



# **INTERIM STRATEGIC PLAN**

**2018-2019**

## **MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE**

Over the last 12 months there have been announcements of some significant changes to the landscape of English cricket, which will have consequential impact on Sussex Cricket.

The most significant change has been the launching by the ECB of the new 'hundred' ball per team competition based on 8 'city' franchises, which will start in 2020. This followed a new broadcast deal agreed with Sky and the BBC for all English international and domestic cricket for the period 2020 to 2024.

The Board of Directors of Sussex Cricket Limited has been working closely with the ECB over the past year to ensure that the 18 First Class Counties are protected going forward and that there is not the creation of 8 super counties on the back of the new competition.

A new County Partnership Agreement (CPA) is being negotiated, which will govern the relationship between the ECB and the counties in respect of both the professional (performance) and recreational (community) aspects, for the period 2020 to 2024.

There is also a cross game working party looking at the structure of the domestic season to try to find a better solution for the County Championship. Keith Greenfield, our Director of Cricket has been invited onto this group. The intention is to devise a new season structure, which protects the long-term future of the County Championship as well as the County T20 Blast competition and the One Day Cup. This is not an easy process to fit in with the new competition and all of the international cricket matches, which are vital to future revenues for the development of cricket.

Whilst all of this has been going on we have been continuing to make sure the business of Sussex Cricket continues to support the game in the county.

Following the creation of Sussex Cricket Limited and the Sussex Cricket Foundation we are now operating under the one purpose of 'inspiring a passion for cricket'. With a view to helping to achieve this purpose, we are delighted to have appointed Jason Gillespie as our Head Coach and Chris Coleman as Head of Community Cricket.

We aim to produce successful, predominantly home-developed men's and women's teams, to help grow recreational cricket and use cricket for wider beneficial social outcomes.

We will continue to look at ways to further invest in the County Ground at Hove as we continue to grow the matchday and non-matchday revenues for re-investment into cricket.

The finances of county cricket have been very difficult over the past few years, but Sussex Cricket was very fortunate to benefit from the Spen Cama legacy, which has meant significant investment in the ground whilst allowing the club to remain debt free.

We will continue to ensure the club is kept on a sound financial footing and investing for the future. We are hopeful that over the next 6/12 months we will have a great deal of certainty around the structure of finances of domestic county cricket right through to 2024.

Our intention is to manage the business on the basis of this interim 2018/2019 strategic plan whilst continuing to work on a new strategic plan for the period 2020-2024 when we have more clarity on the future direction of the game.

Thank you for all your continued support for everything that is Sussex Cricket.

**Bob Warren and Rob Andrew**

## **INTRODUCTION**

Sussex Cricket Limited (SCL) and its wholly owned charitable subsidiary Sussex Cricket Foundation (SCF) came into operation on 1st November 2015, following the merger of Sussex County Cricket Club and the Sussex Cricket Board.

During 2017, there was a major consultation exercise on the Strategy for Cricket in Sussex, during which time there has been a fast-changing landscape for cricket in England and Wales, as outlined in the Message from the Chairman and Chief Executive. In addition, the ECB introduced a new strategy for cricket in England and Wales called “Cricket Unleashed”, which aims to increase the number of people, especially children, participating in the sport.

The SCL Board of Directors has reviewed the results of the consultation and related these to the objects of “Cricket Unleashed” and decided on the following strategic points of action:

- To retain and increase participation by pursuing the following priorities:
  - Support clubs and the league to provide opportunities that meet players’ needs;
  - Support the next generation of Sussex cricketers to reach their potential;
  - Deliver and grow cricket for underrepresented groups;
  - Use cricket to deliver wider social outcomes.

In order to achieve the above listed priorities, the following action will be taken:

- To merge the four existing leagues into one
- To introduce a new coaching programme titled “Coaching the Sussex Way”, with six coaching modules;
- To develop a successful Sussex Women’s squad, with more players going on to represent England;
- To increase the number of volunteers in clubs.

The Board has also agreed to consider further the creation of a series of Area Cricket Hubs (ACH) throughout the County. A decision will be taken in 2019 as to how these would be positioned, in the light of the progress made with the two Hubs recently established in Brighton & Hove and Crawley.

The current plan is for the CPA and domestic cricket structure discussions to conclude towards the end of 2018 in order to allow plenty of planning time leading into the 2020 season and beyond.

Against a background of significant change and a degree of uncertainty over the next 12 months, we have decided to produce an interim strategic document to cover 2018 and 2019, which can then be amended for the period 2020 to 2024 when there is greater clarity on the issues outlined earlier. This document has been produced following multiple focus groups across the organisation in 2017 in which clubs, staff, the Sussex Cricket Board of Directors and the Sussex Cricket Foundation Trustees were all given the opportunity to input into the strategic direction of the Club.

