



Making Cricket A Game For Everyone:

ENGAGING

SOUTH ASIAN

COMMUNITIES

An ECB Action Plan 2018





Kamlesh Patel

Professor, The Lord Patel of Bradford OBE

Senior Independent Director
England & Wales Cricket Board

Ever since I first fell in love with cricket as a young boy in Bradford during the 1960s, I have been passionate about the game and the opportunities it can create for everyone. I know that the joy I experience whenever I watch, play or talk about cricket is widely shared by South Asian communities across England and Wales, but this passion has historically been largely expressed outside of the 'traditional' cricket network. 12 months ago we set out on a journey, with you, to change this and it is now **time for action**.

This action plan – which includes clear outcomes and measures of success – is the result of hundreds of hours spent researching critical issues, analysing data and most importantly talking directly to members of the South Asian community, alongside consulting with partners and subject matter experts.

We have taken time to make sure that we get this right. The 11 key actions that are detailed in Section 4 are the direct result of what we have heard, what we have learnt and are focussed on the things that we believe will make the biggest, positive difference to the cricket experience of all South Asian communities in the short and long term.

This is not to say that the action plan is set in stone. Indeed, we understand that things change on an ongoing basis and that our plan will need to adapt and evolve, as we continue to listen and evaluate the outcomes of our actions. **But we are committed to making this happen, this is core activity, starting right now.**

We realise that we cannot achieve all of our ambitions alone and already the range of partners involved in devising and helping us to deliver the action plan are vast, demonstrating how important this work is for a range of people. In particular, the support from the British Asian Trust and the National Asian Cricket Council to date has been invaluable.

I am also very much looking forward to working with all the members of our Advisory Group, as outlined in Section 6, that has been assembled to oversee the delivery of this action plan. The group brings together senior figures from the worlds of business, sport, public health, education and media, and will provide support, advice and direction by meeting regularly to check and challenge progress on delivery plans, and to guide ongoing work.

Whilst the primary aim of the action plan is to better engage with South Asian communities and grow the game, I believe that this work has the potential to bring wider societal benefits. By using cricket, we can contribute to the building of stronger communities through better physical and mental health, improving educational attainment, reducing anti-social behaviour and crime, and ultimately achieving greater social cohesion.

I would like to offer my thanks to our Chairman, Colin Graves, and our CEO, Tom Harrison, who have put this project at the heart of ECB's agenda. Their vision to **make cricket a game for everyone** is critical to the future success of the game.



Tom Harrison

Chief Executive
England & Wales Cricket Board

As the organisation that is responsible for all aspects of cricket, from the grassroots through to the professional arena, everyone involved at the England & Wales Cricket Board is **committed to growing the game and making sure that everyone has the opportunity to be involved with this great sport**.

We want cricket to be a game for all, regardless of your ethnicity, age, gender or where you live. As part of this, we have plans to diversify the game and increase the reach and relevance in a number of different areas. **Improved engagement with the South Asian communities is a core part of this growth.**

We know that the passion South Asian communities have for the game is extraordinary. This passion is matched by our desire to get a bat and ball into more hands, introduce more people to the power of cricket, and show a new generation how to get involved. We want cricket to be a game which brings all people and communities together from across the rich spectrum that makes up our society.



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EXECUTIVE SUMMARY

The England & Wales Cricket Board (ECB) have created a comprehensive and ambitious 11 point action plan to better engage with South Asian communities across England and Wales.

The steps we have set out in this action plan are bold and detailed, underpinned by extensive research, analysis and insight, with wide-ranging engagement and consultation. The action plan will evolve over time in collaboration with the communities and with support from a variety of key partners.

1 ECB's role is to grow cricket

As the governing body for cricket in England and Wales, ECB is responsible for leading and growing the sport and **making cricket a game for everyone**. To do this, we have a game-wide strategic framework called **Cricket Unleashed**. You will find more about this in **Section 1**. Here we also outline the primary and secondary objectives and the scope of this action plan.

2 We have identified that a big opportunity exists in South Asian communities

We have identified that one of our biggest **opportunities** for growth is to engage more effectively with **South Asian communities**. As you will see in **Section 2**, a third of our playing base are of South Asian origin. However, these communities feel there are a number of **barriers** in place, which prevent them from successfully engaging with ECB and wider cricket structures. We want to foster their extraordinary passion for cricket and remove these barriers.

3 Therefore, we have created a community & insight driven action plan

We will build on much of the great work that is already happening at a local level; going further and ensuring that we provide the right support and focus to grow the game. We have undergone a **rigorous process to create a coordinated game-wide action plan** to better engage with all South Asians across England and Wales. We have analysed data from numerous sources and created this action plan in consultation with the community. As is shown in **Section 3**, the rigour we have applied provides us with confidence in its success, sustainability and relevance.

4 The action plan has 11 points, split into short & long term actions

Section 4 outlines the action plan that we have created in detail. The 11 actions are split across the 5 key areas that were identified, and each action has specific targets and a timeframe attributed to it. The short term actions will focus around **10 cities with the largest South Asian population and biggest demand for cricket**, and will involve a number of pilots which will be reviewed before the **long term expansion of the action plan nationally**.

5 It utilises partnerships and the expertise within communities

Partnerships and collaboration are vital to the success of this action plan; the skills, passion and expertise of the communities, along with our current and future partners, will enhance our reach and capability as we look to grow cricket together. These include the **National Asian Cricket Council (NACC)** and the **British Asian Trust (BAT)**, and are summarised in **Section 5**.

