

NEW ZEALAND'S COMMUNITY CRICKET STRATEGIC STORY

September 2020



Cricket Wellington Inc.

OUR NEW ZEALAND COMMUNITY CRICKET STORY

This story paints the picture of what our community cricket network is aspiring to achieve as we continue to adapt within our global, national and local environments.

This is a high-level strategic roadmap seeking to point our network in the right direction, joining dots between the significant amount of detailed strategic work already done or underway, identifying some strategic gaps that need greater attention, and focusing on opportunities and challenges which are in need of immediate priority.

It is also a signal that the way in which we judge 'success' will broaden for a numbers focus to a more balanced scorecard approach.

As an extension of that broader approach, it is also sending the signal that 'cricket participation' extends beyond what happens within NZC, associations and clubs. It reinforces the importance of the schools network and recognises and embraces the formally-organised and informal cricket activity that takes place outside our traditional NZC membership network. All of this is a part of and contributes to the health of our Cricket family. This approach reflects NZC's Vision.

OUR STORY'S STARTING POINT: NZC'S VISION

**CRICKET:
A GAME FOR ALL NEW ZEALANDERS.
A GAME FOR LIFE**

This is our 'guiding star'.

This is the vision our Cricket Network committed to in 2015 and reaffirmed in 2017.

OUR COMMUNITY CRICKET ASPIRATION: PARTICIPATION HEALTH DRIVING PARTICIPATION GROWTH

We are signalling that, for cricket participation, growth will be driven by encouraging and fostering improving cricket health.

We believe that what will help move us in the direction intended would be:

- Cricket making itself more open, accessible and welcoming (breaking down barriers re: gender, ethnicity, economic status, as well as within our school system);
- Cricket attracting, engaging, retaining because of the great quality of the participant experience; and
- Cricket embracing all forms of competitive, social and informal play aspects of cricket, including those outside of our cricketing network who deliver cricket offerings, and working with other sports to encourage active participation in sport.

But it is also about the health of our own paid network and volunteer workforce. How well that workforce contribute to the experience of the participant will ultimately be dependant on how happy, satisfied and valued they feel about what they do within cricket.

SUCCESS:

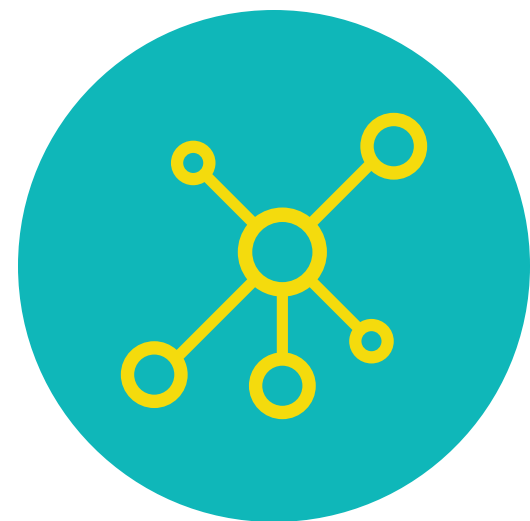
A 'PARTICIPATION HEALTH BALANCED SCORECARD' APPROACH

Development of a 'Participation Health balanced scorecard' which incorporates a mixture of:

- **Numbers:** Participant (player, coach, officials, volunteers) numbers
- **Participant satisfaction:**
Monitoring (eg VoP & other surveying) how satisfied our participants are with their cricket experience;
Participant retention rates.
- **Workforce (paid & volunteer) satisfaction:**
Monitoring how satisfied our workforce is;
Workforce retention rates.
- **Cricket's footprints:** a picture of the size of cricket's diverse footprints – gender; ethnicity; school decile; national and regional population penetration.
- **Non-traditional cricket providers:** a picture of participation within other cricket frameworks.
- **Wider population / informal participation:** a picture of informal participation (using research commissioned annually by NZC).

EFFECTING CHANGE: OUR NETWORK'S 'SPHERES OF INFLUENCE'

Our Network's ability to effect change depends on the extent to which we can lead or provide support in each environment.



OUR NETWORK

The 'control' or influence we can exert is much stronger within our clubs and associations environment than it is outside of that.



SCHOOLS

When school teams choose to play in competitions we organise, we control the terms of their participation; beyond that, we have no control over schools. We must earn the right for schools to partner with cricket and understand that mutual agreement must be negotiated on the terms of any such partnerships.

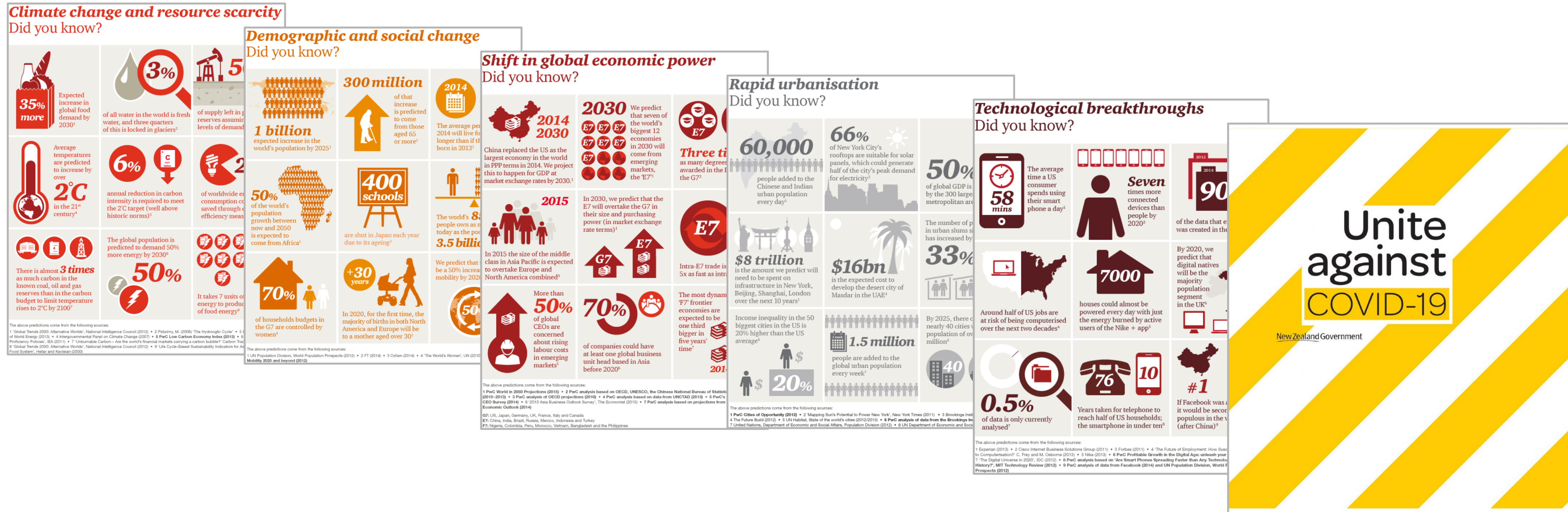


OTHER CRICKET PROVIDERS

We have no authority over non-traditional cricket providers. As the strength of these partnerships, and the trust within them grows, we can assess how best we help mould these providers and their participants into our wider cricket family.

**THE BIG PICTURE:
UNDERSTANDING THE WIDER ENVIRONMENT
CRICKET PARTICIPATION EXISTS IN**

GLOBAL MACRO TRENDS



Land use and the impact of changing weather.

The 'rise of female sport', acknowledgement of its role and value.

Changing economic outcomes, rise of Asia at home and abroad.

Competition for space, increased competition for time.

Digital products and engagement.

Sport and play in a COVID and post-COVID world.

OUR CHANGING FACE

The face of New Zealand is changing, more than one in four New Zealanders were born overseas.

New Zealand is an undeniably multi-cultural society with bi-cultural foundations.

New Zealand continues to be increasingly urban, with 50% of the population living within the boundaries of Auckland, Hamilton and Tauranga. Most economic and population growth is projected in these areas.

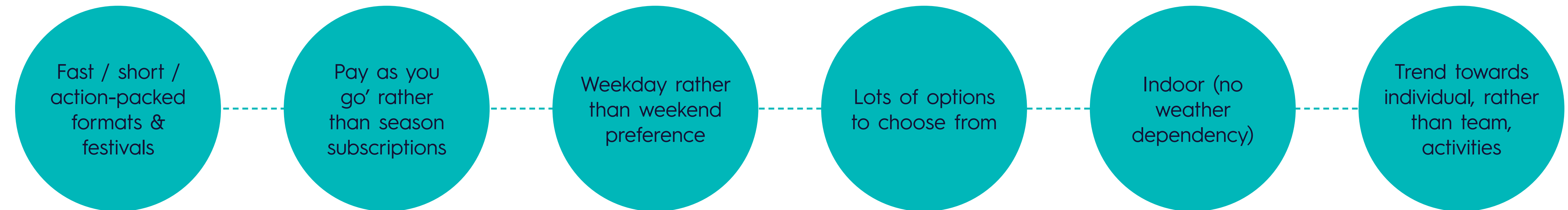
30% of people are projected to be over 55 within a decade.

However, the average age of Maori, Pacific Islanders and Asians is significantly below that of Pakeha.

