



INSPIRING GENERATIONS

**OUR 2020-24
STRATEGY FOR CRICKET**



**WELCOME FROM
TOM HARRISON**
ECB CHIEF EXECUTIVE
OFFICER

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**THIS STRATEGY WILL BE
DELIVERED IN PARTNERSHIP
WITH THE GAME**

Cricket is a game that unites communities and improves lives. It has been inspiring generations for hundreds of years. Whether through the drama of a Test Match, a tight finish at a local club, or a game on the beach or in the park, cricket has been evolving all the time as the world has evolved around us.

In England and Wales our game has never been in a better position: we have 2.5 million players, 10.5 million followers and over one million people attending cricket annually. Our Women's team are World Champions and our Men's ODI team are ranked number one in the world. Our Test Match audiences are the envy of the cricketing world.

We have firm foundations upon which to grow; a strong county network covering England and Wales, new broadcast partnerships delivering greater reach and revenue, and commercial partners who share our vision of the power of cricket. In short, we have an unprecedented opportunity to support the core, grow the game and make sure that cricket remains relevant for generations to come.

This plan has been built in partnership with the whole game and the whole game will ensure its success. It is a plan that will be delivered by County Cricket Clubs and Boards. It balances the need for the sport to continue to serve its loyal fans with extending cricket's appeal – particularly to younger audiences and women and girls. It will see more invested in our sport than ever before, with initial investments of at least £½ billion going into the county and recreational game.

The competition for cricket has never been greater as the global battle to capture our attention intensifies. The world is changing around us; by 2030 it is forecast that 88% of us will live in towns and cities, technology and connectivity is transforming our choices for how we spend our leisure time, and attention spans are shortening. Modern society expects diversity and inclusivity, not as a 'nice-to-have' but as a pre-condition of any business. We cannot not duck the realities of the challenges we face or the opportunities we have.

This five-year plan for 2020-24 sets six clear priorities for how we tackle those challenges and outlines a range of key activities. It is also a plan that can adapt and flex to the fast pace of change. And crucially, it respects and protects the traditions of the game that we all value, whilst setting out how we can attract the next generation of fans who are the future of the sport. It will give the whole game a bright future.

All of this will be delivered in partnership with the game, united behind a clear purpose: to connect communities and to inspire current and future generations through cricket.

OUR STRATEGY TO INSPIRE GENERATIONS

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

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

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

OUR PURPOSE:

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

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

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

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

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

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

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

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

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

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

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



GROW AND NURTURE THE CORE

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



INSPIRE THROUGH ELITE TEAMS

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



MAKE CRICKET ACCESSIBLE

Give more people the opportunity to engage with cricket more often



ENGAGE CHILDREN AND YOUNG PEOPLE

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



TRANSFORM WOMEN’S AND GIRLS’ CRICKET

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



SUPPORT OUR COMMUNITIES

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

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



“
**NOW IS THE TIME TO
 BUILD ON CRICKET'S
 STRONG FOUNDATIONS**”

Colin Graves, ECB Chairman

We have put in place the strong foundations needed to grow cricket in England and Wales. Today, we are internationally respected by the other national cricket boards for the progress we have made in increasing our reach and revenue through our new broadcast partnerships, for nurturing a strong domestic game and for our international on-field success. This success will ensure that we continue to have a significant role to play in shaping the future of the global game, working closely with the International Cricket Council (ICC) and other national cricket boards. All of this gives us the strong platform we need to deliver this new strategy.

ICC Women's World Cup winners in 2017	Men's Ashes victory in 2015 and #1 ranked ODI team	World Record white-ball scores Men: 481/6 – 50 Over (June 2018) Women: 250/3 – IT20 (June 2018)
Strong growth in participation for 5-8 year olds through All Stars Cricket	Year-on-year growth in the number of women playing cricket	Over four million children have come through Chance to Shine since 2005
500 million+ video views on ECB digital channels	Launch of South Asian Action Plan in May 2018	New strategic partnerships with Sky and BBC

CRICKET TODAY

Cricket has been played in England and Wales for over five centuries. The passion for the game across the length and breadth of the land has ensured that it is a distinct and valued part of our cultural heritage. But what does cricket in England and Wales look like today?

