

One Cricket

The Story To Date

August 2020



NORTHERN DISTRICTS CRICKET



One Cricket Project 'Roadmap'



Why?

Cricket must continually be adapting to fast changing global, national and sporting environments.

Purpose

To ensure the most effective and efficient model for the delivery of community and domestic cricket.

Expected Outcomes

Cricket in New Zealand is better placed to remain relevant and thrive into the future as the country, New Zealanders, and our cricket environment significantly changes.

Laying & Maintaining Strong Project Foundations

Cricket Network

Recognizing the cricket network includes NZC, MAs and DAs, and clubs, but also needs to embrace schools, and non-traditional cricket delivery networks

Engagement

Supporting the Cricket Network to develop a way to constructively and effectively engage

Guiding Principles

Engaging with the Cricket Network to agree upon the foundation principles guiding the One Cricket project.

Data & Insight

Laying the early data and insight foundation to help understand where to get started

Change Management

The approach the project has developed to change management and some learnings therefrom

Specific Project Initiatives 2017-2020

Continuing Data & Insight creation and sharing

Continuing, throughout the life of the project, to progressively intensify the 'Data & Insight' creation and sharing process, thereby speeding up cricket network learning

Strategic Alignment/Business Effectiveness

Promoting greater cricket network strategic alignment and business efficiency and effectiveness

Cricket Network Investment

Changing NZC's cricket network investment model, introducing multi-tier partnership agreements

Community Cricket Priorities

Using One Cricket leverage to advance or to support the advancement of work on strategic priority areas within community cricket

Structural Alignment

Encouraging structural 'testing and learning' by the cricket network to better equip us to deliver on strategy

Cricket's Engagement with Women & Girls

Building on the NZC 'Women and Cricket' Report recommendations, leading, supporting and/or promoting work by the cricket network to grow the strength of cricket's engagement with women and girls

Women in Cricket Governance

Supporting the NZC Board's 'Women in Cricket Governance' project through Phase 1 and co-leading Phase 2

Non-Traditional Cricket

Widening the 'cricket network' net to embrace non-traditional cricket providers and participants

Where to From Here?

Strategy

Collaboratively creating a comprehensive national Community Cricket strategy

Structure

Developing a national / regional / local structural framework that best places the cricket network to deliver on its strategic aspirations

Funding

Developing a cricket network funding model supporting strategy and structure

OVERVIEW

NZC's One Cricket project has been ongoing since 2017. In one form or another it is likely to continue for some time yet.

This document captures the high-level story of this project to date and serves as a reminder of why NZC initiated this project, what NZC hoped would be achieved, how the project was ignited, what has been done by NZC and its member associations under the banner of 'One Cricket', what progress has been made, and where the project might head from here.

THE 'WHY'

In 2015, NZC and Cricket Australia delivered a highly successful Mens World Cup. The BLACKCAPS captured the attention and affection of the New Zealand public as well as many cricket followers around the world. It felt like cricket in New Zealand was on a high.

But much as that success presented cricket with an opportunity to further strengthen its prominent position within New Zealand's sporting vista, NZC and its members were aware that cricket was facing a fast-changing global and national landscape which would require cricket to adapt and re-shape itself. The 'face' of New Zealanders was changing rapidly. The suite of sporting and recreational opportunities had broadened enormously. C

In short, cricket must comprehensively adapt to power success. The One Cricket project is one part of NZC and our cricket network's adaptation response to the above.

PROJECT PURPOSE

The One Cricket project purpose was expressed as follows:

'To ensure the most effective and efficient model for the delivery of community and domestic cricket'.

The purpose was deliberately twofold. Achieving 'efficiency' would not be sufficient. The need was to ultimately ensure 'effectiveness'.

EXPECTED PROJECT OUTCOME

Likewise, the expected project outcome, once change is fully implemented, was expressed just as simply:

'Cricket in NZ is demonstrably better placed to remain relevant and to thrive into the future as NZ and New Zealanders, and our cricket environment, rapidly and significantly changes'.

ONE CRICKET PROJECT RESOURCE

The initial 2016 One Cricket 'cricket community stock-take was undertaken by Bruce Wattie of PWC, supported by NZC's then-Capability Manager, Simon Hill.

NZC engaged Martin Snedden as One Cricket project leader in February 2017. One Cricket has since partnered with a significant number of leaders from across the cricket network to lead or support project initiatives.

PROJECT FOUNDATIONS

WHO / WHAT IS THE 'CRICKET NETWORK'?

Much of the below story focuses on One Cricket's relationship with New Zealand's 'traditional' nationwide cricket network:

- NZC as cricket's national sporting organization
- Its six Major Association (MA) members – Auckland, Northern Districts, Central Districts, Wellington, Canterbury and Otago
- The association members of Otago (Southland, Dunedin, North Otago and Otago Country), Canterbury (Christchurch Metro, Christchurch Junior Cricket, South Canterbury, Mid Canterbury, Buller, West Coast and Canterbury Country), Central Districts (Marlborough, Nelson, Horo-Kapiti, Wairarapa, Hawkes Bay, Manawatu, Wanganui and Taranaki) and Northern Districts (Poverty Bay, Bay of Plenty, Hamilton, Waikato-Valley, Counties-Manukau and Northland), and
- Member clubs of those association.