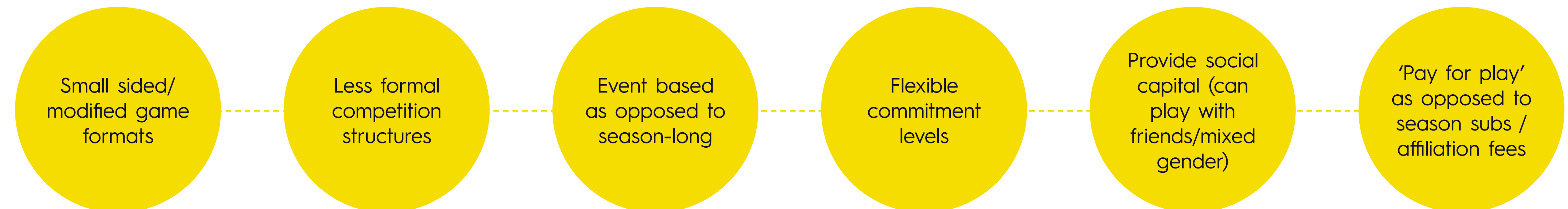


THE WANTS AND DEMANDS OF SPORT AND RECREATION PARTICIPANTS HAS CHANGED

NZC and Sport NZ research tells us people want:



The fastest growing secondary school sports currently all offer:



THERE ARE SOME WARNING SIGNS WE KNOW OUR NETWORK MUST HEED

The numbers in the next three slides should be considered within the context of what these tell us about 'Participation Health' rather than 'playing numbers being regarded as the sole determinant of success'.

The evidence indicates that Cricket has suffered through abandonment of a very successful NDP, weakening our core delivery capability.

In 2000 NZC introduced its community cricket National Development Plan (NDP). The NDP created an integrated nationwide framework, largely funded by NZC:

Promoting and delivering national boys and girls primary school competitions open to all schools.

Supporting the development of players from school-entry level to adult, aligning skill development with appropriate products and experiences.

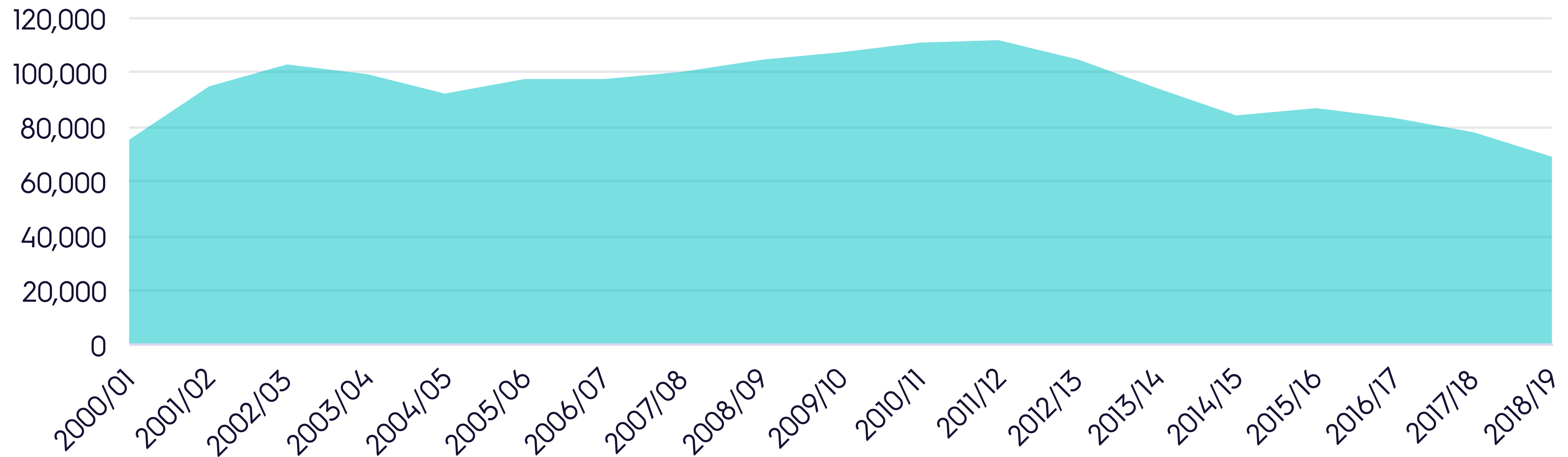
Supporting clubs and schools through 'skills awareness sessions', 'health checks', provision of written resources, and administrator training.

Creating a 'whole of cricket' coach development pathway ranging from 'Have a Go', and 'Kiwi Cricket', through to the Levels 1, 2 and 3 courses for advanced coaches.

This was delivered by a national network of MA-based Cricket Development Managers and MA or DA-based Community Cricket Coordinators. Between 2000 and 2011, player numbers rose from 75,000 to 111,000. From 2010, the NDP was allowed to fall into disuse. The consequences of this neglect are shown on the next slide. There is a direct link.

Playing numbers, after strong growth, have declined, which may reflect some wider societal change but which challenges us to be honest about 'the why' within the context of 'participation health'.

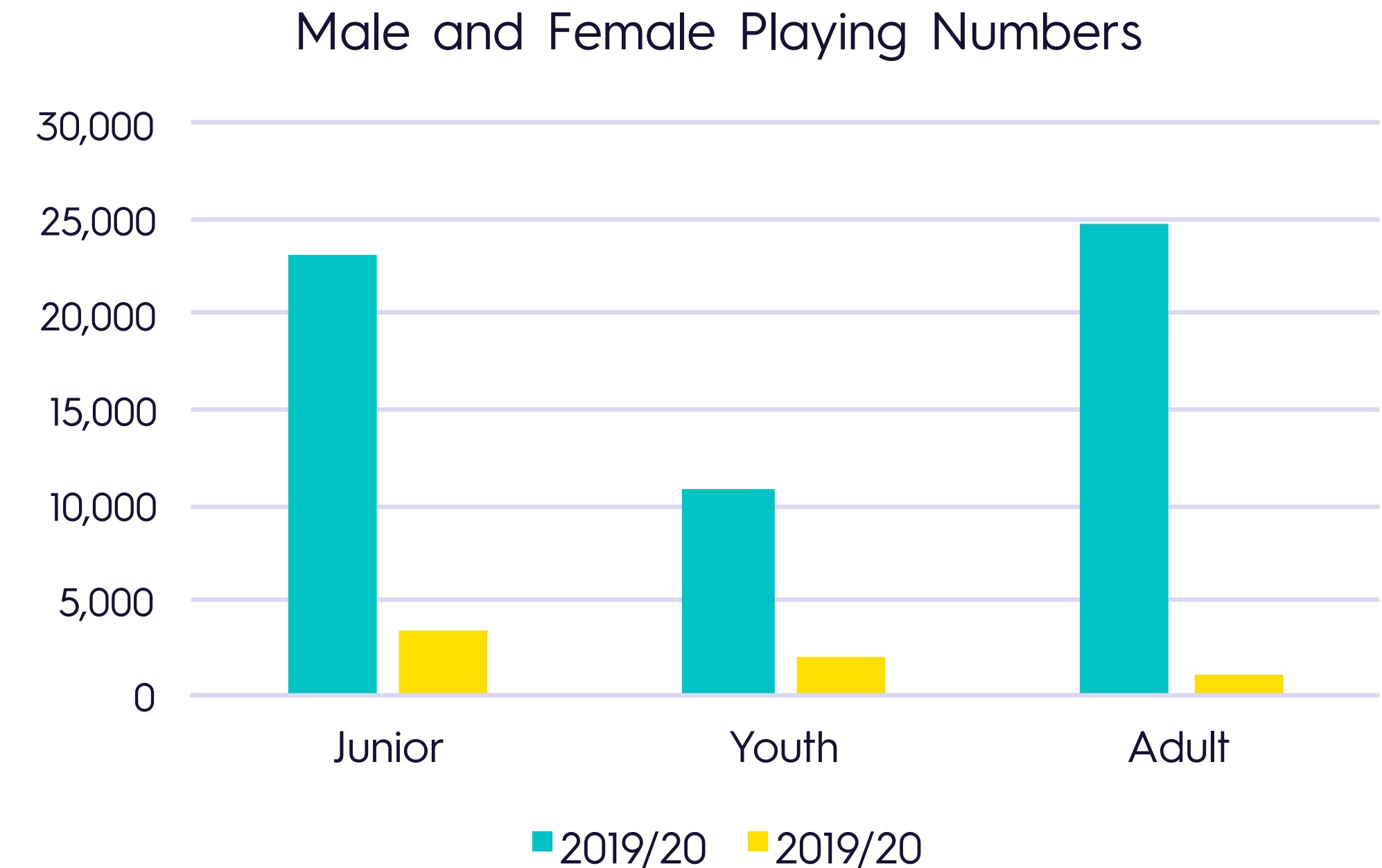
75k players in 2000 up to 111k in 2011 then down to 69k* players by 2019



* Notes: (1) This comparison utilises 'apples for apples' census collection methodology; (2) In 2019, NZC, utilizing results from high adoption of CricHQ player profile functionality and removal of team information duplication, has effectively 'cleansed' the census information commencing from 2018/19. Using this new approach the overall playing numbers for the 2018/19 season is now recorded as being 63,960

Despite increasing focus and effort, Women & Girls participation numbers are very low – again, we must ask ourselves ‘what are we still missing?’