18 First Class County clubs (FCCs)		42,000 Volunteers, including 10,000 officials
++++++ ++++++ ++++++ ++++++ ++++++ ++++++ ++++++ ++++++	20 National County clubs (formerly Minor Counties)	6,500 Recreational cricket clubs
	MCC Marylebone Cricket Club	39 Cricket Boards (CCBs) delivering the recreational game locally
	7 England Teams (Men's Red Ball, Men's White Ball, Women's, Physical Disability, Learning Disability, Visually Impaired, Deaf)	29 Premier Leagues forming the top tier of club cricket
		Charitable partners Chance to Shine and Lord's Taverners

2.5M Players	1.2m Children 460k through Chance to Shine	213k Women	30% South Asian
10.5M Followers	9.4m Adults 1.1m Children	50 Average age (vs 34 globally)	1.7M Subscribers to ECB YouTube channel
1.1M Attendees (Unique)	82% Male 94% White British	2.4M Total annual attendance (2018)	115% Growth in T20 Blast attendance since 2012



WHAT WE DID

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

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

156

meetings with County Chairmen and CEOs

400

people from the cricket family engaged during eight regional workshops

100k+

current and potential cricket fans engaged through surveys and focus groups

100s of millions

data points analysed

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

WHAT WE FOUND

The Insight



GROW AND NURTURE THE CORE

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

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

The Opportunity

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



INSPIRE THROUGH ELITE TEAMS

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

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

Maximise the impact of winning elite teams across the whole game



MAKE CRICKET ACCESSIBLE

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

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

Broaden the demographic of cricket's player and follower base

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



ENGAGE CHILDREN AND YOUNG PEOPLE

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

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

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



TRANSFORM WOMEN'S AND GIRLS' CRICKET

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

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

Increase the representation of women at every level of cricket



SUPPORT OUR COMMUNITIES

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

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

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



THE STRATEGY

THE STRATEGY







OUR PURPOSE

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

OUR 2024 AMBITION

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

2020-24 PRIORITIES AND ACTIVITIES

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



SUSTAINABILITY

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

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

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

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

39 clubs and boards are the heart and soul of elite and recreational cricket across England and Wales

931k T20 Blast attendance in 2018 (growing year-on-year)

76% of clubs say improving facilities is an opportunity they are excited about

52 years old the average age of a cricket club pavilion

We will:

Create an Infrastructure Investment Fund for FCCs

Introduce a new Community Investment Fund for FCCs and CCBs

Invest in club facilities

Develop the role of National Counties Cricket (formerly Minor Counties)

Further invest in county competitions

Drive governance reform across the whole game

This means:

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

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

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

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

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

Cricket organisations will become more representative of the communities they serve



Cricket in Yorkshire is an awful lot stronger as a result of the collaborative approach that we now have.

Mark Arthur
Chief Executive Officer, Yorkshire CCC

Back in 2013 Yorkshire CCC Chief Executive, Mark Arthur, realised that the different cricketing organisations within Yorkshire, while all having a positive impact, were operating in siloes without the joined-up thinking needed to help cricket in the county thrive. The Club, Board and Foundation were brought together to ensure that people who play, watch and love the game of cricket across Yorkshire have a one-stop-shop for all their needs. The merger has connected all areas of the game within the county and created clear roles, better results and greater diversity.



INSPIRE THROUGH ELITE TEAMS

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

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

12 months the time that England Men have spent as the number one ranked Test team since 1980 (vs 170 months for Australia)

70% England home win record since 2008

44% England away win record since 2008

100% of currently centrally contracted England Men's players came through county academies

Individual sporting superstars often have a larger social following than the team they play for

We will:

Increase investment in the county talent pathway

Incentivise the counties to develop England players

Drive the performance system through technology and innovation

Create heroes and connect them with a new generation of fans

This means:

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

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

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

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



The academy at Essex was the first time where I understood the values, commitment, dedication and sacrifice it took to build a career in professional cricket.

Ben Foakes
Surrey and England

Ben exemplifies the talent and dedication needed to get to the top of the game. He started playing cricket aged six for the colts at Frinton-on-Sea before graduating through the Essex academy system. This academy experience supported Ben's development alongside his international opportunities with England at Under 19 and Lions levels, as well as an overseas placement.

