



# Kent Cricket Board Strategic Plan

Overview 2008-11

## Statement by Kent Cricket Board Chairman - Chris Swadkin

Every person involved in the game of cricket wants to ensure that the rich heritage we have been handed is maintained, nurtured and enhanced by us; that it is available to all regardless of gender, age, ethnicity or ability. Kent Cricket Board has developed a comprehensive plan to take cricket in Kent to a new level of community involvement and competitive success.

The strategies in this plan give direction to ensure that Kent is the dominant County in relation to on-field success. The necessary ingredients to achieve that are talent development, quality cricket programmes, good management, and community engagement.

To allow this to occur there must be commitment from all those connected with cricket in Kent. This plan calls for that approach and it will require strategies to be accepted, promoted and implemented. For the future of cricket in Kent, we encourage all those with the game of cricket in mind to accept and support the changes that are required.

The success of this strategy will be clearly monitored by the performance measures that have been put in place in the document. The Operational Management Group will meet quarterly with a full review and outcome planning meeting in September of each year. New proposed outcomes for the next year will be circulated to all partners for consultation.

We are blessed in Kent with a healthy game but I urge you to join us and help to ensure that future generations will continue to enjoy playing and watching cricket as we have done.

## Introduction from Director of Cricket Development - Jamie Clifford

Kent Cricket Board's Strategic Plan 2008-11 outlines the path we will take to achieve our vision of positioning Kent as England's leading cricket County.

We are now in a critical phase in our history where we must build on the achievements of the past and move forward to ensure that cricket in Kent not only continues to prosper but is a leader in all aspects of cricket development. This Strategic Plan focuses on four key result areas:

**Key Result Area 1 - Community Cricket**

**Key Result Area 2 - High Performance Cricket**

**Key Result Area 3 - Cricket Programme Management**

**Key Result Area 4 - Administration and Management**

In working towards our vision, we will create opportunities for all in Kent to engage with the game in a variety of ways that suit their lifestyles and aspirations. We will provide clear pathways of excellence for talented young Kent cricketers, both male and female, so that they are given every chance to achieve success in County team competitions, and individual recognition and success in the highest echelons of the sport.

I invite everyone associated with the game of cricket in Kent to join with us in the achievement of the goals outlined in this Strategic Plan.

## **Vision**

To be an innovative organisation, providing a cricketing future for all, in England's leading cricketing county.

### **Key Result Area 1 - Community Cricket**

Vision: To support, maintain and increase participation in a safe and enjoyable environment and be recognised as the leading and most successful example of community participation in English cricket.

### **Key Result Area 2 - High Performance Cricket**

Vision: To build a pathway for the stars of tomorrow and be recognised as the most consistently successful County team at all levels.

### **Key Result Area 3 - Cricket Programme Management**

Vision: To be recognised for achieving maximum growth in the game, in playing and volunteering, through the operation of the highest possible quality of cricket development programmes.

### **Key Result Area 4 - Administration and Management**

Vision: To be respected and recognised as the outstanding example of leadership and management in English Cricket.

# KCB 'Top Priorities' 2007-8

## Key Result Area 1 - Community Cricket

Offer support to all District Development Group and KCB District Development Officers.  
Establish the Focus Club Community Cluster programme.  
Develop strong links with County Sports Partnerships.

## Key Result Area 2 - High Performance Cricket

Launch Junior Academy programmes.  
Offer continuous professional development to coaches and managers.  
Ensure KYC girls' programmes are run on same basis as boys' programmes.

## Key Result Area 3 - Cricket Programmes Management

Ensure the highest quality experience on all Coach Education programmes.  
Establish the KCB Association of Cricket Officials.  
Review all competitions for young players of all ages.

## Key Result Area 4 - Administration and Management

Ensure countywide communication of the strategic plan.  
Establish the new Development Team.  
Ensure Operational Management Group becomes central to all strategic decisions.

## Key Result Area 1 - Community Cricket

### Vision

To support, maintain and increase participation in a safe and enjoyable environment and be recognised as the leading and most successful example of community participation in English cricket.

### Objectives

To promote and facilitate the expansion of community participation in cricket at all levels for the broader benefit of the Kent community and to underpin the success of Kent and England teams.

To manage the delivery of the following core programmes: Focus Club Community Clusters, ECB Affiliated Club Services and facility development.

To increase investment into cricket clubs and district programmes.

To ensure effective local communication and planning through the management and leadership of the countywide network of District Development Groups.

To manage the strategic deployment of human and financial resources within the district development programmes.

To provide support to the county wide District Cricket Development Officer network.

To secure the services of an integrated sports development network with external partners such as County Sports Partnerships (Pro-Actives and Kent SDU), School Sport Partnerships and Local Authority sports development teams.

To manage and be accountable for performance of core programmes against agreed Key Performance Indicators via the County Board Management System.

