

WOMEN & GIRLS AND CRICKET STRATEGIC FRAMEWORK

The Emerging Story

February 2019



PREFACE

It is of high strategic importance that NZC and 'cricket in New Zealand' successfully engage with our nation's women and girls.

NZC's '*Women and Cricket, Cricket and Women*' report, published in November 2016, makes the case why this must be so.

Much progress has been made since 2016. Evidence of such change is referenced herein.

NZC now needs to harness this initial change momentum by creating, with its members, a strategic framework, the implementation of which will progressively turn aspiration into reality.

This document should be regarded as a strategic framework 'discussion starter', initially for NZC discussion and, following such initial internal feedback and adjustment, for wider stakeholder consultation.

The intention is that the end result is a strategic framework which has a medium-to-long term horizon but which uses the next two years to accelerate short-term momentum, building the base for future success.

“Transforming cricket’s engagement with women is fundamental to achieving our vision of cricket being a game for New Zealanders; a game for life”

David White

CEO, NZC

‘Women and Cricket, Cricket and Women’

November 2016

Section One

‘WOMEN & GIRLS AND CRICKET’

proposed working framework
for the ‘big picture’ strategy

2023

The blank canvas of opportunity.

The shape of the international game structure and the incumbent NZC financial life blood.

Top down drivers

FAN COMMITMENT

Serving the right kind of product, delivered in the right way.

HIGH PERFORMANCE STRUCTURES AND COMPETITIONS

Developing, motivating and enabling the right kind of player for tomorrow, up and down our country in a consistent fashion.

Women & Girls Cricket

PARTICIPATION

Creating an exciting, open and accesible environment to continuously grow our playing base across all backgrounds and genders.

HARNESSING OUR TALENT

Ensuring we have alignment and consistency up and down our game to foster the right time of play for the right type of player.

Bottom up drivers

Cricket Network

An aligned and common approach to delivering products and experiences on agreed strategies and priorities and are focused on the consumer.

Clear roles and accountabilities up and down the network.

Section Two

THE WIDER NZC STRATEGIC CONTEXT FOR THIS PROPOSED FRAMEWORK

NZC Strategy

CRICKET :

A GAME FOR ALL NEW ZEALANDERS;
A GAME FOR LIFE!

Connecting New Zealand through our spirit of cricket.

**‘Cricket in New Zealand’:
*We are changing our game
for a changing New Zealand***

THIS IS OUR OPPORTUNITY

THIS OUR CHALLENGE

THIS OUR NECESSITY

Delivering this change requires a strong set of values:

Inclusivity Respect Tenacity Optimism Fun



Section Three

‘WOMEN AND CRICKET. CRICKET AND WOMEN’.

Acknowledging and embracing the 2016 Beaman Report ‘proof points’ from where this change process began

51% of New Zealanders are female

Yet, in 2016

- 10% of our participants were female
- 90% of cricket clubs didn't have girls – only teams
- 57% of cricket clubs didn't offer cricket for girls at all
- 6% of NZC, MA & DA Board members were female

And despite this

- 39% of the MYBLACKCAPS database were females
- 54% of the Super Smash TV audience were females

NZC and 'Cricket in New Zealand' were failing abysmally to engage New Zealand Women and Girls

Section Four

**PROGRESS SO FAR-
EVIDENCE OF FORWARD MOMENTUM
IGNITED SINCE 2016**

ICC STRATEGIC LEADERSHIP

The ICC has recognised that women and girls are absolutely critical in achieving their objective to be the world's fastest growing sport.

The ICC is now significantly increasing its investment into:

- developing women's cricket structures
- increasing the number of females who follow cricket, and women's cricket
- growing female participation
- developing women leaders

ICC now has its first female (and independent) director, Indra Nooyi, currently board chair and CEO of global giant, Pepsi Co.

The ICC WWC 2017 attracted a global broadcast audience of 180m, up from 48m for ICC WWC 2013. The final was played before a 'sold-out' Lords. NZC will host ICC WWC 2021.

