



SUSSEX CRICKET LIMITED

A Strategy for Cricket in Sussex 2017 – 2019

‘From the Playground to the County Ground’

Strengthening the quality of cricket in Sussex through increased participation, accessibility and alignment

A CONSULTATION DOCUMENT

*Issued by Sussex Cricket Limited Board of Directors
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SUSSEX CRICKET LIMITED
A STRATEGY FOR CRICKET IN SUSSEX 2017 - 2019
EXECUTIVE SUMMARY

1. The mission of *Sussex Cricket* is to “***Inspire a passion for cricket – in the heart of every community***” and in order to bring this to fruition, the *Sussex Cricket Limited (SCL)* Board of Directors has produced a set of proposals that has the twin aims of increasing participation and improving the quality of cricket in *Sussex Cricket*.

2. The Board expects a number of positive outcomes from this initiative, including the following:

- More children playing cricket, starting with the 5 year olds;
- Easier accessibility to cricket for all participants, whether they be players or supporters;
- Higher standards of cricket, through extended and enhanced coaching throughout the *player pathways*;
- Increased innovation in all forms of cricket including greater emphasis on Sunday & friendly cricket; Seniors’ cricket; business leagues; shorter formats; and cricket for people with disabilities;
- Improved standards of facilities in clubs, schools and the wider cricket community;
- Engagement of more volunteers;
- Stronger links between recreational cricket and the county cricket team, with increased access to professional players as role models in the community.

3. The main proposed change would see the creation of a number of Area Cricket Hubs established throughout the County. This is considered to be necessary, because there is little chance of achieving the *Sussex Cricket* mission through the existing centralised structure operating from Hove. Accordingly, there needs to be a devolved system of administration, with the Hubs becoming both focal points for increasing participation and for achieving cricketing excellence, within the heart of their respective communities.

4. Other changes include the introduction of a newly created *Sussex Cricket Coaching Programme* and the development of a benefits package for all *Sussex Cricket* volunteers.

5. The *SCL* Board hopes that all those involved in *Sussex Cricket* will find the proposed changes acceptable, in giving to clubs/related organisations in the County:

- As much responsibility as they wish, with the necessary matching authority to allow them to be innovative and resourceful;
- As much authority as possible, within the overall need for central direction;
- As much support, help and advice as they need, whilst accepting accountability for their actions;
- The freedom of retaining their individual identities, whilst being truly part of *Sussex Cricket Family*.

SUSSEX CRICKET LIMITED
A STRATEGY FOR CRICKET IN SUSSEX 2017 – 2019
‘FROM THE PLAYGROUND TO THE COUNTY GROUND’

1. Background

1.1. In November 2015, the former Sussex County Cricket Club (SCCC) and Sussex Cricket Board (SCB) were integrated, to form a new corporate entity, titled *Sussex Cricket Limited (SCL)*. Additionally, a registered charity, the *Sussex Cricket Foundation (SCF)* was created, as a wholly owned subsidiary of SCL.

1.2. The SCL Board of Directors (the “Board”) recognised that that SCCC & SCB had jointly developed a “*Strategy for Sussex Cricket 2015 - 2018*”, with the overall mission of “*Inspiring a passion for cricket – in the heart of the community*”.

1.3. Building on this foundation, the Board decided to establish the Sussex Cricket Strategy Group (SCSG) to undertake a review of the strategies/policies for all cricketing activity in the County. The aim was to make recommendations to the SCL Board in order to:

- Develop accessible and inclusive cricket throughout the County in order to grow participation;
- Strengthen the quality of all cricket in the County, from the *Playground to the County Ground*;
- Align the club league structure to ensure that there is successful and enjoyable cricket at all levels;
- Maximise the utilisation of resources available to cricket within the County.

1.4. The Board expects a number of positive outcomes to result from the review, all of which will be seen to have related to the *Sussex Cricket* mission. These include the following:

- More children playing cricket, starting with the 5 year olds;
- Easier accessibility to cricket for all participants, whether they be players or supporters;
- Higher standards of cricket, through extended and enhanced coaching throughout the *player pathways*;
- Increased innovation in all forms of cricket including greater emphasis on Sunday & friendly cricket; Seniors’ cricket; business leagues; shorter formats; and cricket for people with disabilities;
- Improved standards of facilities in clubs, schools and the wider cricket community;
- Engagement of more volunteers;
- Stronger links between recreational cricket and the county cricket team, with increased access to professional players as role models in the community.

1.5. The SCSG met on a number occasions since March 2016 and concentrated on the twin objectives of increasing participation levels and enhancing the ***Player Pathway***. In doing so, the Group addressed the following issues:

- Cricket in primary schools/first entry point;
- Cricket in secondary schools;
- School/Club Partnerships;
- State School/Independent School Partnerships;
- Facilities (including pitches/nets (both indoors and outdoors));
- Men's Adult League Cricket;
- Women's & Girls' Cricket;
- Cricket for people with disabilities;
- Seniors' Cricket;
- Junior County squads/*Sussex Junior Cricket Festival* communications;
- Officiating (e.g. Umpiring & scoring);
- Volunteers & volunteering;
- Quality & quantity of coaching;
- Talent identification, Scouting & Recruitment;
- Access to SCCC players & facilities;
- Links with other Counties.

1.6. The ***Player Pathway*** is the process by which individuals make their cricketing journey from the beginning of his/her initial contact until its conclusion (e.g. participation at a village club, town club, area team, district team, county team, Emerging Players Programme, Academy, SCCC 2nd XI & SCCC 1st XI squad). It is designed to constantly challenge players and give them the opportunity to develop their skills to another level in all areas, namely technical, tactical, mental and physical. The *Pathway* must accommodate anyone who wishes to reach only part way along it.

2. Purpose of Consultation Document

2.1. This Consultation Document has been produced by the *SCL* Board, following advice from the SCSG, and aims to secure views on a range of issues from all stakeholders in the County.

2.2. The document sets out a number of recommended changes, which are summarised in the following categories:

- Increasing Participation;
- Improving Accessibility;
- Improving the Quality of Youth & Recreational Cricket;
- Professional Cricket Played by Sussex CCC;
- A New Model for Strengthening Cricket in the County;
- Area Cricket Hubs;
- Aligning the Structure of League Cricket;
- Volunteering;
- Other Club Cricket Issues;
- Role of Director of Cricket;
- Central Cricket Committees;
- Financial Implications;
- External Impact Study.

2.3. The SCL Board hopes that all those involved in *Sussex Cricket* will find the proposed changes acceptable, with a view to giving clubs and related organisations in the County:

- as much responsibility as they wish, with the necessary matching authority to allow them to be innovative and resourceful;
- as much authority as possible, within the overall need for central direction;
- as much support, help and advice as they need, whilst accepting accountability for their actions;
- the freedom of retaining their individual identities, whilst being truly part of *Sussex Cricket Family*.

2.4. The document will be distributed in early December 2016, with the closing date for comments being [31st January 2017](#). Following this, the SCSG will examine the views expressed, prior to presenting its final report to the SCL Board, by 28th February 2017, which will include a full set of recommendations, with timescales for action and an assessment of the financial implications.

2.5. Subsequently, a ***Strategy for Cricket in Sussex Action Plan 2017 - 2019*** will be prepared by 31st March 2017, which will be circulated for the attention of all stakeholders.

3. Strategy for Cricket in Sussex 2017 – 2019

3.1. The SCL Board has adopted and updated the *Sussex Cricket Strategy* referred to in section 1.2 above and a copy of the *Strategy “House”* is attached to this document as **Appendix A**.

3.2. The “*House*” identifies three pillars of cricketing activity, these being:

- Performance (Elite Cricket);
- Participation (Recreational & Youth Cricket);
- Community (Cricket for Social Good).

3.3. The main objective of the Board has been to develop the next stage of the Strategy, which has been to focus specifically on **Cricket** in the County. In particular, its aim is to determine strategically various mechanisms for increasing participation and extending and enhancing the *Player Pathway*, by relating the activities of each of the pillars to the others, through the pictorial crossbeams of the *Strategy House*.

3.4. Throughout this process, underlying all of the SCSG discussions was to ensure that the ***Sussex Cricket SHARED Values*** are adopted in all parts of cricketing activity within the County. These are ***Selflessness, Honesty, Accessibility, Respect, Enjoyment & Drive***.