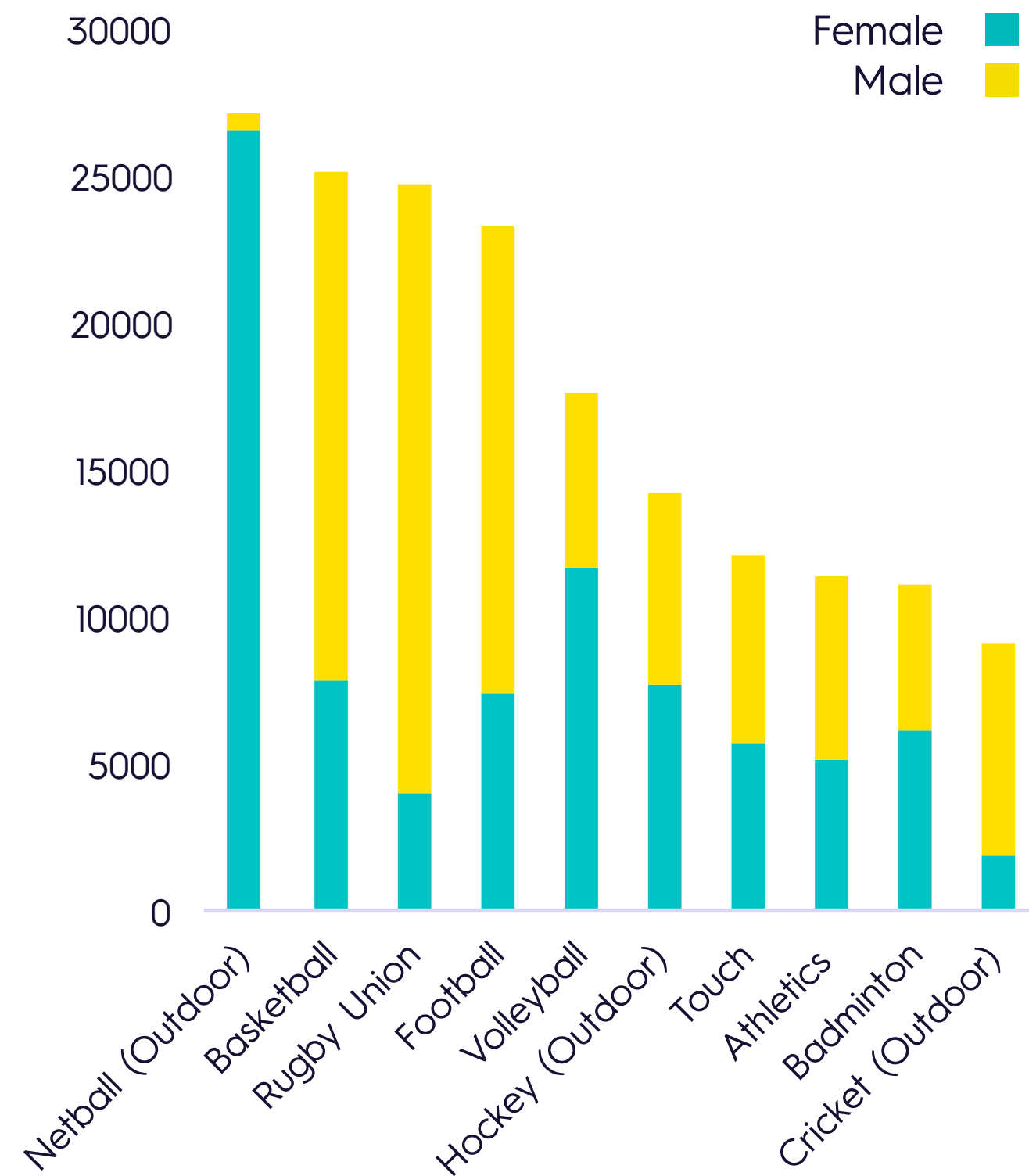
- Of the 82,379 young children involved in primary school visit ‘cricket awareness’ lessons, 40,058 were female.
- Of the 56,139 young children (aged 5-7) involved in NZC Superstar Programmes, 24,805 were girls.
- Of the 64,981 players involved in team cricket during the 2019/20 season only 3,355 played junior Cricket (aged 8-12) and overall only 6,389 were female.
- On the face of it cricket is engaging with reasonable numbers of young girls but is then failing to convert many into playing team cricket. Why?
- Other sports – rugby, football and hockey, to name a few – saw the same picture some years ago and have moved with success to rectify this gender imbalance.



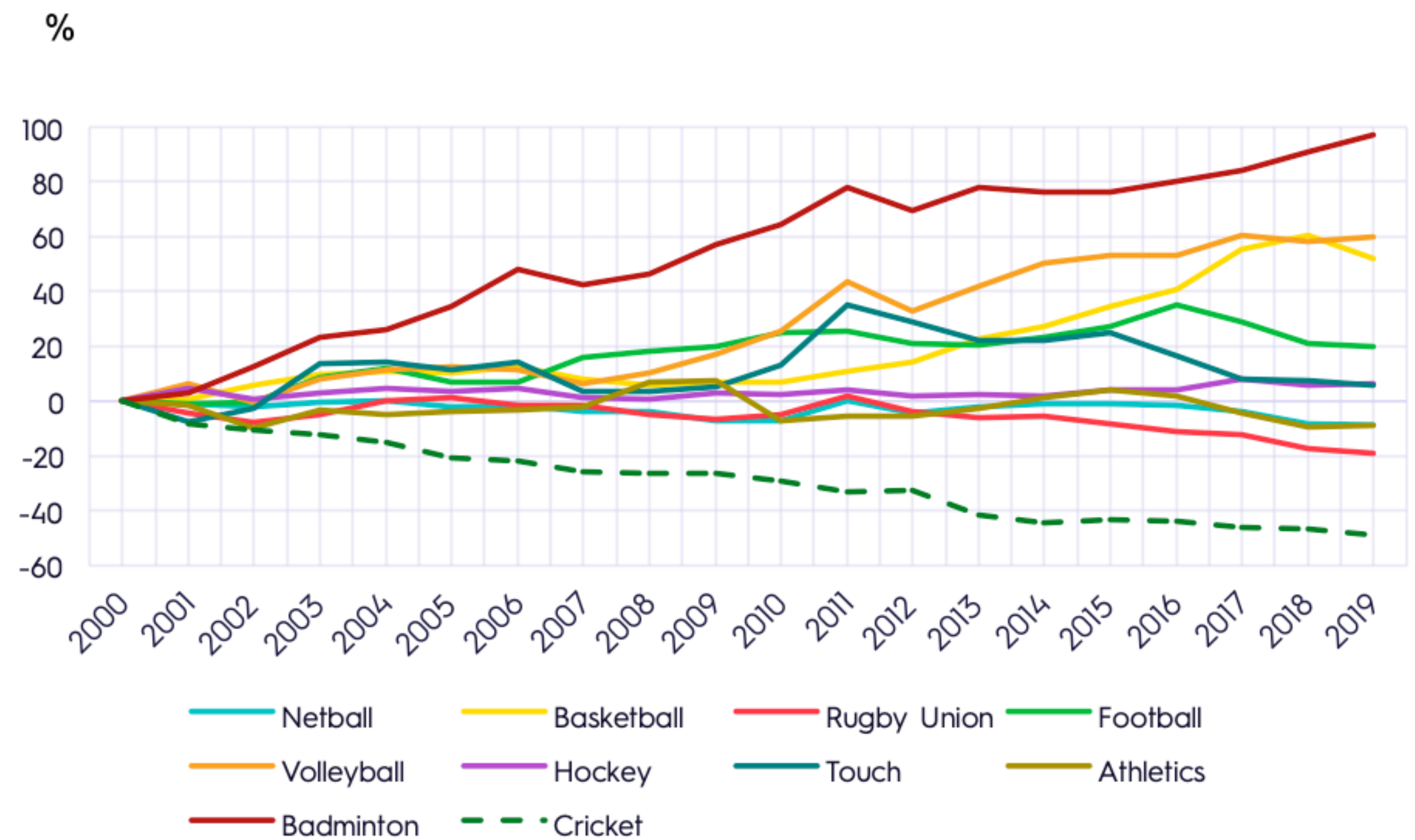
2019/20	Male	Female
Junior	23,139	3,355
Youth	10,789	2,052
Adult	24,664	987

Cricket is no longer strongly connected enough within schools. Turning this around will require a different approach.

Secondary School Participation



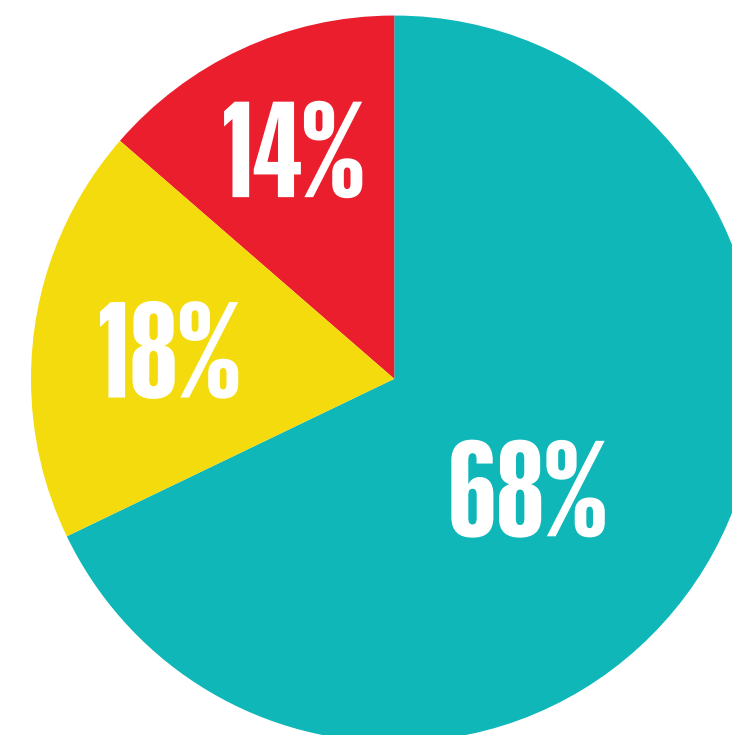
Growth of Top Ten Sports in Secondary Schools



Our Network funding dependencies carry high risk that needs constant vigilance and careful risk management.

- Each part of the Network has differing financial exposures:
 - NZC highly dependent on ICC & FTP funding
 - MAs highly dependent on NZC funding
 - DAs highly dependent on Gaming Funding and CNPI Grants
- COVID-19 has exposed all of these.
- Such dependencies are not easily avoidable so associated risks need to be fully understood and closely managed.

