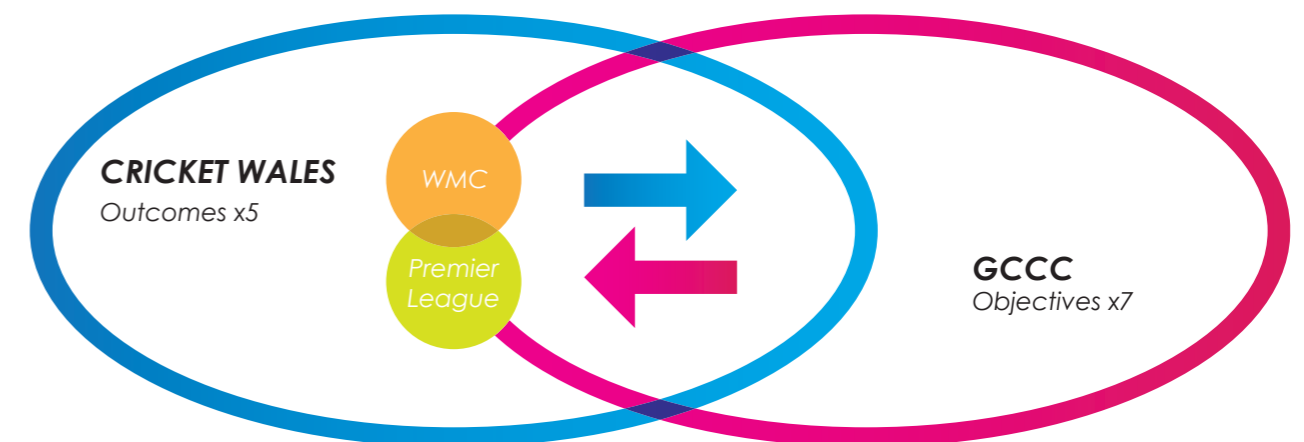
Vision: 'Cricket thriving in the heart of Welsh Communities'

Mission: 'To lead, inspire and influence the **growth** **quality** and **accessibility** of cricket in Wales'

GLAMORGAN COUNTY CRICKET CLUB

Vision: 'To make Wales proud'

Mission: 'Developing cricket as the national summer sport of Wales from the playground to the SWALEC Stadium'



External Environment



The external environment in which this plan sits is undoubtedly one that is very challenging for cricket. As a sport cricket has to continually adapt to a modern society that is wanting everything instantly, particularly those from younger generations. Recent customer insight amongst 1500 Welsh players shows that broadly speaking, the younger the player and the lower the standard of cricket they play, the more they struggle to juggle cricket with other commitments in their busy lives.

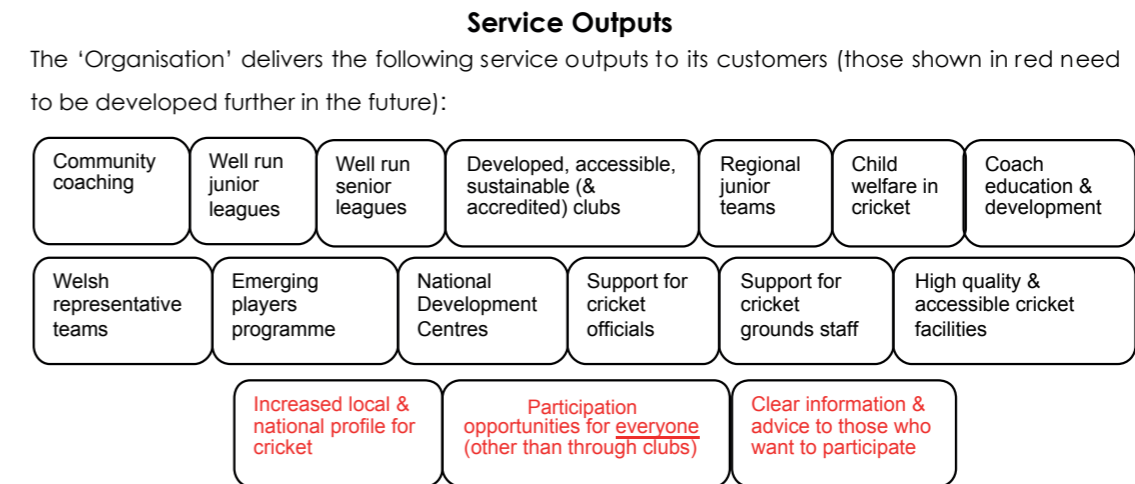
As a team sport played in a structured manner, cricket does not have the flexibility of some individual activities such as cycling or swimming, but nevertheless much more can be done to ensure the range of cricket opportunities provided fits modern day society. Greater credibility for T20 cricket in midweek or on Sundays is an obvious example. U19 and U25 cricket also needs exploration. Saturday league cricket that finishes earlier in the evening needs serious consideration.

In addition to the growth of individual sports, the profile of football and the tradition of rugby within Wales continues to present major challenges, particularly in terms of winter seasons extending into May and pre-season starting earlier in August. Recent surveys show that far less cricket is played in Wales in September than is the case in England.

Local Authority partners across Wales are facing major budget pressures which are already impacting on cricket ground charges, and prompting potential asset transfers to clubs. Thirty per cent of cricket clubs in Wales play on Local Authority maintained facilities, often shared with other sports. Although not appropriate in all instances, well managed asset transfer within sensible time-scales could provide an opportunity for some clubs, but will require major voluntary commitment. Cricket Wales will continue to guide affiliated clubs and to support our four Cricket Groundsman's Associations to strengthen their operation.

What are we trying to achieve (measures of success) and how do we propose to do it (implementation)?

In 2012/13 the Cricket Wales Board developed the 'Outcomes Framework' below as part of moving away from measuring operational programmes (Outputs), to measuring the impact (or Outcomes) resulting from the enormous voluntary and staffing effort put into developing the game.



