



THE WORCESTERSHIRE CRICKET BOARD

Strategic Plan for Cricket (Overview)

October 1st, 2007 to September 30th, 2010



THE WORCESTERSHIRE CRICKET BOARD

Strategic Plan for Cricket 2007 - 2010

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Cricket in context

The sporting infra structure within the UK is fast maturing with added investment (both capital and revenue) being driven more through the identified big four sports as identified by Sport England, Cricket, Football, Tennis and Rugby Union. Over the recent past the Worcestershire Cricket Board has developed partnerships with a host of key agencies within the sporting infra structure including The Sports Partnership, Herefordshire & Worcestershire, Black Country Sports Partnership, School Sports Partnerships, Local Authorities and many more.....

This 3 - year strategic plan has been conceived, devised and written to ensure clarity and understanding of key developmental priorities within Cricket is available, outlined and publicised to all of our key partners and agencies whilst also to ensure that all future investment, time, resource and support is focused on those priorities.

The continued support of all of our key partners and organisations including their inspiration and commitment is paramount to the delivery of our aims to further develop the recreational game of cricket within Worcestershire.

Abbreviations

ACU&S	Association of Cricket Umpires and Scorers
ALC	Affiliated Leagues Committees
B&DPCL	Birmingham and District Premier Cricket League
BC CSP	Black Country County Sports Partnership
C2s	Chance to Shine
CDM	Cricket Development Manager
CF	Cricket Foundation
DDG	District Development Group
ECB	England & Wales Cricket Board
ESCA	English Schools Cricket Association
H&W CSP	Herefordshire & Worcestershire County Sports Partnership
IoG	The Institute of Groundsmanship
LA SDO	Local Authority Sports Development Officer
MoU	Memorandum of Understanding
PDM	Partnership Development Manager
PLT	Primary Link Teacher
SSC	Specialist Sports College
SSCo	School Sports Co-ordinator
UCW	University College Worcester
WAG (Cricket)	Worcestershire Association of Groundsmen (Cricket)
WCB MB	Worcestershire Cricket Board Operational Management Board
WCB YDC	Worcestershire Cricket Board Youth Development Committee
WCCA	Worcestershire Cricket Coaches Association
WCCC	Worcestershire County Cricket Club
WCL	Worcestershire County League
WCU&SA	Worcestershire Cricket Umpires & Scorers Association
WSCA	Worcestershire Schools Cricket Association
WSDF	Worcestershire Sports Development Forum
WW&G CDG	Worcestershire Womens & Girls Cricket Development Group
WYC	Worcestershire Young Cricketers

SWOT analysis:

Strengths & Weaknesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Chance to Shine bringing substantial investment and sustainability to state school cricket and the deployment of 3 Full Time Community Sports Coaches through joined up thinking by key partners leading to partnership funding• Increased delivery and participation through our Focus Club Community Clusters as evidenced through data entry onto the County Board Management System through the deployment of 3 Full Time Community Sports Coaches and the Dudley MBC 'Sport-link' Scheme and Chance to Shine Program• Sound infa-structure for delivery of inter school competition (particularly kwik-cricket leading to an increase in participation)• Increased support for all affiliated clubs through the conception and introduction of the 4 tier affiliated club benefits package• Increased number of clubs achieving accreditation• Increase in Focus Club facility investment (Barnt Green CC, Bromsgrove CC, Old Elizabethans CC, Pershore CC, Kidderminster Victoria CC, Worcester Nomads CC, Evesham CC, Halesowen CC, Five Ways O.E's CC)• Increase in number of volunteers through Focus Club Community Clusters (particularly qualified coaches, and Groundsmen)• Development and delivery of District Competition• Clarity in the player pathway• Maturity of District Development Groups• Standard of County Girls performances relative to larger counties• Increase in the number of clubs 'helping themselves' and delivering NatWest CricketForce projects• Conception and delivery of the WCB Operational Management Board leading to a more professionally driven organisation• Increasing utilisation of web-site	<ul style="list-style-type: none">• Clarity in roles and responsibilities required in some areas of the structure• Accounting and financial management procedures need to be more robust• Volunteer time and supply insufficient for activity levels demanded• Communication improving but still needs improvement• Understanding of policy and practices at club level poor

Opportunities & Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increased potential investment through ECB Improvement Planning Process and the Single Investment System • Increased accountability and responsibility engendering a more strategic approach and efficient business model • Clarity of roles and responsibilities • Ability to strategically plan forward • Ability to measure, monitor and evaluate growth • Opportunity to improve Junior and Senior Cricket standards • Greater 'Focus Club' and 'Affiliated' Club support • Recruitment, retention and reward of workforce • Ability to prioritise ECB funding where deemed appropriate by the Worcestershire Cricket Board and opportunity to focus the delivery of key cricketing programmes around strategically and geographically identified targets 'Focus Club Community Clusters' instead of the so called 'bigger clubs' in the bigger leagues 	<ul style="list-style-type: none"> • Challenging to 'bridge the gap' between volunteer and professional • People movement • Inability of National Governing Body/Key Professional Agencies to recognise challenges faced 'at the coal face' in delivering targets and key performance indicators in the volunteer sector • Potential decrease in government funding (2012) • Volunteer Recruitment and sustainability of workforce in all areas (particularly long term commitment) • Extended roles and responsibilities of volunteers • Excess pressure on a small number of individuals within Cricket Board and club infra structures • Increase in participation leading to more volunteer time spent at club level rather than CB level • Reactions to change of culture and working practices • Sustainable Workforce due to socio-economic and demographic factors (e.g;) young coaches to University, employment trends and progressions within the county

The Worcestershire Cricket Board

Mission Statement:

To provide a high quality 'joined up' service that supports and enhances the continued delivery of all cricketing activity within the county of Worcestershire whilst balancing the national requirement against local need.