Average DA Funding Source



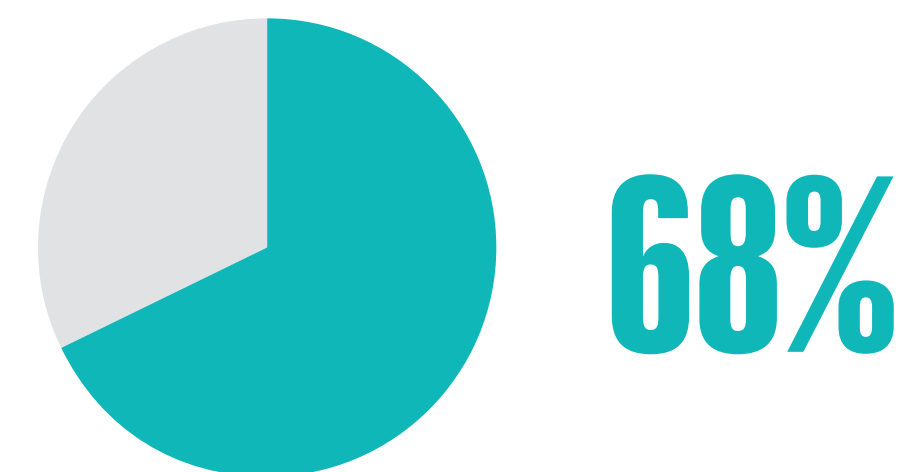
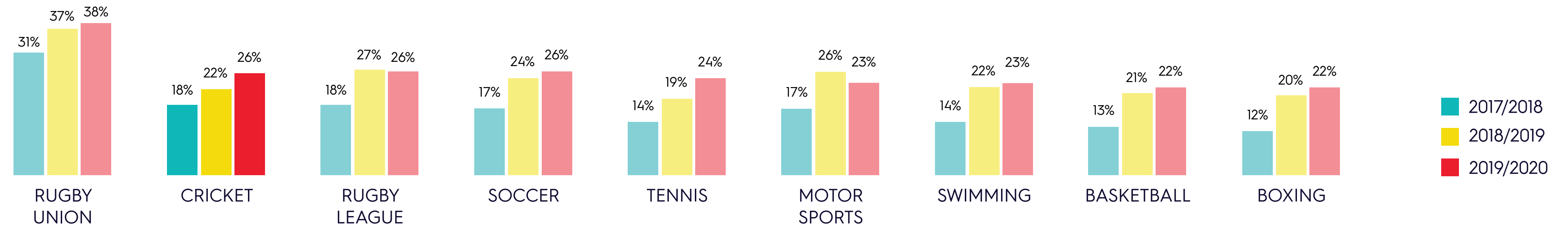
Average MA Funding Source

- NZC Grants
- Gaming, Sport NZ and Community Trusts and Levies
- Sponsorship, ticketing, hospitality and other services

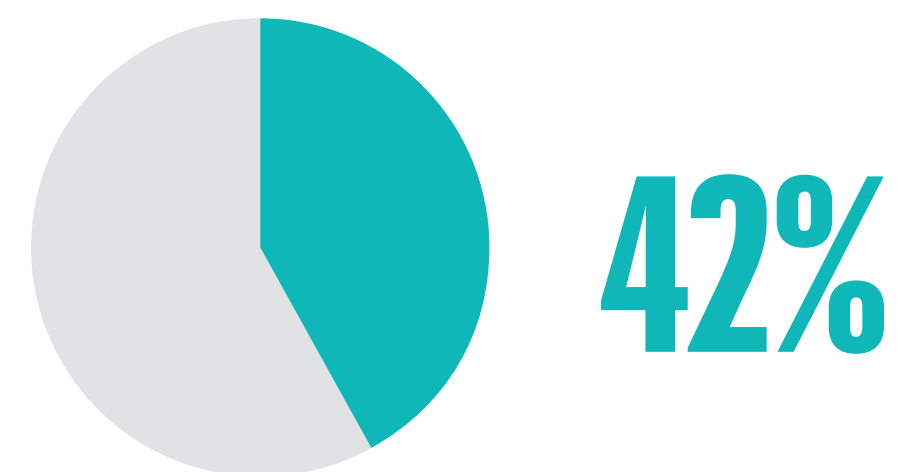
**BUT, DESPITE THOSE CHALLENGES,
OUR CRICKET NETWORK
HAS MUCH TO FEEL EXCITED ABOUT**

CRICKET CAN STILL JUSTIFY ITS CLAIM TO BEING NZ'S #1 SUMMER SPORT

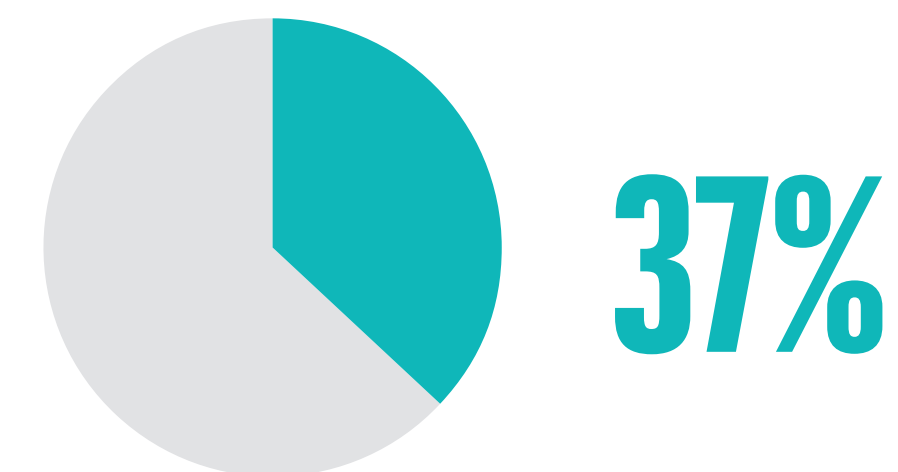
Snapshots from 2019/20 NZC-commissioned Gemba research (source: Gemba Research 2020)



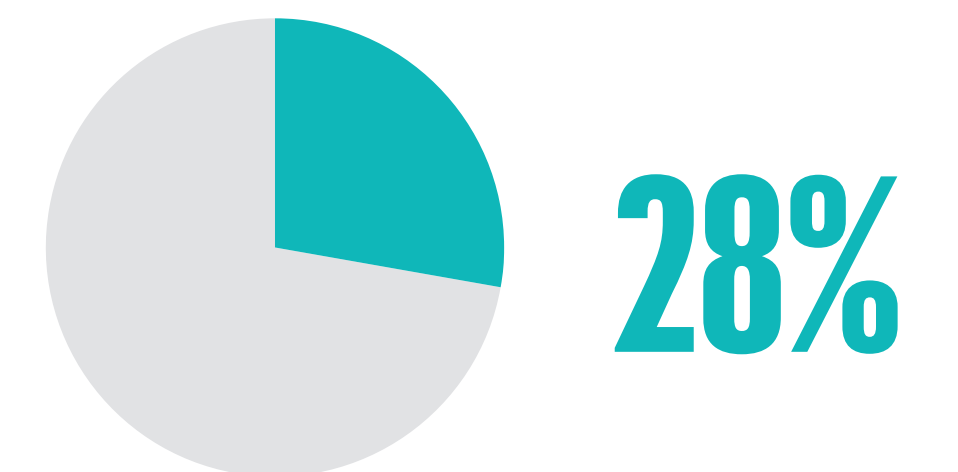
Enjoying following cricket (live, highlights, content)