6 And employs clear governance and accountability throughout

We are making a long term commitment and we are aware that the change that is required won't happen overnight. Therefore we have a robust set of accountabilities, success measures and review processes, as well as a senior independent 'Advisory Group' who are in place to support, guide, advise, and hold ECB to account. More details on this can be found in **Section 6**.



EXECUTIVE SUMMARY

The purpose of this document is to provide clarity on ECB's commitment to better engage with South Asian communities. It is important to note that these are the 11 actions for ECB, which research has indicated will have the biggest collective impact for the South Asian population. We recognise that this is not an exhaustive list of all the work being carried out at a community level – such activity remains vitally important and should continue.

In creating this action plan, we have taken steps to understand the make-up of different South Asian communities. We aim not to generalise, but rather recognise and understand cultural and religious differences. To support this, we have collaborated with University College London (UCL) to create a 'heatmap' of all South Asians living in England and Wales. The heatmap tool provides street-level detail on the ethnicity, age, employment, language, religion, level of deprivation and density of the population (this tool can be seen at: southasianheatmap.ecb.co.uk).

Many of the challenges identified through this process are wider than those faced just by South Asian communities. Therefore, many of the actions we will take will be about growing cricket in general, especially in urban areas.



OUR VISION

Cricket will be the game that truly engages with and works for the benefit of all its communities. It will embrace diversity and inclusivity across all of our players, coaches, administrators and volunteers, regardless of ethnicity, age or gender. It will be a game to embrace everyone, a game to be celebrated and a force for good.

This action plan represents a key step on this journey. It is bold, ambitious and forward looking, and will see the passionate South Asian cricketing communities across England and Wales become fully represented and integrated at all levels and in all areas of the game. From the thousands of South Asian cricketers who play every weekend in park leagues and tape ball tournaments, to those with aspirations of playing in the professional arena, and the thousands of South Asian fans who follow and watch the game, we want cricket to be the sport that welcomes everyone; **creating a cricket family in England and Wales, where everyone feels included.**

This is not a quick fix; it is a balanced approach, created from extensive research, and will involve a mix of immediate short term actions alongside medium and long term ambitions, all of which will combine to ensure that we are fully supporting and engaging with South Asian communities across the whole game.

We want cricket to be a game without boundaries; we want to make cricket a game for everyone.

Cross-game working

This 11 point South Asian engagement action plan does not exist in isolation. It represents just one aspect of ECB's overall ambition to **make cricket a game for everyone**, and links directly to other initiatives, from our ongoing partnership work with the First Class Counties and County Cricket Boards, to the creation of the new domestic competition, the launch of the new coaching pathway, and the progression of women's and girls' cricket, all of which underpin our game-wide strategic framework, Cricket Unleashed. To be truly successful, the action plan will involve **cross-game working and collaborative delivery** with key partners at a national, regional and local level.

At its heart, this action plan is about **engagement**. Better **engagement** with a hugely passionate, South Asian population across England and Wales, who we want to make sure that we truly support and help to grow their love and involvement with the game.

SUMMARY OF 11 POINT ACTION PLAN

For information on specific programmes and initiatives please see the relevant section in the detailed action plan, outlined in Section 4.