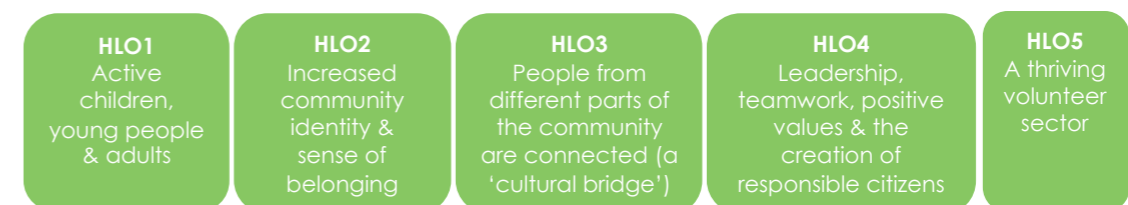
Service Outcomes

The 'Organisation' delivers the above services to achieve the following interdependent Outcomes for our customers, partners & funders (in line with the Cricket Wales Mission as shown in blue):



High -Level Outcomes

We work in conjunction with partners & other service providers to contribute to the following broader community outcomes:



Each of the above Outcomes and their Measures of Success will now be described, together with the main interventions that Cricket Wales plans to implement in order to continue to make progress against the targets.

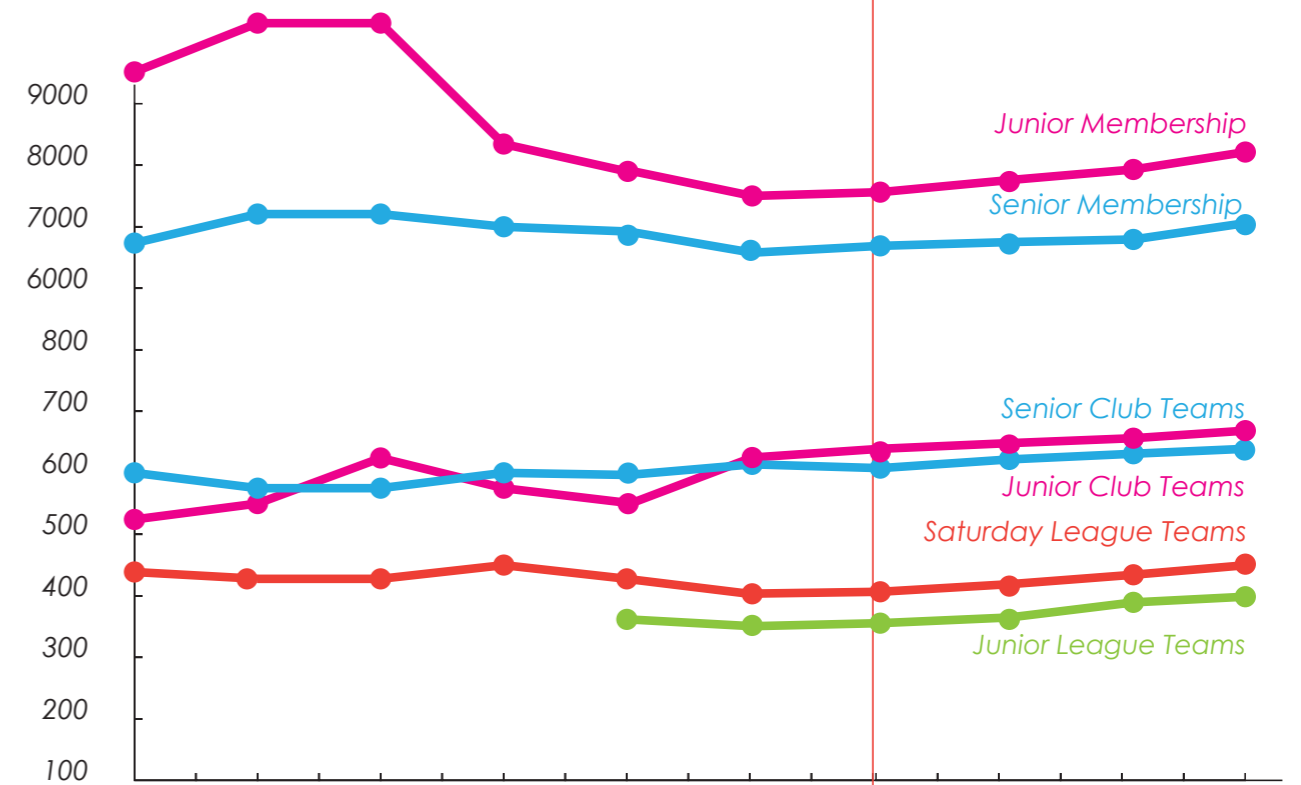
Growth Outcome – 'More young people, adults and families are involved and retained in cricket'

A suite of measures is used to track progress against the above Growth Outcome. The graph and figures on page 11 highlight the challenges the game has faced in recent years particularly on the junior side. However, they also illustrate that the area cricket networks (voluntary leagues, regions and associations) and the Cricket Wales staff believe that recent downturns can be reversed and growth achieved within the more traditional aspects of the sport.



Growth Outcome – 'More young people, adults and families are involved and retained in cricket'

SEASON 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

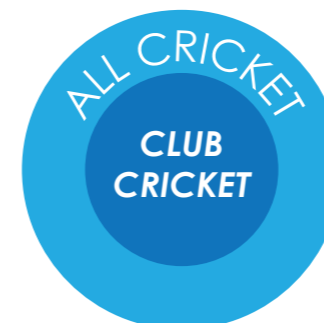


*See appendix for data behind graph.