I currently, or have previously, participated



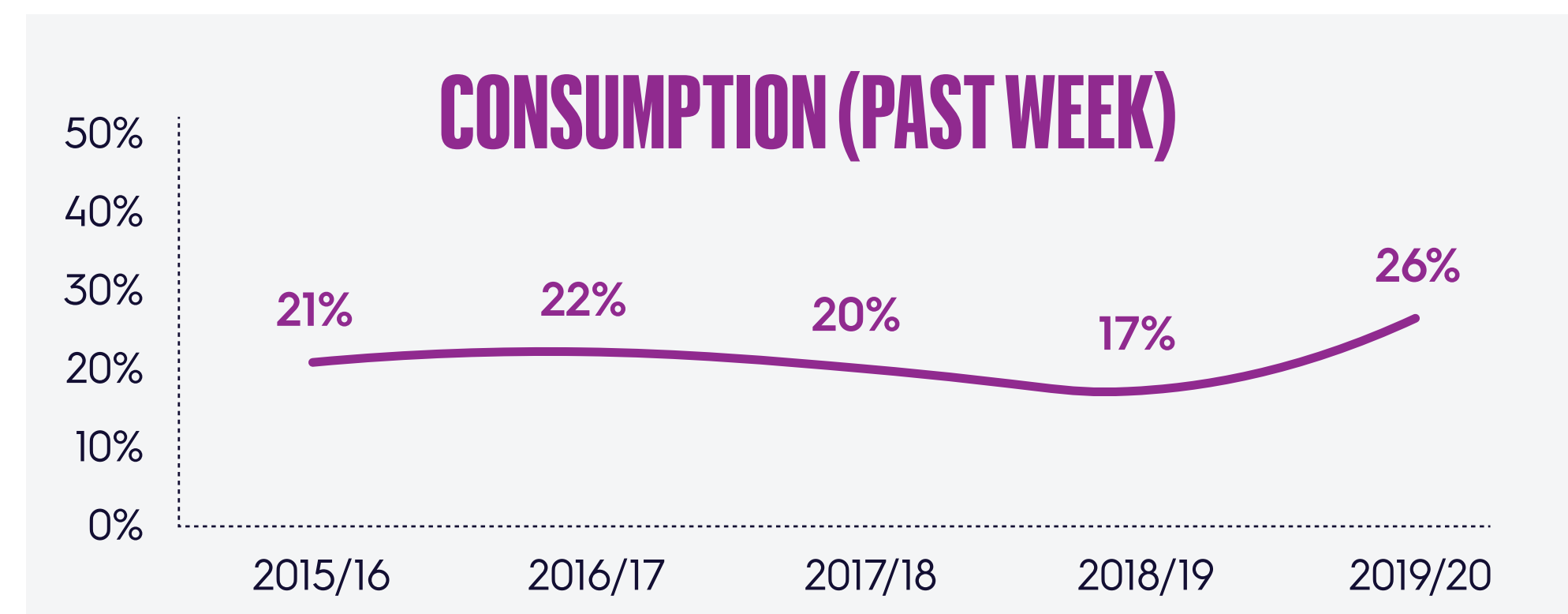
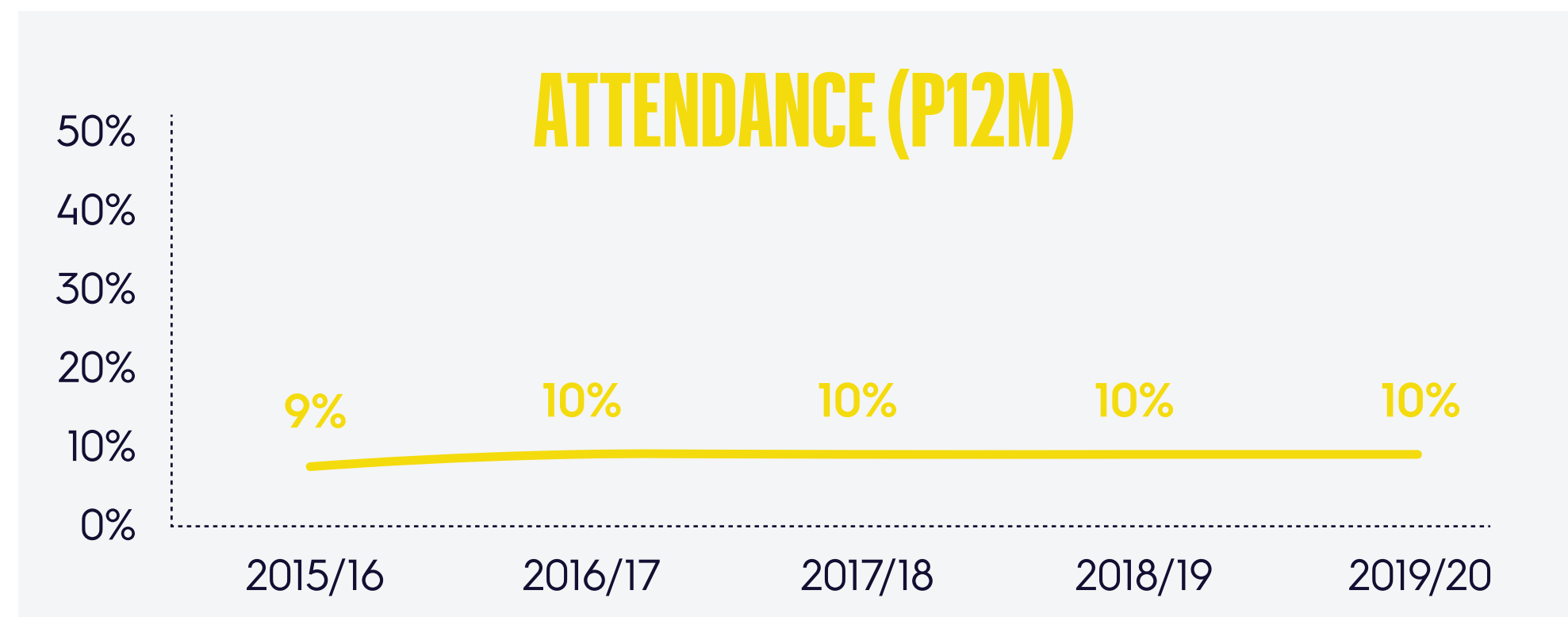
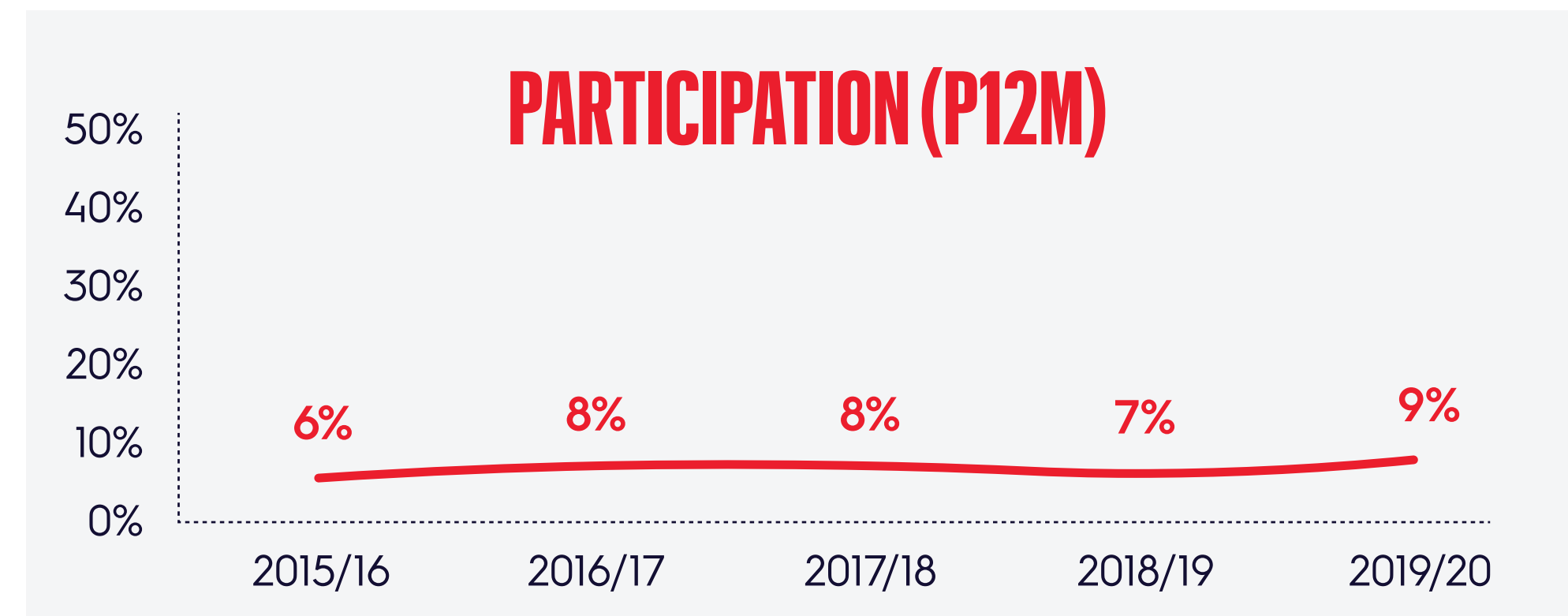
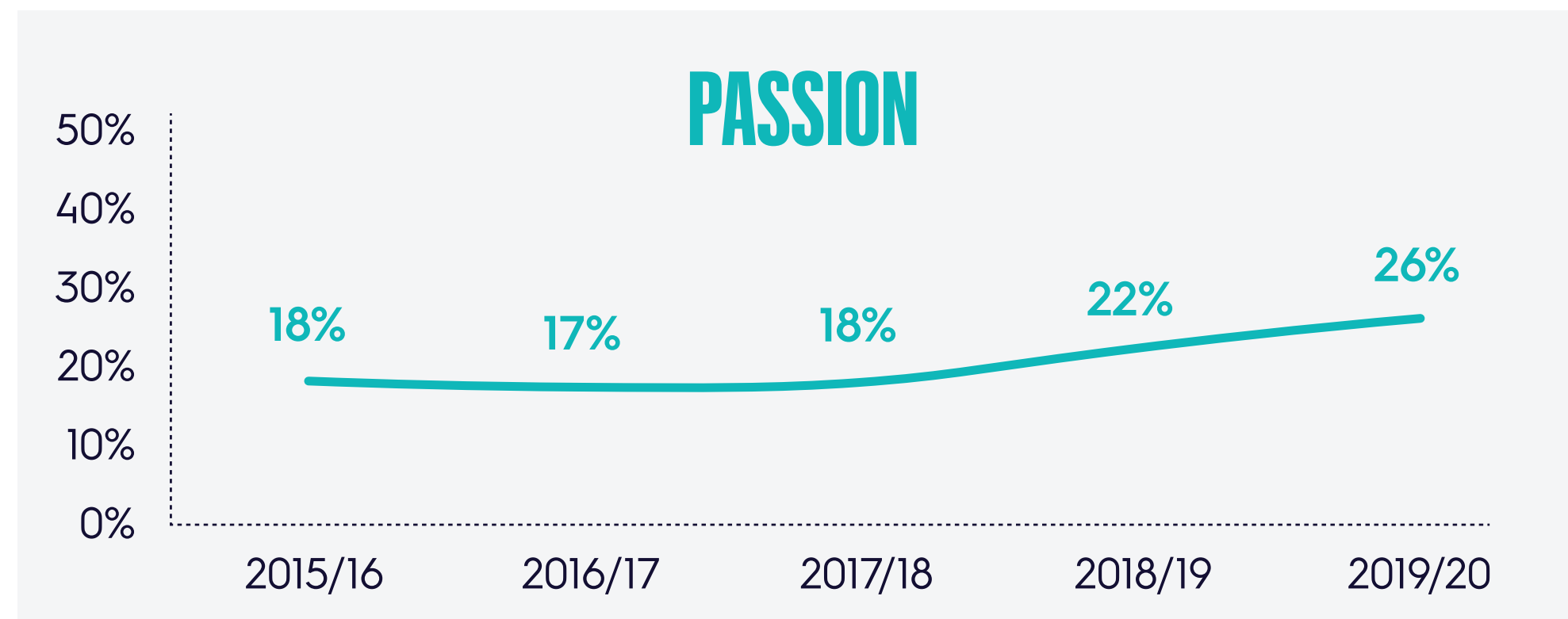
Sense of pride from player or team representing my country



Family and friends are passionate about cricket

CRICKET HAS MAINTAINED STRONG PASSION AND CONSUMPTION

Cricket passion, participation, consumption and attendance: 16-64 years (source: Gemba Research 2020).