KEY AREA	PRIORITY	ACTION	SHORT TERM DELIVERY (2018 & 2019)	MEDIUM TO LONG TERM AMBITION (2020-2024)
RECREATIONAL CRICKET	1. FACILITIES (p42)	Provide access to year round cricket facilities in urban areas; reducing the challenges of availability, quality and cost.	A. Pilot the creation of 1-3 Urban Cricket Centres: indoor, participation-focussed, community cricket centres, located in the most deprived and diverse urban areas. B. Install 100 non-turf pitches in urban areas. C. Install or upgrade 25 turf pitches in urban areas.	A. Establish a network of indoor Urban Cricket Centres nationwide (subject to successful pilots). B. Install 1,000 non-turf pitches in urban areas. C. Install or upgrade 100 turf pitches in urban areas.
	2. FORMATS (p48)	Provide the right range of playing opportunities which best reflect the format that people want to play.	A. Support the delivery of 10 innovative, community-led, short format cricket activities in urban areas. B. 200 Chance to Shine Street programmes delivered nationally in urban areas.	Deliver the best future playing formats (locally and nationally), which will directly meet the demands of current and potential players.
	3. CHILDREN & SCHOOLS (p52)	Increase cricket provision in the most ethnically diverse primary schools.	A. Cricket activity delivered in 6,000 (36%) primary schools nationally through Chance to Shine. B. Increased diversity of All Stars Cricket through targeted pilot projects in urban areas.	Scope the cost and feasibility of a new national schools plan for cricket, involving both primary and secondary schools.
	4. WOMEN & GIRLS (p56)	Retain, develop and expand the female coaching network to enable the delivery of more women's and girls' cricket.	A. 10 new Women's Soft Ball Cricket leagues launched across targeted urban areas. B. 10 targeted female-only coaching courses to train 200 new female coaches. C. Opportunities to play in indoor facilities, in a culturally aware and enjoyable environment.	As part of developing our game-wide strategy for 2020-2024, we will create and deliver a new women's and girls' cricket plan.
ELITE CRICKET & PROFESSIONAL COACHING	5. TALENT IDENTIFICATION (p62)	Improve the connection between 'non-traditional' cricket environments and the talent pathway.	A. Pilot the introduction of a 'Community Talent Champion' in 3 urban areas, and develop a network of local community scouts to help bridge the gap between South Asian communities and the talent pathway. B. Refocus the purpose of the ECB T20 City Cup, to use it as a talent ID tool for 16-21 year olds, working with the MCC Young Cricketers programme.	A. Create and deliver a new plan for the national talent pathway, which identifies and supports the best talent, regardless of background or ethnicity. B. Create and deliver a new coaching pathway, which makes coaching, as a profession and vocation, more accessible to everyone. C. Support the progression of BAME coaches working in the professional game by adopting the 'Rooney Rule' for all coaching jobs across the England teams, with a 2-3 year ambition to introduce this across the County game.
	6. TALENT DEVELOPMENT & RETENTION (p66)	Introduce talent pathway education and support.	A. Establish a mentoring programme for young South Asian players on the talent pathway and provide support for all South Asian players and their parents. B. Ensure academic education remains a focus, alongside cricket development, as players move through the talent pathway. C. Deliver a programme of unconscious bias training for First Class County Academy Directors.	
	7. FINANCIAL SUPPORT (p68)	Financially support talented young players where needed.	Award bursaries to young South Asian players on the talent pathway.	
	8. ELITE COACHING (p70)	Support the development of elite South Asian coaches.	Support 10 South Asian coaches in a mentoring and work placement scheme, through opportunities in the professional game.	
ATTENDANCE	9. MATCH DAY EXPERIENCE (p74)	Optimise the match day experience for South Asian fans, by increasing the cultural awareness of the customer journey.	Enhance the major match day experience, particularly with regards to food, atmosphere, family ticket offers, opportunities for fans to interact with players and the availability of multi-faith prayer facilities at First Class venues. This will be focused on international fixtures in 2018, ICC Cricket World Cup 2019 and domestic County cricket where appropriate.	Ingrained consideration of South Asian communities and their specific cultural requirements as a core audience across all professional cricket, including the new ECB domestic competition in 2020.
MEDIA, MARKETING & COMMUNICATIONS	10. INTEGRATED MEDIA, MARKETING & COMMUNICATIONS (p78)	Use the right media channels, content and voices to engage with South Asian audiences.	Deliver an integrated South Asian media, marketing and communications plan, showcasing positive news stories, providing relevant information and building strong long-term relationships with South Asian audiences by: <ul style="list-style-type: none">Using authentic voices, across more diverse channels.Celebrating heroes – at all levels of the game.Engaging in regular conversation and identifying advocates.Generating a blend of mainstream media with a wider ethnic offering to reach new audiences.	
ADMINISTRATION & CULTURE	11. OUR PEOPLE (p82)	Increase the diversity of the cricket workforce, improving inclusivity, and creating a cohesive working culture for all.	Deliver a series of practical measures at ECB across four key areas, including unconscious bias training for all ECB employees: <ul style="list-style-type: none">Employer brandingRecruitmentDevelopmentCulture	ECB and the County cricket network to increase diversity in their governance structures, to make their Board representative of the communities they serve.

SECTION ONE

Introduction

CRICKET UNLEASHED

ECB is the governing body for cricket in England and Wales and as such, our role is to lead and support the growth of the game. We have a unique scope amongst major UK sports bodies as we are responsible for the entire game, from recreational cricket all the way up to the international arena.

Our ambition is to make cricket a game for everyone. We want cricket to be a game which brings all people and communities together from across the rich spectrum that makes up our society. We are working to break down barriers and show cricket in a new light.

To do this, we have introduced a game-wide strategic framework called Cricket Unleashed (cricketunleashed.com), which sets a common direction for ECB, our stakeholders and partners until the end of 2019. It is an ambitious plan to get a bat and ball into more hands, introduce more people to the power of cricket, and show a new generation how to get involved. From 2020, building on Cricket Unleashed, a new cross-game strategy for cricket will be launched to guide the sport through to the end of 2024.

The Cricket Unleashed strategic framework is built around five key pillars:

1 More Play

Making the game more accessible and inspiring the next generation of players, coaches, officials and volunteers.

2 Great Teams

Delivering winning men's and women's teams across the international and domestic spectrum that inspire and excite fans through on-field performance and their connection with the public off the field.