Core Values:

- EXCELLENCE:** - we will strive for excellence in everything we do through a commitment to continuous improvement and development
- CUSTOMER FIRST:** - we will effectively communicate with and support our customers and partners
- ENJOYMENT:** - we will produce an entertaining, safe, enjoyable and exciting cricket environment
- CUSTOMER FIRST:** - we will effectively communicate with, and delight, our customers
- RESPECT:** - we will show respect to all involved in the game and uphold the spirit of cricket
- TEAMWORK:** - we will work together to deliver our aims and objectives
- DYNAMISM:** - we will use creativity and innovation to improve all programmes we deliver

The Worcestershire Cricket Board

Strategic Plan Key Priorities 2007 – 2010

The financial year of the Worcestershire Cricket Board (WCB) runs from October 1st to September 30th annually. Club Affiliation to the England & Wales Cricket Board (through the WCB) allows cricket clubs to access many tangible benefits. In October 2006 the Worcestershire Cricket Board introduced a four tier affiliation system which offers all affiliated clubs a benefits package reflecting their 'type/status' of affiliation. The four tiers of affiliation are as follows;

Type of Affiliation	Definition of Affiliation
Focus Club	<p>A strategically or geographically identified recreational cricket club with a junior section that offers the appropriate coaching and competition to cricketers under the age of 18 years old situated within the county boundary of Worcestershire (including Dudley MBC) that;</p> <ul style="list-style-type: none"> • Pays the associated 'Focus Club' affiliation fee as advised by the Worcestershire Cricket Board • Is committed to the objectives within the ECB Strategic Plan for Cricket 'Building Partnerships' • Works in partnership with the ECB, Worcestershire County Cricket Board, schools and other key partner agencies in the community to deliver high quality agreed development plan outcomes • Attends local District Development Group meetings • Has achieved or is committed to achieving and maintaining ECB Clubmark Accreditation evidencing that they are a safe, child friendly and effective club • Commits to on-going development through the annual completion of an agreed Club Development Plan in consultation with the Worcestershire Cricket Board Cricket Development Manager • Commits to monitoring and evaluation through relevant Club Development Plan data entry onto the England & Wales Cricket Boards County Board Management System – 'CBMS' • Commits to deliver specific development programmes as identified through the WCB/Club Memorandum of Understanding (due to be rolled out in April 2008)
Affiliated Club with a Junior Section	A recreational cricket club with a junior section that offers the appropriate coaching and competition to cricketers under the age of 18 years old, is situated within the county boundary of Worcestershire (including Dudley MBC) and who pays the associated annual affiliation fee (for a Cricket Club with a Junior Section) as advised by the WCB'.
Affiliated Club	A cricket club geographically situated within the county boundary of Worcestershire (including Dudley MBC) that does not have a junior section and pays the annual affiliation fee as advised by the Worcestershire Cricket Board
Secondary Affiliated Club	A cricket club geographically situated outside the county boundary of Worcestershire who benefits through playing cricket (either senior or junior) in Worcestershire Cricket Board affiliated league structures and pays the associated affiliation fee (for Secondary Affiliated Clubs) as advised by the Worcestershire Cricket Board.

Nb; For further information on Club Benefits Packages see www.thewcb.org.uk

Current Breakdown of Affiliation as @ September 30th 2007

Affiliation Type	Name of Club	Total
Focus Club	Astwood Bank CC, Barnards Green CC, Barnt Green CC, Belbroughton CC, Bewdley CC, Bredon CC, Bromsgrove CC, Droitwich Spa CC, Evesham CC, Five Ways Old Edwardians CC, Halesowen CC, Hanley Castle & Upton CC, Kidderminster Victoria CC, Malvern CC, Netherton CC, Old Elizabethans CC, Oldswinford CC, Ombersley CC, Pedmore CC, Pershore CC, Redditch CC, Rushwick CC, Stourbridge CC, Stourport-on-Severn CC, Worcester CC, Worcester Dominies & Guild CC, Worcester Nomads CC, Wythall CC	28
Affiliated Club with a Junior Section	Alvechurch & Hopwood CC, Ashton-under-Hill CC, Avoncroft CC, Badsey CC, Bretforton CC, Broadway CC, Chaddesley Corbett CC, Coombswood CC, Feckenham CC, Hagley CC, Himbleton CC & Kempsey CC	12
Primary Affiliated Club	Abberley & Great Witley CC, Areley Kings Players CC, Arley CC, Badsey Round of Gras CC, BBC Birmingham CC, Birlingham CC, Brintons CC, Bushley CC, Chainwire CC, Clent CC, Cookhill CC, Cookley CC, Coseley Athletic CC, Cutnall Green CC, Elmley Castle CC, Fladbury CC, Gentlemen of Worcestershire CC, Hallow CC, Hewell CC, Knighton-on-Teme CC, Lye CC, Martley CC, Offenham CC, Old Georgians CC, Old Halesonians CC, Old Vigornians CC, Peopleton CC, Romsley & Hunnington CC, Roxel Summerfield CC, Stagborough CC, Stone CC, Stourbridge Social CC, Tenbury CC, The Lenches CC, Vine CC, West Malvern CC, Wilden Village CC, Worcester City Police CC.	38
Secondary Affiliated Club	Alveley CC, Amblecote & Wollaston CC, Beacon CC, Brockhampton CC, Bromyard CC, Canon Frome CC, Claverley CC, Cleobury Mortimer CC, Colwall CC, Earlswood CC, Eastnor CC, Enville CC, Harbourne CC, Highley CC, Himley CC, Luctionians CC, Monmouth CC, Old Hill CC, Penn CC, Ross on Wye CC, Studley CC, Swindon CC, Wombourne CC, Wormelow CC	24
Cricket Clubs (within Worcestershire) who are recorded on the historical Cricket Board Club List but did not affiliate in 2006/7	Barnards Green Ladies CC, Bayton CC, Blakedown CC, Broadwas-on-Teme CC, Chainwire Cavilliers CC, Crowle CC, Dudley Gujarat Sports Association (DGSA) CC, Drakes Broughton Juniors CC, Eckington CC, Enders CC, Express Factors CC,, Flyford Flavell CC, Fossils CC, Gas CC, George Hotel CC, Hanbury CC, Hanbury Harvestors CC, Hard Donebys CC, Hartlebury CC, Harvington CC, Hayley Green CC, HDA Sports & Social CC, Highwood Park CC, Hill & Moor CC, Holt & Grimley CC, Inkberrow CC, Lambournes CC, Lye Federation CC, Lye Town 'A' CC, Lye Town 'B' CC, Malvern Artefacts CC, Malvern Wayfarers CC, MCT CC, Mishaps CC, Moat Farm CC, Newland CC, Northwick Strollers CC, Nuway CC, Old Tumbling Sailors CC, Overbury CC, Pearmen CC, Prince Albert CC, Sapey CC, Spennells Valley CC, The Sportsman CC, Spring Meadow CC, Stoke Prior Sports CC, Stourport Worths CC, Swan (Alfrick) CC, Thimblemill CC, Tibberton Taveners CC, University of Worcester CC, Waterfront CC, West Hagley CC, White Swan CC, Wolverley Social CC, Wolverley Village CC, Worcester Academicals CC, Worcester Commoners CC, Worcester Corinthians CC, Worcester Dioscean Clergy CC, Worcester Lawyers CC, Worcester Pakistanis CC, Worcester Royals Visually Impaired CC (WRVI CC), Wyre Piddle CC	65