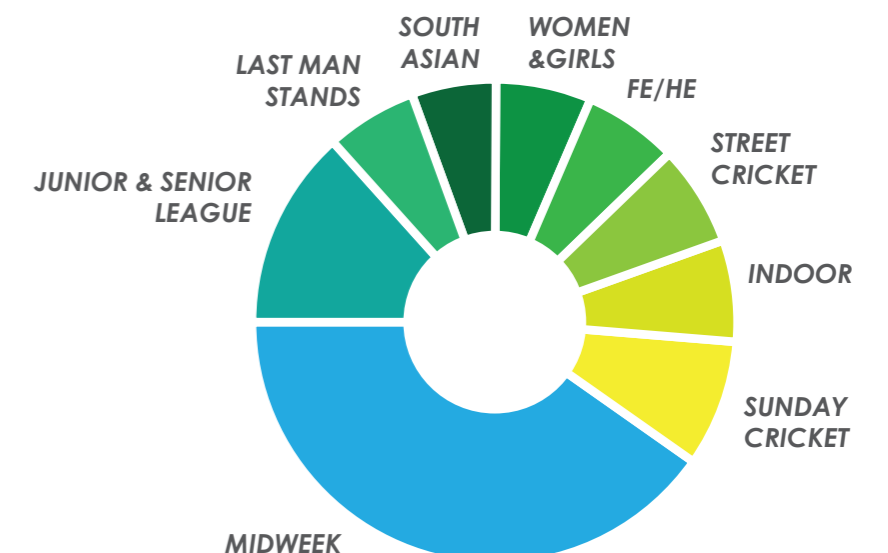
CRICKET WALES (CURRENT)



CRICKET WALES (POTENTIAL)



POTENTIAL GROWTH AREAS



The graph and figures on the previous page do not include potential growth from new markets. These include senior T20 cricket in midweek or on Sundays, growth from the commercial sector through products such as 'Last Man Stands' and the potential contribution from Further/Higher Education intra-mural cricket. Within the first twelve months of the Plan it is proposed to undertake a detailed scoping exercise which will confirm the potential of these new markets, establish base levels and set growth projections to March 2019. It is expected that these new markets will offer considerable potential for Cricket Wales to increase its membership. For example, desk research has already estimated that there are over two hundred teams and three thousand players playing senior, midweek T20 cricket across Wales, but that only half of these are currently from Cricket Wales affiliated clubs. Many of these players are from ethnic minority communities.

The priority areas of work that will underpin the Growth Outcome and seek to re-introduce growth to the game are as follows:

Better retention of 14 to 25 year olds on the back of player insight

Like all sports cricket suffers from a drop-off from the age of approximately fifteen – in some areas of Wales this is slightly earlier. While this has always been the case it is now starting to impact on whether senior 4th, 3rd and 2nd teams are able to take the field. The ECB NCPS and additional Cricket Wales surveys provide a rich source of data that will enable staff to work with junior and senior leagues, with adjustments being made to numbers of overs, start times, end times, travel distances etc. While satisfaction levels are good, more can be done particularly for younger players and those of a lower standard, to keep them playing cricket.

Currently, the Pathway for typical club cricketers is to play junior T20 cricket and then senior league cricket on a Saturday afternoon in matches of 40 to 50 overs. An opportunity exists to raise the profile and credibility of senior T20 Midweek or Sunday cricket and therefore retain more young adults in the game. At the moment Cricket Wales does not have strong working relationships with most T20 leagues with many being unaffiliated. Developing these relationships will be important in the duration of this Plan.

Our partnership with the Institute of Groundsmanship (IoG) will continue with the Wales Regional Pitch Advisor role continuing to oversee our County Pitch Advisors and CGA's from a technical point of view. The NCPS identified the quality of pitches as important from a player perspective – Cricket Wales will continue with the Pitch Quality Standards (PQS) scheme in response to this.



The last ten years has seen a decline in friendly Sunday cricket which used to be an important developmental tool in the transition from junior to senior cricket. Busy lifestyles mean that most core players will commit to Saturday senior league cricket but not to Sunday friendlies or even Sunday Cup competitions. Whilst some see this as a great concern, it also provides an opportunity for Sundays to be used for T20 or T30 cricket aimed at retaining young adults, and also for the development of the women and girls' game. These opportunities will be explored further in the next number of years.

Research shows that many individuals drop out of cricket as they move into Further and Higher Education. These relationships need to be developed by Cricket Wales with initiatives such as T20 intra-mural cricket potentially playing a role. Commercial products such as 'Last Man Stands' may have a role here or could potentially help retain more young adults through its introduction elsewhere within Welsh cricket.

Community Programme

The Community Programme in partnership with Sport Wales and Chance to Shine has been highly successful in introducing cricket to primary (and secondary schools) across Wales and encouraging children to 'migrate' to their local club.

From October 2015 onwards it is intended to further develop the Community Programme and broaden its measures of success to better reflect its impact. Cricket Wales is committed to playing an important role in developing the physical literacy of primary aged children, thereby providing the building blocks for 'Every Child Hooked on Sport for Life'.

The Community Programme aims to ensure children have the skills, passion and confidence for a life in cricket and that more children are involved and retained.

- Over **40,000** children have taken part
- Over **one third** of all schools in Wales have recieved support
- **3,000+** children have migrated to Cricket Clubs

* Seasons 2012 - 2014

Workforce Development

Cricket is blessed with a wonderfully committed voluntary sector made up of coaches, officials, ground-staff and many other club and league volunteers. Work will continue on establishing the number of these roles that currently exist, how many will be needed in order for the future of cricket to be healthy, and the training and support such important people need in order to play their role successfully.

Facilities

With the support of ECB & Sport Wales, Cricket Wales will focus on the facilities that clubs and communities need. We will encourage collaborative community projects while advising on issues such as managing the effects of adverse weather, saving money, generating income and security of tenure.