But the cricket network is wider and more complex than simply a hierarchy of traditional cricket organisations.

Primary, intermediate and secondary schools are often regarded as a part of this network but there is a vital distinction which needs to be fully acknowledged and understood:

- NZC and our associations and clubs exist for the sole purpose of cricket
- Schools exist for the primary purpose of education of children. Sport, including cricket, is but one tool Schools use to educate and develop children. Cricket has no 'right of entry' into schools. Our network needs to continually earn that right.

There is a third limb to the cricket network which needs positive acknowledgment is those cricket delivery networks that sit outside the above, the likes of indoor cricket, Last Man Standing, veterans / masters cricket, blind and deaf cricket as well as the plethora of formal and informal entities running ethnic-based cricket.

Finally, NZC's research consistently confirms that there are a large number of adults and children who informally interact with cricket under no structures other than friends or families playing make-up games in the backyard, schoolyard, parks and beaches.

One Cricket's initial network focus

The challenge for NZC and its members is to work out how best to interact with, lead and/or encourage and support these very diverse participant groups.

Recognizing the magnitude of this challenge, One Cricket has chosen to initially focus most energy on the efficiency and effectiveness of its traditional network and, from there, gradually spreading its focus to schools and to relationship-building with non-traditional delivery entities.

Focus on Community, less so on high performance and professional (international and domestic) cricket

One Cricket's primary focus has been on how the network can best support the community game. This is because the network for community cricket is much more diverse and complex and in need of attention than our high performance / professional cricket network structures which, in general, has not lacked attention over the last two decades.

DEVELOPING A WAY FOR THE CRICKET NETWORK TO CONSTRUCTIVELY AND EFFECTIVELY ENGAGE

There are huge 'built-in' challenges which our cricket network needs to continually and consistently address if the network is to engage in a way that empowers achievement of our collective strategic aspirations, including:

- there is a structural hierarchy (NZC – MAs – DAs – Clubs – participants) – hierarchy can often become a problem
- within that cricket hierarchy there are, in total, 31 independent sovereign (MA, DA, NZC) legal entities sitting above clubs not including a smattering of sub-associations in some places (eg Bay Of Plenty) – unless care is taken, silos become a big risk
- there is a top-down funding model in place which can be hugely beneficial if used well but carries big risk if mismanaged
- there is relatively frequent turnover of people working within the network – governors, paid management, and frontline volunteers – which means continual loss of leaders, institutional knowledge, and subject-matter expertise.

Throughout the last three years, OC has tried to find ways for the network, within itself, to break down these barriers to good communication and engagement:

- both NZC and each MA have concentrated on our leadership styles, trying to find the right mix of 'leadership from the front' and 'support from the back'
- a wide range of opportunities for network conversations have been developed and opened to a wider group of participants
- 'integrated (NZC/MA, and sometimes DA) teams have been trialed
- mechanisms for sharing of national / regional / local insights, pilots and case studies have been improved.

Good progress has been made to date but this is an area which always will require high levels of EQ and vigilance to get it right.

Some examples

- The annual N&P / Community forum has changed to encourage a much more interactive approach to how agenda items are handled. Attendance at this forum has been widened well beyond 'managers'
- Weekly or fortnightly NZC / MA & MA's DAs Zoom sessions initiated in March 2020 to manage the Covid risk but now becoming BAU
- Auckland and Wellington MA / club regular interactions which, as time has passed, have morphed into healthy partnership-type strategic and operational discussions
- NZC / MA CEO forums and NZC/MA community team leaders forums focused on building the 'one team approach to who the network operates
- CNPI agreement KPI development which have moved in year 1, when NZC advised the MAs and DAs what the KPIs would be for 2018/19, to year 3, when, over a month-long schedule of NZC/MA/DA zoom sessions, the 2020/21 KPIs were collaboratively created by the group.

AGREEING THE PROJECT'S 'GUIDING PRINCIPLES'

During the early months of 2017, the One Cricket project leader worked with NZC and the MAs to create and agree upon the foundation principles to guide the project. The following was agreed:

- project outcomes must better position 'cricket in New Zealand' to remain relevant and to thrive as New Zealand and New Zealanders change, truly bringing to life NZC's '**a game for all New Zealanders: a game for life**' vision
- project outcomes should reflect that the **health and interests of 'cricket in New Zealand'** and 'cricket on the ground in specific regions' are more important than the interests of any specific cricket organization
- '**status quo**' thinking needs to be challenged to determine whether what we do now will fully equip cricket in New Zealand to thrive in the future and, if not, what change is needed – recognizing what New Zealand and New Zealanders will look like in 10-20 years time and positioning cricket to identify and realise our emerging opportunities
- '**trial and error**' is a vital part of the learning process; continuing to repeat failing programmes and activities is not
- our entire cricket community must wholeheartedly commit to '**putting ourselves in the shoes of our customer (participant)**'
- growth of participant numbers (players, coaches, volunteers, etc) should be driven by **quality of participant experience** rather than numbers growth for growth's sake
- **strategic alignment** at all levels of the game is vital - delivery mechanisms at all levels, including resource & financial allocation, must reflect such alignment and drive accountability
- but such drive for better alignment and accountability must not strangle innovation and creativity nationally, regionally and locally - **national outcomes, locally delivered**
- national, regional and local decisions should be based on **fact not fiction**
- **NZC's role is to support those delivering cricket on the ground** to be sufficiently capable and resourced to meet the needs and expectations of our changing customers
- **this project must progress as a partnership** - while NZC will initiate and lead some One Cricket project workstreams and initiatives, others will be initiated, owned and led by relevant MAs and/or DAs or clubs with support from NZC.