3 Inspired Fans

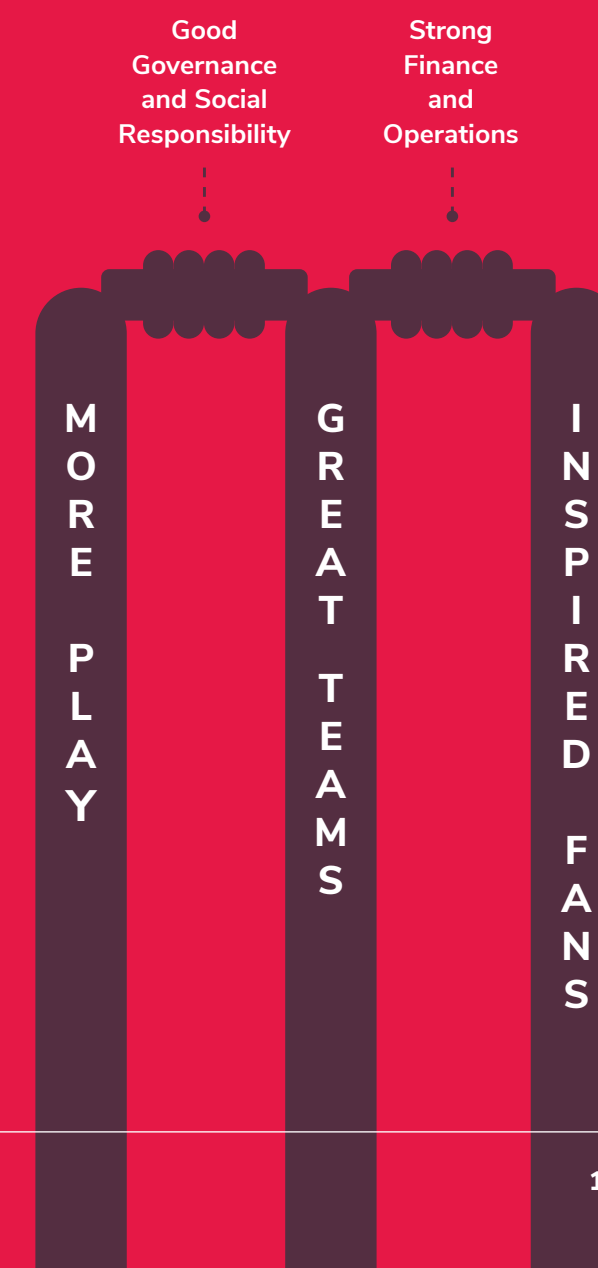
Putting the fan at the heart of our game, our thinking and our events, to improve and personalise the cricket experience for all.

4 Good Governance & Social Responsibility

Making decisions in the best interests of the game and using the power of cricket to make a positive difference to communities around England and Wales. Protecting the integrity of our sport is critical and we want to have the right governance and processes to achieve this.

5 Strong Finance & Operations

Increasing cricket's revenues, investing resources wisely and administering them responsibly to secure the future of the game.



OBJECTIVES OF THIS ACTION PLAN

At its heart, Cricket Unleashed is all about growing the sport and making cricket a game for everyone.

The passion for cricket among South Asian communities in England and Wales is extraordinary; alongside the thousands who play traditional club cricket every weekend throughout the summer, thousands more play in city-based park leagues and other more informal formats of the game. Indeed, whilst approximately 6% of the total population have South Asian heritage, a third of our recreational playing base and 40% of ticket purchasers for the ICC Champions Trophy last summer were of South Asian origin.

Yet, today we are only scratching the surface of the potential engagement with South Asian communities and cricket.

For ECB and the wider cricket network, this presents a huge opportunity. **This is core activity, not an afterthought.** We want to foster this extraordinary passion, engage more meaningfully and come together to grow the game as one.

Our objectives are to:

- **Create more opportunities**
for South Asian communities to engage with cricket, be it through playing, supporting or working in the game.
- **Remove the barriers**
to involvement and participation in cricket for South Asian players and fans by providing a clear action plan and leadership in its implementation.
- **Build strong relationships**
between South Asian communities, ECB, the Counties, clubs and other parts of the cricket network; developing current work and best practice.
- **Use the power of cricket to make a wider positive difference to communities**
across multiple areas, including better physical and mental health, wellbeing, higher educational attainment, social cohesion and lower crime and antisocial behaviour.

This project covers the entire game, therefore our approach has been to split engagement with cricket into five key areas. Our findings are presented in line with these areas, and reflect our wider Cricket Unleashed strategic framework:

1	Recreational Cricket	Cricket that is played for enjoyment by anyone – whether within ECB’s established cricket playing communities, or outside them.
2	Elite Cricket & Professional Coaching	The current players, potential players, coaches and support networks for all representative programmes from County age group cricket through to senior international teams.
3	Attendance	Visiting a stadium, cricket ground or fan park to watch a live cricketing event.
4	Media, Marketing & Communications	Engagement with and participation in communication channels, and preferences in tone and content.
5	Administration & Culture	The ethnic and cultural diversity of employees in any cricketing organisation and the representation of the customers it serves.

The resulting **11 point action plan** is split into **short term deliverables and long term ambitions**. It is important that any action we take is sustainable and effective. Therefore, each of the actions has a clear set of key performance indicators (KPIs) attached to it, and members of ECB who are accountable for successful delivery. Further, **any new activity has a pilot period in the next few years**, to ensure that resources are achieving maximum impact in their communities and that our plans can be modified and improved in collaboration with these communities.

SECTION TWO

Market Context

CRICKET & SOUTH ASIAN COMMUNITIES

South Asian communities are extremely diverse; they encompass a wide variety of cultures, languages, faiths and generations.

This creates a complex myriad of views that we must appreciate if we are to create a coherent action plan. By using the catch-all term 'South Asian' in this document, we do not intend to ignore or underplay this complexity; rather we use it to aid simplicity of reading and narrative flow.



CRICKET & SOUTH ASIAN COMMUNITIES

The South Asian Population of England and Wales

There are approximately 3.2 million residents of Indian, Pakistani, Bangladeshi, Sri Lankan, Afghan or Nepalese ethnicity across England and Wales (2011 Census). Of the 3.2 million residents, Indian and Pakistani communities are the largest of the minority ethnic groups and they are amongst the fastest growing. Currently most people of South Asian ethnicity live in urban areas.

5.7%
of the total population
in England and Wales
are South Asian

1.4 million
Indian



1.1 million
Pakistani



450,000
Bangladeshi



150,000
Sri Lankan



70,000
Afghan



50,000
Nepalese



Total 3.2 million

3.2
MILLION
2011

6
MILLION
2031

The South Asian population in England and Wales is expected to grow to 6 million by 2031

The South Asian Population and Cricket

A third of the current playing population in England and Wales are from ethnic minorities, mostly South Asian.