Within the existing Worcestershire Cricket Board development plan in order to manage, amongst other things, the delivery and development of Focus Club Community Clusters and the delivery of District Cricket the county was divided into four sub regions or districts - North, East, South & West/Central Worcestershire. The following table illustrates a breakdown of the Worcestershire Cricket Board districts in relation to key stakeholders and partner agencies represented within them;

District Cricket Development Group	Cricket Club (Focus Club & Affiliated Club with a Junior Section)	Local Authority District	School Sports Partnership (SSP)	County Sports Partnership
North Worcestershire	<p>Focus Clubs Halesowen CC, Netherton CC, Oldswinford CC, Pedmore CC & Stourbridge CC</p> <p>Affiliated Clubs with a Junior Section Coombswood CC</p>	Dudley Metropolitan Borough Council	Dudley (North) SSP, Dudley (Central & West) SSP Dudley (South) SSP	Black Country
East Worcestershire	<p>Focus Clubs Astwood Bank CC, Barnt Green CC, Belbroughton CC, Bromsgrove CC, Five Ways Old Edwardians CC, Redditch CC, Wythall CC</p> <p>Affiliated Clubs with a Junior Section Alvechurch & Hopwood CC, Avoncroft CC, Feckenham CC, Hagley CC,</p>	Redditch Borough Council & Bromsgrove District Council	Redditch SSP & North Worcestershire Bromsgrove SSP	Herefordshire & Worcestershire
South Worcestershire	<p>Focus Clubs Barnards Green CC, Bredon CC, Evesham CC, Hanley Castle & Upton CC, Malvern CC, Pershore CC, Rushwick CC & Worcester Nomads CC</p> <p>Affiliated Clubs with a Junior Section Ashton-under-Hill CC, Badsey CC, Bretforton CC & Kempsey CC</p>	Wychavon (South) District Council & Malvern Hills District Council	South Worcestershire SSP & West Worcestershire SSP	Herefordshire & Worcestershire
West/Central Worcestershire	<p>Focus Clubs Bewdley CC, Droitwich Spa CC, Kidderminster Victoria CC, Old Elizabethans CC, Ombersley CC, Stourport-on-Severn CC, Worcester CC, Worcester Dominies & Guild CC</p> <p>Affiliated Clubs with a Junior Section Chaddesley Corbett CC, & Himbleton CC</p>	Wychavon (North) District Council Wyre Forest District Council City of Worcester District Council	Droitwich & City of Worcester SSP & Wyre Forest SSP	Herefordshire & Worcestershire

The following are identified as key strategic priorities for 2007 – 2010:

1. Affiliated Clubs Plan - Strategic Priorities

- Increase the number of Primary Affiliated clubs to 84 by 2010 (28 Focus Clubs, 11 Affiliated Clubs with Junior Sections and Affiliated Clubs 45)
- Promote, educate and continue to deliver a service to clubs through the 4 tier Affiliated Club Benefits Packages (Focus Club, Affiliated Club with a Junior Section, Affiliated Club and Secondary Affiliated Club)

2. Affiliated Clubs with Junior Sections - Strategic Priorities

- Increase the number of Affiliated Clubs with Junior Sections entering core data onto the County Board Management System to 11 by 2010
- Educate all clubs and its members on CBMS, Development Planning and more efficient ways of working and clear identification of priorities for development
- Increase the number of Affiliated clubs with Junior sections with Clubmark Accreditation to 11 by 2010
- Encourage sharing of best practice between clubs through District Development Groups

3. Focus Club Community Clusters - Strategic Priorities

- Increase the number of Focus Clubs to 28 by September 30th, 2010
- Ensure all 28 Focus Clubs are Clubmark Accredited by September 30th, 2010
- Ensure all Focus Clubs enter data annually onto CBMS by September 30th, 2010
- Support Focus Clubs to recruit, reward and retain appropriate volunteers to support the long – term sustainability and prosperity of the club
- To provide support and resources to deliver to ECB Minimum Quality standards
- To encourage sharing of best practice between clubs through District Development Groups

4. Affiliated Leagues Plan - Strategic Priorities

- Introduce an Affiliated Leagues Committee by April 2008
- Disperse all ECB guidance, benefits, policies and directives through committee to ensure clarity in delivery across the county
- Work with leagues to collate membership figures from clubs as part of affiliation

6. Workforce Development Plan (WCB Partners & Staff) - Strategic Priorities

- Ensure clarity and clear direction for all Staff and Volunteers operating within the Worcestershire Cricket Board structure
- Instigate the delivery of a Training Needs Analysis for all identified Key Personnel by April 2008 and ensure appropriate individuals are offered Training Needs as identified
- Realign the WCB workforce to ensure clarity and effective delivery of core Roles and Responsibilities to assist the delivery of the WCB and ECB targets against identified Key Performance Indicators
- Re-align and create a proactive Partners Forum and identify and agree clear roles and responsibilities for the Worcestershire Cricket Coaches Association, Worcestershire Association of Groundsmen (Cricket), The Worcestershire Womens & Girls Cricket Development Group, The Worcestershire Youth Development Committee, The Worcestershire Young Cricketers, The Worcestershire Schools Cricket Association in order to assist the delivery of each individual responsibility identified within the ECB MoU

7. Workforce Development (Coaches) - Strategic Priorities

- To increase the quantity and quality of qualified coaches in Worcestershire to support and enhance the ever increasing number of development activities within club, district and county cricket within the county;
 - a. Increase the number of new UKCC Level 1 Coaches by 150 by 2010
 - b. Increase the number of new UKCC Level 2 Coaches by 72 by 2010
- Ensure a quality workforce is in position to deliver course requirement by;
 - a. Increasing the number of trained Tutors and Assessors to 7 by Sept 2010
 - b. Increasing the number of trained Internal Verifiers to 2 by 2010
 - c. Increasing the number of Field Based Trainers to 2 by 2010
- Promote and deliver SKY Coach Recognition Scheme and ensure linkage into the Bill Jones Memorial Award
- Actively promote membership of the ECB CA and WCCA and increase membership;
 - a. of WCCA to 330 by 2010
 - b. of ECB CA to 300 by 2010
- Develop on-going learning opportunities by organising an in county Coaches Conference every 2 years (alternate years to ECB Coaches Conference)