3.5. The SCSG had the good fortune of receiving advice from officers of the England & Wales Cricket Board (ECB), who have confirmed that the new strategic framework relates well the ***Game – Wide*** Strategy for increasing participation, titled ***Cricket Unleashed***. *Sussex Cricket* will receive practical support from the ECB’s new *Regional Participation and Growth Team*, which is aligned to the areas of “*More*

Play” in **Cricket Unleashed** (Kids, Clubs, Community & Casual). This team will contribute to the implementation of the **Strategy for Cricket in Sussex Action Plan 2017 – 2019**, as referred to in section 2.5 above.

4. Increasing Participation

4.1. Statistics have been issued through the ECB, which show that during the past three years, there has been a worryingly reduction in the number of adult men playing recreational cricket. In addition, one of the enduring challenges over the past few decades has been the loss to cricket of youngsters in the 14, 15 & 16 years’ age groups. There have been numerous reviews as to what could be done to halt this exodus, without total success. *Sussex Cricket Limited* is determined to reverse these trends, in line with **Cricket Unleashed**.

4.2. In reviewing these important issues, it should be noted that there are **247** organised clubs affiliated to *Sussex Cricket Limited*. In addition, it is estimated there are a further **80** cricket “clubs” that are not affiliated to *SCL*. Of those that are affiliated, **c150** clubs are involved in men’s adult league cricket, with **c350** teams playing regularly in the 4 Leagues in the County. In 2016, some **8,000** players took part regularly in Saturday cricket during the summer. It is also estimated that a further **c9,500** individuals played either midweek or Sunday non-league cricket matches (*Data Source – ECB Get the Game On Dashboard – Play Cricket.Com*).

4.3. While the majority of players are satisfied with the cricket they play, there are increasing demands for the following:

- Shorter formats and faster games;
- Earlier start & finish times;
- Teams playing nearer to home;
- Teams that match one’s ability;
- Teams that are accessible & inclusive;
- Teams that have a sociable atmosphere;
- Desire to express one’s views;
- Greater level of social media engagement.

These issues are already being addressed by all four of the Sussex adult leagues and a number of changes will be implemented in 2017 through the respective leagues structures.

Of significant importance in this respect, is the ECB campaign, titled **Get The Game On**. This is designed to boost participation, with all nationalities being encouraged. The campaign literature states “*Cricket needs everyone – players, captains, coaches, umpires, groundsmen and volunteers to take an active role in the campaign and play their part in ensuring that as many games as possible are completed each season*”.

4.4. Women’s & Girls’ Cricket

While the level of men’s participation has been reducing, the number of girls and women players has increased significantly in recent years. To reflect this trend, *Sussex Cricket* has recently established its own Women’s Cricket Academy in

association with the Aldridge Foundation at the new Sir Rod Aldridge Cricket Centre at the *Brighton Aldridge Community Academy (BACA)*, which has wonderful training and playing facilities. The Academy will allow *Sussex Cricket* to work with the highest level of cricketers in the Sussex Women's & Girls' squads through more specialist one to one coaching, with a view to some going on to play for England.

Sussex Cricket is in the process of establishing six girls' hubs around the County to work with local communities and to bridge the gap between school and club cricket, to give girls more opportunities to play cricket in a safe and fun environment. These projects will be run through the "Aldridge project", which will also involve working in the Brighton & Hove area, with Whitehawk, Moulscomb and Falmer being target areas. Areas of development will be to get more women & girls playing cricket, by working in local primary and secondary schools, as well as developing new clubs at Portslade CC (two sites - Portslade & BACA) and Southwick CC.

Sussex Cricket will support the 30 women's & girls' clubs in Sussex to make them more sustainable and to help increase numbers through *Chance to Shine* coaching in schools and club support. Another area for improvement with clubs in the 2017 season is to increase the number of matches played and to decrease the number of concessions in the County. Leagues and competitions will continue to be run for under 11s, U13s, U15s and Women for clubs that have an established set-up and also for those clubs who are just starting out with a women's and girls' section.

The number of schools participating in girls' cricket continues to grow, with more schools, both state and independent, entering into the Lady Taverners Indoor winter competitions, as well as the girls' summer leagues and tournaments.

4.5. Schools' Programme

Equally exciting has been the number of children in state **junior/primary** schools who have received an introduction to cricket in curriculum time, through various ***Chance to Shine (C2S)*** programmes. Some **96,000** have been involved in Sussex during the past 5 years, of which 60% have been boys and 40% girls.

It is estimated that some 4% of these children have since joined junior sections of affiliated clubs and existing community hubs. While this has become a positive trend, there is a need to ensure that that percentage is increased substantially in the spirit of creating a life-long passion for cricket. In reflecting on this matter, it should not be forgotten that most of the children involved in the C2S programmes are given more general valuable information regarding the importance of such matters as an active lifestyle and the benefits of teamwork, etc.

From September 2017, *Sussex Cricket Limited* expects to benefit from additional funding from the C2S programme, which will allow it to increase the number of State schools involved, both primary and secondary.

The most important increasing feature of the various C2S programmes throughout the County will be the need to:

- create a sustainable model of coaching cricket in the junior/primary schools concerned, without the full resources of a C2S programme; and
- establish sustainable structures/facilities within the youth sections of the cricket clubs to meet the increasing demands of the extra youngsters converting from coaching at the schools to coaching in the clubs.

With regard to the first of these objectives, the training of teachers in coaching still remains the key to the success of any *Chance to Shine* project and this is something that continues to be at the heart of any new school link that is set up. Pleasingly, it is clear that Cricket is becoming a lot more embedded within the school physical education framework, which is unsurprising, bearing in mind that in the past three years over 500 teachers have received informal training.

While there is much optimism for the future, one of the significant challenges for SCL and local clubs is to identify ways whereby the sport of cricket has a far better chance of winning “*the battle for the playground*” in schools. This is of the greatest importance to the *Sussex Cricket* mission of ***inspiring a passion for cricket in the heart of every community*** – when better to seek this than to catch them young!

Accordingly, as an encouragement, all primary school children be given free tickets to matches at the County Ground, which will include a visit to the excellent Sussex Cricket Museum.

It is PROPOSED that a robust *Sussex Cricket* Key Performance Indicator (KPI) be developed, which improves the cricket measure now in place, concerning the number of children progressing from *Chance to Shine* programmes in schools to playing cricket in external settings (e.g. after-school clubs, cricket clubs and community hubs).

It is also PROPOSED that local qualitative data be gathered from *Chance to Shine* participants, in order to inform the development of the *Sussex Cricket* mission, further to the national annual data collected by the *Chance to Shine* charity.

4.6. Clubs’ Programme

It is pleasing to note that very recently, the ECB has launched a new national programme aimed at clubs, which is titled ***All Stars Cricket***. Its aim is to increase participation by providing cricket for children in the 5 to 8 years old age group, which is fun to play, safe & inclusive and in which the youngsters will want to learn, develop and enjoy success.

This programme is aimed at clubs, not schools, with the coaching being given by club coaches. The programme will encourage parental engagement and children will get free clothing & equipment for use in the homes of children and exclusive “money can’t buy” experiences!

It is PROPOSED that a particular focus of this Strategy must be the encouragement of clubs to take an increasing interest in the 5 to 8 years age groups, in liaison with the ECB's new "All Stars Cricket" Programme.

4.7. Cricket for People with Disabilities

Sussex Cricket remains committed to providing opportunities for people with disabilities across the whole of Sussex. Indeed, SCL introduces cricket to over 1,600 people with disabilities on an annual basis with over 160 receiving coaching weekly at 15 locations across the County.

With support from the *Lord Taverners* and *Wheelpower*, SCL also offers Table Cricket and Wheelchair Cricket sessions alongside its Skills Awards and Inter-Hub Disability Cricket Competition.

Pathways to excel are in place for all forms of disabilities with Learning Difficulties and Physical Handicap County softball and hardball squads, in addition to a Visual Impairment adult squad and Hearing Impairment junior squad.

5. Improving Accessibility

5.1. SCL recognises that, in order to ensure increasing levels of participation, it is necessary to develop accessible and inclusive cricket throughout the County.

5.2. SCL has identified various meanings of "Accessibility", as follows:

- Of a place - easy to reach and able to be entered;
- Easy to use and easily obtained – applicable to all aspects of recreational cricket, as well as venues for pro cricket;
- Easily understood or appreciated – how the game is explained to newcomers;
- Able to be used by all people, those who are able and those with a disability, – applicable to playing, watching and volunteering;
- Of a person, especially one in a position of authority, friendly, easy to talk to and approachable – applicable to recreational club officers/coaches, as well as to role model professional and elite players who must be available and approachable.