Recent Club Audits suggest that 70% of cricket clubs in Wales maintain their own ground and square. Support and guidance will continue to be provided to those clubs that play on Local Authority pitches, particularly those where asset transfer is a possibility. This is not appropriate for all clubs but with sensible timescales and support from the Cricket Groundsman's Associations (CGA's) in Wales, then some clubs may be able to benefit. Again, the voluntary commitment within such clubs will be all-important.

Cricket Wales' approach to asset transfer will be part of a broader facility plan that will be developed which will outline future priorities in terms of squares, grounds, nets, artificial pitches, pavilions and indoor provision.

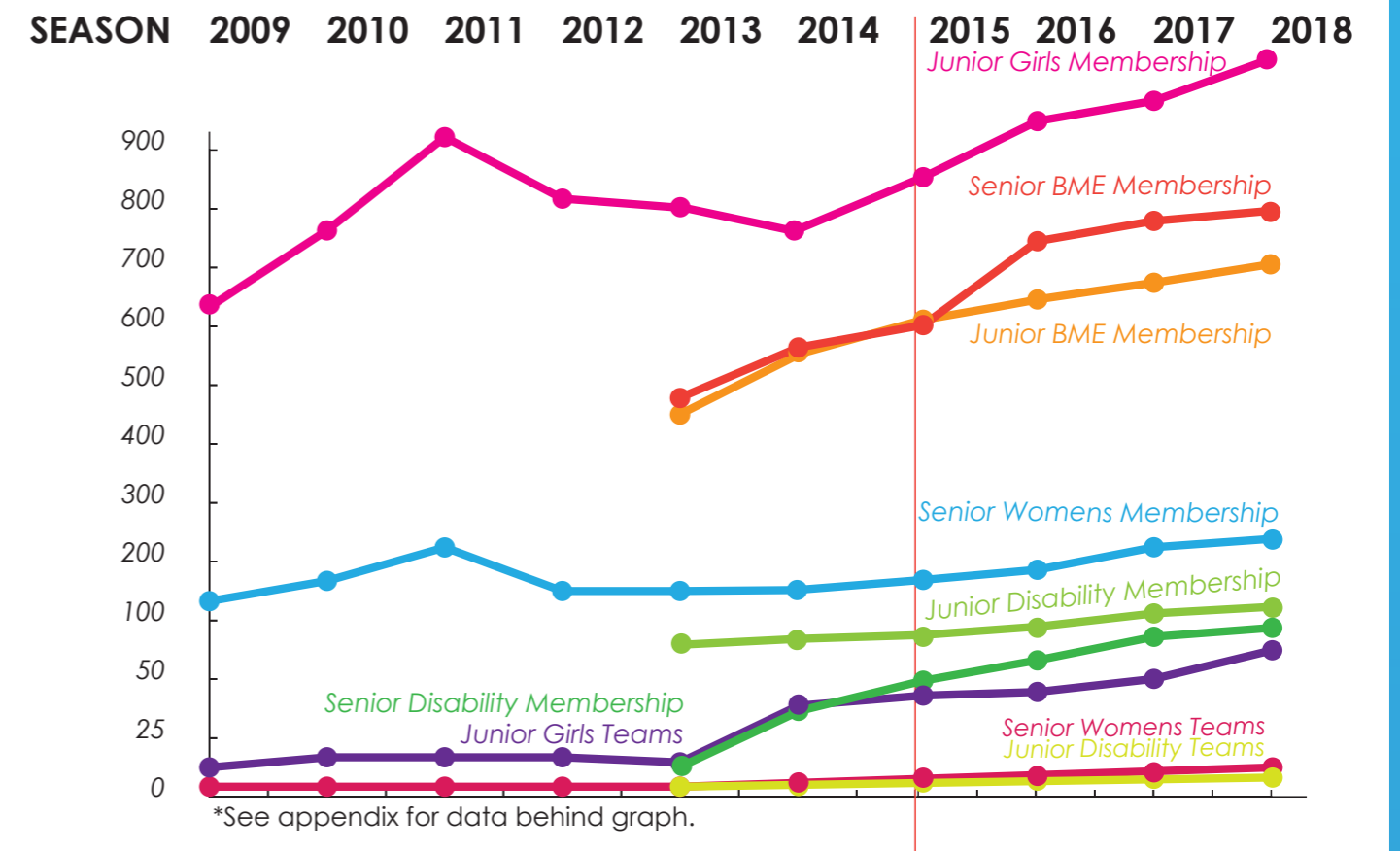


Accessibility Outcome – ‘Cricket is easily accessible to everyone in Wales’



Accessibility Outcome – ‘Cricket is easily accessible to everyone in Wales’

The graph and figures below suggest that in the last twelve months the number of women, girls, ethnic minority cricketers and those with a disability are starting to increase albeit some from a low base. Encouragingly, again the voluntary area cricket networks and Cricket Wales staff believe there is potential for sustained growth over the next four years and perhaps beyond.



The priority areas of work that will underpin the Accessibility Outcome are contained within Cricket Wales' Equality Action Plan which was developed as part of becoming the first County Cricket Board to gain the Equality Standard for Sport at Foundation and Preliminary Level. The successful delivery of the main elements of the Plan summarised on the following pages will form the basis for our bid for Intermediate Level in the next few years.

Black Minority Ethnic (BME) Communities

Within certain geographical areas of Wales, the potential for BME cricket development is significant. This is supported by Sport Wales' 2013 School Sport Survey which identified that 46% of Asian/Asian British boys want to do more cricket compared with 27% of boys overall

Recent work in partnership with Glamorgan Cricket and many community groups in Cardiff has successfully introduced the form of cricket wanted by local teenagers and started to break down barriers between these communities, Cricket Wales, Glamorgan Cricket and The Swalec Stadium. It is proposed that a Sport Wales 'Calls for Action' bid will seek to further develop this exciting work.