8. Workforce Development (Officials) - Strategic Priorities

- Audit current association and identify agreed way forward following ECB/ACU&S negotiations
- Identify needs for Tutors to deliver ECB directed courses by April 2008
- Deliver a fully costed and agreed Training programme for Umpires and Scorers by October 2008
- Introduce a Recognition and Reward Scheme linked into the WCB Bill Jones Volunteer of the Year Award and ECB OSCA's
- Annually deliver ECB 'Reporting Umpires Potential & Performance Programme'

9. Workforce Development Plan (Groundsmen) -Strategic Priorities

- Continue to deliver a core programme of education for all Groundsmen, including a Level 1 (Part A&B) Training Course per annum, a Level 2 course (subject to need) and open educative evenings for Groundsmen
- Work to ensure all Focus Clubs have a trained Level 2 Groundsmen by 2010
- Consult with the Worcestershire County League and amalgamate the Club Accreditation Document and WCB Facility Audit to produce one clear Facilities Audit Document to assist with the
- Identify Minimum Facility Assessment Standards by February 2008 to assist the delivery of a robust Facilities Strategy
- Identify a team of volunteers to complete and deliver the WCB Facility Audit by August 2008
- Work with CDM to identify Facility investment priorities against MFAS by October 2008
- Introduce a Recognition and Reward Scheme linked into the WCB Bill Jones Volunteer of the Year Award and ECB OSCA's

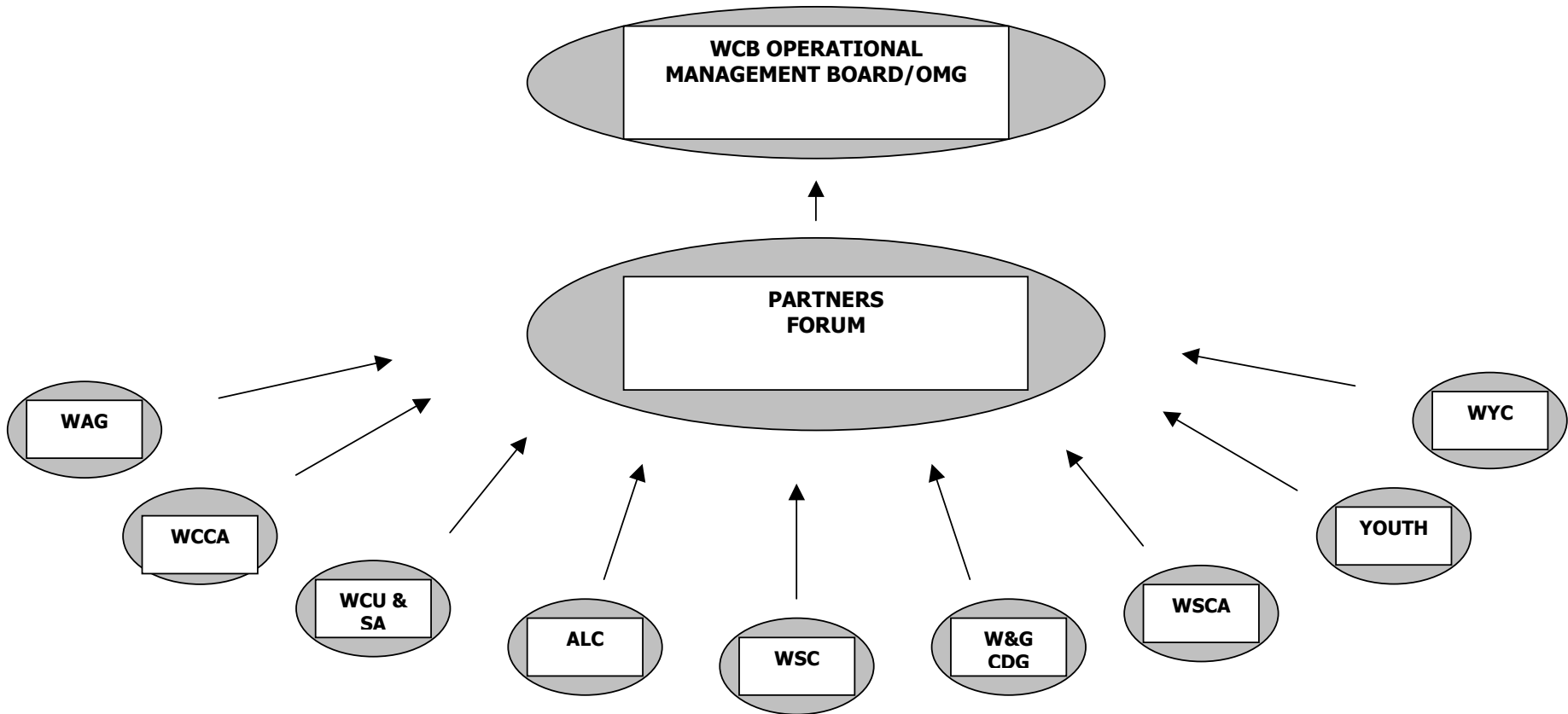
10. Workforce Development Plan (Volunteers) -Strategic Priorities

- To re-align the existing WCB Volunteer of the Year Award (the Bill Jones Memorial Award) with the OSCA'S to ensure a clear pathway of recognition for all volunteer nominations
- Include nominations from WCCA, WAG & Officials and organise suitable recognition event at WCCC
- Drive/promote registration and participation in NatWest CricketForce with 28 Focus Clubs organising events by 2009/10
- Work with clubs to ensure support and structure planning of volunteer workforce through Club Development planning meetings identifying priorities for development

The following diagram outlines the operational structure of the Worcestershire Cricket Board including all 'Partners';