In 2018 he helped Surrey to their first County Championship in 16 years, before scoring a century in his first Test match for England, making him only the second English wicket-keeper to do so on his Test debut.



MAKE CRICKET ACCESSIBLE

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

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

3% of Test match tickets sold are junior tickets (average attendee age = 47)

By 2030 it is projected that **88% of us will live in towns and cities**. Currently just 10% of cricket clubs are located in high population density areas.

Digital Connections
80% of 12-15 year olds own a smartphone, and over 55s are the fastest adopters of smartphones

30% of cricket's recreational player base is South Asian
4% of professional cricketers are South Asian

We will:

Broaden cricket's appeal through the New Competition

Create a new digital community for cricket

Install non-traditional playing facilities in urban areas

Continue to deliver the South Asian Action Plan

Launch a new participation product, linked to The Hundred

This means:

The Hundred, with games broadcast on Sky and the BBC, will create a new gateway into cricket (see pages 28-31 for more detail)

Building a new digital community will optimise the online cricket experience for players and fans, and bring it together in one place

The installation of non-turf pitches and urban cricket centres will give more people living in urban areas the opportunity to play cricket

An ongoing commitment to the plan launched in 2018 (see ECB South Asian Action Plan document for full details)

More people will be given the opportunity to play cricket through a new participation product that will provide a gateway to becoming a regular cricketer



Cricket is more relevant than ever in today's society. We need to make sure it's accessible, sustainable and supporting hard-to-reach communities.

Arfan Akram
Director, East London Cricket Limited

Born and raised in East London, Arfan knows all about the importance of providing cricketing facilities in urban areas. He has worked with Essex Cricket in the local community to install non-traditional playing facilities across East London that have benefitted thousands of recreational players.

Arfan is the development lead on the first pilot urban cricket centre in Leyton, a purpose-built site that will create an indoor cricket hub at the heart of the local community.

+ ENGAGE CHILDREN AND YOUNG PEOPLE

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

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

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

95% of current players first played cricket before age 16

Cricket is the 8th most played team sport in school

4 million

played through Chance to Shine since 2005, 14% of whom go on to join a local club

'Playing cricket at school' is the most frequent cause for children having an interest in the game

We will:

Double cricket participation in primary schools

Deliver a compelling and coordinated recreational playing offer from age five upwards

Develop our safeguarding to promote safe spaces for children and young people

This means:

More children will play more cricket in primary schools more often through cricket's overall schools strategy. This will cover primary and secondary schools in the state and independent sectors, building on our strong ongoing relationship with Chance to Shine and working with County Cricket Boards, to ensure the success of this investment.

More young people will play recreational cricket, as the game will provide the right formats at the right age and in the right environment, from first contact in schools and clubs through to adult cricket. This will include a greater focus on transitioning children from primary school to club cricket.

As more children engage with the game, appropriate support will be provided to keep children and young people safe in cricketing environments



“Cricket reflects our school values of teamwork, respect for each other, cooperation, and communication. Our children love cricket and you can see their confidence levels increase when they play.”

Tyrone West
PE, Health and Development Leader
Denbigh Primary School, Luton

Denbigh Primary School was named 'School of the Year' in the 2017 Chance to Shine Awards. The school is in one of the most disadvantaged areas in the country, but playing cricket in partnership with Chance to Shine has had a huge impact. Academically, Denbigh Primary School recently recorded its best ever SATs results, whilst also improving pupils' health and wellbeing. Cricket has also helped the school have its most successful year ever playing competitive sport.



TRANSFORM WOMEN'S AND GIRLS' CRICKET

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

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

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

27k fans attended a sell-out ICC Women's World Cup final at Lord's in July 2017

17% of cricket's adult recreational playing base is female

35% of women say there is no cricket available for them

22 female professional players (vs 120 in Australia)

We will:

Grow the base through participation and facilities investment

Launch centres of excellence and a new elite domestic structure

Invest in girls' county age group cricket

Deliver a girls' secondary school programme

This means:

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

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

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

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



There has never been a more exciting time for a young girl to come into cricket. England's win in the 2017 ICC Women's World Cup final created a huge surge of interest and this new strategy and investment will accelerate that further.