5.3. It is considered that enhanced and easier accessibility of cricket in Sussex will have a positive impact on participation in cricket and specifically on the following:

- The number of people playing cricket in Sussex;
- The quantity and quality of cricketers reaching the elite level of the *player pathway*;
- The success of teams representing Sussex Cricket at all levels;
- Attendance at professional and recreational cricket matches in Sussex;
- The number of volunteers in Sussex Cricket;
- The appeal of the game to potential sponsors of cricket in Sussex; and
- The availability of grants to Sussex Cricket from both public and private sectors.

5.4. In this context, the following are the various aspects of “accessibility” that need to be addressed in detail:

- **Multiple gateways to cricket** - examples include *Street Cricket*; beach cricket; *Chance to Shine (C2S)* cricket in secondary & primary schools; cricket at independent schools; club cricket; and independently run cricket coaching organisations;
- **Professional Player engagement** - a *Sussex Cricket* engagement strategy should be developed which enables clubs to be clear about what they can expect from *Sussex Cricket* in terms of professional player and coach engagement with clubs across the county;
- **Opportunities at schools** – to create a model for 5 to 11 year olds, which offers support to primary schools to introduce the game to young people, through the C2S model or otherwise. The model should be a partnership between the school(s) concerned and one or more of the clubs in the local Area Cricket Hub (*see Section 9 below*), with a particular focus on coaching in the winter months, as the summer months have so many distractions in school. By the summer, it would be expected that the School/Club Partnership would have moved young people to participating in organised cricket in the clubs. Among other things, the *Sussex Coaching* modules (*see Section 6 below*) should be made available to all teachers who wish to engage with cricket activities, in all schools;
- **The opportunity to play cricket** - to enable players to access the right opportunity to play, suitable for the trajectory of their “*pathway*”. It should be noted that for some players there are actually too many gateways open currently and that these players might block others from enjoying the opportunity to play cricket. Examples of this are boys (sic) who play for their school team, the district or county team, their club senior teams, whilst also dominating local junior club cricket. Some players may benefit from playing less school cricket, whilst others may benefit from playing less lower level club cricket;
- **Availability of coaching** – as indicated in section 6 below, all cricketers in Sussex must have access to excellent coaching;
- **Player pathways** - as also referred to elsewhere in this document, all cricketers in Sussex must have access to effective *player pathways*, irrespective of age, ability and gender;
- **Appropriate level competitions** – there is a need to ensure the provision and regular review of competitions that meet the needs of all players on the *pathway*. There are multiple issues to consider, including strengthening the top level of recreational cricket at both senior and junior levels; the length of

matches played in leagues; and the provision of more “reduced team” cricket such as six or eight-a-side competitions;

- **Attendance at elite matches** - a key indicator of the success of this initiative will be increased attendances at the 1st Central County Ground at Hove and elsewhere. People who play cricket are at least six times more likely to watch cricket than those who don't and it is necessary, therefore, to provide clubs across the County with marketing material and professional fixture lists (men, women & County youth) to display in cricket pavilions and to incentivise clubs to take their members to the County Grounds;
- **Availability of County Ground for youth finals** – there is a need to make the 1st Central County Ground available for one special County youth X1 match per season and one of the *Sussex Junior Cricket Festival* age group finals. This would be thrilling for the youngsters concerned, thus helping to sustain their interest and involvement in the game;
- **Access to affordable equipment & clothing** - a significant barrier to involvement in cricket for some is the cost of equipment, clothing and travel to and from matches. In some cases, it may be necessary to provide funding support for these aspects. Further consideration must be given to these important matters;
- **Utilisation of grounds, pavilions, facilities & social events** - accessibility to cricket includes improved utilisation of the huge resource, which is the grounds, pavilions and other facilities, both at Hove and at the club grounds across the County.

5.5. SCL acknowledges the huge desire to increase the number of SE Asian players in the County and, in particular, it is important that, increasingly, the composition of teams are reflective of the diverse nature of the local communities in which they are based, as well as being of an appropriate standard/level.

5.6. SCL wishes there to be no barriers to the playing of cricket in the later stages of peoples' lives and, indeed, applauds the County Seniors' teams (i.e. Over 50s, 60s & 70s), which have achieved much success nationally during the past few years. Increased participation is necessary to maintain the high standards of cricket played, with the intention being to engage a greater number of older people, not just in playing, but also in umpiring and scoring.

5.7. It can be stated that all of the aspects outlined above will contribute significantly to improving the QUANTITY of cricket in the County.

5.8. In respect of improving accessibility to cricket in Sussex, it is **PROPOSED** that:

- **The professional fixture lists (County men, women, youth & seniors) be placed in cricket pavilions around the County and incentives be devised for clubs to take their members to the County Grounds;**

- A feasibility study be conducted into the use of the 1st Central County Ground at Hove, the Eastbourne Saffrons Ground and the Arundel Castle Ground for playing the finals of junior competitions.
- Funding support be provided, in some cases, to meet the costs of equipment, clothing and travel to and from matches;
- Greater utilisation be made of Clubs' grounds, pavilions and facilities for local community and social events throughout the year.

6. Improving the Quality of Youth & Recreational Cricket

6.1. The SCSG received assertions that the standard of recreational cricket is diminishing and that it is imperative that continuous improvements are made. This applies in particular at the *Sussex Premier Cricket League* levels where cricket has to be strong, to enable talent to be tested, nurtured and developed. It should be pointed out these were the views of *Sussex Cricket Limited* before the SCSG commenced its deliberations – indeed they were one of the reasons for establishing the Group.

6.2. As has been stated above, In order to improve the quality of cricket throughout the County, one of the key objectives for the future is to extend and enhance the *Player Pathways*. This is a priority because it will help ensure that at **all** participants in cricket derive the maximum level of **fulfilment and enjoyment** from the game, which will enable clubs to retain more people playing cricket for longer. In addition, it is vital that enhanced *Player Pathways* shall ensure that the elite players are **suitably competent** to make the transition from the amateur game into the professional game.

6.3. A major initiative within this objective is the need to improve significantly the quality of coaching at all levels. At the heart of this issue is the acknowledgement that the traditional pathways have seen most of the best coaching resources focused at the top end of the pathways, whereas, just as important is the first few steps of young people's introduction to cricket.

6.4. The Director of Cricket (DoC), in liaison with Jim Wallis at the University of Brighton, has developed a new "*Sussex Coaching Programme*", which comprises a series of six coaching workshops, a combination of which can be fashioned to each coach's suitability and desire. It is intended that this programme shall be easily accessible throughout the County and shall be free of cost to the participants and their clubs, with the programme being funded through the *Sussex Cricket Foundation*.

The new Sussex Coaching Modules are as follows:

- **Workshop 1** – Coaching for long-term development; myths, challenges and applications;
- **Workshop 2** – Fundamental movement and physical literacy for cricket;
- **Workshop 3** – Identifying and nurturing youth potential;
- **Workshop 4** – World class club coaching;
- **Workshop 5** – Enhancing player performance 1;

- **Workshop 6** – Enhancing player performance 2 (this includes scouting and identifying talent).

All people involved in coaching in the clubs' junior coaching sections, in any capacity, would be expected to attend modules 1,2,3 of the modules.

It is PROPOSED, therefore, that SCL shall adopt a specially devised “Sussex Coaching Programme”.

6.5. The DoC has already designed a programme for dissemination of the courses and undertaken all necessary other points of action to achieve comprehensive involvement.

6.6. Other issues upon which the DoC is taking action include the following:

- Implementing an appropriate selection process for junior county squads;
- Avoiding the playing of youth county matches during the same age-group *Sussex Junior Cricket Festival* weeks, in 2017 and beyond;
- Forming appropriate winter coaching schedules;
- Assuring the quantity and quality of one-on-one coaching offered to players in the County squads;
- Using the latest advances in player development technology, where applicable;
- Securing the formal accreditation of independent and voluntary coaching organisations that contribute to the *player pathways*.

6.7. The *SCL* understands that for players to be successful consistently, the participants, both coaches and players must for the most part enjoy themselves and be having fun!

It can be stated that the above programme of activities will contribute significantly to improving the QUALITY of cricket in the County.

7. Professional Cricket Played by Sussex CCC

7.1. With regard to the professional cricket played by *Sussex CCC*, the intention is to provide great sporting entertainment, to develop players to play for England and to achieve cricketing success, through challenging for top national honours in the targeted trophies, each year.

7.2. The criteria for achieving these aspirations are as follows:

- the team should include a minimum of 7 English qualified players in first class cricket, but it is recognised that this might not always be possible;
- the balance of the professional squad should be competitive for the competitions that the Club prioritises;
- a successful, competitive team environment should be maintained in which young players can thrive;

- all SCCC players shall play within the laws of cricket and the MCC's *Spirit of Cricket*, and shall be ambassadors for *Sussex CCC* on and off the field;
- the Club shall have the appropriate structure of coaching and support staff and that all coaching staff achieve the highest qualifications possible;
- there shall be a high-level scouting system;
- the *SCCC Academy* and youth development structure shall be of the highest quality, for both genders.