THE WORCESTERSHIRE CRICKET BOARD

Operational Structure



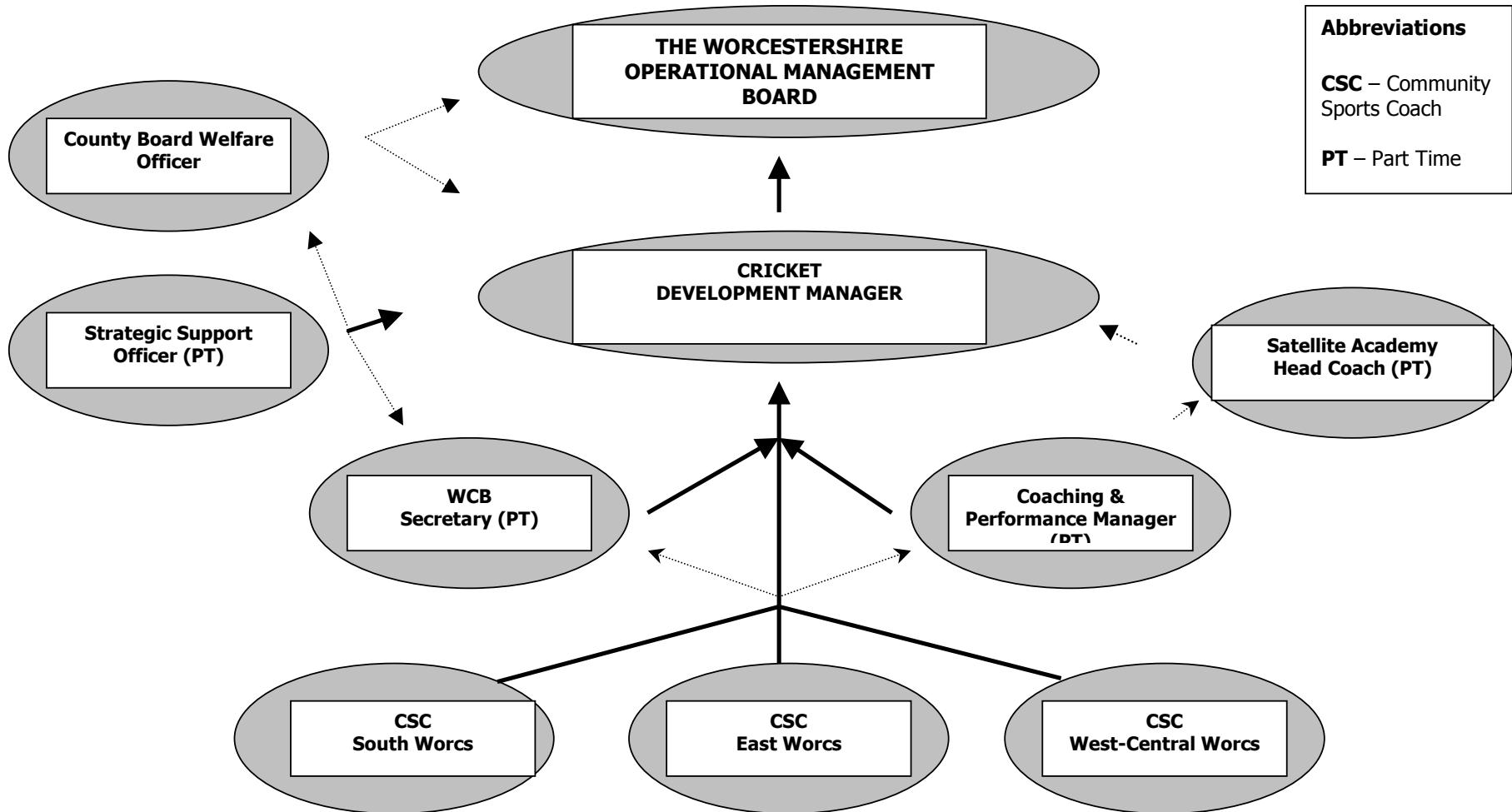
Abbreviations

- WAG** - The Worcestershire Association of Groundsmen – Cricket
- WCCC** - The Worcestershire Cricket Coaches Association
- WCU&SA** - The Worcestershire Cricket Umpires & Scorers Association
- ALC** - The Affiliated Leagues Committee
- WSC** - The Worcestershire Senior Cricket Committee

- W&CCDG** - The Worcestershire Womens & Girls Cricket Development Group
- WSCA** - The Worcestershire Schools Cricket Association
- YDC** - The Worcestershire Youth Development Committee
- WYC** - The Worcestershire Young Cricketers

The following diagram outlines the professional workforce structure of the Worcestershire Cricket Board;

THE WORCESTERSHIRE CRICKET BOARD Professional Workforce Structure



11. School & Competition Development - Strategic Priorities

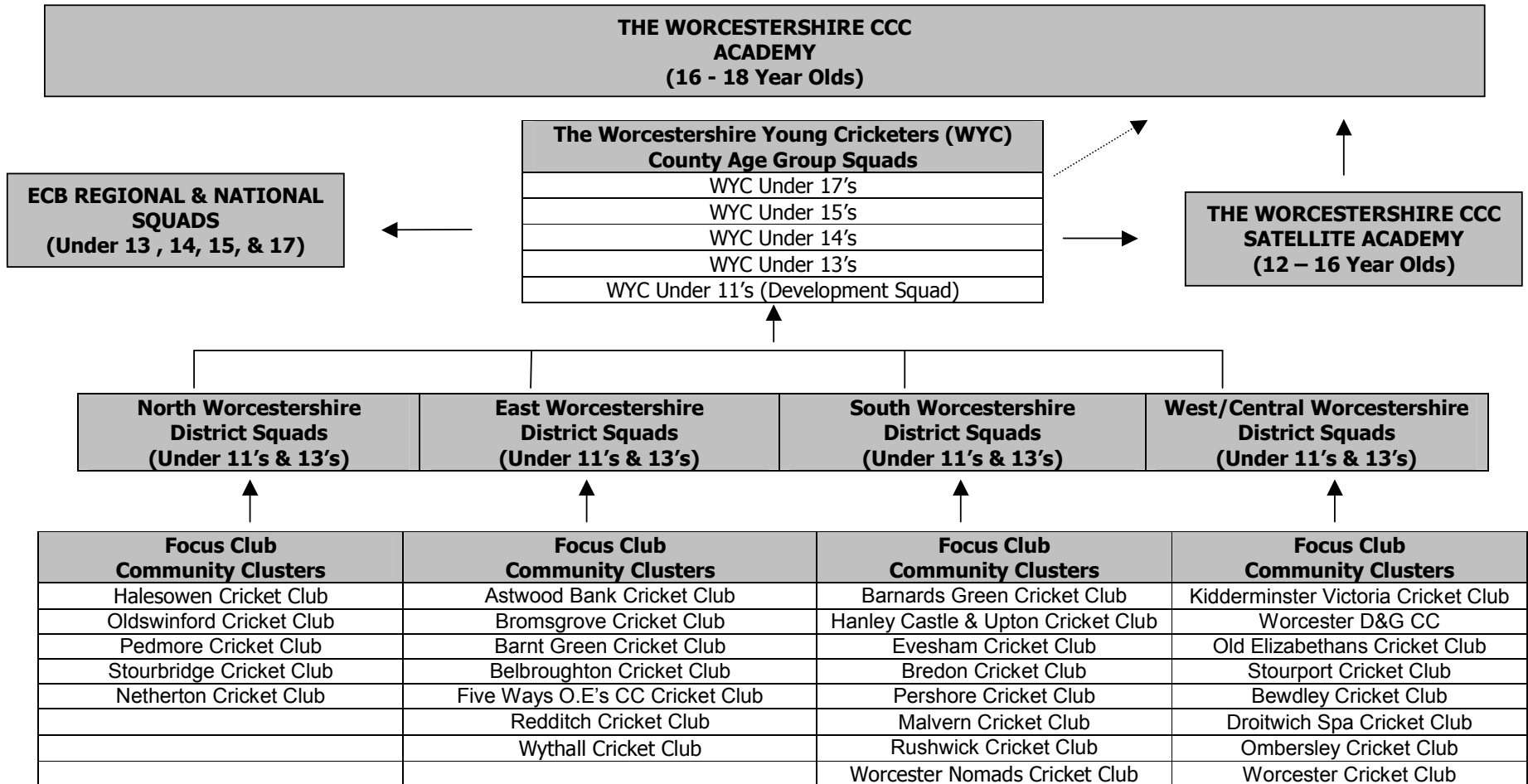
- Continue to support and develop appropriate competitive opportunities to ensure all levels of cricketing ability, gender, race and age level are offered the appropriate level of competition required
- Agree roles and responsibilities with the Worcestershire Schools Cricket Association and involve the Worcestershire Competitions Manager to develop and increase entries into inter-school hard ball competitions
- Utilise the Chance to Shine programme to increase the number of schools entering inter schools hard ball and soft ball competitions
- Ensure all Focus Clubs and Affiliated Clubs with Junior Sections are entering WCB organised inter club competitions by 2010
- Continue to co-ordinate the delivery of junior club competitions and ensure all Focus Clubs and Affiliated Clubs with Junior Sections are offered a quality competitive structure to aid the development of junior players