Raising the profile and credibility of T20 Midweek cricket will also be an important element of encouraging BME communities to be part of the Cricket Wales 'family' since, due to work commitments on a Saturday, a large percentage of midweek cricket is played by BME individuals.

Within the duration of this Plan Glamorgan Cricket will bid to host a range of international matches at the SWALEC Stadium.

A successful outcome to these bids will provide fantastic high profile opportunities that can be used to support Cricket Wales' and Glamorgan Cricket's community development work.

Women and Girls' Cricket

For winter 2014/15 and beyond Glamorgan Cricket have invited five of Wales' most talented 12 to 15 year old girls on to their Academy programme, for the very first time. They will receive the same programme of support as the boys. Two of these girls are also involved in the U15 England Women's Development Programme (EWDP) and all five are great role- -models for the further development of women and girls' cricket in Wales.



While the top of the structure continues to perform very well, there are also some encouraging signs at club level, notably Newport Cricket Club who were ECB Senior Women's champions in 2013 and ECB U13 and U15 champions in 2014.

More girls hubs are wanted and required to continue to broaden the base of participation, and key to this will be providing the form of cricket wanted by this market. This will not always be the same as what is provided for the boys.

Disability Cricket

Disability Cricket is now integrated as part of Cricket Wales and 2014 saw a pan disability Wales side compete effectively against County Cricket Boards in England.

From season 2015 onwards it is intended to formally accredit five strategically placed disability hubs in Wales who will receive support towards their coaching and competition programmes. This will be the start of a structure being put in place underneath the Wales squad.

While the potential for major growth is probably limited there exist numerous pockets of activity that can be further developed in the coming years. Underpinning this development will be a partnership with Disability Sport Wales (DSW) and the following of their InSport accreditation process.

Community Programme

Part of the development of the Community Programme referred to in the 'Growth' section of the Plan, will involve Community Coaches looking to develop more disability, girls and BME activity as well as traditional boys cricket. This will be an important element of broadening the measures of success of the community programme.

Welsh Language

Cricket Wales is committed to working with the Welsh Language Commission on the development of its use of the Welsh language, and has recently appointed a voluntary Welsh language champion to lead on this work. Recent successes include attendance at the Urdd National Eisteddfod and ensuring that all Cricket Wales press releases are translated into Welsh.

The 2014 Club Audit identified that 17% of clubs in Wales deliver some coaching either in Welsh or bilingually. In response to this Cricket Wales is planning to pilot a new Coach Development Workshop that will provide coaches with tips on working with bilingual groups. Future plans also include identifying Welsh-speaking Glamorgan players to act as role models and translating more Cricket Wales policy and report documents into Welsh.

To enable Cricket Wales to monitor progress and drive its further development, an Equality Action Group has been put in place Chaired by a Cricket Wales Board Director and having within its membership representatives from Disability Cricket, the BME community, Women and Girls Cricket, disadvantaged areas, the Welsh language, the ECB, Sport Wales and senior Cricket Wales staff. The role of the Group will be to challenge and support the delivery of the Action Plan.



Quality Outcomes – 'People have a fun, enjoyable and positive experience in cricket'

'People have the opportunity to be the best they can be'



These Outcomes relate to the quality of the experience people have within cricket and their opportunities to reach their full potential whether this be as a player, coach, official, groundsman or club volunteer. They are qualitative in nature and therefore more difficult to measure. However, the ECB National Cricket Playing Survey (NCPS) and various Cricket Wales surveys have for the first time gained feedback on people's satisfaction levels within the game. The precise future of the ECB NCPS is unknown at this stage so it is difficult to set targets in relation to some of these measures. Instead the measures below (and additional ones) will be 'tracked' to gauge people's broad satisfaction levels.

People have a fun, enjoyable and positive experience in cricket.

SEASON	2013	2014
% getting a lot of fun & enjoyment	84	87
% having a very positive experience	25	32
% having a positive experience	80	90
% having a much better experience than in other sports	16	11
% having a better experience than in other sports	50	39
% having a worse experience than in other sports	25	18
% very likely to recommend cricket to a friend	62	50
Net Promoter Score (% who would recommend minus % who wouldn't)	87	71
% very satisfied with services offered by Welsh cricket providers	13	3
% satisfied with services offered by Welsh cricket providers	67	53