CRICKET HAS BEEN FLEXIBLE AND RESPONSIVE

We have been steadily evolving what we offer based on what participants have been telling us they want.

Cricket has traditionally been inflexible in terms of playing formats and timing. Most cricket was 'traditional' 11-a-side / 4-7 hours / played in 'whites' / played on Saturdays / 'one size fits all' formats for boys and girls.

However, in response to participant feedback, we have changed:

A wide variety of formats now on offer, both for adults and children, with a focus on short, fun, increased social engagement.

Most teams now play in coloured uniforms rather than 'whites'.

Most teams now play formats that allow for 6-9 players per team.

As much community cricket is now played on a weekday (after school / early evening) as on a Saturday.

More equitable game formats that allow for greater involvement from more players at junior and adult social levels.

New 'girls only' formats emerging (e.g. YEAH!Girls, Girls Smash, Go Girls).

There is an increasingly stronger focus on Cricket's engagement with women and girls, gradually laying a platform for participation health.

1. WHITE FERNS & emerging players : new player contract system; increased HP focus.
2. Domestic and International T20 double-headers.
3. Dedicated extensive WHITE FERN and (female) Super Smash coverage coming Spark Sport / TVNZ (free to air) broadcasting deal.
4. New U19 Women's World Cup and national U19 tournament.
5. NZC's appointment of Head of Female Engagement.
6. Dramatic increase in the number of female directors on NZC, MA, DA boards (from 11 in 2016 to 70 in 2020).
7. Fast-expanding presence of females within the nationwide cricket network workforce.
8. Increased numbers female coaches registered on Friendly Manager, 510 in 2019/20 up from 362 in 2019/19.
9. NZC's hosting of ICC CWC in 2022.
10. Increased promotion and marketing of women and girls cricket.
11. Gillette Venus schools First XI & ANZ Junior Shield national girls tournaments.
12. Increasing number of community cricket female participation pilots happening regionally and locally
13. Early work underway on building the female talent pathway.

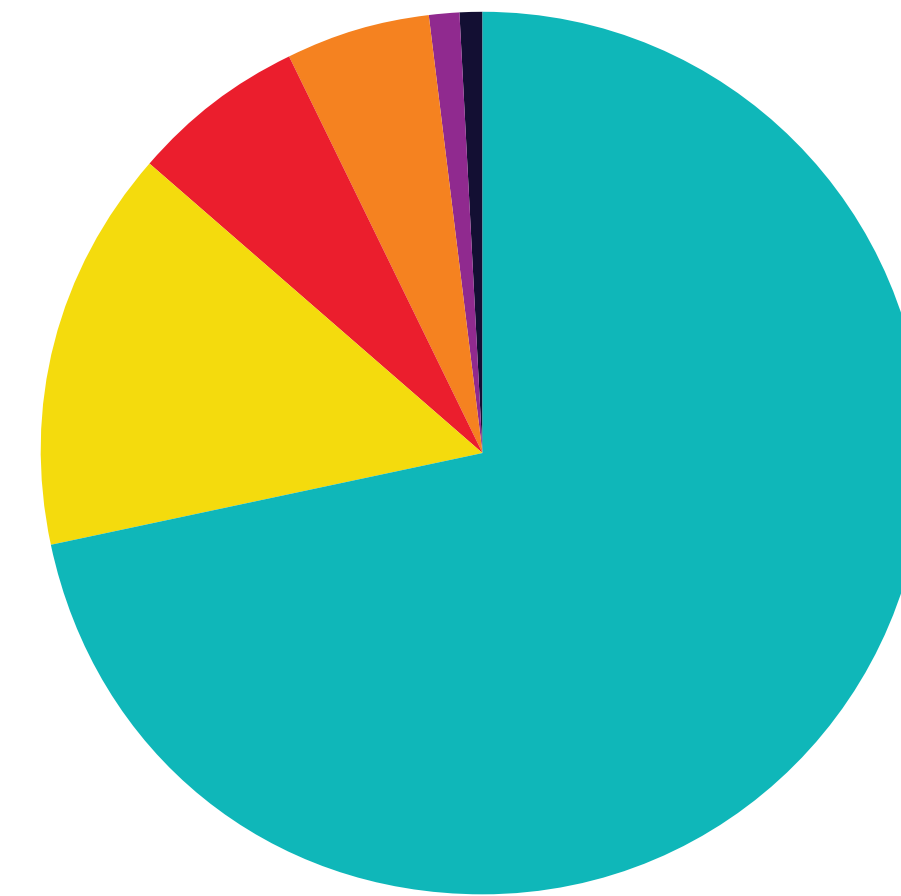
NEW ZEALAND'S GROWING ETHNIC DIVERSITY IS CREATING A GREAT COMMUNITY-ENGAGEMENT OPPORTUNITY FOR CRICKET

Our research shows us that people from the subcontinent are almost 3 times more likely to like cricket than NZ European. However players identifying as Maori and Pacific Islanders are 5 times less likely to play.

There are a growing number of ethnic-based initiatives emerging around the country – examples the Wanganui IPL, Maori secondary schools teams, and the Christchurch Metro Ethnic Festival.

In 2019 the New Zealand men's U19 team included 6 players with iwi heritage, as well as players with heritage from the Cook Islands, Sri Lanka, India, Croatia, and Bulgaria.

Community cricket playing base diversity (cricHQ 2020) ○



69.87% EUROPEAN

Incl. NZ European; Australian; South African

5.24% MĀORI

1.03% PACIFIC PEOPLE

Incl. Samoan; Fijian; Tongan; Pacific People Other

14.12% ASIAN

Incl. Indian; Sri Lankan; Bangladeshi; Pakistani; Chinese; Asian Other

0.64% MIDDLE EASTERN

Incl. Latin American; African

6.22% OTHER

OUR INTERNATIONAL TEAMS CONTINUE TO PERFORM, SHOWCASING CRICKET TO THE WIDER POPULATION

The Hesson/McCullum and Stead/Williamson era (2012-2020) has been the most successful BLACKCAPS era ever, punctuated by 30 test match victories and with two World Cup finals.

It may be no coincidence that the best BLACKCAPS playing era was preceded by our best decade of participation growth.

The WHITE FERNS are internationally competitive, hovering below the top bracket of Australia, England and India but above the other countries.

We could not achieve these results unless we had a Community Cricket network that attracts, retains and develops talent.

And having successful New Zealand teams on the world stage, coupled with huge broadcasting and media presence, continually showcases cricket to our people.



BLACKCAPS

WHITE FERNS

2nd
TEST

3rd
ODI

6th
T20

4th
OVERALL

WE ARE A STABLE, ABLE NATIONWIDE COMMUNITY CRICKET DELIVERY NETWORK

Cricket has a stable, able nationwide community cricket delivery network:

- Within that network we have a raft of people, paid and volunteer, who, between them all, have the skills, experience, freshness, and diversity that can make this network hum.
- The strength and culture of this network enables it to challenge itself, and/or to be challenged, to adapt and evolve itself to meet the future needs of cricket.
- Over the past three years more robust relationships between roles, funding and accountability have been implemented, an overall more aligned and integrated to products has begun to emerge and the capability of our workforce has risen.
- The Network can be proud of very significant progress made on strategic priority areas such as junior (age+ stage) rules, coach education, governance (including female board representation), and our increased embracement of our cricHQ and Friendly Manager technology platforms.

Whilst we must be prepared to continually test and improve the efficiency and effectiveness of our nationwide delivery network of associations and clubs, that network is a major asset that will help underpin cricket's future in New Zealand in both the professional and the community parts of our sport.

There are also innovative non-traditional cricket providers emerging, adding further depth to cricket's participation health.

Over time, others outside our traditional delivery network has seen gaps or opportunities in the cricket participation marketplace and has moved to meet participant demand. Over the last two years NZC has entered into partnership agreements with each of the above non-traditional cricket providers



NZC's partnership approach with each of the above, and with others we may partner with going forward, is to value and recognise that all forms are important and to embrace each alternative provider as members of cricket's family, building relationships, and finding ways of providing tangible support.

These relationships are not based on recruiting their participants into our traditional network but on growing awareness and celebrating what these providers and their participants bring to cricket.

PHILOSOPHIES UNDERPINNING OUR NETWORK'S STRATEGIC APPROACH TO IMPROVING CRICKET'S PARTICIPATION HEALTH

The philosophies identified herein are not new but must be embedded deeply within our Network as we step forward.

OUR CRICKET NETWORK CULTURE: ENGAGING WITH EACH OTHER AND OTHERS TO NAVIGATE OUR WAY FORWARD

In addition to clubs our Cricket Network consists of 31 legally-independent sovereign entities. Our network has an inevitable structural hierarchy. NZC, by virtue of its constitutional position as national guardian of cricket, and the size of its financial base, leads the network. Likewise, regionally, MAs lead their own members. The network functions best when:



The style of leadership provided within the network is the right mix of 'leading from the front' and 'supporting from the back'.



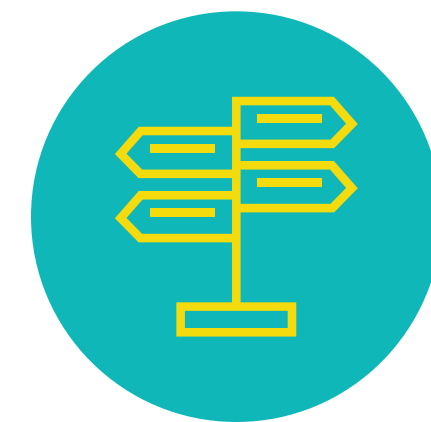
Network members respect and value what other members bring to the table.



Information and insight is willingly shared and gratefully accepted and considered.