### Strategies

- Formulate and assist in the implementation of strategies to encourage growth in participation.
- Develop a plan to encourage greater participation by those groups in the community who have not historically been actively involved in cricket.
- Research community participation good practice in sport both within England and internationally.
- Support a comprehensive network of District Development Groups.

- Offer one to one support for District Development Officers.
- Improve the strategic planning and administrative competence of cricket clubs through the Focus Club scheme.
- Maintain, and review Focus Club Community Clusters based on strategic need and available resources.
- Establish a process of continuous operational review and improvement planning.
- Strengthen partnerships with sport development networks.
- Further develop the player pathway to encourage greater community participation in playing, coaching, umpiring and administration by supporting the High Performance strategy.
- Support all clubs to achieve and maintain ECB accreditation - ClubMark.
- Promote the KCB Club Membership packages and ensure they offers genuine value.
- Ensure the long term sustainability of the Chance to shine programme.

## Performance Measures

- Player participation growth of 1% per annum over the three year period.
- All Focus Clubs have signed up to the KCB FCCC MoU.
- All Focus Clubs have produced annual approved Development Plans.
- The Focus Club Community Cluster programme is prioritised and phased.
- Increase number of Focus Clubs to 48.
- Positive trend in the percentage of first time participants who stay within the club structure and Kent Cricket Board programmes.
- All clubs have within their coaching structure have as a minimum one UKCC2 nationally accredited coach.
- No net loss in grounds for the playing of cricket.
- Work to KCB facilities Strategy to ensure that FCCCs have the appropriate cricket facilities.
- Improve five FCCC squares to PQS 'high'.
- Five FCCCs to have received ECB Grant Aid facility upgrades.
- Five FCCCs to have updated machinery via ECB fund.
- Volunteer recruitment and retention increase significantly.
- School cricket programmes expanded through partnerships with secondary and primary schools.
- 'Chance to shine' programmes used to create links between schools and clubs.
- Encouragement of greater participation from community groups who historically have not been involved in cricket.
- Efforts of volunteers actively recognised and reward.
- Under 13 Girls Club league with 16 sustainable club sides with a minimum of one club in each District.
- Under 15 Girls club League in place with 8 sides competing.
- Ensure that any FCCC without provision for women and girls cricket creates a strong link with a club that does.

## Community Cricket - Relevant ECB IPP Sections

1.4, 2.1, 2.2, 2.11

## Key Result Area 2 - High Performance Cricket

### Vision

To build a pathway for the stars of tomorrow and be recognised as the most consistently successful County team at all levels.

### Objectives

To optimise the performance of Kent representative teams in national competitions and the prospects of Kent players in achieving national representation.

To refine the talent identification development programme at all levels of Kent Cricket to underpin the health of the game in the county.

### Strategies

- Develop the “player pathway” model to encourage active participation in playing, coaching, umpiring and administration.
- Design and deliver training programmes that maximise the potential of cricketers from district to county level.
- Support and develop District Representative Cricket Programmes.
- Maintain the highest level of discipline both on and off the field of play.
- Develop a programme that uses the leading and emerging best practice in coaching, training and player development.
- Develop an optimum player and welfare support structure that incorporates a “total life” approach.
- Review venues and facilities to ensure they are optimal for talented player programmes.
- Establish an Emerging Players Programme (EPP) - to be known as the Junior Academy.
- Work with the KCCC Academy to develop those players with potential to become professional cricketers.
- Nominate players for regional ‘skills sets’ and regional teams.
- Ensure continued professional development for all county squad coaches and managers through a programme of specialist education.
- Review and further enhance talent identification programmes and initiatives.
- Continue the development of cutting edge statistical and video analysis methods.
- Maintain a healthy, ongoing relationship with past KCCC players.
- Support and actively promote the development of Girls’ County Cricket.
- Support and actively promote the development of Disability County Cricket.

## Performance Measures

- Kent is recognised as a respected and aggressive competitor at all levels.
- Kent consistently achieves top three positions across all levels of national competitions and two wins in age group competitions over three year period.
- Each year a minimum of four Kent players (two girls and two boys) achieve representation in England youth teams.
- Each age group squad wins at least 60% of all County matches.
- All County Coaches achieve UKCC Level 3.
- Positive trend in young players joining the KCCC staff.
- Kent cricket increasingly recognised as the leading example of talent development in cricket.
- Widespread ‘buy in’ to the philosophy of ‘home grown’ KCCC players is achieved across the county.
- A culture is created where what is best for the individual is placed ahead of what is best for the team.

## High Performance Cricket - Relevant ECB IPP Sections 2.8, 2.9

## Key Result Area 3 - Cricket Programme Management

### Vision

To be recognised for achieving maximum growth in the game, in playing and volunteering, through the operation of the highest possible quality of cricket development programmes.

### Objectives

To manage and be accountable for a programme of 'Workforce Development', including coaches, groundsman, officials and volunteers.

To ensure that a comprehensive range of competitive opportunities exist for players of all ages.