12. Talented Player Development Pathway Boys - Strategic Priorities

- To provide the best Player Pathway possible by ensuring the right coaches are delivering at the appropriate level to ensure an equitable opportunity is extended to all
- To promote and advertise the player pathway for boys within the county of Worcestershire to ensure all are aware
- To ensure all District Cricket Development Groups become the main driver of Local District Squads by 2009
- To continue to deliver a quality District programme to 112 young cricketers
- To continue to deliver a quality county age group programme for boys to 70 young cricketers
- To further develop and enhance the link between the WCB and WCCC by instigating the joint delivery of the Satellite Academy Programme providing a maximum of 12 elite players (boys and girls) on an annual elite programme
- To ensure all Excellence programmes (District, County and Satellite Academy) are delivered to advised ECB Minimum Quality Standards by 2010
- To incorporate all ECB anti-doping legislation as advised in all programmes

The following diagram outlines the player pathway for boys within Worcestershire;

The Worcestershire Cricket Board Player Pathway (Boys)

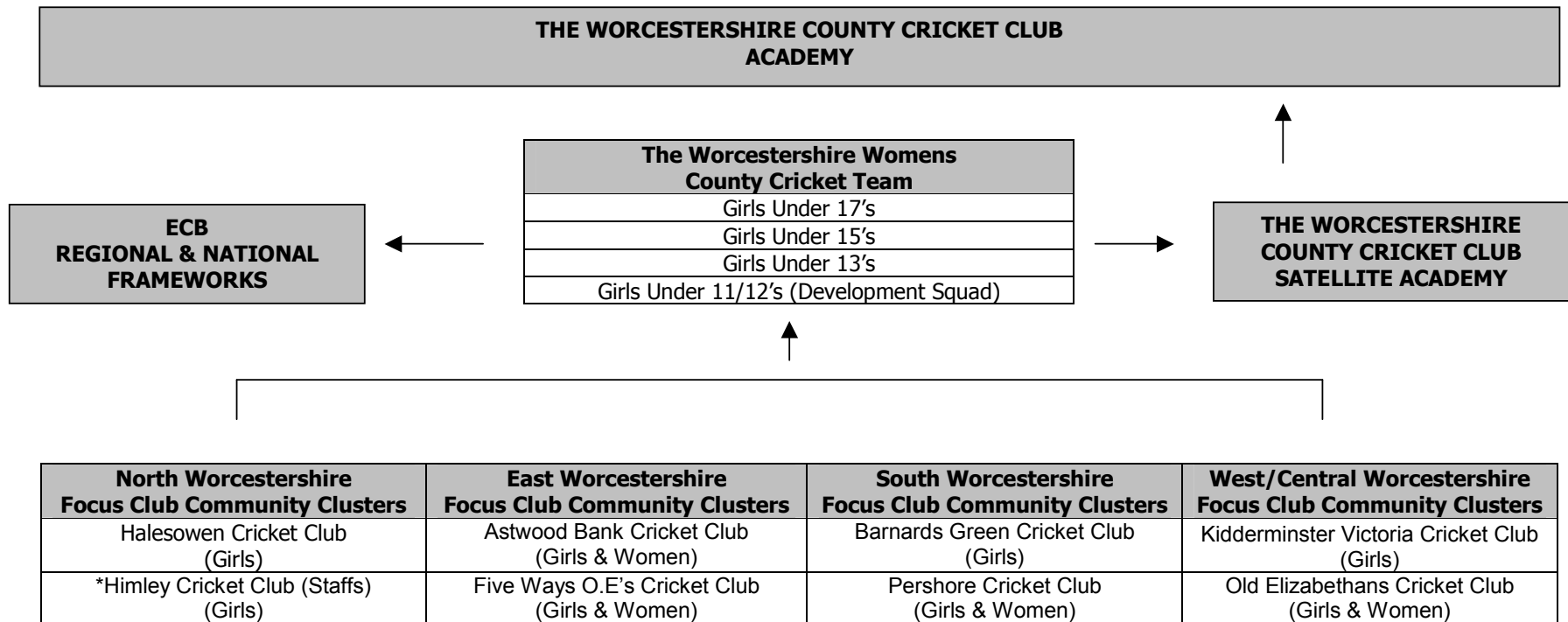


13. Women & Girls Development Plan (inc Player Pathway)

- To increase participation at grass roots to ensure the continuation of growth and development of girls and womens cricket
- Ensure all 5 clubs currently entering senior ECB organised Womens competitions (Astwood Bank CC, Five Ways Old Edwardian CC, Old Elizabethans CC, Pershore CC & Redditch CC) are supported to promote sustainable growth within the girls and womens game
- Agree roles and responsibilities with other key Focus Club Community Clusters (Barnards Green CC & Kidderminster Victoria CC) to assist the development of the girls and womens game
- Ensure all female cricketers at all levels receive opportunities to play the appropriate level of competition
- Introduce a girls hard ball club cricket league at under 13 and 15 in 2008 to develop opportunities for girls to take part in a quality competitions framework and ensure 8 clubs enter by 2010
- Ensure Worcestershire Cricket Board delivers Girls & Womens Cricket at ECB directed Minimum Quality Standards by 2010
- Provide the best Player Pathway possible by ensuring the right coaches are delivering at the appropriate level
- Promote and advertise the player pathway within the county of Worcestershire
- Ensure the WCB supports and assists the identification and development of the Womens and Girls workforce by prioritising volunteer education courses
- Incorporate all ECB anti-doping legislation as advised in all programmes