FAN ENGAGEMENT

NZC Campaign

- Significantly increased focus on WHITE FERNS
- Introduction of BLACKCAPS / WHITE FERNS ODI & T20 double-headers v India 2018/19
- Introduction of BK Super Smash double headers 2017/18

Broadcasting

- Increase SkyTV coverage of WHITE FERNS / Women's SUPER SMASH matches from 6 (2017/18) to 16 (2018/19)
- Introduction of female commentators by SkyTV and radio
- NZC piloting live streaming of WF matches (2017/18)

Social Media Presence

- Growing presence on Facebook, Twitter, Instagram (*numbers to come*)

NZC Recognition

- NZC's WHITE FERNS 'capping' initiative will result in 60+ ex-WHITE FERNS test players being honoured at 2018/19 international matches
- Three 'greats' of women's cricket in New Zealand – Debbie Hockley, Lesley Murdoch and Emily Drumm - were made Life Members of NZC at NZC's 2018 AGM
- A special moment- *'Amelia Kerr blasting a record breaking 232 not out against Ireland for the WHITE FERNS, achieving the highest score in women's ODIs'* has been chosen as a finalist for the **'New Zealand's Favourite Sporting Moment of the 2018 Year'** award, the only award category decided by public vote at the annual Halberg Awards.

PARTICIPATION

- NZC seed funded junior girls cricket pilots in each MA (2016/17 & 2017/18)
- NZC is seed funding the girls youth initiative, including the contracting of female ‘activators’ and pilots in seven regions (2018/19)
- All 16 ‘Club is the Hub’ Auckland clubs and 9 ‘One Club’ Wellington clubs appointed female cricket co-ordinators for the 2018/19 season
- Northern Districts (‘Northern Premier League’), Otago (‘Girls Smash’) and Bay of Plenty (‘Go Girls’) successfully established female-only cricket opportunities
- 357 females have registered on NZC’s Friendly Manager nationwide coach database (2018/19)
- The number of clubs now offering girls the opportunity to play cricket, including with girls-only teams, is increasing steadily

HIGH PERFORMANCE

WHITE FERNS

- 2016 MOU increased number and remuneration of centrally contracted players
- WF's team and HPU support structure strengthened
- Playing programme increased from 13 days (2015) to 26 days (2017) then 28 days (2018)
- International travel arrangements reflect BLACKCAPS's arrangements
- Comprehensive team independent review processes initiated (2017 and 2019)

Domestic Cricket

- Women's T20 competition aligned with and integrated into BK Super Smash (2018/19)
- Increased NZC funding for MA Women's team coaches

Emerging Players

- Out-of-season development camp programme initiated (2018) for players below WHITE FERN squad

Female HP Playing Environment Review

- NZC led / MA & NZCPA supported, review of female high performance environment, including contracting environment, now underway

HARNESSING TALENT – NO FORWARD MOMENTUM

We are failing to harness our talent. Our talent pathway for female participants is broken, not even remotely 'fit for future purpose'

- There are no meaningful competitive female adult competitions in at least three, arguably more, of the six MAs
- There are no meaningful competitive female youth competitions in any of the six MAs
- There is no quality coaching consistently available to female adult or youth participants in any of the six MAs
- The pathway for female coaches and umpires is weak or non-existent in the majority of the six MAs

The opportunities we are offering to talented female participants are not engaging and/or inspiring such participants.

No progress has been made in this area.

CRICKET NETWORK

Governance

- NZC Board's 'Women in Cricket Governance' Project was initiated in 2017. Sarah Beaman is contracted to NZC to help drive this project. The project's Steering Group includes representations from NZC, MA and DA Boards.
- Phase 1 of the Project focussed on building a foundation enabling NZC, MA and DA boards to increase female director representation. Female director representation on NZC, MA and DA boards has since risen from 11 (November 2016) to 66 (December 2018). Two MA boards and one DA board are now chaired by females.
- Phase 2 (beginning January 2019) focuses on quality of MA and DA governance.

Administration

- The number of females holding senior leadership positions with NZC, MA and DA staffing structures remains very low and has only marginally increased since 2016.
- The number of female development officers working within MA and DA community teams have increased significantly since 2016
- NZC appointed Michele Cox to the position of National Female Participation Manager in 2018, the first time NZC has appointed an FTE to this position.

Section Five

ICC WOMEN'S WORLD CUP 2021

'NZC must use our hosting of the ICC WWC event in early 2021 as the best catalyst we have for accelerating change within our game.'