It is acknowledged that there must be appropriate measures for assessing whether the standards aspired to are being met. A good example of such a measure is the ECB's annual *Academy Audit*.

7.3. As will be seen from the first point above, it is vital that there is a continuous stream of young players who are developed through the *Sussex Cricket Academy*, who progress initially into the 2nd XI and then into the 1st XI squad. This cannot be achieved satisfactorily unless there are strong and robust *Player Pathways* in place, which is why this imperative is at the heart of this strategic framework.

7.4. It is acknowledged that there will be periods during which there are rich seams of young players emerging, as there will also be fallow times. However, the objective should always be to produce a greater number of sufficiently suitable youngsters than the number of places available in the *Sussex Cricket Academy*.

7.5. It is PROPOSED that the criteria set out in section 7.2 above in respect of professional cricket shall be formally adopted.

It is also PROPOSED that there are appropriate measures shall be designed for assessing whether the standards for professional cricket are being met.

8. A New Model for Strengthening Cricket in the County

8.1. It is important to note the following statistics before determining how best to organise the future administration of cricket in the combined West & East Sussex:

- Population – 1,548,000;
- County Councils – 2;
- City Council – 1;
- District Councils - 12 (Chichester, Adur, Arun, Worthing, Horsham, Crawley, Mid Sussex, Lewes, Eastbourne, Wealden, Rother, Hastings);
- Primary Schools – 398;
- Secondary Schools – 71;
- Independent schools – 76;
- Further Education Colleges – 7;
- Universities – 3;
- County Sports Partnerships – 1 (*Active Sussex*).

8.2. As outlined in the sections above, there is a twin aim to increase participation and to improve the quality of cricket in *Sussex Cricket*. The key question is to decide

how best these combined objectives can be achieved, within the overriding mission of *“Inspiring a passion for cricket in the heart of every community”*.

8.3. SCL considers there is little chance of success in achieving this through the existing centralised structure. Accordingly, the SCSG examined a de-centralised model that operates successfully in Auckland, New Zealand. Its manifestation in Sussex would be a network of Area Cricket Hubs (ACHs), each of which would be a focal point for increasing participation and for achieving cricketer excellence, with improved levels of resources and facilities in the heart of appropriate communities.

8.4. It is PROPOSED that a new form of devolved recreational cricket management shall be established through a network of Area Cricket Hubs (ACHs).

9. Area Cricket Hubs

9.1. Functions of ACH

The ACHs shall be based in the larger centres of population/local council areas, as evenly as possible in all parts of the County. Each will be led by a main Hub Club, which shall retain the authority for managing its own activities and be given the responsibility for liaising with all the other associated clubs and organisations within the Area concerned. The Hub Club will act as a ‘facilitator’, not ‘controller’.

The Hubs shall be the focus for community engagement and shall include the following:

- All clubs in the Hub Area, including those that are engaged in friendly, non-competitive cricket, including cricket played on Sundays, or midweek, and shorter forms of the game on Saturdays*;
- Secondary schools & primary schools **;
- Independent schools ***;
- County, Borough, District & Parish councils;
- Local businesses (*possibly through business breakfast clubs such as that established by Chippendale CC in Worthing*);
- Other sports clubs in the area, maybe with joint playing memberships;
- Local health services and other educational facilities;
- Local voluntary groups.

(There is further investigation to undertake, but with the existing 4 Area Cricket Associations being subsumed into the ACHs, there is an opportunity to introduce an ACH Academy League open to U19s. It is envisaged that this league would be of a short format, probably T20, and played on Sunday mornings at a convenient time of the season. This initiative would provide a very useful step between lower levels of club cricket and the raised standards of ACHs. It would enable players to be selected from the geographical area that the ACH covers, with the possibility of the young people designing and managing their own events);*

*(** The Hub shall be responsible for the oversight of the local Chance to Shine programme, through Club/School Partnerships);*

*(*** It is hoped that the independent schools in the County will be willing to be involved in the new strategic framework, with an emphasis on achieving what is best for the student's long term cricketing development. It is suggested that some youngsters need exposure to high level men's cricket once they are 15/16 years of age, and there is a need to ensure that Premier League cricket can provide this. If school matches are played during the school week, students could be released to play for adult club teams on Saturdays, which would enhance their development).*

9.2. It is expected that the number of Hubs will be between 12 and 16, but this will depend on which clubs apply. The intention is to invite existing cricket clubs throughout the County to make an application to be the Hub Club of an ACH, based on a set of criteria, as described briefly in section 9.3 below. Following a selection process by *Sussex Cricket Limited*, which will involve interviews, the approved ACHs would operate for an initial period of three years, following which there would be further three-yearly reviews.

9.3. Area Club Hub Qualifying Criteria

Each ACH shall be responsible for the realisation of the 11 aspects of accessibility set out in section 5.4 above. Accordingly, each Hub Club must be open and easily accessible to any participant, irrespective of age, sex, ethnic background or ability.

The Hub Club shall have achieved, or have firm plans for, the following:

- *Clubmark* accreditation;
- Provision of first rate teams and infrastructure, including 4 XIs playing league cricket;
- Approved junior section, with established coaching support, including commitment to the *Chance to Shine* and *All Stars Cricket* programmes;
- Commitment to Women's & Girls' cricket;
- Commitment to cricket for people with a disability;
- Commitment to Seniors' Cricket;
- Commitment to family activities (e.g. Club Open Days);
- Commitment to establishing a *Youth Focus Group*, or *Youth Champion*;
- Strong management structure (*details to be determined*);
- Financial stability.

The Hub Club shall be required to provide first-rate facilities, based on the existing *Sussex Premier Cricket League's* Gold Standards, and these shall include high quality:

- Grounds, pitches & outfielders, with approved maintenance arrangements;
- On-site outdoor nets, covers & sightscreens;
- Clubhouse buildings & changing rooms
(It is important to recognise the value that these could have for local community use throughout the year);
- Access to indoor nets
(It should be noted that there are already sufficient indoor nets available throughout the County to satisfy the future need, almost all of which are of an entirely satisfactory standard).

9.4. It is expected that each ACH shall ensure the availability of junior league cricket, either within the Hub itself, or in association with another Hub. (*It should be noted that there are currently 5 junior leagues operating in the County, with 108 clubs participating*). This will ensure minimum travelling time on what are normally school nights. It is anticipated that the ACH could also provide facilities and resources to ensure that all clubs in the Hub continue to be represented. There are many benefits to be realised under this model, not least using the power of cricket to bring people together, whatever their background and ability.

9.5. Support for ACH

In order to achieve the functional activities and meet the responsibilities listed above, the ACH shall be provided with de-centralised resources from the *Sussex Cricket Foundation*, including the following discrete services:

- A SCF Cricket Development Manager;
- A dedicated SCF Community Coach;
- A SCF Ambassador whose duties shall include stimulating local interest in volunteering, as well as leading the fund-raising efforts (*see further reference to this in section 11 below*);
- Support from the *Sussex Cricket* commercial team to secure additional sponsors within the Hub.

The Hubs shall be the focus points for all financial grants issued by the *SCF*, both in respect of the main Hub Club and the other clubs/organisations within the Hub, in order to meet the aspirations of the Hub.

The new approach shall be supported by a devolved administration structure, which would integrate an allocated discrete *Sussex Cricket* resource with the volunteers in the local clubs and schools, local authorities and voluntary organisations within the Area.

9.6. It is important to note that the Hub Clubs will be selected on the basis of the above listed criteria, not on the current playing strength of the clubs' 1st XIs.

9.7. The *SCL* expects the desired **outcomes/measures of success** in each Hub to be as follows:

- Increased number of adults playing cricket;
- Increased number of children playing cricket (*with particular emphasis on increasing the conversion rate of those participating in Chance to Shine programmes at schools and on the All Stars Cricket programmes at clubs*);
- Increased number of schools offering cricket;
- Improved playing skills for all players who desire this;
- Increased access to talent identification and improved scouting scheme;
- Enhanced enjoyment and satisfaction of all playing participants;
- Enhanced relationships between schools (both state and independent) and local clubs, as part of the *Player Pathway*;
- Increased numbers and quality of coaches/scorers/umpires/grounds staff;

- Increased volunteers in all aspects of participation;
- Greater appeal to potential sponsors/donors;
- Expanded use of grounds/facilities;
- Better health & social outcomes in each Area.