To lead the promotion of all programmes that can bring about positive change within the cricket community.

### Strategies

- Deliver Officials Education courses to ECB Guidelines.
- Deliver Groundsmanship Education to ECB/loG Guidelines.
- Drive/promote registration/participation in NatWest CricketForce.
- Support the planning and implementation of the Cricket Foundation's 'Chance to shine'.
- Formally delegate to, support and promote a KCBCA.
- Formally delegate to, support and promote a KCBACO.
- Formally develop, support and promote a KCBGA.
- Complete nominations to National NWOSCAs event.
- Deliver County volunteer recognition event (OSCAs or equivalent).
- Run a range school and club competitions.
- Support all other programmes that are announced by ECB from time to time.

### Performance Measures

- Umpire numbers increase by 20%.
- Quality coach education and training programmes are offered to the general community.

- Workforce qualifications and Continuous Professional Development courses are promoted widely.
- Training opportunities are prioritised to ensure that key people at Club/DDG/CCB level can access courses.
- A framework for reward/recognition of key people is well established.
- ASDA Kwik Cricket Tournament entries increased.
- Secondary School hardball cricket entries continue to grow.
- Lady Taverners competition for girls cricket is well supported.
- Entries from clubs for the MCC Spirit of Cricket U13 and Portman Building Society U15 National continue to grow.
- Schools and clubs continue to enter the ECB County Table Cricket Competition.
- UKCC1 courses achieve a 90% completion rate.
- UKCC2 courses achieve a 80% completion rate.
- NatWest Cricket Force's inspiration and self-help fully utilized with 100 clubs involved.
- KCBGA membership increased to 100 members.
- KCBCOA to become a established by 2009.
- A programme of coaching and competition is available for disability cricketers.
- 22 Focus Clubs are involved in the Chance to shine programme.

### **Cricket Programmes - Relevant ECB IPP Sections**

2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.11

## Key result area 4 - Administration and Management

### Vision

To be respected and recognised as the outstanding example of leadership and management in English Cricket.

### Objectives

To be regarded a well organised, responsive organisation that works hard at developing relationships and satisfying stakeholder expectations.

To ensure that sufficient resources are available, and that these resources are utilised efficiently and effectively, to underpin the growth of Kent Cricket Board.

To satisfy the expectations of stakeholders and further enhance key relationships that are consistent with the development and growth of Kent Cricket Board.

To create a culture of continuous improvement and innovation by establishing management systems that guide efficient and effective operations.

### Strategies

- Work to a long term strategic development plan with clearly defined, agreed and detailed 1 year action plans.
- Form an Operational Management Group that is integrated into KCB structure with representation from County Sports Partnerships.
- Develop a plan to improve operational efficiency and effectiveness that includes a review of systems, communication and information technology requirements.
- Identify commercial opportunities outside ECB revenues.
- Review remuneration, human resource development and staff training programmes.
- Develop appropriate employment conditions and position descriptions to optimise the use of human resources.
- Ensure that the annual budget and all operational plans are linked to the Strategic Plan.
- Review and monitor Kent Cricket Board's expenditure to ensure it is aligned to predetermined priorities.
- Practice sound and transparent financial management/accounting.
- Review and refine the existing communication methods.

- Prepare and distribute to stakeholders performance against defined indicators within this plan.
- Emphasise the importance of continuous improvement, innovation and best practice in all activities within Kent Cricket Board.
- Review corporate governance responsibilities, the role of the Board and succession plans, and develop corporate governance and committee best practice.
- Ensure that each key departmental area develops appropriate action plans, operational structure, systems, and procedures.
- Ensure appropriate outside expertise is utilised in all aspects of Kent Cricket Board's operations.
- Retain and attract top class Kent Cricket Board Executive Committee members.
- Work constructively with England & Wales Cricket Board in the best interests of Kent and England cricket.
- Attract, develop and retain the best possible staff, and achieve consistently high satisfaction levels.
- Use IT to improve administration, communication and promotion, and align with England & Wales Cricket Board's national IT strategy.
- Ensure Kent Cricket Board complies with the Data Protection Act.
- Ensure all Kent Cricket Board activities are covered by adequate insurance.
- Commit to discharging ECB anti-doping policy.
- Commit to Equity across all functions.
- Commit to Child Welfare across all functions.

## **Performance Measures**

- There is full communication of this Strategic Plan amongst all stakeholders.
- The development of annual action plans by each key functional area and annual reviews of performance to plan.
- Preparation of appropriate staff development plans, employee conditions, position descriptions and procedures manual.
- Staff appraisals are completed annually and that personal and professional development plans are reviewed annually.
- Budgets aligned with the Strategic Plan.
- Kent Cricket Board website attracts 100% more page views per annum.

## **Management and Administration - Relevant ECB IPP Sections**

1.1, 1.2, 1.3, 2.10, 3.1, 3.2, 3.3, 4.3, 4.4, 4.5, 4.6