NZC is hosting the ICC Women's World Cup in 2021

- 8 teams
- 31 matches
- Likely to utilise 6-8 venues around NZ (subject to ICC venue compliance and host city bid process)

ICC WWC 2017 raised the bar significantly

- each match broadcast or streamed live
- global broadcast 180m
- 'sold out' final at Lords

ICC WWC is the pinnacle event in women's cricket

NZC'S hosting of the ICC WWC2021 should, if leveraged well, accelerate the attractiveness and popularity of women and girls cricket within New Zealand

This hosting opportunity is not just about supporting the WHITE FERNS to prepare for this event

It is also about:

- engaging New Zealanders in women's cricket
- inspiring girls to participate
- shifting mindsets and behaviours within the cricket family and other stakeholders to strengthen support for women and girls involvement in and with cricket

Section Six

**WE WILL KNOW WE ARE
SUCCEEDING WHEN:**

SUCCESS

The continuous growth in the prominence of women's professional cricket globally, including ICC Events and the Women's FTP, most particularly on the renewal of **ICC and NZC broadcasting and commercial contracts post 2023, is recognized in increased value and revenues for ICC and NZC.**

Fan engagement, as it relates to both women and girls engagement with cricket, grows demonstrably year-on-year, achieving and exceeding targets set in NZC's 'Audience and Growth' strategy.

Participation numbers grow year-on-year, achieving and exceeding targets set in NZC's 'Participation' strategy, with such growth being underpinned by greater penetration into target groups (eg schools, ethnic communities, social cricket communities), and product offerings combined with network servicing that continually raises participation satisfaction levels.

Healthy and integrated local, regional and national **talent pathways** (from young girls right up to the WHITE FERNS) are created that identify talent and then support such talent to have the opportunity to realise their aspirations.

SUCCESS

The creation and continuous development of a **female high performance environment** that results in New Zealand having sufficient quality and depth of talent that enables the WHITE FERNS to consistently succeed on the world stage.

Nationwide women's and girl's (informal and formal) participation, pathway and HP programmes being delivered by **'fit for purpose' cricket delivery networks**.

ICC WWC 2021 not only being successfully delivered in its own right but becomes a strong positive catalyst supporting advancement of the strategic priority workstreams identified herein.

Allocation of available **resources** and generation of new resources achieve the correct balance to support short, medium, and long term advancement of the strategic priorities identified herein.

Section Seven

STRATEGIC PRIORITIES 2019-2021

This strategic framework takes a medium-to-long term focus.

However, to continue the momentum begun in 2016, and to accelerate that momentum, there are areas which must be prioritised to get underway short-term.

The 2019-2021 strategic priorities provides NZC and its members with guidance about how the platform for success must be built.

We have achieved quite a bit in the last 2 years. We must achieve a lot more in the next 2 years.

'The clock is ticking.'

THE BLANK CANVAS OF OPPORTUNITY POST 2023

NZC, through its own endeavours, and by supporting ICC and other ICC members to further develop the prominence of women's cricket globally, will look to create and secure new significant revenue opportunities to help fund the strategic priority workstreams identified herein.

In particular, this includes the opportunity that exists as ICC and its members prepare to create the picture of what international cricket will look like beyond the expiration in 2023 of the current ICC Events and FTP programmes and to derive a share of significantly increased revenues on the sale of post-2023 broadcasting and commercial rights associated with those programmes..

FAN ENGAGEMENT PRIORITIES - ALIGNMENT

BK Super Smash

- 16 double header match days with 7 televised match days showcasing fully aligned broadcast presentation
- Investment in fully aligned double header match day event delivery & presentation including big screen, music, MCs, ground announcers, activations, and fan engagement
- Aligned team playing kit & iconography development to connect with the Super Smash audience
- Fully aligned above and below the line marketing campaign including match day ticket offerings not differentiated by men's or women's matches

Regional Identities

- Development of the visual brand identities for 6 regional representative teams : *'one club, two teams'*

International Programme

- T20 double-headers
- India campaign

Brand Campaign

- Cricket Nation: an umbrella brand representing the whole of cricket and *'a Game for all New Zealanders'*
- Push On: we believe the only boundary in Cricket should be the one over which the ball goes. We are giving real meaning to PUSH ON through a national campaign, commencing with digital, showcasing how we are connecting New Zealand, thinking ahead and pushing boundaries.

PARTICIPATION PRIORITIES

'Project Play' (ages 5-9)

- Identify (through research, experimentation and piloting) and then embed within our 'cricket network' a cricket product offering that significantly increases the engagement of young girls in cricket.

Girls Youth (ages 10-14)

- Identify (through research, experimentation and piloting), and then embed within our cricket network, (see Cricket Network), a cricket product/offering, that significantly increases the engagement of youth-age girls in cricket

Conversion/Retention

- Creation of dual purpose pathways to cater for girls, some for whom cricket is purely a fun form of social interaction, some for whom serious participation is the primary driver.