Currently there are approximately 1m South Asian cricket fans in England and Wales

South Asians make up 1/3 of our recreational playing base



79% play every week (vs 50% of White British)

South Asian players

79%

White British players

50%

This makes it surprising that, across all cricket, only

3%

of ticket purchasers are South Asian

while

40%

of Champions Trophy 2017 tickets were purchased by South Asian fans

Estimated South Asian spending on cricket in England and Wales

Value of South Asian pound to the cricket economy in England and Wales:

● **£334m**
Play
● **£254m**
Follow
● **£97m**
Attend

England and Wales

Total spend on cricket

£685m

● **£100m**
Play
● **£19m**
Follow
● **£2m**
Attend

South Asian

Total spend on cricket

£121m

18%

of the cricketing economy in England and Wales is contributed by fans of South Asian origin.

Source: Two Circles & ECB Analysis



THE CORE CITIES

An objective for this action plan is to engage with as many people as possible across England and Wales. However, we want to ensure that we focus our efforts on the areas that we can make the biggest impact in South Asian communities.

ECB has therefore partnered with Sport England to identify 10 ‘Core Cities’* to focus our efforts in the short term. These are the 10 areas in which the vast majority of the South Asian population live and thus has the largest potential for growing the game.

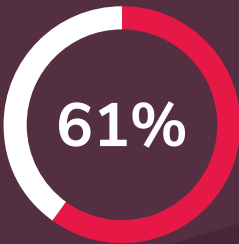
Research has shown that through the 10 Core Cities we can reach **61% of the South Asian population across England and Wales**. Beyond this, the South Asian population is more thinly dispersed, with the remaining 39% spread over a further 300+ districts. In addition, within the 10 Core Cities, the proportion of cricket players who are South Asian is significantly higher than the national average. Therefore we have chosen to initially focus our attention where we can have the maximum impact on the South Asian community.

The Sport England Core City partnership has been in existence since 2013 and has had much success and positive feedback. To date, the focus has been on bottom-up growth, with the funding providing the right support to local initiatives which improve the experience and diversity of cricket in the area.

This has been done in collaboration with County Cricket Boards, and we aim to continue and build on this good work. This action plan will provide further support, focus and structure from ECB, based on our research and insight. We have learnt a huge amount from the Core City initiative to date, and the continued learning over the next two years will be invaluable when it comes to wider, future delivery.

In 2018 & 2019 all of our 11 actions will be focused in the 10 Core Cities. This initial pilot phase will then expand in scale and scope from 2020 and beyond.

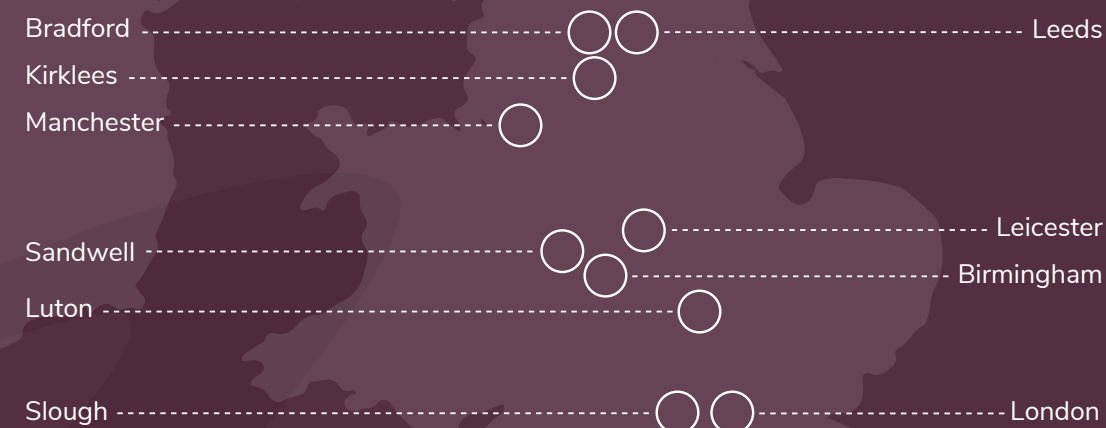
We are not overlooking the rest of the country. We appreciate that there are significant areas of cricket demand in other areas across England and Wales. Our **long term ambition is to expand outside of the 10 Core Cities**. Further, we are open to developing initiatives outside of these 10 areas in the short term, if the right set of circumstances arise. These decisions will be taken on a case-by-case basis.