LAYING THE EARLY 'DATA & INSIGHT' FOUNDATION AND UNDERSTANDING WHERE TO GET STARTED

- Connecting with cricket network stakeholders (MAs, DAs, other cricket entities & individuals)
- Creating the project's guiding principles and obtaining endorsement of these from the boards of NZC and each MA (see next)
- Securing and making sense of data & insight relating to our cricket network
- Key insights and observations included:
 - a. no formal accountability for outcomes attached to NZC GRI grassroots funding with 'bulk funding' becoming the norm under the 2010-2018 NZC / MAs / NZCPA Master Agreement
 - b. limited visibility and poor alignment of multi-tier stakeholder strategy and key activities across the cricket system.
 - c. no strategic framework to guide alignment - NZC had not provided sufficient strategic direction in the community game
 - d. limited, and in cases poor, business disciplines – a lack of business plans, governance plans and risk management practices.
 - e. resources across NZC, MAs and DAs often not deployed with clear purpose or focus on strategic outcomes
 - f. player numbers completely distorted
 - g. parts of the game often ignored or paid limited attention including: community coach development, women's and girls cricket, youth, community and pathway umpiring.

Off the back of the initial work on project principles and high-level key insights, OC then identified a number of initial OC workstreams to kick off the OC project, all targeted at:

- maintaining a focus on searching for the 'truth' through creation and/or procurement and use of relevant data and insight
- using such data and insight to change mindsets and behaviours
- utilizing NZC's cricket network investment framework to catalyze necessary change
- gradually improving the quality of our cricket network's strategic and operational alignment
- initiating and/or supporting and testing community cricket pilots;
- growing people and system capability, efficiency and effectiveness; and
- modernising cricket experiences.

THE APPROACH ONE CRICKET HAS DEVELOPED TO CHANGE MANAGEMENT

'To date, the change-management path OC has chosen has substantially been one of 'evolutionary revolution'

- *Start with data & insight:* The first step was an extensive stock-take across the community cricket system to ascertain the current health of Community Cricket.
- *Be prepared to test and learn:* Rather than a traditional 'review and report' type approach, where a review would be undertaken culminating in a new 'model' for the delivery of community cricket to be considered, it became clear early on that a more gradual and holistic approach was required – continuous 'evolution', stress-testing and adjusting the existing network rather than stepping headlong into 'revolution'.
- *'Pilots', done well, are an incredibly effective change management tool:* Using well-formulated and tracked pilots not only creates great learnings but also promotes shared network ownership and speeds up wider network acceptance of change
- *Creating an honest in-depth understanding of the network is vital but takes time and patience:* That approach has meant that we now much better understand the strengths and weaknesses of our existing nationwide network.

Good alignment, in itself, is not enough. Strong and healthy multi-tier integration is also vital to enable strong alignment to be brought to life.

- Throughout the OC project to date, the high-level strategic framework to shape and guide the cricket network's future direction and activity is being refined. This framework builds on NZC's 2015 strategic plan.
- The principle of integration is critical to this framework - the entire cricket system has to operate as an integrated Cricket Network to ensure the best outcomes for all of cricket. This principle reflects the connections and dependencies across the network and the importance of all parts to the overall health of the game.

OC's leadership style has varied depending on perceived need

- *'Leadership can be a mix of out-the-front and 'at the back':* The style of OC leadership provided during the project has endeavoured to adapt to what each circumstance has been perceived to need. At times, this has involved up-front leadership. At times, it been all about supporting those who have been better placed to lead. Often, it has been about prodding and provoking others to recognise the need to change and do something about it. Occasionally, it has been to light a fire then step away, to allow others to judge if change is needed. Frequently it has been about storytelling as progress is or isn't being made. OC does not always have to be the 'doer'.

A comprehensive community participation plan is now urgently needed to provide clear aspiration and direction, and to enable all the dots to be meaningfully connected.

- The network has learnt a lot about itself over the last three years but the big hole is that we haven't yet created the overarching comprehensive strategic picture that we can all buy into and use to know what outcomes we want to achieve and which drives us towards achievement of those outcome. This is now an urgent priority.

Effecting change and maintaining change momentum has been helped enormously by NZC linking its investment into the cricket network with its own strategic priorities

- The introduction of the Cricket Network Partnership Investment agreement framework has been a game-changer and will, from here, be a vital tool NZC can and will use to harness the power of the network to achieve important strategic outcomes.

SPECIFIC INITIATIVES 2017-2020

CONTINUING, THROUGHOUT THE LIFE OF THE PROJECT, TO PROGRESSIVELY INTENSIFY THE 'DATA & INSIGHT' CREATION AND SHARING PROCESS THEREBY SPEEDING UP LEARNING

The project had started with NZC engaging PWC to undertake a process designed to provide NZC and its members with a picture of how the cricket network in New Zealand was constructed and funded. The end result was significantly hampered by a lack of easily accessible, comprehensive and accurate data and insight about cricket in New Zealand.