Capturing/sharing of insights/stories

- Capturing and sharing the stories of what is being experimented/piloted in various regions and what insights/learnings are emerging from these

'HARNESSING THE TALENT' PRIORITIES

Building the 'Participation' base

- To enable sufficient 'talent' to be engaged, retained and developed, the initial primary focus must be the continual building of the depth of the Participation base. Without a strong base, there will be limited talent to harness.

Creating clear visible Participant pathways

- As participation numbers grow and depth starts to build, the construction of a sustainable talent pathway needs to begin with early concentration on youth (e.g. U15s, U18s) but in time extending direct to the WHITE FERNS
- Enabling talent girls, regardless of age, to move easily back-and-forth between a social/informal pathway and a more formal, competitive pathway at any time of their choosing.

Talent Identification and Development

- Creating a robust talent identification system and network
- Steadily building the depth and capability of, and opportunity for, paid and volunteer coaches willing to work with girls identified as having actual or potential cricketing talent
- Supporting NZC's coaching network to develop such talent

Winning the inter-sport battle for talent

- Being robustly active and successful in the inter-sport competition of female talent by ensuring cricket becomes a 'top of mind' choice for such talent

HIGH PERFORMANCE PRIORITIES

WHITE FERNS / Domestic Cricket HP Environment

- Using the 2019 review process now underway (refer slide 16 herein) to create a clear medium-to-long term strategic picture of what HP environment NZC and its members are aspiring to create and to include:
 - HP competition structures/playing programmes for WHITE FERNS, NZ A / emerging players, domestic cricket, and HP age group levels (also recognising off-shore opportunities) including a clear, visible, robust pathway direct to the WHITE FERNS
 - The contractual environment for players and coaches
 - A domestic development programme (outside of competitions) that focuses on the development of the right domestic talent that aspire to play international cricket.

ICC T20 WC 2020 & WWC 2021 WHITE FERN preparations

- Developing and supporting the WHITE FERNS campaign plans relating to WF participation in ICC's T20 WC 2020 and WWC 2021 events.

CRICKET NETWORK PRIORITIES

Existing NZC/MA/DA/Club & school delivery networks

- Accelerating the 'fitness for purpose' of existing delivery networks to act as effective agents for change

Successful delivery of **Phase 2 of NZC's 'Women in Cricket Governance' project** (which focuses on quality of NZC, MA & DA governance)

Embracement & support of alternative delivery networks

- Better embracement and support for other cricket delivery to contribute to the success of this strategy (e.g. indoor cricket)

Creation of new delivery networks

- Identifying (then experimenting & piloting) alternative new delivery networks to contribute to the success of this strategy (e.g. Project Play'; girls youth (ages 10-14) initiative; indoor cricket)

ICC WWC 2021 HOSTING PRIORITIES

Event delivery

- Deliver an event fully compliant with ICC hosting agreement, which provides a stable platform for players and teams to shine

Broadcasting

- Ensuring all 31 matches are broadcast and/or live streamed within NZ, making these matches as accessible as possible to New Zealanders

Match & Team-base allocation

- Ensuring matches and team-bases are reasonably widely spread around NZ to enable local communities to connect directly

Wider event leveraging

- Ensuring both ICC and its event LOC fully understand the importance of NZC using our hosting of the event as a catalyst for growing New Zealanders engaging with women's cricket
- NZC ensuring our leverage strategy takes advantage of this huge opportunity to connect women's & girls cricket with New Zealanders.

A BALANCED APPROACH TO RESOURCE ALLOCATION

Balanced allocation of resources

We do not have currently sufficient resources to do everything we want to do across the workstream priorities identified herein. Therefore we must understand how, in the cold light of day, we prioritise then periodise the advancement of individual priorities and how we balance allocation of available resources to support this approach.

Roles & Responsibilities

Understanding roles, responsibilities and resourcing options - this strategic framework will require all participating change – agents to clearly understand the respective roles, responsibilities and resourcing relevant to advancement and delivery of each strategic workstream.

Harnessing the totality of available resources

There must be a determination to make best collective and cohesive use of exiting resources currently available or likely to be available to NZC, MAs, DAs, clubs and schools.

Securing new sources of revenue

There must be a continual focus on creating new sources of revenue off the back of the growth in prominence of women's cricket globally.

NZC's resourcing responsibilities

Subject to the above, NZC itself must accept primary responsibility for providing lead – resourcing within workstreams such as ICC WWC 2021, high performance competitions and structures, digital platform development, certain Participation piloting, and 'Women and Cricket Governance.'