9.8. Attached at **Appendix B** is a pictorial model of an ACH, which shows the wide variety of its activities and identifies the various organisations that shall be incorporated within it.

9.9. Prior to a County - wide introduction of the Area Cricket Hub concept, a pilot exercise will be undertaken in 2017 in the Eastbourne & South Downs Area, with Eastbourne CC as the Hub Club.

10. Aligning the Structure of League Cricket

10.1. As identified in section 4.2, there are c150 clubs involved in men's adult league cricket, with 350 teams playing regularly in the four Leagues in the County, as follows:

- *Sussex Premier Cricket League* (8 divisions - 4 x 1st XI + 4 x 2nd XI);
- *East Sussex Cricket League* (12 divisions – free flowing);
- *West Sussex Invitation Cricket League* (11 divisions – free flowing);
- *Mid Sussex Cricket League* (5 divisions – free flowing).

10.2. The *Sussex Premier Cricket League* (SPCL) is a County - wide competition, with the *East and West Sussex Cricket Leagues* contributing as feeder leagues in a process of promotion & relegation. The *Mid Sussex Cricket League* is not part of these arrangements, but like the other three leagues, it is represented on the *SCL Adult Leagues' Group*. Each of the Leagues are organised separately by enthusiastic, efficient and well-organised groups of volunteers. Each League has its own constitution and playing conditions, as well as separate regulations and codes of conduct, etc.

10.3. All the leagues recognise that they are accountable to *Sussex Cricket Limited*, which is the governing body for all organised cricket in the County, through the *Sussex Cricket Foundation*, under the overall control of its Managing Director. The arrangements fall within the *Participation* pillar of the *Strategy House*. However, it is acknowledged that the England & Wales Cricket Board (ECB) has some responsibility for monitoring the effectiveness of the Premier Division (of 10 clubs) of the SPCL.

10.4. *SCL* is strongly of the view that the prime objectives of increasing accessibility and participation, along with strengthening the quality of Sussex cricket, can be best achieved by aligning a new structure of league cricket with the ACH initiatives described above. As stated above, many stakeholders in *Sussex Cricket* believe that recreational standards are generally in decline and such a measure would revitalise and focus resources, thus enabling resurgence in league cricket.

10.5. Therefore, *SCL* is keen to establish a direct link between the structure of league cricket and the proposed decentralised administration through the proposed Area Cricket Hubs, which will be both centres of cricketing excellence and major community bases in the Area.

10.6. At the elite end referred to in section 10.7 a) below, *SCL* considers that, in due course, the Hub Clubs of the selected ACHs should form the newly constituted ***Sussex Super League (SSL)***, with either just one, or two, divisions, depending on the number of ACHs selected.

10.7. The design of the longer-term plan should seek to ensure that the following aims are met:

- a) The best players play against each other in the ***SSL***, especially talented junior players; and
- b) There are opportunities for players to play more locally, in shorter forms of the game, with thus greater regionalization/localisation within the feeder leagues.

10.8. With regard to timing, *SCL* believes that the proposed ***SSL*** should not be established until a core of Area Cricket Hubs have been “bedded in”, which is not likely before the 2019 season. In the meantime, the existing framework should continue, with the desire of achieving the twin aims outlined in section 10.7 above.

10.9. In the interim period, the Director of Cricket will devise new arrangements whereby potential EPP and Academy cricketers will be tested. These will include the following:

- Increase the present ECB Under 17 competition to the Under 18 age group;
- Establish a Sussex Premier League East v West invitational competition;
- Create an Under 19 County match programme.

10.10. It is **PROPOSED** that, in due course, a new aligned and integrated Adult League structure shall be established.

10.11. Accordingly, it is **PROPOSED** that the existing Adult Leagues’ Group shall continue to coordinate the views of the respective leagues, until a new Adult League structure is established.

11. Volunteering

11.1. One of the fundamental foundations of the *Sussex Cricket Strategy House* is described as “***Ensuring Sustainability***”. This relates to both financial viability and to the ongoing availability of people to ensure that cricket thrives in the County.

11.2. Thus, it is necessary not only to develop a robust business model, it is as vital to ensure there is a powerful framework for the recruitment and retention of volunteers.

11.3. There are some 7,000 volunteers providing vital services in the delivery of all cricket activities in Sussex and it is appropriate to reflect on the fact that almost all

recreational and youth cricket is run by people who are unpaid. Without them to manage, coach, fund-raise, umpire, score and prepare the clubhouses/grounds, etc., organised club cricket would not exist. Volunteers are, indeed, the life-blood of the sport!

11.4. It must not be forgotten also that there are many people who provide important voluntary activity within the **professional game and centrally**. Examples include directors, trustees and committee members of the following organisations:

- *Sussex Cricket Limited*;
- *Sussex Cricket Foundation*;
- *Sussex Cricket Museum & Educational Trust*;
- *Sussex Cricket Society*;
- *Sussex Cricket Supporters Club*;
- The four Adult Leagues;
- *Sussex Associations of Coaches*;
- *Sussex Association of Cricket Officials*;
- *Sussex Seniors*;
- *Sussex Junior Cricket Festival*; and, of course,
- the many other volunteers who help with organising various County - wide aspects of our sport from youth to seniors cricket.

11.5. It is recognised that:

- Within recreational/youth cricket, it is the volunteers who manage the clubs, with support being given by the paid employees of *SCL*;
- Within the central organisations, it is the volunteers who give their services to support the paid executive.

What follows identifies how *Sussex Cricket* can integrate teams of volunteers working both in the heart of the communities across the County, as well as within the centralised activities.

11.6. Volunteers in recreational/youth cricket are only loosely connected with *Sussex Cricket Limited* and in 2014, an “*Ambassadors*” scheme was set up with the aim of formalising the involvement of volunteers and of creating a new relationship between the County Club and the recreational clubs. Despite the positive efforts of the ten volunteers who were recruited, the scheme is in need of a real boost and the Area Club Hub (ACH) model provides a wonderful opportunity for all volunteers to be more effectively recognised and better integrated within *Sussex Cricket*.

11.7. *SCL* proposes that the ***Sussex Cricket (Volunteer) Ambassadors Programme*** be re-cast with one Ambassador being appointed to and based in each Area Club Hub, in accordance with the job description shown as **Appendix C**. As will be seen, one of the key responsibilities will be to recruit new volunteers within the Hub. In effect, collectively they will act as the lead volunteers for *Sussex Cricket* across the County. The recruitment process will involve advertising, formal applications and interviewing, before selection, with the Chairman of the ACH Hub Club concerned being a member of the selection panel. The existing *Ambassadors* will be invited to

apply for these new roles and those not appointed will be re-titled *Sussex Cricket Volunteers* and specific opportunities for each of them will be agreed.

It is PROPOSED that a volunteer *Sussex Cricket Ambassador* be formally appointed to each Area Cricket Hub.

11.8. It is envisaged that the network of centrally based volunteers will work with existing volunteer groups within the groups referred to in Section 11.4 above. They will also work with *Sussex Cricket Foundation* employees to deliver SCF projects in the areas of Participation, Health and Education and will contribute to the work of the Executive of *Sussex Cricket Limited* in areas including marketing, communications and commercial.

11.9. However, all these activities would become more collectively beneficial if they were to be supervised by an unpaid ***Volunteer Coordinator*** who is based centrally. The person concerned may well be given the additional role to manage the network of *Ambassadors* and to encourage and support them in the field. The *Volunteer Coordinator* will be accountable to the *Sussex Cricket Foundation*, reporting to its Managing Director.

It is PROPOSED that the post of unpaid *Volunteer Coordinator* be established.

11.10. In acknowledging that there is clear evidence that volunteer recognition drives satisfaction, it is proposed that a benefits package for all *Sussex Cricket* volunteers is developed, as part of the review of the membership packages for *Sussex Cricket*.

It is PROPOSED that a benefits package be developed for all *Sussex Cricket* volunteers.

11.11. Immediately prior to the issue of this consultation document, ***Sport England*** announced its first-ever volunteering strategy with a drive to get people from all backgrounds to enjoy the benefits of volunteering.

This will include the following funding streams, which will be launched in January 2017:

- ***The Opportunity Fund***, which will invest in projects that create volunteering opportunities for black, Asian and minority ethnic people, women and disabled people, reaching into communities where there is higher unemployment and crime, lower education and poorer health;
- ***The Potentials Fund***, which will unleash the promise of young people, with the investment in projects which benefit 10 to 20-year-olds and their communities;
- ***The Club Matters Fund***, which will ensure that club administrators get the help they need.