In early 2017 NZC, including the One Cricket project, committed itself to undertaking work to create, cause to be created, and/or procure the data and insight necessary for the cricket network to much better understand our macro global and New Zealand environments and well as our national, regional and local cricket environments. That work, led by NZC's Audience & Growth team and either co-led or supported by OC, has continued in earnest for the last three years and much progress is being made.

Some examples:

Macro global and New Zealand-centric focus

- accessing international research/data/insight identifying macro global trends, including within sport and entertainment, then distilling and sharing this across the network and joining dots between this and cricket in New Zealand
- accessing research/data/insight identifying macro New Zealand-centric trends (eg: population, ethnic, economic, sport and recreation including Sport NZ, entertainment)

'Cricket in New Zealand'- specific focus

- *Participant database & communication platforms*: NZC's development of the cricHQ and Friendly Manager platforms, creating the opportunity to know who our players, coaches and administrators are and to enable direct communication with them
- *Participant feedback opportunities*: annual Gemba cricket-focused customer/participant research (last 5 years); annual Sport NZ / Nielson 'Voice of the Cricket Participant' surveys (last 4 years) and annual NZC Participant surveys (players, coaches, officials registered on cricHQ and Friendly Manager) (last 2 years)
- *An accurate honest census*: NZC annual player / coach / umpire census (major overhaul in 2018)
- *Performance accountability*: establishment of the CNPI agreement KPI Scorecard, tracking and providing full network real-time visibility of each association's progress towards implementation of KPIs
- *Drawing on international experiences*: fostering an open and free sharing process with the likes of Cricket Australia and ECB (eg CA's 'Age + Stage' pilot)

Single participant / customer identity

- Partnering with Qrious, NZC is steadily creating a centralized customer data warehouse model enabling every cricket participant/customer to have a personal ID regardless of how he or she interacts with cricket

PROMOTING GREATER CRICKET NETWORK STRATEGIC ALIGNMENT AND BUSINESS EFFICIENCY AND EFFECTIVENESS

NZC/MA/ DA or club strategy alignment

- Reviewing all MA strategic plans then working with a number of MAs to update / adjust their strategic plans to ensure strong NZC/MA alignment. Encouraging / supporting the MAs to undertake similar processes with their own member associations or, in the case of Auckland and Wellington, their clubs

MA & DA annual planning

- Noting the widespread lack of MA annual planning and regular reporting of progress, introducing the concept of 'whole of business' annual plans and supporting all MAs to introduce these for the 2017/18 year and then for each to developing the habit of reporting progress (at least) quarterly to their own boards & NZC
- Noting the widespread lack of DA business planning and regular reporting of progress, introducing the concept of 'whole of business' annual plans and supporting all DAs to introduce these for the 2018/19 year and then for each to develop the habit of reporting progress (at least) quarterly to their own boards, their parent MA, & NZC

Risk (including health & safety) management

- Noting the almost complete absence of 'risk management' within MAs and DAs, introducing the principles of risk management to, and then (through NZC's Risk Manager Andrew Love), providing hands on support to assist every MA and DA to create risk registers, all fully aligned with NZC's register
- Encouraging risk management to be embedded within MA and DA governance and management operations
- Noting fragmented adoption of Health & Safety guidelines by both MAs and DAs, increasing NZC's hands-on assistance including development of customised H&S guidelines (ie distinguishing between what an association must do and a club must do) and incident report app for clubs (Andrew Love)

Initiative Results to date:

- Every MA's strategic plan is now closely aligned to NZC's strategy, and a growing number of DA strategies likewise
- All MAs and DAs are now creating 'whole of business' annual plans aligned with their own strategies and NZC's CNPI Agreement strategic priority areas, and all are now reporting progress quarterly (or more) to their boards and parent associations;
- All MAs and DAs now have current risk registers, ensuring these are kept current and regularly discussed at board-level; there is a growing buy-in to health and safety
- CEOs & GMs have significantly improved their business / strategic capability
- Volunteer board members are developing greater understanding of their own cricket and business environments, thereby improving their governance capability

CHANGING NZC's CRICKET NETWORK INVESTMENT MODEL / INTRODUCTION OF MULTI-TIER PARTNERSHIP AGREEMENTS

Between 2010 and 2018, NZC made Grassroots Investment (GRI) payments totally \$6.5m annually to its Major Associations (MAs). Such payments were intended for community cricket and to part-fund each MA's administration costs.

During this period of time NZC provided no dynamic community cricket leadership and demanded no accountability for its investment. There was nothing more than a superficial link between NZC's strategic priorities and the investment of its funds. Ultimately it became hands-off bulk funding.

During the same period of time cricket participation numbers declined significantly.

In August 2018, New Zealand Cricket (NZC) introduced the Cricket Network Participation Investment (CNPI) agreements framework, linking NZC investment into MAs and District Associations (DAs) to NZC strategic priorities. Annual investment has been increased to \$7.5m.

Investment and performance accountability have been created through the use of a combination of the following:

- identification of and rationale for NZC's strategic priorities
- creation of KPIs for both MAs and DAs
- regular reporting/tracking of progress (including the creation of the KPI Scorecard); and
- risk/reward funding penalizing underperformance and rewarding stretch success.