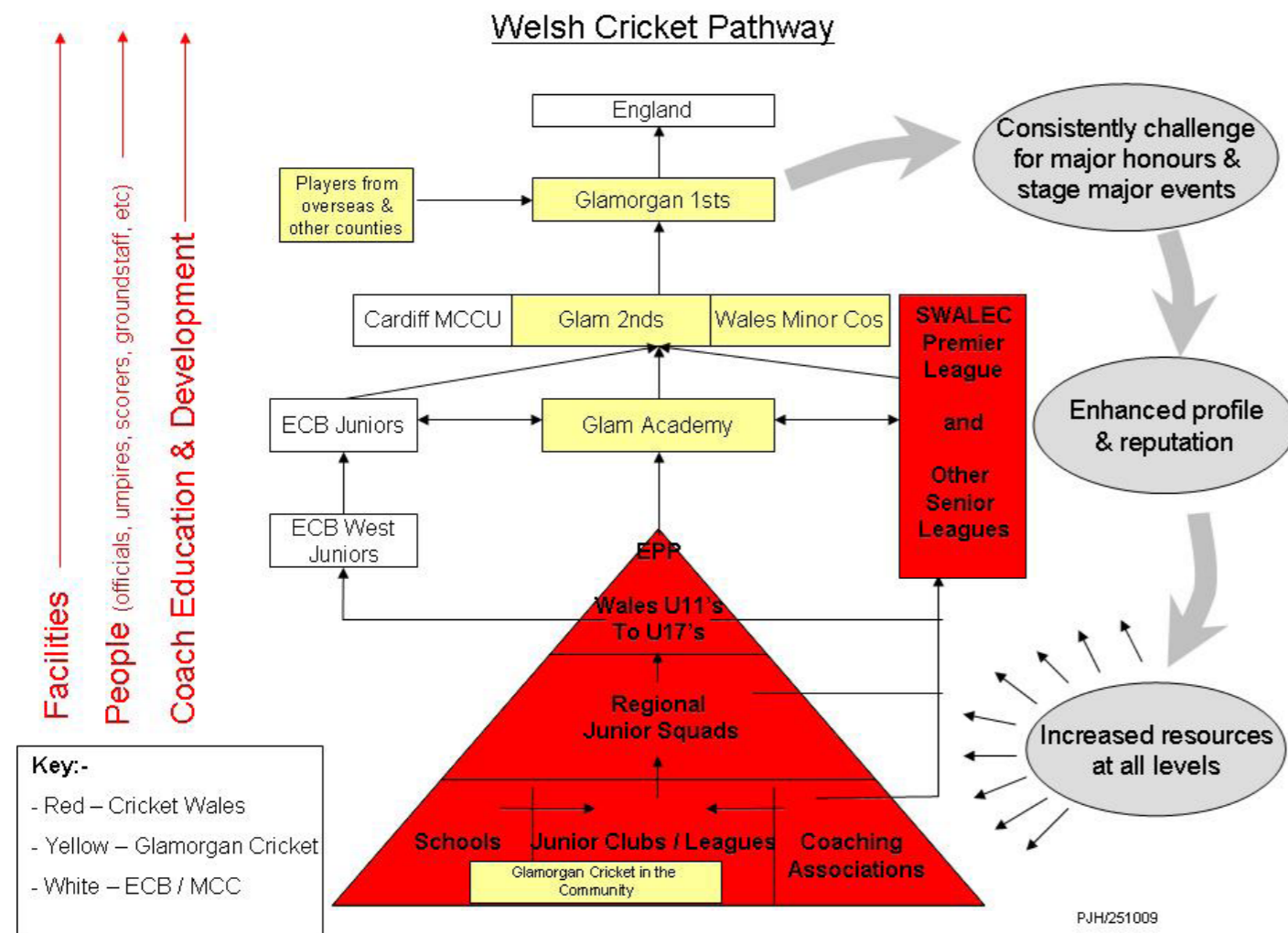
People (i.e. players, coaches, officials, grounds-staff, volunteers etc.) have the opportunity to be the best they can be.

SEASON	2013	2014
% Believing they have had every opportunity to be the best they can be	34	38
% Believing they have had some opportunity to be the best they can be	73	78
England U19 Boys (Glamorgan lead)	0	0
England U17 Boys (Glamorgan lead)	1	1
Bunbury U15 Boys (Glamorgan lead)	2	2
England Women & Girls (Glam Lead)	2	4
Wales Age Group Win Ratio (%)	42	51

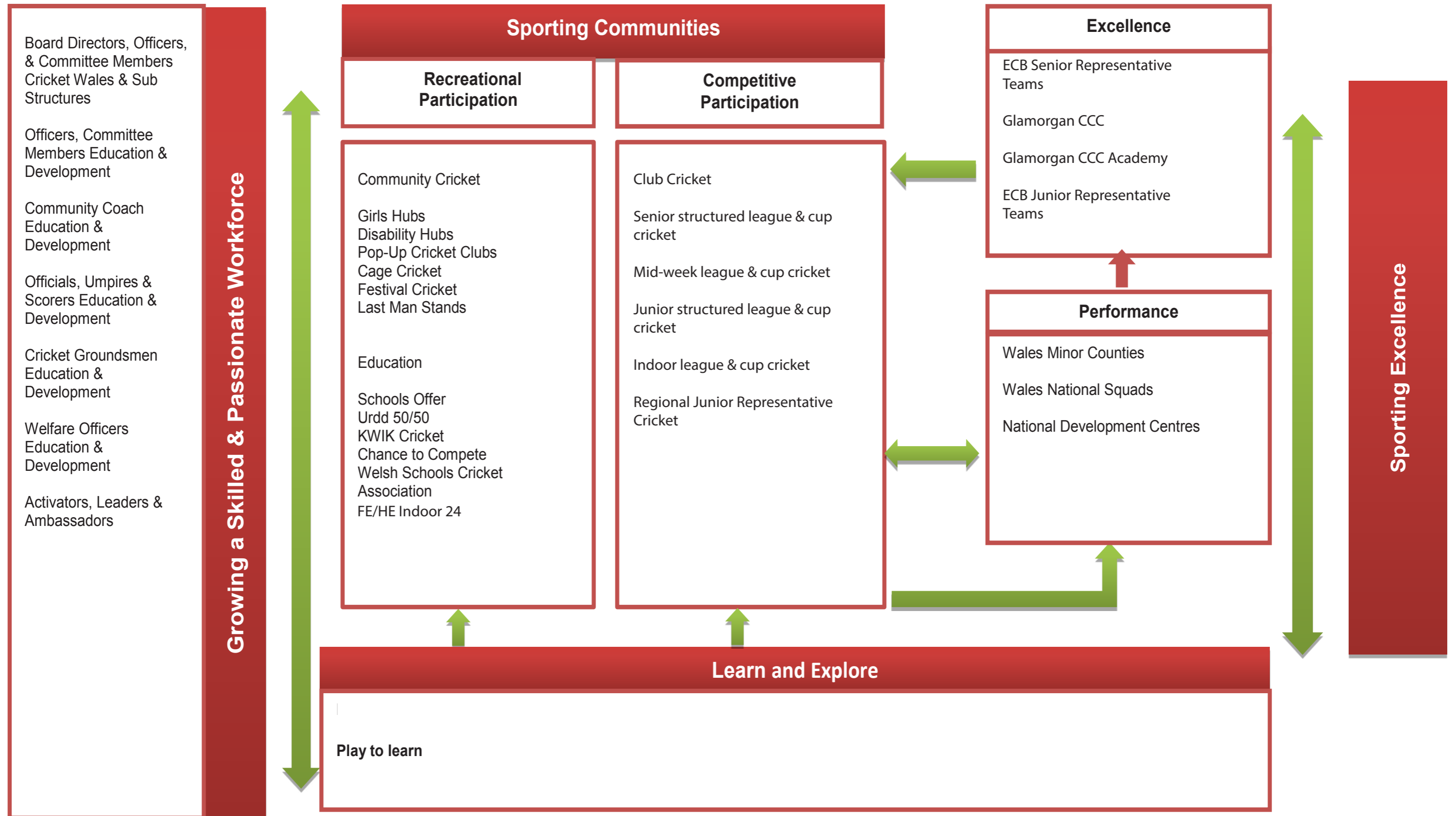
Programmes that underpin the outcome 'People have the opportunity to be the best they can be' include Cricket Wales' work on the Pathway that feeds Glamorgan Cricket and England.