12. Other Club Cricket Issues

12.1. Overseas Coaches/Players

SCL believes it would be of positive benefit, at least in the future ***Sussex Super League***, for ACHs to engage overseas coaches/players, on the basis that they would

raise both coaching and playing standards. However, the following conditions should apply:

- The emphasis shall be on coaching, not playing, with every one of them being a qualified coach;
- They shall be appointed to the Hub Club as a whole, not just the 1st XI of that Club;
- They shall be involved in all aspects of the Club's activities, including genuine social engagement throughout the Hub;
- They shall each be required to attend a County-based INSET day, so that they become well aware of their collective responsibilities.

It is PROPOSED that Area Hub Clubs shall be positively encouraged to engage the services of overseas coaches/players, subject to certain conditions.

12.2. Club 2nd XIs

SCL has considered examples in Sussex Cricket of clubs playing regularly in their 2nd XIs a majority of players under the age of 21 years, in order to produce a nursery of players for their respective future 1st XIs.

It is PROPOSED that, in due course, the Area Hub Clubs should consider the likely benefits of regularly selecting a majority of players in their 2nd XIs who are under the age of 21 years.

12.3. Effective Groundsmanship

The quality of ground and pitch preparation, particularly at the Hub Clubs, is a most important feature. Accordingly, it is proposed that the County Head Groundsman be asked to provide advice and support for the respective Hub Clubs' groundsmen and supervise the standards being met by the Hub Clubs.

It is PROPOSED that the Sussex County Head Groundsman shall provide support and advice to the groundsmen at the Area Hub Clubs.

12.4. Effective Officiating

There is an increasingly well-established *Umpiring Pathway*, but there is a major need to recruit many more qualified umpires, particularly those that have played cricket.

With regard to the vital area of **Match Scoring**, electronic scoring is the future method of choice. It is encouraging that this is being given a real boost both by the Leagues in Sussex and by the ECB.

13. Other Issues

13.1. Director of Cricket

The job description for the Director of Cricket (DoC) is attached as **Appendix D**. The essential question is what involvement the DoC should have in respect of recreational cricket.

It is PROPOSED that, in due course, the proposed new Sussex Super League shall be moved to the Performance pillar of the Strategy House, under the responsibility of the Director of Cricket. All other recreational cricket shall remain in the

Participation pillar, under the overall responsibility of the Managing Director of the Sussex Cricket Foundation.

13.2. Cricket Committees

There are currently two cricket committees, the terms of reference of which are attached as **Appendix E** and **Appendix F**. They are as follows:

- Sussex Cricket Committee – reports to the *SCL*; and
- Adult Leagues Group – reports to *SCF*.

It is proposed that the two should continue for the time being, with a further review when the **Sussex Super League** is established. However, in respect of the recommendation made in section 13.1 above, when the new league structure is put in place, the **Sussex Super League** shall become part of the remit of the Sussex Cricket Committee.

It is PROPOSED that both the Sussex Cricket Committee and the Adult Leagues Group shall remain in place, subject to review in 2018/2019.

13.3. Links with Other Counties

It has been suggested that there could be some benefit to *Sussex Cricket* for there to be one or more links made with other first class counties. The *SCL* sees no such advantages in this and is content to continue with its formal development liaisons with the Oxfordshire and Guernsey Cricket Boards.

14. Financial Implications

14.1. As stated in Sections 2.5 & 3.5 above, a **Strategy for Cricket in Sussex Action Plan 2017 – 2019** will be produced in early 2017, which will identify the full financial and other resource implications of its implementation.

15. External Impact Study

15.1. It has always been the intention to undertake an *External Impact Study* in due course, in order to assess the economic, social and other benefits of the integration of *Sussex Cricket*. It is acknowledged that the integration itself was a means to an end, so *SCL* has agreed that this important initiative will follow the implementation of the **Strategy for Cricket in Sussex Action Plan 2017 – 2019**.

It is PROPOSED that an External Impact Study be undertaken in 2019.

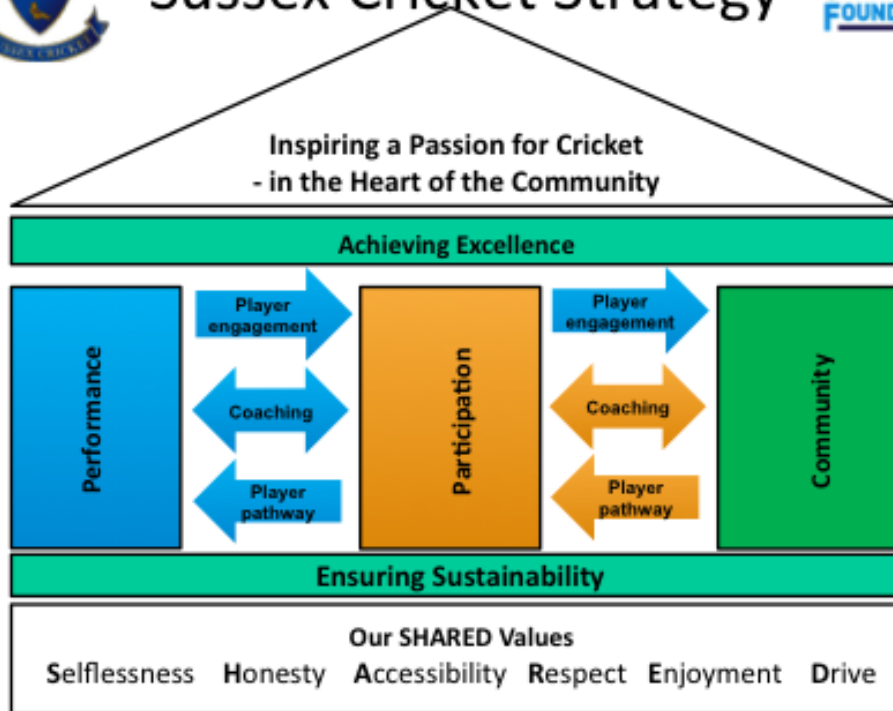
16. Summary

16.1. The **Strategy for Cricket in Sussex 2017 – 2019** is seeking to build on the foundations laid in the “Strategy House”, by arresting the decline in cricket participation, whilst improving the quality of cricket played. It also has the objective of *Creating Better Futures* through increased participation, by inspiring education and improving health. *SCL* believes that can best be achieved by establishing a sustainable County network, as presented above.

December 2016



Sussex Cricket Strategy



SUSSEX CRICKET
PROPOSED AREA CRICKET HUB



CONTEXTUALLY DEPENDANT FACTORS IMPACTING QUALITY AND QUANTITY OF CRICKET

NOTES

- The model is a starting point on which to build a more professional and coherent model
- Terms may need changing to fit with existing terminology
- Criteria will need collapsing, renaming, expanding as necessary
- Terms will need some explanation for consistency and clarity
- Gold and blue spokes will need consideration
- Many of the criteria here link, activity on one criteria may easily tick several boxes

SUSSEX CRICKET

- 1st team performance – an important criteria for the pinnacle of Sussex cricket clubs
- Player profiles – number of players who play adult cricket who have come

through the hub system

- % first team games – a quantifiable measure of the above. We could set a benchmark for hub grown players
- Facilities – quality of match, practice and general buildings including club-house facilities
- Finance – clarity, transparency and strength of finances relative to hub size. Acquisition of income and sponsorship
- Governance – constitution of hub committee, transparency of decision making
- SC Engagement – various essential ways in which the hub should show strong links with the county club (e.g youth nominations, coaching workshops, facility use). It should be very evident that the hub is in Sussex.
- SC/SCF office – linked to above, makes the above easily managed and enhances efficiency for SC staff
- Facility use % - limiting 'dead-time' in specialist facilities
- Private school partnerships – how hubs can work symbiotically with private schools
- Overseas player(s) – defined role for overseas players in-keeping with hub needs
- 12 month calendar – avoiding cricket becoming squeezed into a four month sport. How the hub continues momentum through the winter months.

SCF PARTICIPATION & GROWTH ENGAGEMENT

- “Getting a bat and a ball into more hands”

PLAYING THE GAME

- Additional Formats of cricket – Street cricket, LMS, T20 (e.g. Eastbourne Knock-out Cup could tick a few boxes if run well)
- ECB engagement – e.g Cricket Unleashed, Entry Level activity
- Bespoke Schools Programme – Increase in the number of state schools both primary and secondary who actually play the game
- Women and Girls – in my view this is one of the strongest rationales for hubs and will be the first thing I / we look to change if Eastbourne is a pilot
- Cost of cricket – how the hub tries to cap the price of cricket to new members (e.g Club kit nights, second hand kit sales, free cricket for pupil premium children, maximising volunteer coaches, fundraising rather than high annual subs, 100 club instead of annual subs etc)

SUPPORTING THE GAME

- Volunteering – galvanising and rewarding volunteers. Novel ways of drawing volunteers into the game, perhaps emphasis on third generation volunteering in Eastbourne!
- HE / FE links – maximising local opportunities, such as UG students.
- 12 month calendar – avoiding cricket becoming squeezed into a four month sport. How the hub continues momentum through the winter months, YLIC Course, Officials Courses.