The following diagram outlines the player pathway for girls within Worcestershire;

The Worcestershire Cricket Board Player Pathway (Girls & Women)



* Please note Himley Cricket Club is a Secondary Affiliated Club who are geographically situated in Staffordshire but links with schools in the Dudley Metropolitan Borough (Worcestershire) and enters Worcestershire Cricket Board organised junior competitions for girls (and boys).

14. Chance to Shine Plan

- To continue to dovetail the Focus Club Community clusters with the cluster schools in the Chance to Shine programme, as a sustainable tool in Club-school cluster development
- To increase the number of "Quality Cricket Coaching hours" in schools
- To increase the number of Inter - School matches at Primary and Secondary school
- To increase the profile of cricket within the National Curriculum and work closely with the PDM's, SCo's and Specialist Sports Colleges to improve opportunities, concurrently addressing the wider issues facing children age 6 -18.

Year	C2s Project	School Family/Cluster	School Sports Partnership	Yearly schools plan	Needs
2009/10	Pershore CC	Pershore High School	South Worcestershire	Maintain (Year 5)	Competitions programme to be ingrained to maintain schools/club links.
	Omersley CC	The Chantry High School	West Worcestershire	Maintain (Year 5)	Sustainability to be built in to ensure strong school/club links.
	Kidderminster Victoria CC	King Charles I High School & Baxter High School	Wyre Forest	Maintain (Year 5)	Competitions programme to be ingrained to maintain schools/club links. Cricket for Teachers course
	Bromsgrove CC	Bromsgrove Middle Schools (inc Chadsgrove & Rigby Hall SEN)	North Worcestershire (Bromsgrove)	Maintain (Year 4)	Club ownership of programme. Currently delivered by CSC. Needs to be club owned and delivered by 2010.
	Droitwich CC	Droitwich High School Family	Droitwich & City of Worcester	Maintain (Year 4)	Club ownership of programme. Currently delivered by CSC. Needs to be club owned and delivered by 2010. Cricket for Teachers Course
	Evesham CC	St. Egwins & Simon De Montfort Middle School	South Worcestershire	Maintain (Year 3)	Club ownership of programme. Currently delivered by CSC. Needs to be club owned and delivered by 2010.
	Dudley Metropolitan Borough Council (Pedmore, Stourbridge & Oldswinford CC's)	Ridgewood High, Oldswinford Hospital School, Pedmore College of Technology & Redhill Secondary	Dudley (South)	Maintain (Year 3)	Linkage between Clubs and Dudley MBC Sport-link coaches and development of school/club agreements to build sustainability. Agreed school competitions programme. Cricket for Teachers course
	Halesowen CC	Earls High & Windsor High	Dudley (South)	Maintain (Year 2)	To be confirmed following audit and agreement to deliver project
	Old Elizabethans CC (Girls Focus) or potential SEN Programme linked to Sport England Playground to Podium funding	All Worcestershire SEN Schools	Droitwich & City of Worcester or All 6 SSP's in Worcestershire	Commence Delivery (Year 1)	Coaches to deliver the project. Funding available from Sport England Playground to Podium Funding?? Cricket for Teachers course
	Redditch Cricket Club or potential SEN Programme linked to Sport England Playground to Podium funding	Redditch Middle Schools	Redditch SSP	Commence Delivery (Year 1)	Coaches to deliver the project as above. Cricket for Teachers course

15. Facility Development

- To deliver a County Facilities Strategy that identifies Minimum Facility Standards for all affiliated club types and prioritises strategic need within the county
- To identify Minimum Facility Assessment Standards for all club types by February 2008
- To audit all affiliated club types by August 2008
- To identify priorities for future facility investment against ECB Minimum Quality Standards by October 2008
- To deploy the WCB Pitch Advisor to assist priorities within the development of the WCB Facilities Strategy
- Work with the Worcestershire Association of Groundsmen, Worcestershire County League and the WCB Pitch Advisor to introduce a rolling 3 year program of Performance Quality Standard Assessments at strategically identified clubs within the county
- To strategically prioritise District and County Development Centres for future facility development
- To support Focus Clubs and Affiliated Clubs with Junior sections through the Single Investment System process to secure funding and development of facilities as strategically required
- To identify 4 new schools per year to receive playground markings through the Chance to Shine program
- To identify key Focus Clubs for Womens and Girls cricket and identify facility development requirement

The following diagram overviews the key targeted clubs for Facility Development against ECB Technical Specifications;

Club Type
(Affiliated Clubs with a Junior Section, Focus Clubs (Women & Girls),
District & County Development Centres, Academy & WCCC 2nd XI Development Centres)

ACwJS (11 Clubs)	Focus Clubs (28 Clubs)	Women & Girls Focus Clubs (8 Clubs)	District & County Age Group Development Centres	Academy & WCCC 2nd XI Development Centres
Alvechurch & Hopwood CC, Ashton-under-Hill CC, Avoncroft CC, Badsey CC, Bretforton CC, Chaddesley Corbett CC, Coombswood CC, Feckenham CC, Hagley CC, Himbleton CC Kempsey CC	Astwood Bank CC, Barnards Green CC, Barnt Green CC, Belbroughton CC, Bewdley CC, Bredon CC, Bromsgrove CC, Droitwich Spa CC, Evesham CC, Five Ways Old Edwardians CC, Halesowen CC, Hanley Castle & Upton CC, Kidderminster Victoria CC, Malvern CC, Netherton CC, Old Elizabethans CC, Oldswinford CC, Ombersley CC, Pedmore CC, Pershore CC, Redditch CC, Rushwick CC, Stourbridge CC, Stourport-on-Severn CC, Worcester CC, Worcester Dominies & Guild CC, Worcester Nomads CC, Wythall CC	North Worcestershire (Dudley) Halesowen CC, Himley CC (Staffs CB) East Worcestershire Astwood Bank CC, Five Ways Old Edwardians CC South Worcestershire Barnards Green CC, Pershore CC West/Central Worcestershire Kidderminster Victoria CC, Old Elizabethans CC,	North Worcestershire (Dudley) Halesowen CC (W&G) Oldswinford CC Netherton CC, Stourbridge CC, East Worcestershire Astwood Bank CC (W&G), Redditch CC Barnt Green CC, Bromsgrove CC, South Worcestershire Barnards Green CC (W&G) Pershore CC (W&G), Evesham CC, Worcester Nomads CC West/Central Worcestershire Old Elizabethans CC (W&G) Droitwich Spa CC, Stourport-on-Severn CC, Worcester CC	Barnt Green CC, Kidderminster Victoria CC, Ombersley CC,