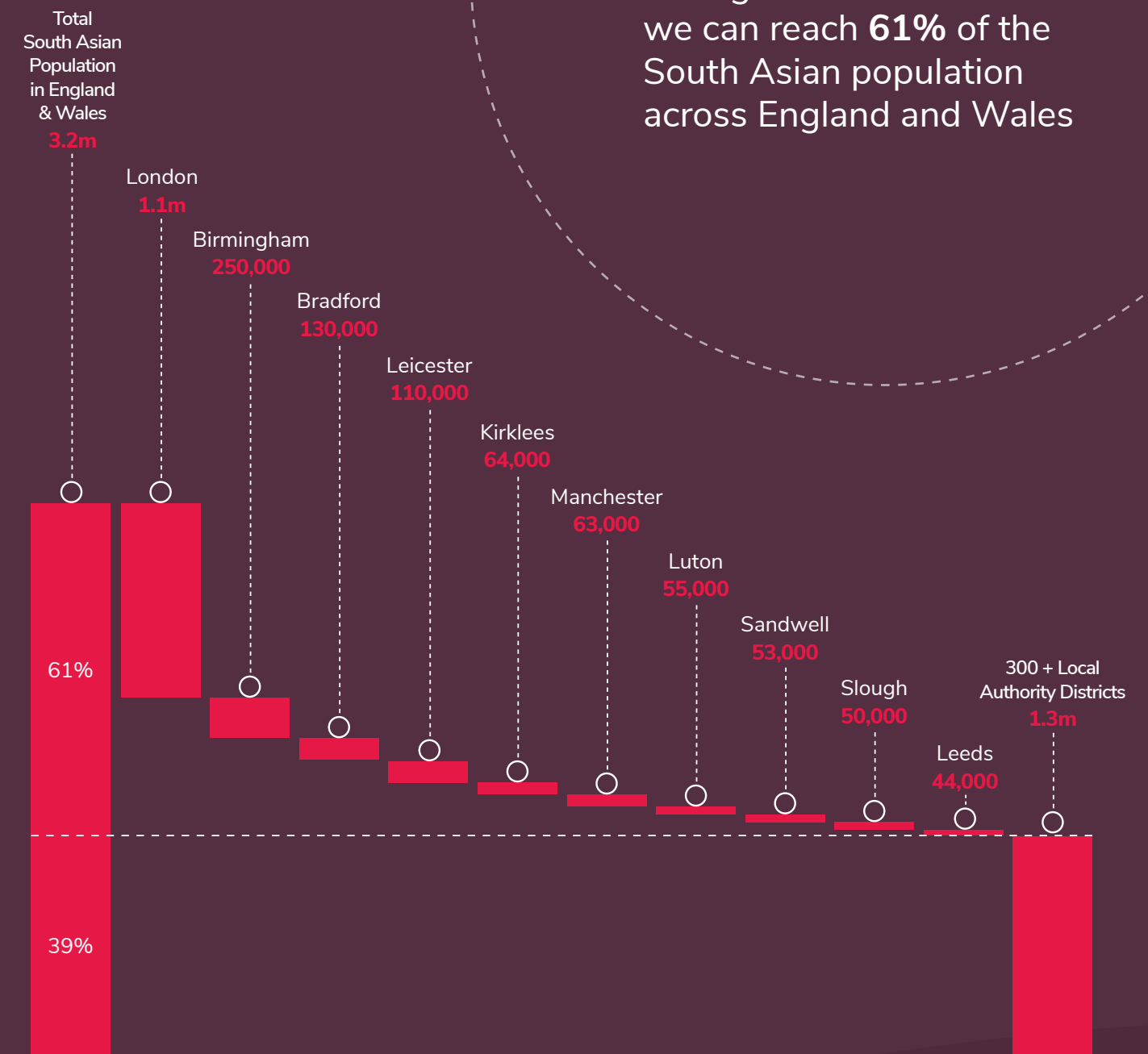
of the South Asian population across England and Wales live in 10 Core Cities

* While we refer to these areas as ‘Core Cities’, the areas and associated data refer to **Local Authority Districts** as opposed to official cities.

THE CORE CITIES



Research has shown that through the 10 Core Cities we can reach **61%** of the South Asian population across England and Wales



VS





SECTION THREE

The Process

THE PROCESS

This is an action plan underpinned by strong data and insight and has been created in collaboration with different communities and experts.

The process we have undergone to establish our action plan is comprehensive; combining robust research, analysis and data collection, with extensive consultation. We spent much of the 2017 summer engaging in conversation with South Asian communities in order to capitalise on their experience and knowledge.

We're building on what has been done so far and going further by systematically identifying the most significant barriers currently in place, and doing what we can, with key partners, to ensure we remove these barriers and provide the right opportunities for the right people at the right time.

The six points on page 33 outlines the process we have undergone to create this action plan and showcases the rigour we have applied, and therefore the confidence we have in the solutions that have emerged.

1 Desk based research

We have analysed and evaluated data collated from surveys of tens of thousands of respondents, and databases with hundreds of thousands of records, taken over a number of years.

2 Consultations

We ran workshops across the country, in key locations, engaging with a cross-section of South Asian communities, to gather invaluable feedback from nearly 600 people. This process initiated conversations and started the community-led nature of the action plan.

3 Focus groups and interviews

To supplement the learnings of our existing quantitative and qualitative data and from the consultations, we ran a further 20 focus groups, 16 in-depth interviews and 500 telephone interviews to build on our understanding of the community needs, challenges and barriers. These included speaking to current and lapsed players, teachers and parents.

4 Additional data sets

We supplemented engagement through consultations, surveys, in-depth interviews and focus groups with additional data sets as they became available. This included the Sport England Active Lives survey, the Government's Race Disparity Audit and more of our own Core City research.

5 Partners, stakeholders & subject matter experts

Throughout the process, we have held formal and informal meetings with subject matter experts, partners and stakeholders to ensure this is a game-wide action plan and that our emerging solutions resonate with everyone. This has involved working very closely with the National Asian Cricket Council (NACC) (see page 89 for more information on the NACC).

6 External consultancy & support

Where relevant and necessary, we have supplemented our knowledge and expertise with focused consultancy to ensure the sustainability of our actions. This is especially the case for the development of the 'Urban Cricket Centres' initiative (see page 44 for more information 'Urban Cricket Centres').