- Groundsmanship – use the hub as the centre for shared knowledge, equipment, bulk purchasing etc.,

CRICKET FOR ALL

- Disability Cricket – Weekly offering of Multi Skills, Table Cricket & Wheelchair Cricket provision for all ages
- Inclusivity and diversity – linked to above but may be contextually dependant on which community groups have increased access and opportunity (e.g Curry House league Monday 8-11am, BAME specific leagues etc.)
- Community access – wider entitlements to community groups and schools

EDUCATION AND HEALTH

- Projects within the Hub are still to be specified.

Jim Wallis
December 2016

**Sussex Cricket Limited
Draft Job Description**

Job Title: Sussex Cricket Ambassador (new role)
Hours: Voluntary
Term: 1 year terms to be reviewed annually

Role Purpose:

This is a leadership role, which contributes directly to achieving the purpose of *Sussex Cricket* which is to “***inspire a passion for cricket - in the heart of every community***” across the County. Ambassadors will seek to encourage greater participation in the playing, watching and supporting of cricket in Sussex. They will also seek to bring benefits to local communities across the County through cricket. Each *Sussex Cricket* Ambassador will act as the lead volunteer in one of the Area Cricket Hubs located across the County.

Key Responsibilities:

- Work with Sussex Cricket Limited (SCL) and Sussex Cricket Foundation (SCF) executive staff to create both formal structures and informal networks within the Hub, which enable the Ambassador to manage and communicate activities in *Sussex Cricket* and within the local communities;
- Use these structures to understand the needs of the clubs and schools in the Hub and ensure that these needs are met by the *Sussex Cricket Strategy*;
- Build links with the Local Authority(s) in the Area;
- Build clear links with and between all local cricket clubs in the Area and ensure that they are all provided with regular communication from *Sussex Cricket*;
- Make specific measurable contributions to achievement of key strategic priorities for *Sussex Cricket* in Participation, Health, Education and sustainability;
- Help the Hub Club to ensure that the Hub meets local needs and *Sussex Cricket* targets for the provision of all forms of cricket;
- Recruit and provide support for volunteers in the Hub;
- Establish mechanisms for raising funds locally, in conjunction with the SCF.

The Ambassador’s primary line of accountability will be to the Sussex Cricket Foundation’s Managing Director, but he/she will also work closely with the SCL commercial and marketing departments to ensure contribution to *Sussex Cricket* sustainability

Desired Outcomes:

- Through the decentralised *Sussex Cricket* structure, to deliver to achieve increased participation in cricket in various forms;
- To develop relationships with schools in the Hub Area;

- To ensure sustainability of clubs in the Hub Area and by promoting *Sussex Cricket*, to enhance the interest of local businesses to engage with *Sussex Cricket* through sponsorship and partnership;
- To ensure improved relationships between clubs in the area and with *Sussex Cricket*.

Benefits:

This is a voluntary role, but has the following benefits:

- Complementary Premier SCCC membership
- Use of the Board Room at Hove
- Leadership training and development

December 2016

Sussex Cricket Limited
Job Description

Job Title:	Director of Cricket
Reports to:	Chief Executive - Sussex Cricket Limited (SCL)
Responsible for:	Head Coach, Head of Science and Medicine, Cricket Performance Manager, Head Groundsman, (<i>outsourced coaching manager TBC</i>), Indoor School / Player Services Manager
Location:	Based at County Ground, Hove, plus some travelling involved
Hours:	Full-time, including some evenings and weekends.

Role / Purpose:

To oversee, support and to be ultimately responsible and accountable for cricket performance, the Academy, cricket support services and structure.

To participate in the development of and work with all stakeholders to progress *Sussex Cricket's* strategic objectives, and increase awareness and participation levels within the County in line with financial parameters.

Key Responsibilities:

- Contribute towards refining a **long-term strategy** for sustained success, including increasing awareness and participation in cricket throughout the County ;
- Implementation of the agreed *Sussex Cricket* strategy, and reporting on progress;
- Full accountability for the cricket budget across all areas of responsibility;
- Work alongside and support the Chief Executive, the Head Coach and the Cricket Performance Manager to share the balance of work appropriately across these positions;
- Participate in the following meetings:
 - **Internal:** 1:1 with Chief Executive, Leadership Team meetings, Cricket Committee, Adult Leagues Group and *SCL* Board
 - **External:** represent the *SCL* at relevant ECB meetings;
- Work closely with the Chief Executive and Head of Finance to anticipate and manage any financial issues;
- Responsible for maintaining a strong and positive relationship between professional cricket and office staff at *SCL*;
- Responsible for working with the Chief Executive and any other stakeholders on any crisis management issues associated with the Cricket Department;
- Implement and report on Key Performance Indicators (KPIs) across all relevant areas.

Player and Staff Development:

- Manage, monitor and adjust appropriate workload and reporting systems and processes for all professional playing staff;
- Introduce and oversee of the talent identification system and reporting of such, in line with ECB guidelines;

- Responsible for successful scouting strategies, with input from Head Coach and Chief Executive;
- Assist in the fast-tracking of young quality players;
- Provide assistance and guidance on technique/tactics/strategy;
- Attend First XI, Second XI and Academy matches when appropriate;
- Ensure players and coaching staff receive appropriate appraisals (in conjunction with Head Coach);
- Implement personal development plans for all areas of responsibility;
- Ensure coaching staff are appropriately qualified and up-to-date on personal development programmes;
- Review coaching standards within Sussex, recommend and implement any improvements as appropriate.

In Conjunction with Head Coach and Cricket Performance Manager:

- Identify potential player signings in line with the *Sussex Cricket* strategy and in partnership with the Head Coach, external scouts/agents, and the Cricket Committee;
- Recommend nominations for Captain and Vice Captain of 1st XI and Captain of 2nd XI;
- In partnership with the Head Groundsman/Head Coach/third party experts, establish best practice, strategy and implementation for pitch preparation and monitoring;
- Oversee winter training programmes, at home and overseas;
- Organise the itinerary and plan pre-season training camps for the Academy and 1st XI Professional Squad(s);
- Responsible for selecting and organising team kit for the season ahead, including formal uniform;

General Management:

- Monitor the work of all coaching and ancillary staff (For example: Strength and Conditioning, Physiotherapy, Analyst etc.);
- Carry out appraisals on the staff from the above areas, in conjunction with the Head Coach;
- Ensure that all staff working in or associated with the department are compliant with statutory requirements (including, for example: DBS, ECB anti-corruption, safeguarding, first aid etc.);
- Make recommendations on salaries and contract value, length and scope of medical and associate services;
- Negotiate contracts with professional players and support staff in partnership with the Chief Executive;
- Make recommendations about fixture schedules and the use of out grounds in collaboration with the Head Coach;
- Work closely on a regular basis with the Indoor School / Player Services Manager
- Responsible for overseeing the accommodation and travel logistics for 1st XI pre- and during the season;

- Prepare player engagement programme in line with PCA/ECB contract and the *Sussex Cricket* strategy;
- Plan and organise professional cricket social events throughout the year;
- Align the cricket department with the commercial objectives of the broader organisation;
- Prepare Board reports and other ad hoc reports as required;
- Any other reasonable duties as requested by the Chief Executive.

Key relationships

- Sussex Cricket Limited Board
- Sussex Cricket Limited Leadership Team
- Sussex Cricket Foundation
- Cricket Committee
- England and Wales Cricket Board
- Professional Cricket Association
- Key sponsors
- Media
- First Class Counties
- Oxfordshire Cricket Board
- Guernsey Cricket Board
- Recreational Clubs and their representatives
- Community leaders
- Volunteers

SUSSEX CRICKET LIMITED

**Director of Cricket
Person Specification**

Essential Criteria	
1. Qualifications	
	Minimum UKCC4 coaching qualification or International equivalent desirable but not essential Enhanced DBS
2. Experience	
	A proven record of performance in professional cricket / player pathway
3. Skills & Knowledge	
	Strong knowledge of recreational cricket and the linkages with professional cricket Excellent communication and interpersonal skills Demonstrable excellent organisational skills, including workload management and prioritisation skills Excellent administrative skills, including strong IT skills, project delivery and budget management Excellent time management skills Proven track record in coaching and mentoring

	A credible and authentic communicator
4. Personal Qualities	
	Resiliency and ability to cope under pressure Good clear communication skills with a welcoming manner towards people Willingness to learn and develop personal skills Willingness to work irregular working patterns as per operational demands, including travel throughout the county and elsewhere as required Team-player who can effectively lead, motivate and inspire others to achieve excellence Professional attitude and appearance Positive approach and a “can-do” attitude Proactive approach to work Commitment to continuous improvement

December 2016

APPENDIX E

SUSSEX CRICKET COMMITTEE

TERMS OF REFERENCE

The Sussex Cricket Committee is a standing committee of Sussex Cricket Limited

Purpose

The purpose of the Cricket Committee is to provide oversight of strategy, objectives and financial aspects pertaining to professional cricket in order to optimise the management and effectiveness of the pathway, players and support team.