Important issues are tabled for network debate and where avenues exist for diverse opinions to be respectfully shared and considered.



Important decisions are not pre-meditated but are made following genuine network engagement.

This same approach will apply when we deal with others outside our Network.

PLACING THE PARTICIPANT AT THE CENTRE

As cricket creates what our future looks like, we must be strong enough to genuinely put the Participant at the centre of what we offer.

Recruitment and retention success is directly linked to quality of Participant experience. Great experiences hold the key to Participation Health.

Our growing variety of Participant-feedback platforms, provided we ask the right questions, listen to and consider what we are told, and act on this, gives us the opportunity to have a great connection with our Participants.



'BALANCE IS BETTER' IS PART OF OUR FUTURE



BALANCE IS BETTER

This major initiative is now well underway with growing commitment from all the major national sporting organisations including NZC.

ATTRACT, ENGAGE, RETAIN

'Balance is Better' is addressing the problem almost all sports have attracting, engaging and retaining teenagers. It is looking to change the fundamental attitudes and behaviours upon which sport for teenagers is delivered.

ATTITUDES & BEHAVIOURS

These traits are as equally applicable to junior sport as to youth sport and, as such, must be embraced by and embedded within how community cricket is delivered to all our children participants.

EMBEDDING THE PRINCIPLES

As is reflected in the 2020/21 CNPI 'BiB' KPI, NZC won't, as a first resort, mandate 'one size fits all' recipes for Network implementation but will instead work with the Network to grow widespread understanding of the BiB principles, encouraging and enabling regional and local innovation to embed these principles into what and how we deliver cricket to our participants.

CONTINUALLY SEARCHING FOR 'THE TRUTH' TO GUIDE DECISIONS

Our decisions about the future of community cricket must be based on 'fact not fiction'. This requires us to:

- Create and develop systems (like cricHQ and Friendly Manager) that give us valuable data to work with;
- Processes (like carefully planned and tracked 'pilots', participant surveys, and the willingness to 'deep dive' into areas of major strategic importance) that enable us to create valuable insights; and
- Use evidence and insights from across codes, Sport NZ and internationally.

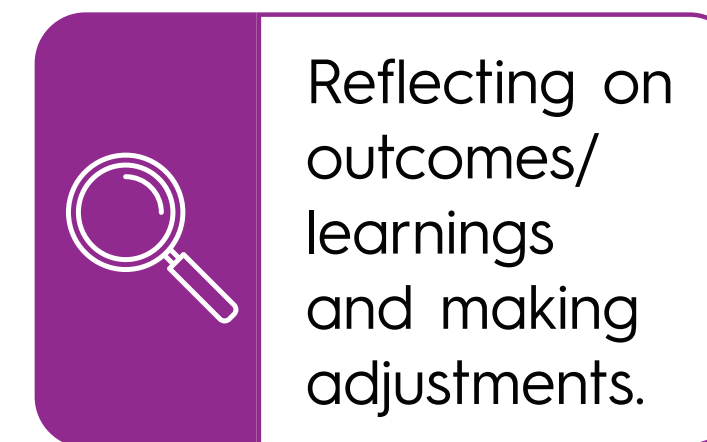
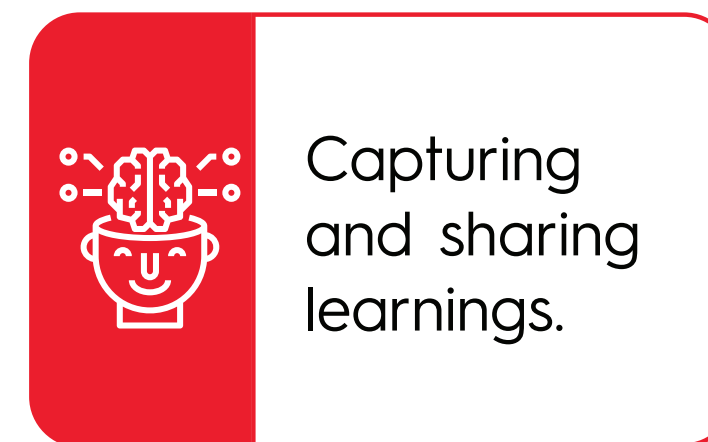
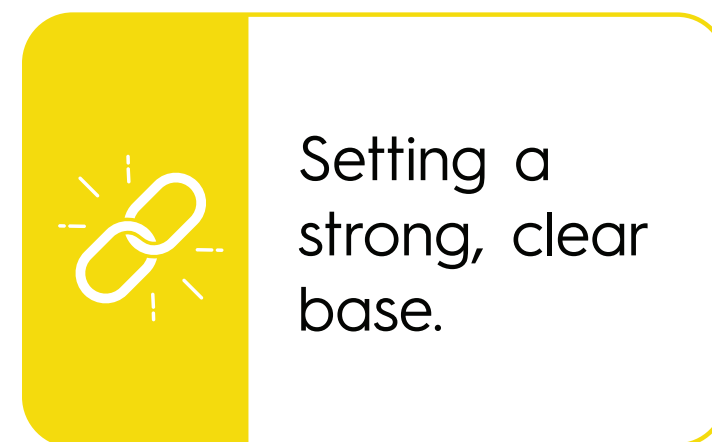
The combination of these helping us to establish a truthful platform upon which our decisions can be based. We need to keep a focus on delivering what the participant actually wants, not what administrators think they want, or how it has always been done.

NZC Playing Census Example: for years NZC and our members created an annual playing census that we all knew to be significantly inaccurate. It is only in the last two years that we have used our vastly improved data systems, and then committed to stripping away most of these inaccuracies and get ourselves much closer to the truth of our player base.

TESTING, TRACKING, MEASURING, LEARNING, SHARING, ADJUSTING

Community sport is too complex and complicated a beast to think that there are simple, obvious, one-size-fits-all solutions to its myriad of opportunities and challenges. What community cricket does lend itself to is a principles-based 'test and learn' approach to addressing opportunities and challenges, a learning culture where 'pilots', fuelled by relevant data and insights, have been initiated to effect change.

Critical to the success of this 'test and learn' approach is the strength of the process used, a process which requires high levels of discipline:



Across a range of initiatives, many of which are captured in the resource banks referred to at the end of this document, this approach has already been enthusiastically adopted by the Cricket Network and has resulted in good progress being made.

LOOKING OUTSIDE CRICKET TO FIND SOLUTIONS

In order to find solutions, delivering the greatest benefit for our people and all New Zealanders, we need to:

- Collaborate more internally and externally;
- Look for local/ regional solutions across partners within and outside of sport;
- Find cross-code opportunities; and
- Work constructively across the play, active rec and wellbeing sector.

We don't have to be everything to everyone, we are stronger through partnerships.



STRATEGIC FRAMEWORK AND 2020 - 2023 PRIORITY FOCUS AREAS

What follows is a picture of how our strategic framework is constructed and key strategies or initiatives that fall within that framework. Seven focus areas of high priority are called out. In some instances the Network is already addressing these priority areas. A couple are new priorities. In the case of some, we are quite clear about how we will proceed. For others, it is very much about 'test and learn'.

STRATEGIC FRAMEWORK COMPONENTS

STRATEGY: national strategy based on data and insight learnings, supported by the cricket network

PRODUCTS & EXPERIENCES: working within strategy, a consistent and cohesive suite of cricket offerings – products and experiences – delivering what the actual and potential participant wants and needs to enjoy cricket.

PEOPLE & LEADERSHIP: quality people throughout the network (both paid and volunteer), trained, supported with relevant tools and information, able to help cricket continually adapt to the wants and needs of the participant.

NETWORK STRUCTURES: a structure that enables a network workforce, informed by strategy and powered by products and resources, to drive delivery to contribute positively toward the participation outcomes identified in the strategy.

RESOURCES: a cricket network funding model which makes best use of available resources to support the above.



HIGH PRIORITY FOCUS AREAS



STRENGTHENING
THE 'CORE':
NATIONAL
DEVELOPMENT
PLAN



SCHOOLS
ENGAGEMENT



FEMALE
PARTICIPATION
OPPORTUNITIES



GREATER
CULTURAL
INCLUSION



LOCAL
AUTHORITY
RELATIONSHIPS
AND FACILITIES



NETWORK
COHESION AND
EFFECTIVENESS



PEOPLE AND
LEADERSHIP

2020



2023

STRENGTHENING THE DELIVERY MODEL CORE: RE-INTRODUCTION OF A NATIONAL DEVELOPMENT PLAN

**2000
-2010**

Community Cricket's best era of network alignment and participant growth occurred during this decade. This was achieved off the back of NZC's first National Development Plan (NDP), introduced in 2000.

**THE 1ST
NDP**

That NDP was a 'whole of community cricket' platform integrating skill development with appropriate products and experiences and coaching. The roles of community cricket development staff was likewise integrated into the NDP to ensure comprehensive nationwide implementation.

**75K-
110K**

The increase in player participation numbers from 2000 to its peak in 2011.



New Zealand Football followed NZC's lead, developing its 'Whole of Football' plan introduced in 2010. This underpinned significant growth in that sport.

It is now time to create and introduce a new NDP based on very similar principles to its predecessor but suited to the environment cricket now exists within. There is a very strong link between this priority and each of the priorities that follow. A well constructed and implemented NDP will contribute to progress being made in those priority areas.

SCHOOLS ENGAGEMENT



Cricket has lost its connection with schools. This is a major break and weakness in our player participation pathway. In some regions, this problem is not just a secondary schools issue but also primary and intermediate.



Cricket has no automatic right of access to schools or its pupils. School access is a privilege to be continually earned and not taken for granted. To succeed, we must line ourselves up to demonstrate to schools how we can help them achieve their pupil-development objectives.

What is now required is an investigation into how Cricket can best develop and secure a much stronger foothold within the schools system and, out of that, a strategy that sets cricket on that path.