16. Data Management & Protection Strategy

- Ensure all cricket club records, contacts list and relevant club data is constantly up to date and accurate
- Ensure all Focus Club and Affiliated Clubs with a Junior Section plans are submitted on-line annually
- Ensure all relevant data is provided to all partners
- Register with the Information and Commissioners Office and ensure clarity in requirement regarding Data Protection and ensure compliance with the Data Protection Act
- Ensure all Partners are informed of requirement through Data Protection and ensure all documentation is compliant
- Ensure the appropriate notice is served to all individuals whose data is stored

17. Equality Plan

- Compare cricket and general county population to ensure cricket remains 'open to all' and offers all the opportunity to take part in cricket
- Work with the Herefordshire & Worcestershire CSP and Black Country CSP to collate demographic statistics and identify gaps in provision for BEM and IMD areas
- Undertake an ECB advised Training Needs Analysis (TNA) for all key personnel and nominate key personnel for appropriate training by April 2008

18. Safeguarding Plan

- Continue to support, train and deploy a County Board Welfare Officer and ensure a succession plan is in place
- Ensure the County Board Welfare Officer works at the appropriate level of strategic influence within the Cricket Board structure
- Apply the ECB 'Safeguarding Young People in Cricket' policy 'Safe Hands' to all Cricket Board programmes
- Ensure all Clubs adopt the 'Safeguarding Young People in Cricket' policy
- Support all Affiliated Leagues to adopt the ECB Safe Hands policy and support all Leagues to appoint a League Welfare Officer
- Disseminate all information and best practice as required by ECB
- Follow robust recruitment procedures for child related posts

19. Finance Strategy

- Ensure an appropriate audit/review is conducted by an appropriate person/organisation of the Cricket Board's financial records
- Continue to ensure the Cricket Board makes key decisions based on up to date financial information by ensuring financial reporting is provided at all Management Board meetings and quarterly bank reconciliations and forecasts of expenditure are available at Management Board meetings
- Ensure all expenditure is authorised through an identified and transparent process that is clearly evidenced
- Ensure controls are in place to ensure all income is banked within agreed time frames
- Ensure the Cricket Board prepares both an annual budget and a 3 year indicative budget over the Improvement Planning Process period 2007/8 to 2009/10 to evidence all central funding is allocated and spent appropriately
- Submit a copy of the most upto date annual accounts to ECB as soon as they have been reviewed
- Ensure and evidence that appropriate insurance cover is in place for all Cricket Board related activities

Conclusion

To play our part and fulfill our commitment to the England & Wales Cricket Board vision for cricket the Strategic Plan is to be a very challenging one. The necessity for a plan where clear short term targets lead to long term goals is apparent over the next 3 years.

The strategic priorities identified in this document are backed up by more in depth plans which will be the responsibility of all of our Partners to deliver with the support of increased funding distributed through various revenue funding streams. The full Strategic Plan for Cricket in Worcestershire including all detailed plans for Partners can be accessed at www.thewcb.org.uk

The successful completion and delivery of the plan will rely heavily on the continued accessibility to various forms of funding and the continual commitment of our identified Focus Clubs.

It is identified within the detail of our Strategic Plan for Cricket that the delivery of the Community Sports Coach Scheme in partnership with our Focus Club Community Clusters and District Cricket Development Groups (now all established) will continue to increase participation at grass roots level. This key investment (linked to the Chance to Shine initiative) will provide a solid foundation to ensure all young people across the county will receive the opportunity to join the identified player pathway for boys, girls and people with disabilities at grass roots level.

Following the creation of the initial cricketing pathway through structured cricketing partnerships between schools and clubs a key priority to increase the effectiveness of the educational process for young cricketers is the development of volunteers. An increase in both numbers and standards of qualified coaches, umpires and Groundsmen (particularly within our Focus Club Community Clusters) is seen as imperative to provide access to quality learning opportunities for all at club level.

One of, if not the most crucial area of the development plan is the further development of the District Cricket Development Groups (CDG's) and the decentralisation of cricketing power. The plan clearly identifies four areas where groups have been set up and offers an opportunity for those Groups to take ownership of and assert greater influence on the specific delivery of cricket within their local area. District Cricket Development Groups delivering cricketing initiatives on a more local basis will also provide the continuum for the cricketing pathway with the continued delivery of sub County (District) Development Squads. With 9 squads currently operational across the county over 100 young cricketers are experiencing quality coaching and match playing opportunities from 10 years of age.

To complete the educational pathway and provide our most talented young cricketers with access to the best available developmental opportunities it is recognised that the increased accessibility to Level III coaches at an earlier age and the continual process of monitoring and evaluating the county age representative cricketing programme are key priorities. The refining of the boys county age squads will deliver a more challenging pathway for talented players and assist the county to deploy its limited quality coaching resources to ensure that the best coaches are working with the most talented young players at the most crucial time in their development. This, linked to the conception and delivery of the jointly funded Satellite Academy will help deliver the 'complete pyramid' and provide a quality framework allowing our most talented players to develop into First Class cricketers of the future – hopefully for Worcestershire and England!!

Continued investment is crucial to continue the trend. However, it should never be forgotten that the development of our recreational game at grass-roots can only be brought about by the active involvement of many unpaid helpers. It is therefore imperative that the initiatives are managed effectively, and that all volunteers are given access to training programmes, development opportunities and the facilities to do the job.

To deliver a quality cricketing programme and to support the development of all programmes facilities are crucial. The Strategic Plan identifies how Worcestershire will plan to identify key priorities for facility development by identifying Focus Clubs, District and County Development Centres and Womens and Girls Focus Clubs who are crucial to the player pathway at grass roots level for both boys and girls.

It is also evident that effective administration and management at Board level is vital and that this demands clear roles and responsibilities for all WCB Partners as identified within the plan.

In summary, the WCB, within its financial constraints is therefore committed to play as full and as active a part as possible in the fulfilment of the ECB vision to which we again emphasise our total commitment.