In the first year of this initiative, the KPIs were unilaterally determined by NZC. For the 2019/20 and 2020/21 years, the KPIs have been created using much more collaborative processes.

As part of the performance monitoring process, similar to what was done during 2018/19, NZC established a CNPI KPI Scorecard, tracking the ongoing KPI performance each association. The full scorecard was at all times visible to all MAs and DAs.

Initiative Results To Date

This initiative has been and will continue to be a game-changer. The MAs and DAs have now, after some initial pockets of resistance, fully bought into this strategic performance management framework.

The full impact of this initiative over the first two years is captured in *CNPI Agreements – 2019/20 KPI Performance Story*, as well as the individual KPI success stories being captured below in this story.

High Performance Partnership Agreements

Off the back of the introduction of the above CNPI framework, OC worked with NZC's HP team to introduce NZC/MA HP partnership agreements from the 2018/19 year, again linking NZC HP investment to MA delivery of and accountability for specific KPIs. The major initial HP partnership focus areas have been:

- growing the NZC/MA HP alignment
- growing the individual and collective capability of our (NZC+MA) HP team leaders
- creating a strong focus on deliberate, tracked 'HP learning'.

USING ONE CRICKET LEVERAGE TO ADVANCE OR TO SUPPORT THE ADVANCEMENT OF STRATEGIC PRIORITY AREAS WITHIN COMMUNITY CRICKET

The existence of the OC project has become a very useful tool for initiating and/or supporting key strategic priority workstreams. In particular, OC has used the power of the CNPI agreement KPI risk/reward investment model to catalyze progress in a number of these areas. Most of the initiatives below are still 'work in progress'.

Junior (age & stage) formats

OC used its influence and leverage to fast-track nationwide adoption of new 'age + stage' format rules based on a successful Australian pilot. After initially regional piloting during 2017/18, the CNPI agreement KPIs were used to drive 100% nationwide adoption during 2018/19. Cricket Australia began its pilot three full seasons before NZC but has yet, after five seasons, to achieve 100% adoption of the new rules, something our cricket network achieved in one season.

This change encountered very significant junior parent and coach resistance, the main arguments being that the new rules were not 'real cricket' and that the formats, which promoted more equitable involvement of all team members, would undermine talent development. NZC's 2018/19 and 2019/20 surveys of junior player parents and coaches strongly endorsed the positive impact of these changes. There is now little resistance and the changes are deeply embedded.

Coach development

Understanding of coach development (CD) had rapidly diminished during the term of 2010-2018 Master Agreement. The CNPI agreement KPI leverage has reinvigorated CD nationwide, resulting in (1) specialist coach developers being appointed in some MAs and DAs (2) NZC's first online coach database and training tool (Friendly Manager) being created and, from its August 2018 launch, attracting registration from 3500+ community coaches, (3) over 2200 junior coaches completing NZC coach accreditation courses in 2018/19 and 2019/20 (4) NZC creating and funding a child protection online module, incorporating police vetting, resulting in 2504 coaches completing courses in 2018/19 and 2019/20, and 2074 coaches being police vetted, and (5) NZC now developing a professional development framework for its nationwide network of coach developers.

The full story of progress made is captured in *Our Cricket Network's Coach Developer Story*.

Grassroots Technology Platform usage

NZC began using cricHQ as a match scoring and player database tool in 2013/14. Adoption levels were extremely low due to systemic issues and inadequate user-training.

From 2018, OC has used the CNPI agreement KPI leverage to catalyze nationwide network buy-in to cricHQ, supporting some great work done within NZC and cricHQ to improve the system and to help train users. Over the last two years, there a huge increase in:

- the number of accurate current player profiles (rising from 5,000 in 2017/18 to 38,000 by the end of 2018/19 and then to 51,700 by the end of 2019/20), and
- usage of cricHQ match scoring functionality (from 31% in 2017/18 to 42% in 2018/19 to 58% in 2019/20).

This progress is detailed in *CNPI Agreements – 2019/20 KPI Performance Story*

Balance is Better (aka 'Keep Up With The Play')

OC has actively embraced this Sport NZ- facilitated initiative focused on changing the key philosophies relating to how sport attracts, engages and retains teenagers, helping the cricket network to become familiar with and to buy into this change, and then to gradually bring this new philosophy to life throughout our network.

Volunteer support, recognition & reward

OC has used the CNPI agreement KPI leverage to raise awareness of the importance of our nationwide cricket network valuing and supporting the thousands of volunteers essential to the running of community cricket, and to create early momentum in this area by supporting the creation of up-to-date, accurate databases for coaches (including the 2500+ parents coaching at junior and youth levels), community umpires and scorers, and club administrators, as well as rewarding these volunteers with international and domestic match complimentary ticket offers. This initiative is still in its early stages.

Community umpiring

OC has now extended its focus to the community umpiring network which is an area that has lacked strong NZC leadership. An NZC online database of active umpires and umpire administrators has now been created, enabling NZC to open up direct lines of communications with active umpires. NZC is moving towards the appointment of its first FTE Community Umpire Manager (temporarily slowed due to the impact of Covid).