In addition to developing our strategic business priorities over the next 12 months we will be spending some time considering our governance, diversity and inclusion plans to ensure they comply with current best practice as set out by Sport England and UK Sports Governance Code.

## **PURPOSE AND VALUES**

Following the consultation during 2017 across the organisation it became very clear that the purpose of Sussex Cricket is:

### **'INSPIRING A PASSION FOR CRICKET'**

The Sussex Cricket values have been in existence for several years and these were re-considered as part of the consultation. It was felt that they still reflected the values of the organisation but that a greater emphasis should be placed on bringing them to life. This is something for us all to focus on.

The Sussex Cricket SHARED values are:

**S**elflessness

**H**onesty

**A**ccessibility

**R**espect

**E**njoyment

**D**rive

## **VISION**

Our vision for cricket in Sussex is to create successful and entertaining men's and women's teams that people want to support.

We want to develop a majority of home-grown players for our men's and women's teams, through our commitment to our pathways from grassroots to performance cricket and we want all our high-performance cricketers to engage and inspire the next generation throughout the county.

Within community cricket and through our Foundation we want to support our 200+ recreational clubs to provide opportunities that meet players needs, support the next generation of Sussex cricketers to reach their potential, deliver and grow cricket for underrepresented groups and use cricket to deliver wider social outcomes.

## **Strategic Priorities**

As outlined in our vision the strategic priorities for our Performance Cricket department are to produce entertaining and successful Sussex men's and women's teams.

The work of our Community Cricket department and our Foundation is to support and grow cricket across the county and where appropriate use cricket to deliver wider social outcomes.

The work of the two cricket departments is underpinned by the Operations department and the Commercial department. The Operations department is responsible for ensuring our facilities at Hove are of the highest standard for hosting first class cricket and non-cricket activities through our conferencing and events partnership with Centerplate. We also have our excellent facilities at Blackstone Academy Ground which is home to our junior sides, and we work with the Brighton Aldridge Community Academy (BACA) which is home to Sussex Women's Cricket.

The Commercial department is responsible for maximising revenue from all our cricket related activity including sponsorship, matchday hospitality sales and membership and ticket revenue. The Commercial team also manage all of our marketing and communications for all Sussex Cricket brands.

All our activities are underpinned by our Finance and People departments and current legislation which ensure all areas of the Club operate to the highest standards.

## **SUSSEX CRICKET OBJECTIVES 2018**

### **PERFORMANCE CRICKET OBJECTIVES:**

- Successful Sussex Teams
- Development of high performance homegrown/English qualified talent
- Improve output from Boys and Women and Girls Academy Programmes
- Enhance professional players/staff engagement for/with Sussex Cricket Community Department
- Ensure first class practice and playing facilities at Hove, Blackstone and Brighton Aldridge Community Academy (BACA)
- Embed the 'Sussex Way' coaching modules to increase highly skilled coaches and players across Sussex Cricket

### **COMMUNITY CRICKET OBJECTIVES:**

- Support clubs to provide the opportunities that meet players needs
- Support the next generation of Sussex cricketers to reach their potential
- Deliver and grow cricket for underrepresented groups
- Use cricket to deliver wider social outcomes
- Agree new mission statement for Sussex Cricket Foundation

## **COMMERCIAL OBJECTIVES:**

- Maximise commercial revenue from all our cricket related activities, including matchday hospitality sales
- Drive our membership and ticket revenue for all forms of the game
- Work with our conference and events partner to maximise non-match day revenue
- Ensure state of the art marketing and communications for all Sussex Cricket brands
- Ensure the organisation is GDPR compliant

## **PEOPLE OBJECTIVES:**

- Encourage accountability for own learning through effective monthly 1:1s
- Communicate Happiness Index and actions to all staff
- Initiate awareness of mental health
- Focus on core messages to communicate to staff
- Honest conversations with team members across departments



## **FINANCE OBJECTIVES:**

- Invest in projects which generate a recurring increase in income
- Invest in professional cricket and other forms of the game
- Maintain a solvent financial position
- Continue to invest capital to keep the County Ground at Hove special
- Maintain a long-term financial plan with 12 months budget and 6 years further forecast

## **OPERATIONS OBJECTIVES:**

- Ensure the County Ground and all other facilities are safe and legally compliant whilst retaining a feel of being a special place to visit and watch cricket
- Oversee investment in the infrastructure at Hove and Blackstone to continue to be fit for purpose and ahead of our peers
- Explore and deliver non-cricket related events that attract a wide-range of visitors
- Provide input and support in relation to any future redevelopment of parts of the County Ground

July 2018