As part of this Cricket will need to develop a strong understanding of government policy, and how that drives the way schools view a school child's physical literacy and wellbeing, and how Cricket can support schools. Part of the ultimate strategic solution may well involve partnership with other non-cricketing organisations inside and outside of sport.

FEMALE PARTICIPATION OPPORTUNITIES

The work undertaken recently by an NZC / MA project team focused on establishing a better understanding of the current state of female participation. This project team has uncovered a number of regional and local female participation initiatives that have shown promise and have seen pockets of female participation growth based on a better understanding of the female participant's wants and needs and, as a result, quality of the experience being offered.

- The project team's findings reconfirm the starting hypothesis that the overall quality of the female participation pathway is poor and disjointed and, in its current state, is unlikely to underpin significant improvement of female participation health nor strong talent development outcomes.
- The opportunity now is for NZC to facilitate the development of female participation and talent development strategies, and to work with associations to progressively and cohesively introduce female participation products and experiences, delivered by a suitably chosen, trained, and supported workforce.
- This is not just about female players. It is also about female coaches and officials. It is also about continuing to grow the strength of female presence in governance, management and frontline community cricket delivery, all of which are being worked on.

We are making progress. Just about every association is already committing to the direction outlined herein. If we maintain, even accelerate, current change momentum, it won't be too long before we start to see this pay off.

GREATER CULTURAL INCLUSION

A number of years ago, although the cricket community could see the rapidly changing diversity of Auckland's population, it wasn't convinced that this had much relevance outside of Auckland and that this was a strategic opportunity worth spending significant time, energy and resource on.



Time has moved on, this change in our population's ethnic profile has now spread to most places in New Zealand. Much of this has been driven by increasing permanent migration from the sub-continent - India, Sri Lanka, Pakistan, Bangladesh and Afghanistan - all countries where cricket is their number 1 sport. And some of this is a by-product of changes happening elsewhere including southern Africa. And, in varying ways, this migrant presence within cricket in New Zealand has been fast emerging, both within our traditional network and outside of it.

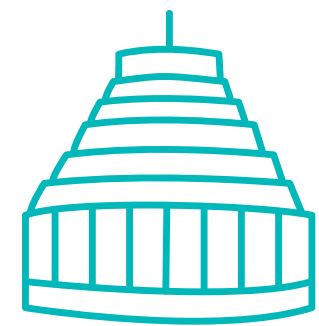


Most recently, in addition to the above, NZC has started to engage with and demonstrate to our own Maori communities that cricket is an exciting opportunity. The NZ Maori secondary schools boys and girls team playing initiative is a start. Showcasing current playing legends such as Suzie Bates and Trent Boult in this context provides inspiration.

The opportunity now for our Cricket Network is to seize our opportunity to embrace New Zealand's cultural diversity and make it a strong contributor to our participation health.

LOCAL AUTHORITY RELATIONSHIPS AND FACILITIES

The role of local authorities, in particular their parks/facilities/recreational services teams are vital at all levels of the game, and with increasing pressure on land usage, council owned/run facilities and budgets ensuring robust local relationships is key.



\$50m

The amount central government invests per annum on sport and recreation.

\$700m

Total spend by local authorities, per annum. They are a major 'sponsor' of all sport.

- Cricket is a comparatively high user of council facilities, with organised cricket needing both large amounts of space and for longer durations than many other sports. Local approaches that meet the requirements of players, support the delivery of national programmes that meet the needs of today's participants and recognising the challenges of councils will be key be a key consideration for the future sustainability of the game, through the development of local, regional and national facilities and spaces plans.
- More broadly cricket is key part of many New Zealand communities, bringing together diverse groups of people across age groups, backgrounds and lifestyles, as such cricket and the cricket community has much to offer local authorities and other groups in shaping a better New Zealand.
- Many cricket associations are already active in this space but the size of the overall challenge / opportunity is such that a nationally cohesive approach is necessary to support what is already happening and to help fill facility gaps that exist.

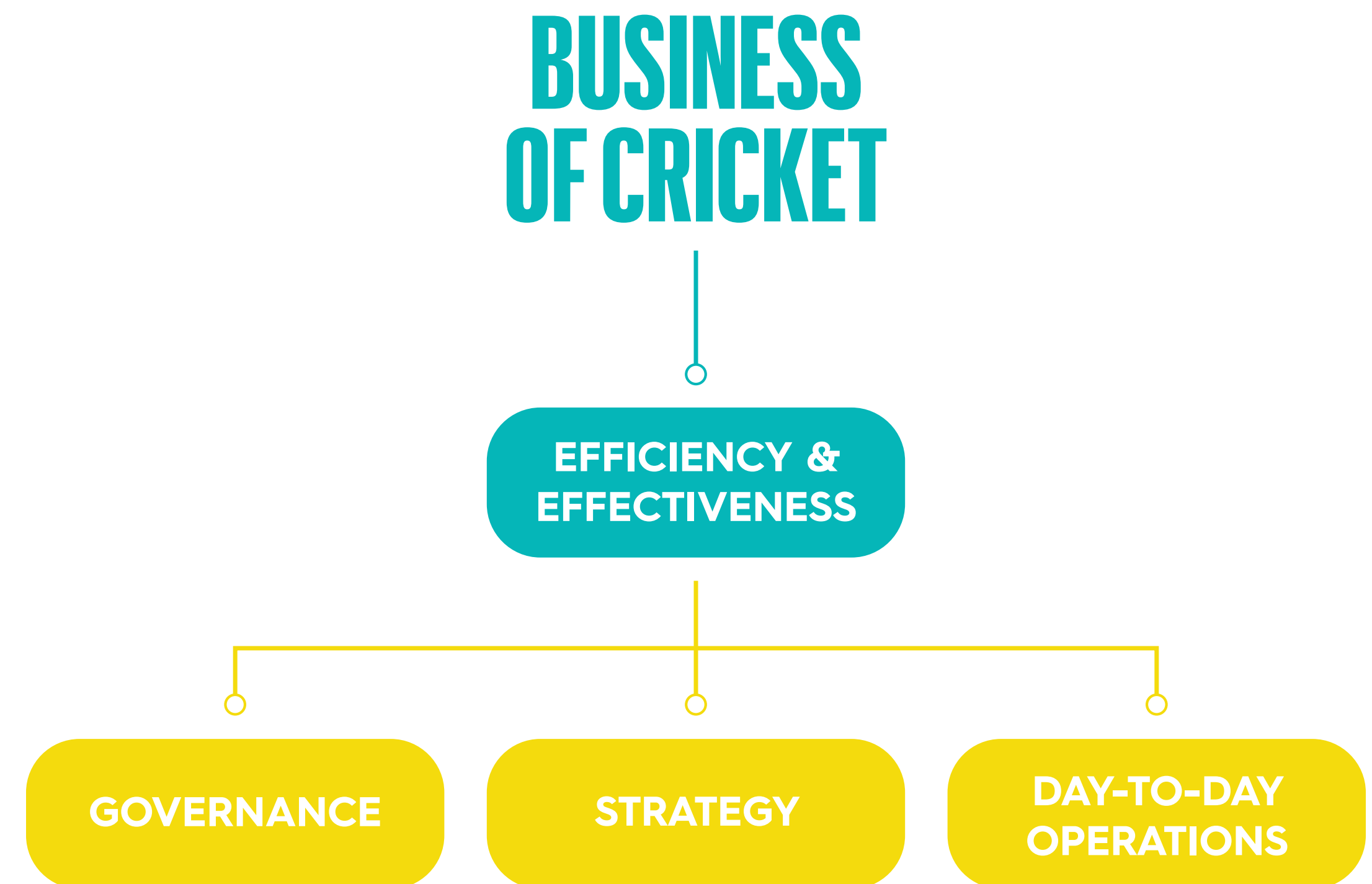
NETWORK COHESION AND EFFECTIVENESS

There has been a significant focus over the last three years on growing the cohesiveness and effectiveness of our cricket network.

The CNPI agreement framework, introduced two years ago, has created a strong focus on 'business of cricket' efficiency and effectiveness – governance, strategy, and day-to-day operations.

This will continue but, by virtue of recent work initiated under an NZC/MA Network & Participation workstream, the focus now places a spotlight on the structure of, roles within, and resourcing of our community cricket network and what further adjustments need to be made to future-proof this part of our game.

This work on testing the structures, roles and aligned resource models has already been going for some time as part of a response to the One Cricket project but will evolve further.



PEOPLE AND LEADERSHIP

In some ways it is wrong to position 'People and Leadership' last in the order of our High Priorities herein. But look at it this way - to make things work brilliantly within all the other High Priority areas, the thing we most need to wrap around all those other areas is great people, including great leaders, at all levels.

If the strategic aspiration outlined herein is to be turned into reality NZC and its member associations must continually focus on developing systems and cultures which:

- Recognises and values the contributions of those working within Community Cricket workforce - paid and volunteers, governors and hands-on 'do'ers';
- Ensures that our workforce is appropriately trained to deliver on their roles;
- Encourages their development (noting that this may be significantly different for paid staff than volunteers); and
- Identifies, grows, and promotes leaders, creating a depth of cricket network governance, management, and frontline delivery leadership that can ignite participation health across all our cricket communities.

FOCUS AREAS

Some other important focus areas that will be attended to within the 'high priority' areas or which will not be otherwise forgotten:

1. CLUB SUPPORT

2. COACH DEVELOPMENT

3. COMMUNITY UMPIRING

4. DATA AND INSIGHTS - SYSTEMS AND SUBSTANCE

5. NON-TRADITIONAL PROVIDERS

6. DISABILITY ACCESS TO CRICKET

7. GOVERNANCE

8. COMMUNITY CRICKET PROMOTION

RESOURCE BANK

For further detail of work currently in progress, relating to a number of the strategic focus areas identified herein, please follow the below link:

www.nzc.nz/community/2020-community-cricket-review-and-progression