YEAH! GIRLS

OC provided support for a successful (early 2019) Pilot and then has overseen the move to begin a three-year nationwide expansion of the programme, securing significant Sport NZ investment support. NZC has now appointed an FTE Female Engagement Manager managing this initiative.

Maori engagement with cricket

The change in mindsets has now led to NZC committing to increased engagement with Maori, initiating playing and cultural opportunities for players with Maori heritage, through the NZ Secondary Schools boys and girls teams being formed to play Governor-General XIs as well as an NZ Maori U19 mens team series against the Australian U19 Indigenous team being confirmed but then sadly cancelled because of Covid. NZC has now created a draft 'Cricket Engagement with Maori' strategy.

Playing Opportunities / talent development pathways

In recognition that it is a decade since NZC has reviewed and updated its player pathways matrix, OC commenced an initiative to build a new 'playing opportunities' matrix which reflects the increasing diversity of opportunities now available to those who wish to experience cricket and to build into this picture:

- how 'skill development' interfaces with this, and
- how opportunities are made available for talent to develop.

ENCOURAGING STRUCTURAL 'TESTING AND LEARNING' BY THE CRICKET NETWORK TO BETTER EQUIP US TO DELIVER ON STRATEGY

The strategic clarity created by huge improvement in annual planning linked to NZC investment and 'risk/reward' KPIs has resulted in significant ongoing structural 'testing and learning' across most MAs and some DAs. This was ignited by a growing realisation that existing structures were not aligned to strategic priorities and would hinder delivery.

Significant structural change is difficult. Many of the examples below are still work-in-progress, not guaranteed to succeed. But these each are part of the vital 'test and learn' change management process.

Some examples:

- **Canterbury:** In May 2017, with NZC's support, Canterbury Cricket and its members began a significant structural review process which resulted in an agreed 'cluster structure' being piloted from 2018. The outcomes of that pilot were reviewed by CCA and its members at the conclusion of the 2018/19 season. In very general terms, the pilot structure was supported by the pilot review identified a number of issues requiring ongoing consideration. CCA and all its members are actively engaged in trying to come up with the best 'fit for purpose' structural solution and are willing to keep testing and learning until they land on the best solution.
- **Christchurch:** As a result of the above pilot process, and following CCA member feedback received by OC, the issue of dysfunction within 'cricket in Christchurch', which each (CCA / Metro / CJCA) stakeholder had identified to independent reviewers, was called out by OC. Amongst other things OC raised the question of what the governance structure of cricket in Christchurch should look like going forward. The three associations have since made strong efforts to improve the day-to-day working relationships between them but haven't yet tackled the governance opportunity. This is still an open discussion.
- **Northern Districts:** In June 2018, NZC was invited to facilitate structural discussions between Hamilton and Waikato-Valley. What gradually became apparent during the first 4 months of this process was a strategic and operational disconnect between ND and its 6 DAs, all of whom were operating in silos, somewhat distant from ND leadership. In late 2018, the new ND CEO began addressing this relationship and structural disconnect with the ND Board and ND's DAs. and, since mid 2019, gained sufficient DA support to progressively introduce a major structural change process where the development and pathway managers within each DA report directly to ND managers and some key administration functions are being centralized. This structural evolution is gradually moving towards a centralised 'no DA boundaries' model. Despite best efforts this has been, and still is, a tough change process with an abundance of learnings relevant to our whole cricket network.
- **Wellington:** In May/June 2017, OC actively supported a major CW review by independent sports management consultant Peter Dale, the findings of which were confronting for the CW Board. To their credit, the CW Board unreservedly accepted Mr Dale's recommendations. This has resulted in CW's new CEO (appointed mid 2017) progressively implementing the Dale recommendations including restructuring his staffing structures to the point where he has now (August 2020) landed on a model which, within CW, there now exists a community team highly geared up to deliver on CW's own aspirations, support CW's clubs, and achieve NZC's HP and CNPI agreement KPIs. As part of this process, CW has abandoned its 'One Club'

strategy which had failed and had become bulk-funding of clubs rather than performance-based investment. CW's clubs have actively been involved in and supported this change programme and its outcomes.

- **Auckland:** ACA, in part influenced by the work of OC, but also spurred on by its own evolving strategic thinking, has undertaken important adjustments to its community team structure to introduce new leadership positions for coach development, ethnic / migrant engagement, female engagement and social networking. In addition, ACA has been evolving its Club Is The Hub principal club agreements to align with our CNPI agreements including gradual introduction of risk/reward investment
- **Dunedin:** Cricket in Dunedin has been hindered for more than a decade by a dysfunctional Dunedin Cricket Association / Otago Cricket Association leadership model and, as a result, disengaged clubs. One Cricket, with OCA and DCA support, arranged for a 'cricket in Otago health-check' (undertaken by Alec Astle & Simon Hill), using the Dunedin-specific results of this to engage with DCA and Dunedin cricket stakeholders, and then supporting OCA and DCA to broker an agreement whereby, as a 2-year pilot beginning July 2018, OCA assumed full leadership of cricket in Dunedin. In July 2020, after reviewing pilot progress, the leaders of DCA agreed that the pilot leadership model should become permanent, with DCA then dissolving itself. OCA are currently re-structuring itself to better position itself to provide such Dunedin leadership.
- **Otago Country & North Otago:** The Astle / Hill report highlighted a pressing need for both these DAs to hire PTE administrative support, the absence of which was hindering delivery of cricket locally and OCA relationships. NZC, in late 2017, funded a pilot enabling this to happen. At the same time, as part of this pilot, NZC funded OCA to create a Capability Manager position, whose role included fostering stronger relationships between OCA and its members. This pilot has been successful and each of the above three new pilot positions have now morphed into business-as-usual roles within their respective associations.