The Cricket Wales Pathway

This Pathway is well established and was subject to two independent reviews during 2013. The first was conducted for Cricket Wales by former Director of Performance at Sport Wales, Graham Davies, while the second was a part of a more wide-ranging review for Glamorgan undertaken by former Somerset Director of Cricket Brian Rose. Both reviews reported very positively on the Cricket Wales Pathway and included recommendations that have since been implemented. These included reducing the number of boys attending National Development Centres (NDC's) and introducing a Grading system within Regional Junior Boys cricket to ensure competition is as appropriate as possible i.e. evenly matched sides.



The Sporting Pathway for Cricket Wales



For winter 2014/15 onwards the Glamorgan Development Programme (Academy), will be expanded following Sport Wales funding of Cricket Wales that will enable a dedicated role to co-ordinate all the activity (coaching, competition, sports science, link with education, finance etc). This expansion sees an increase in the number of boys on the programme and the introduction of some talented girls for the very first time. New batting, wicket-keeping, pace and spin bowling sessions will be introduced by Glamorgan which will be attended by Academy and fringe players.

Wales boys and girls age-group sides continue to perform well against strong English County teams that tend to include far more players from independent schools where cricket is important. This is a tribute to the hard work of Welsh clubs, regions and national coaches and managers. The number of Wales boys teams is a frequent topic of debate that will be kept under review. Those whose primary objective is excellence would prefer fewer teams and players, while those who value the contribution the Pathway makes to senior club cricket believe the number of teams and players is about right.

Boys Regional Junior Cricket will continue to be an important part of the Pathway but further work is needed in supporting the Regions to develop themselves both on and off the field. The Grading system will continue and a new initiative is the introduction of a self-assessment and improvement process to help the Regions develop themselves from a governance and administration perspective.

The Women and Girls Pathway has also recently been changed with the discontinuing of girls Regional Junior cricket and the introduction in its place of centrally administered National Development Centres (NDC's) in North, South East and South West Wales. In 2013/14 these Centres successfully staged winter coaching and summer competitive festivals where the focus was very much on player development. This will be repeated in future years.



In February 2013, for the first time Cricket Wales sent a young Women's Development team to play in Dubai against the MCC and a number of strong English Counties. This successful initiative will be repeated in February 2015 due to the experience gained by the young players, the strong opposition and the focus it provided for their winter training. Cricket Wales has a crop of young, exciting women players that in due course will strengthen the senior women's squad.

Senior League Cricket

Two ECB accredited Premier Leagues exist in Wales, the North Wales Premier Cricket League (NWPCL) and the South Wales Premier League (SWPCL). The NWPCL sits at the top of a simple structure that serves the game well, but should be reviewed (particularly at the lower levels) on the back of the views expressed by the players in the 2014 NCPS. The SWPCL sits above a more complex system of feeder leagues which potentially could be simplified, again following the views expressed by the players. A second division of the SWPCL is supported by Cricket Wales subject to negotiation with the feeder structure.



Wales Minor Counties (WMC)

Wales is unique within the ECB in having a First Class County in Glamorgan and the Wales Minor County team. The WMC team plays an important role in the Pathway acting as a bridge between the Wales U17's and Glamorgan 2nds. It is important that its team is consistently competitive which is sometimes a challenge given how young it often is, and how experienced the opposition are. The future governance of Wales Minor Counties should be kept under review.



Financial Sustainability Outcome



Cricket Wales is currently very reliant on funding from Sport Wales, the ECB, The Cricket Foundation (Chance to Shine) and participants (players, parents and coaches). Within the next four years it is intended to broaden our sources of revenue and thereby become less reliant on the above organisations. This is illustrated below.

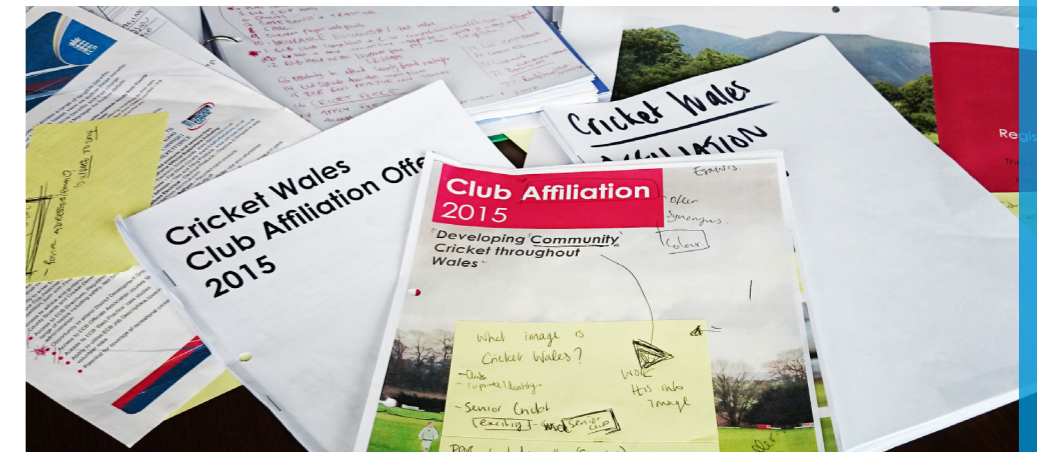
	2013	2014	2015	2016	2017	2018
% of CW turnover provided from within the Welsh game	14%	13%	14%	15%	16%	17%
% of CW turnover provided by funding partners	84%	86%	84%	82%	80%	78%
% of CW turnover provided by commercial sector	2%	1%	2%	3%	4%	5%