Lisa Pagett
Women & Girls Development Officer,
Gloucestershire Cricket Board

Thanks to the immense hard work and dedication over the last decade by Lisa Pagett of Gloucestershire Cricket Board, the south west of England has become one of the hotbeds of women's and girls' cricket, with growth in all areas of the game. As well as being the General Manager of Western Storm – who won the Kia Super League in 2017 – Lisa is a Level Four coach and her involvement with Gloucestershire extends from the senior county team through to the grassroots.



SUPPORT OUR COMMUNITIES

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

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

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

59% of clubs highlight the recruitment of volunteers as a major issue

73% claim a lack of volunteers is a barrier for growing women's cricket

72% increase in disability cricket participation since 2015

20 of the 39 cricket boards have charitable trusts or foundations

We will:

Double the number of volunteers in the game

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

Develop a new wave of officials and community coaches

Increase participation in disability cricket

This means:

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

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

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

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



Our family-oriented club wouldn't run without volunteers. No-one gets paid for anything, but that's not what it's about. We do it for the love of the game and to ensure that we are there for the community.

Amy Carnwell
Volunteer and Community Coach
Oakamoor CC, Staffordshire

Amy was named Young Volunteer of the Year at the 2018 NatWest Outstanding Service to Cricket Awards (OSCAs). She follows in the footsteps of her parents who are also volunteers at an inclusive village club that is at the heart of its community. Epitomising how volunteers carry out a number of roles, Amy is committee member and, as a qualified ECB Level Two coach, she coordinates a thriving junior cricket section at the club whilst also managing the women's and girls' softball sessions.



THE HUNDRED AND HOW IT ALL FITS TOGETHER



THE HUNDRED

The Hundred will be targeted most prominently at a diverse family audience, giving children and young people the opportunity to experience cricket with their families, many of whom will already be fans of the sport.

The competition will be a new and exciting domestic tournament to be launched in 2020, aimed at broadening cricket's appeal. It is proposed to be played in a 100-ball format for both men's and women's competitions. It will feature many of the best players in the world, representing eight city-based teams over a five-week period, and will show the game at its intense, incredible best.

The whole competition will be on Sky, and there will be a minimum of 11 live games on the BBC, including the men's and women's finals. This takes live cricket back to free-to-air TV for the first time in 15 years. The greater reach this will generate for cricket will inspire participation.

The Hundred is of central importance to inspiring a new generation to say that 'cricket is a game for me', and is the result of extensive research across current and potential cricket fans.