CRICKET'S ENGAGEMENT WITH WOMEN & GIRLS

W&G Strategic Framework

Following progress being made by cricket on a number of fronts since the 2016 'Women and Cricket' report was released, in February 2018 OC facilitated the development of NZC's 'Women & Girls And Cricket' strategic framework and guided this through consultation with the management and boards of NZC and the MAs.

Participation & Performance Workstreams

In late 2019, NZC and the MAs, as an extension to OC, formed project teams to build on the work in the 'Women And Cricket' report, updating the health check on the state of play of female participation and performance, and to identify a way forward to strengthen both areas.

That work has resulted in the creation of updated data and insight and, from there, the start of creating a better shared understanding of what is needed and what might be possible.

NZC's employment, in December 2019, of an FTE Female Engagement Manager, will enable this work to be progressed.

WOMEN IN CRICKET GOVERNANCE PROJECT

In November 2016, NZC released its 'Women and Cricket' report which painted an unvarnished picture of cricket's poor engagement with women and girls.

The first recommendation in that report was for NZC and its member associations to quickly and significantly increase the number of females on cricket boards.

In February 2017, NZC established the 'Women in Cricket Governance' (WiCG) project. One Cricket took over day-to-day management of this project in December 2018.

Progress to date:

- **NZC, MA & DA Board membership balance:** OC has used the CNPI agreement KPIs to accelerate the increase of female representation on MA and DA boards. In October 2016 there were 11 females out of 229 directors on NZC, MA and DA Boards. By October 2018 this had increased to 35 female directors but with the KPI leverage, this number now sits at 69 out of a total of 217 directors. OC has signaled that the KPI leverage will be used to ensure that each association achieves a December 2021 target of minimum 40% female representation.
- **Basic governance training:** Likewise, the KPIs were used to ensure nationwide director uptake of the Sport NZ Governance 101 online training opportunity – 214 out of 217 NZC, MA and DA directors had completed this course by the end of the 2019/20 year.
- **WiCG Project Phase 2 plan:** OC led the creation of the Phase 2 Terms of Reference and authoring the Phase 2 plan then securing NZC and MA Board Chair endorsement of the plan, and securing Sport NZ partnership support for the project.
- **MA Governance Planning:** Using the KPIs to secure buy-in to each MA creating 18 month governance plans fully aligned to the WiCG Phase 2 plan, including quarterly progress reporting.
- **National Governance Forum:** A forum, involving all NZC and MA board directors and DA board chairs, was scheduled to take place in March 2020 but had to be cancelled at the last minute due to the impact of Covid.
- **WiCG project steering group management:** Since December 2018, OC has managed the NZC/MA project steering group which has met regularly and contributed strongly to the project.
- **WiCG project story:** OC has worked with Sport NZ to capture the ongoing story of this project, enabling Sport NZ to use this to assist its 'women in sport governance' strategic objectives with its investment partners.

This WiCG project progress is detailed in *CNPI Agreements – 2019/20 KPI Performance Story*.

WIDENING THE 'CRICKET NETWORK' NET TO EMBRACE NON-TRADITIONAL CRICKET PROVIDERS AND PARTICIPANTS

The 'Participant' focus of the cricket network has mostly been on those participating within our network of cricket associations, clubs and those schools who offer cricket as an option.

There was recognition that other organisations were offering cricket options – eg indoor cricket – but it appears that most attempts in the past to connect with non-traditional providers was motivated by the possibility of recruiting players from those areas into 'traditional' cricket.

NZC's initial focus is on building relationships and trust, and not trying to run together before we walk together.

The approach OC has taken over the last two years is to look to form relationships with non-traditional providers which embrace them and their place within the cricket family, celebrates what they offer and what they achieve, and to look for tangible ways to support these providers to succeed, examples of which are:

- regularly using NZC's communication platforms to showcase stories,
- helping some of the national teams with provision of uniforms, and
- attending meetings and functions.

This approach has been welcomed and has led to NZC entering into partnership agreements with:

- Blind Cricket NZ
- Indoor Cricket NZ
- Last Man Standing
- Back Yard Bash, and
- Veterans Cricket NZ.

In each agreement, NZC formally recognizes each entity as a member of the cricket family.

The growth of ethnic-focus cricket providers

As the population make-up of New Zealanders has gradually diversified, and in particular as the number of sub-continent migrant families settling in New Zealand has grown, there has been strong growth in:

- the number of 'new' New Zealanders playing in association competitions, and
- the number of competitions and playing opportunities being provided outside of our traditional cricket framework.

Although the most obvious examples of this occur within Auckland, this is now a growing reality widespread across New Zealand.

OC placed a strong spotlight on this, but the real work being undertaken to find the key to further unlocking this great opportunity for cricket is happening within our associations.