The main ways in which it is intended to achieve less reliance on funding partners includes the development of a commercial plan with Glamorgan Cricket which will benefit both organisations. A combination of Glamorgan's profile and Cricket Wales' access to communities across the whole of Wales should be attractive to the Welsh commercial sector, even during the current difficult financial climate. This requires the development of well packaged 'offers' with clear benefits to potential commercial partners.

In the duration of this Plan Cricket Wales will also re-launch affiliation through a better marketed 'Club Offer' and also look to introduce a 'School Offer' and 'T20 Offer', aimed at encouraging new organisations to join the Welsh cricket 'family'. 'Association' and 'League Offers' will also be explored. In all instances well marketed, bespoke, meaningful benefits will be the key to success.

While the above will aim to offer benefits to different organisations, an individual membership of Cricket Wales (potentially combined with Glamorgan Cricket), will also be scoped. In addition to providing revenue this may also help Cricket Wales gain data on people's involvement in Welsh cricket in a more accurate and efficient way.

Needless to say, despite seeking to broaden sources of revenue, Cricket Wales' very strong relationships with all of its current funding partners will remain essential as we continue to improve the growth, quality and accessibility of cricket in Wales, within a secure financial framework.



Organisational Development

The successful delivery of Cricket Wales' targets within its Outcomes Framework will also require organisational development in a range of areas.

A marketing plan will be developed that seeks to raise the profile of cricket in Wales and further develop the Cricket Wales brand. This will include better profiling of our many success stories, an enhanced web presence and improved internal and external communications. How we portray ourselves both within cricket and to the outside world can be further developed.

Of continuing importance throughout Welsh cricket will be our work in safeguarding children and vulnerable adults. ECB 'Safe Hands' policies and procedures will continue to become embedded within all parts of the game as Cricket Wales seeks to achieve NSPCC Level 3 status. Throughout this work our focus will continue to be on protecting young and vulnerable people within cricket rather than on achieving specific accreditation levels.

A Cricket Wales Governance Working Group is scheduled to recommend changes to the 2015 AGM (following Board approval), which are likely to impact on the make-up of the Board and its sub-structure of Councils. Also under consideration is the potential of 'Area Forums' throughout Wales, maximising Cricket Wales' ability to govern the whole sport and the important relationship with Glamorgan.

Changing staff and voluntary roles, the latter as a consequence of the governance review, will require increased investment in leadership and personal development throughout Cricket Wales. The relatively new Cricket Development Officer (CDO) role will require the acquisition of new skills as the post-holders continue to establish themselves as the co-ordinator of all cricket in their area. 'Area Forums' will potentially help the co-ordinating process but will require the many voluntary cricket organisations in Wales to develop stronger relationships with each other.



Conclusion

This Vision and Strategic Plan is a culmination of work by the Cricket Wales Board, Staff and voluntary area networks, and is therefore the most comprehensive to date.

Through joint-working, the support of existing and new funding partners, and a continued modernisation of our operation, our vision of 'Cricket thriving in the heart of Welsh communities' will be realised.



APPENDIX 1

Measure Wales	2013 Season	2014 Season	Target				Total Inc	% Inc
			2015 Season	2016 Season	2017 Season	2018 Season		
S01 - Growth								
✓ Number of junior club teams (club audit)	547	622	630	640	650	658	36	5.79%
✓ Number of junior club teams (playing structured league cricket)	368	364	376	385	396	400	36	9.89%
✓ Junior Club membership	8,389	7,526	7,600	7,750	7,900	8,088	562	7.47%
✓ Number of senior club teams (club audit)	611	618	617	620	622	625	7	1.13%
✓ Number of senior teams playing Saturday cricket	432	420	423	428	432	437	17	4.05%
✓ Number of senior teams playing mid-week cricket	102	114	117	130	134	136	22	19.30%
✓ Senior club membership	7,169	6,862	6,900	6,950	7,000	7,081	219	3.19%
✓ Number of active officials	234	181	208	222	230	238	57	31.49%
✓ Number of active coaches	492	408	430	455	480	506	98	24.02%
✓ Number of active groundsmen	114	117	123	130	135	140	23	19.66%
S02 - Accessibility								
✓ Number of junior club teams (Female)	19	39	42	46	50	56	17	43.59%
✓ Number of junior club teams (Disability)	4	4	5	6	9	9	5	125.00%
✓ Number of senior club teams (Female)	11	8	9	10	12	13	5	62.50%
✓ Number of senior club teams (Disability)	1	2	3	4	5	7	5	250.00%
✓ Junior club membership (Female)	844	780	850	980	1,085	1,205	425	54.49%
✓ Junior club membership (Disability)	66	66	70	85	100	115	49	74.24%
✓ Junior club membership (BME)	471	569	610	642	674	712	143	25.13%
✓ Senior club membership (Female)	150	149	170	190	227	229	80	53.69%
✓ Senior club membership (Disability)	12	35	52	56	81	93	58	165.71%
✓ Senior club membership (BME)	474	575	604	750	761	780	205	35.65%



CRICKET WALES

CRICED CYMRU