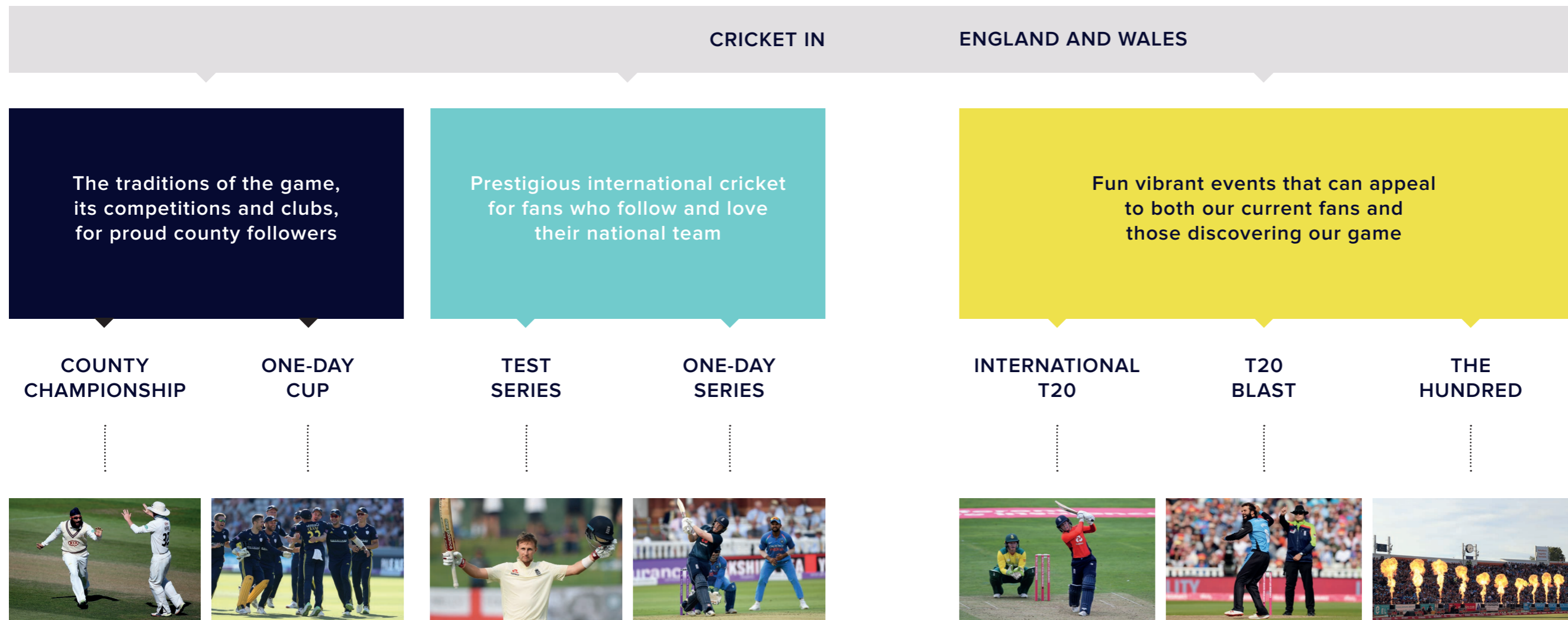


HOW IT ALL FITS TOGETHER

The Hundred will sit alongside cricket's other professional formats, as the game seeks to balance serving its core players and fans, and growing to new audiences.

All of our professional formats serve an important purpose in inspiring generations to say that 'cricket is a game for me'. Whether it's the ebbs and flows that characterise enthralling days of Test and County Championship cricket, or the hard-hitting fireworks of the white ball game, professional cricket has something for everyone.

COMPETITION PORTFOLIO





**INITIAL FINANCIAL COMMITMENTS
AND MEASURING SUCCESS**

INITIAL FINANCIAL COMMITMENTS UNDER THIS STRATEGY

This is a national strategy that will be delivered at a local level. It will balance the delivery of activities across all our priorities to serve our current audiences and support our growth ambitions for the game. We will do this together through a decentralised approach, underpinned by a renewed understanding with the cricket network, formalised through the County Partnership Agreement.

The financial commitments we are making as part of this strategy reiterate the county network's role as the primary delivery partner for cricket, and put the sustainability of the network as its first priority.

The initial strategic investments that we are committing to are:

£450m of direct funding to the network guaranteed for the full five-year period

£380m directly to the cricket network:

- £325m to FCCs
- £55m to CCBs

£70m in investment funding, comprised of:

- A £50m Infrastructure Investment Fund for FCCs
- A new £20m Community Investment Fund for FCCs and CCBs

This commitment represents a 60% increase on current direct funding levels

And

£67m in strategic investments in the network for the first two years of the strategy

This investment covers 22 of the 26 activities in the strategy, including investing in club and non-traditional playing facilities, increasing participation in primary schools, and transforming women's and girls' cricket.

And

£255m of committed investments into centrally administered strategic activity to futureproof the game

This investment covers investing in The Hundred, digital, and building central reserves for the game.

To ensure financial prudence, adaptability and flexibility in a fast-changing world, future investments will be approved by the ECB Board on an ongoing basis.



MEASURING SUCCESS

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

These are:

1. Number of people in England and Wales who believe

'CRICKET IS A GAME FOR ME'

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

2. Perception of cricket

The percentage of people who have a positive perception of cricket

3. Young people engaging with cricket

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

4. Women and girls engaging with cricket

The total number of women and girls engaging with cricket

SOURCES FOR THIS DOCUMENT:

Data ECB analysis | Two Circles analysis | Sport England Active Lives
Photography Getty | Tom Shaw | Phil Greig | John Bolloten | Christopher Lanaway