There are a number of examples of cricket associations and clubs starting to develop relationships with ethnic cricket providers and finding ways of positively growing linkages both within and outside of our traditional framework.

WHERE TO NEXT FOR ONE CRICKET?

NETWORK & PARTICIPATION WORKSTREAM PROJECT

In the latter part of 2019, NZC and the MAs established, as an extension of One Cricket, a 'Network & Participation' project team involving senior NZC representatives and the Major Association CEOs.

Between then and April 2020, this project team:

- agreed that the Participant must be placed at the centre of whatever model emerges from this work
- articulated what the high-level components of 'an effective and efficient model for the delivery of cricket in New Zealand' must be
- based on data and insight gathered in by One Cricket to date, extracted general themes and learnings that must be addressed within that delivery model
- in particular, identified gaps in the current model, the filling of which should be accorded high priority,
- started an exploration of how our current model will need to be structurally adjusted to improve the likelihood of cricket in New Zealand being able to deliver on its strategic aspirations, and
- started an exploration of how the current cricket network funding model might need to be adjusted to support what emerges from the above.

Placing the Participant at the centre

However the cricket network delivery model evolves from here, such evolution must be based on the philosophy that our network exists to serve and support the Participant to love his or her cricket participation experiences, such that the Participant wants to stay involved in and/or engaged with cricket throughout his / her life.

High-level construct of an effective and efficient cricket network delivery model

The best possible cricket delivery model will comprise the following components:

Strategy: a national strategy based on data and insight learnings, supported by the cricket network, something which paint a clear picture of the cricket network's aspirations and how such aspirations can be gradually turned into reality.

Products & experiences: working within the 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.

Themes and learnings identified by the N&P project team

The project team, reflecting on the data and insight which had emerged during the One Cricket project, identified a number of general themes and learnings needing to be taken into account in the next stage of this project.

Very briefly summarized these were:

- the impact of the 2010-2018 Master Agreement cricket network bulk funding model which had led to major regional and local variances in what was being offered and how such offerings were being delivered and funded
- a failure to direct resources into areas of high population growth and/or where cricket had little or no presence
- some confusion and/or duplication of network roles and responsibilities
- a lack of specialist resource in areas of high strategic importance
- significant regional inconsistency relating to how recruitment and retention is approached
- significant regional structural variations impeding the opportunity to collectively harness the power of the network
- no national schools strategy to address what is one of the biggest threats to cricket's future
- no national strategy driving traditional cricket's embracement of non-traditional cricket providers.

WHAT IS NOW NEEDED

The project team agrees that what is now needed is timely creation of the following:

- a national Community Cricket strategy
- a national / regional / local structural framework that best places the cricket network to deliver on its strategic aspirations
- a cricket network funding model supporting strategy and structure

An overarching Community Cricket strategy

There is no current comprehensive Community Cricket strategy in place.

As this One Cricket Story demonstrates, there has been a wide range of strategic activity happening within community cricket at national, regional, and local levels. But, as demonstrated in the 'Themes and Learnings' section above, there remains huge strategic gaps that is hindering our ability to adapt and succeed.

Our cricket network needs a future-facing Community Cricket strategic roadmap.

The time is right to now pull together and join the strategic dots between what we are doing as well as calling out those strategic gaps.

The creation of this strategic roadmap needs to be a collaborative stakeholder process so that the end result is something the cricket network buys into and owns.

The high-level story must be created with urgency. The detail of the individual strategic components then needs to be completed with this 2020/21 year.

A national / regional / local structural framework aligned to strategy

Structure follows strategy. Once the high-level Community Cricket strategic story is in place, work on how the national, regional, and local delivery structures will need to be adjusted can be progressed.

As a result of the initial work undertaken by the N&P project team, and based on learnings gleaned from structural adjustments which have been undertaken during the One Cricket project, there is a realization that:

- the demographic and geographical make-up of our cricket environment does not lend itself to a 'one size fits all' recipe for delivery
- there will need to be ongoing 'testing and learning' to find the best national model
- as a result, any change will likely be introduced progressively rather than in one hit.

NZC's cricket network investment model supporting strategy and structure

How NZC has invested into community cricket strategy development and implementation, and cricket network delivery structures, has changed significantly four times in the last 25 years:

- re 2000: very little top-down funding from NZC
- 2000-2010: significant increase in NZC funding fully tagged to the National Development Plan
- 2010-2018: untagged bulk funding under the NZC/MA/NZCPA Master Agreement
- 2018 – 2020: investment channeled through the CNPI investment framework.

NZC does not fund all community cricket structures and activity. MAs and DAs derive significant annual income from Class 4 Gaming Trusts, as well as additional income from sponsorships, affiliation and user-pay fees, and fundraising activity.

Taking all this into account, and as NZC (working with its MAs and DAs) creates the national Community Cricket strategy and develops a picture of the structural framework needed to power that strategy, it needs to adjust its funding model to align with those.

ENGAGEMENT & TIMELINE

As this One Cricket Story demonstrates, there has been ongoing, strong engagement between NZC, the MAs, and the DAs. As NZC embarks on the 'Next Steps' identified above this must continue.

The timeline should be such that each of those three steps is completed to enable the outcomes to be ready for implement from the start of the 2021/22 year.