RESEARCH &

CONSULTATION FINDINGS

RECREATIONAL CRICKET

1 in 5 of South Asians asked have trouble finding a place to play (vs 1 in 20 nat rep)



50%

believe more cricket needs to be delivered through schools

64% would play more recreational cricket if the right offer was available



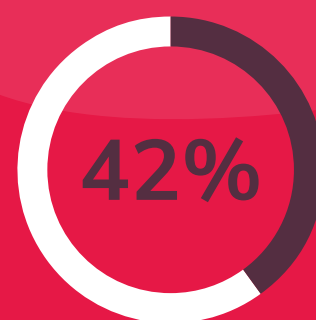
30%

said more female coaches would encourage more South Asian women & girls to play

58% prefer to play T20 cricket or an even shorter format



ELITE CRICKET & PROFESSIONAL COACHING



of South Asian recreational players do not believe there are opportunities for the best players in their communities to progress to professional standard

4%

of First Class County cricketers are of South Asian origin

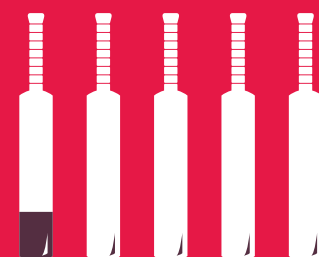


50%

said that more 'scouts' are needed to watch in non-traditional cricket environments (e.g. park leagues)

<5%

South Asian representation amongst the coaching staff across the First Class Counties



ATTENDANCE



40%

of South Asian fans asked would find cricket matches that feature international cricket superstars much more appealing (vs 16% nat rep)



43%

said the right food offer is essential on match days

63%



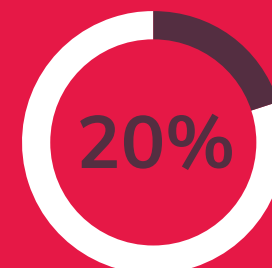
stated that a devoted family offer at cricket matches, including a family ticketing structure and family sections within the ground, would make attending cricket matches more appealing (vs 45% nat rep)

ADMINISTRATION & CULTURE



<10%

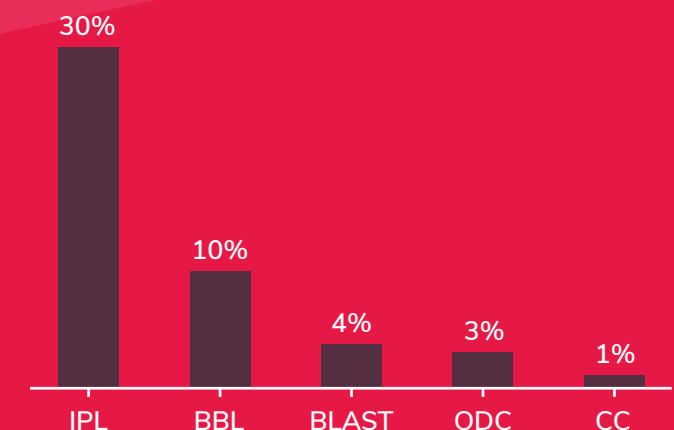
of the cricket workforce is of South Asian origin, and there is currently only one South Asian CEO of a First-Class County



of South Asians asked mentioned "career opportunities" when asked how ECB could change the perception of cricket structures

MEDIA, MARKETING & COMMUNICATIONS

The proportion of TV viewers who are South Asian varies significantly across domestic tournaments. South Asians, especially Indians, overwhelmingly favour watching the IPL over other domestic cricket



International Domestic Tournaments

IPL – Indian Premier League
BBL – Australian Big Bash League

ECB Domestic Competitions

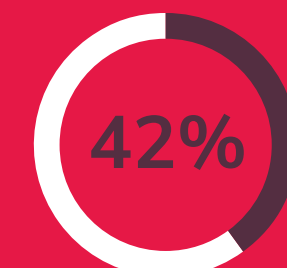
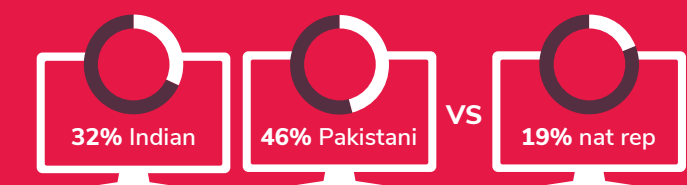
BLAST – T20
ODC – One-Day Cup
CC – County Championship



82%

of South Asians asked mix consumption of mainstream media with a wider ethnic offering

Out of the total time South Asians spend watching TV, a larger percentage is spent watching sport compared to the national population



of South Asians are Sky Sports subscribers (vs 27% nat rep)

SECTION FOUR

The Action Plan

THE ACTION PLAN

The following section outlines our 11 point plan of action to better engage with South Asian communities and grow cricket across England and Wales.

It is divided into the five key areas:

1 Recreational Cricket

2 Elite Cricket & Professional Coaching

3 Attendance

4 Media, Marketing & Communications

5 Administration & Culture

For each area we have outlined:

- **What we heard:**
the main barriers and challenges to engagement.
- **What we will do:**
our overall approach to overcome the challenge, split into:
 - Long term ambitions (2020 – 24)
 - Short term deliverables (2018 & 2019)
- **How we will know it is working:**
the short term measures of success.
- **The support we will need:**
the partners that we will collaborate with.