Scope

The scope of the Cricket Committee includes the player pathway, the professional cricket players, and the professional cricket support team support team.

Authority

The authority of the Cricket Committee includes:

- Decision making on **xxxx**;
- Providing recommendations to the Sussex Cricket Limited Board

Input

- Information pertaining to the professional cricket budget and **xxxx**
- Information pertaining to player and support staff contracts

Deliverables

- Review the professional cricket budget, whilst using industry benchmarking;
- Review players' contracts;
- Make immediate recommendations, whilst keeping long term goals in focus;
- Determine clear goals, which are aligned with the overall Strategy for Cricket in Sussex;
- Look at the player pathway and monitor effectiveness;
- Review the player recruitment requirements and identify potential signings, in line with ECB regulations and budgets;
- Consider any implications arising from the ECB strategy/Domestic Review;
- Review the longer-term recruitment strategy, working with a budget that incorporates future plans incorporates future

Membership

Committee Chair: Zac Toumazi, Chief Executive

Committee Members:

- Richard Barrow SCL Board Director;
- Bob Warren, SCL Board Director;
- Keith Greenfield, Director of Cricket;
- Mark Davis, Head Coach;
- Luke Wright, Club Captain;

- External support (to be confirmed)

Meeting Arrangements

- The Committee will meet a minimum of four (4) times per annum;
- Additional meetings may be held if required as determined by the Chair;
- Administrative support will be provided by [TBD].

Resources & Budget

TBD

Reporting

The Committee will report to the Board of Directors of Sussex Cricket Limited as requested and no less than twice per year.

Review

The Terms of Reference will be reviewed after twelve months in December 2016.

December 2015

**SUSSEX CRICKET
ADULT LEAGUES GROUP**

TERMS OF REFERENCE

1. The Adult Leagues Group [ALG] shall be accountable to the Sussex Cricket Foundation (SCF), which is a wholly owned subsidiary charity of Sussex Cricket Limited (SCL). Accordingly, the constituent leagues shall be accountable to the SCF through the ALG.
2. The ALG shall comprise up to 3 representatives from each of the 4 adult cricket leagues within the County, with each league nominating annually 3 named individuals. In addition, the Group shall be empowered to co-opt additional members as it deems appropriate.
3. The ALG shall meet a minimum of three times a year.
4. The SCF shall appoint annually a Chairman, who shall be one of the SCF Trustees. Should the Chairman be an officer of one of the 4 adult cricket leagues, he/she shall count as one of the 3 representatives from that league.
5. The objectives of the ALG shall be to:
 - Advise and make recommendations to the SCF on issues concerning the constituent leagues individually or collectively (e.g. future pattern and structure of league cricket);
 - Implement the Sussex Cricket Limited strategy for the structure of adult league cricket in the County;
 - Provide leadership, direction, advice and support to the leagues, both individually and collectively;
 - Consult with the respective officers/managers of the leagues in respect of matters of collective interest (e.g. disciplinary policies, playing formats, ground criteria, cricket balls, etc.);
 - Ensure that the leagues adopt and implement all ECB guidelines and directives (e.g. welfare, discipline, bowling regulations, wearing of helmets, etc.).

December 2016

**SUSSEX CRICKET LIMITED
A STRATEGY FOR CRICKET IN SUSSEX 2017 - 2019**

SUMMARY OF PROPOSALS

- 1. A robust *Sussex Cricket* Key Performance Indicator (KPI) be developed, which improves the cricket measure now in place, concerning the number of children progressing from *Chance to Shine* programmes in schools to playing cricket in external settings (e.g. after-school clubs, cricket clubs and community hubs) (4.5)**
- 2. Local qualitative data be gathered from *Chance to Shine* participants, in order to inform the development of the *Sussex Cricket* mission, further to the national annual data collected by the *Chance to Shine* charity (4.5)**
- 3. A particular focus of this Strategy must be the encouragement of clubs to take an increasing interest in the 5 to 8 years age groups, in liaison with the ECB's new "*All Stars Cricket*" Programme (4.6)**
- 4. In respect of improving accessibility to cricket in Sussex:**
 - The professional fixture lists (County men, women, youth & seniors) be placed in cricket pavilions around the County and incentives be devised for clubs to take their members to the County Grounds;**
 - A feasibility study be conducted into the use of the 1st Central County Ground at Hove, the Eastbourne Saffrons Ground and the Arundel Castle Ground for playing the finals of junior competitions;**
 - Funding support be provided, in some cases, to meet the costs of equipment, clothing and travel to and from matches;**
 - Greater utilisation be made of Clubs' grounds, pavilions and facilities for local community and social events throughout the year (5.8)**
- 5. A specially devised "*Sussex Coaching Programme*" shall be adopted (6.4)**
- 6. The criteria set out in section 7.2 in respect of professional cricket shall be formally adopted (7.5)**
- 7. Appropriate measures shall be designed for assessing whether the standards for professional cricket are being met (7.5)**
- 8. A new form of devolved recreational cricket management shall be established through a network of Area Cricket Hubs (ACHs) (8.4)**
- 9. In due course, a new integrated Adult League structure shall be established (10.10)**

10. The existing Adult Leagues' Group shall continue to coordinate the views of the respective leagues, until a new Adult League structure is established (10.11)

11. A volunteer *Sussex Cricket Ambassador* be formally appointed to each Area Cricket Hub (11.7)

12. The post of unpaid *Volunteer Coordinator* be established (11.9)

13. A benefits package be developed for all Sussex Cricket volunteers (11.10)

14. Area Hub Clubs shall be positively encouraged to engage the services of overseas coaches/players, subject to certain conditions (12.1)

15. In due course, the Area Hub Clubs should consider the likely benefits of regularly selecting a majority of players in their 2nd XIs who are under the age of 21 years (12.2)

16. The Sussex County Head Groundsman shall provide support and advice to the groundsmen at the Area Hub Clubs (12.3)

17. The proposed new Sussex Super League shall be moved to the *Performance* pillar of the *Strategy House*, under the responsibility of the Director of Cricket. All other recreational cricket shall remain in the *Participation* pillar, under the overall responsibility of the Managing Director of the *Sussex Cricket Foundation* (13.1)

18. Both the Sussex Cricket Committee and the Adult Leagues Group shall remain in place, subject to review in 2018/2019 (13.2)

19. An *External Impact Study* be undertaken in 2019 (15.1)

Sussex Cricket Limited
December 2016

**SUSSEX CRICKET LIMITED
A STRATEGY FOR CRICKET IN SUSSEX 2017 - 2019
SUSSEX CRICKET STRATEGIC GROUP**

The **Sussex Cricket Strategic Group** comprises the following:

David Bowden (Chairman), President, Sussex Cricket/Chairman, Sussex Cricket Foundation

Paul Baker, Sussex Premier Cricket League Panel Umpire, Horsham

John Barclay, Director, Sussex Cricket Limited

Scott Borman/Luke Ryan, England & Wales Cricket Board

Geoff **Brailey**, Burgess Hill CC

Jon Filby, Director, Sussex Cricket Limited

Keith Greenfield, Director of Sussex Cricket

Neil Lenham, Ex-Sussex CCC player/Schoolmaster, St Bede's School

Jim May, Chairman, Sussex Cricket Limited

Jason Robinson, Preston Nomads CC

Azam Riyard, Crawley Eagles CC

Gary Stanley, Director, Sussex Cricket Limited/Chairman, West Sussex Invitation Cricket League

Tim Shutt, Managing Director, Sussex Cricket Foundation

Zac Toumazi, Chief Executive, Sussex Cricket

Jim Wallis, University of Brighton

Bob Warren, Vice Chairman, Sussex Cricket Limited/Chairman, Sussex Premier Cricket League

December 2016