It is important to highlight that the 11 point action plan is what ECB will do, with the help of partners, in each of the five identified areas for engagement. We know that there is a lot of great work and activity already happening across the game in South Asian communities (much of it already supported by ECB), and this plan will therefore build on these foundations.

The actions outlined will follow the same timeline and we will work hard, together with partners, to make sure that they are sustainable.

2018

2019

2020 – 2024

PILOT

Test and learn about new products or initiatives, focussing on the 10 Core Cities

EMBED

Adjust and embed products and initiatives according to pilot learnings

GROW

Scale initiatives nationally as appropriate

RECREATIONAL CRICKET

The challenge

We believe there are four main barriers or challenges that either prevent more South Asians from playing cricket, or act as an ongoing obstacle for those already involved. They are:

1 Facilities

Limited access to and availability of good quality cricket facilities and places to play in urban areas, where the vast majority of the South Asian population live, represents the most significant barrier that we have identified to increasing the level of play in South Asian communities.



of cricket pitches are located in public park sites, owned by Local Authorities & subject to maintenance budget cuts



say they would like improved indoor facilities



more likely to play indoor cricket



of players in community leagues are dissatisfied with the quality of pitches

2 Formats

'Traditional' club cricket is not currently creating the 'right playing offer' that South Asian communities would like to engage with. This includes barriers around the length of match, scheduling, and overly formal league organisation.

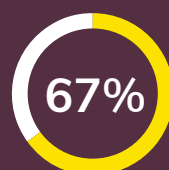
64% would play more recreational cricket if the right offer was available



of those who don't play midweek say it is because there aren't any games available (vs 30% nat rep)

58%

prefer to play T20 cricket or an even shorter format



of Chance to Shine Street participants from 2016-17 were South Asian

1 in 5

of South Asians asked have trouble finding a place to play (vs 1 in 20 nat rep)

3 Children & schools

South Asian communities place a high importance on academic achievement and strongly believe that cricket should be delivered through schools, making it accessible to all and free to participate in.



1%

of children who don't play cricket at school like the sport

50%

believe more cricket needs to be delivered through schools

11%

BAME representation on All Stars Cricket programmes in 2017

4 Women & girls

Ideally a female coach should deliver activity in order for South Asian women and girls to feel comfortable to play cricket, but there is currently an insufficient network of active female coaches available to fulfil this role.



30%

said more female coaches would encourage more South Asian women & girls to play



<9%

less than 9% of all Level 2 coaching course registrations annually are by women

What we will do

1 Facilities

We will provide year-round access to cricket facilities, tackling the challenges of availability, quality and cost, by installing affordable community cricket facilities in urban locations where demand is highest.

2 Formats

We will support best practice, community-inspired, short format playing opportunities in urban areas.

3 Children & schools

We will ensure cricket provision in more primary schools nationwide and diversify All Stars Cricket.

4 Women & girls

We will retain and expand the female coaching network in order to deliver more women's and girls' cricket, led by female coaches.

FACILITIES

We will provide **year-round access to cricket facilities**, tackling the challenges of availability, quality and cost, by installing affordable community cricket facilities in urban locations where demand is highest.

We will provide a combination of high quality **indoor facilities and outdoor non-turf & turf pitches**, across the 10 Core Cities.

Our long term ambition is to:

A Create a network of 20+ (indoor) Urban Cricket Centres (subject to successful pilots)

The indoor centres, known as '**Urban Cricket Centres**' will be located in the most diverse and densely populated locations in England and Wales. They will be participation focused, and will create an indoor cricket 'hub' in the local community, **open throughout the year**.

B Install 1,000 non-turf pitches in urban areas

The **non-turf pitches** will be installed in local open spaces, such as parks, community centres and cricket clubs. They will provide numerous accessible outdoor places to play where they are most needed.

C Install or upgrade 100 turf pitches in urban areas

The **turf pitches** will provide access to facilities for those teams, clubs and individuals who are playing at a standard that requires a larger investment for a high quality turf pitch.

These three steps will combine to provide easy access, high quality but low-cost places to play for urban communities all year round, matched to the type and amount of cricket that the community want to play.

Short term deliverables (2018 & 2019):

In the next two years we are committed to:

- A** Piloting 1-3 Urban Cricket Centres
- B** Installing 100 non-turf pitches in urban areas
- C** Installing or upgrading 25 turf pitches in urban areas

(In the short term, all of the above will be focused in the 10 Core Cities)

RECREATIONAL
CRICKET



FACILITIES

A Urban Cricket Centres

The data collected during the research and consultation phase of this project has very clearly demonstrated that one of the most significant barriers to more play in South Asian communities is a lack of access to good quality cricket facilities, particularly indoor facilities, in urban areas where there is a high demand for cricket.

Over the next five years therefore, subject to successful pilots, we will work in partnership with the **British Asian Trust**, with the ambition to establish a network of over 20 high quality indoor cricket centres known as '**Urban Cricket Centres**'. The Centres will be created in conjunction with and designed for the local community, and will be **participation focused**. This is not about building elite performance centres. This is about creating **accessible and affordable**, high quality indoor playing spaces that **everyone can take advantage of**.

The Centres will focus on youth participation and provide a haven of cricket in the local community, with a number of programmes run through them, such as Women's Soft Ball Cricket, All Stars Cricket and Chance to Shine projects. In addition, they will provide **wider societal benefits** by providing an accessible space for a range of partners to run community projects. The Centres will therefore utilise cricket's unique ability to reach across diverse social, cultural and religious communities, to improve social cohesion and build stronger, healthier communities.

During the next two years we will **pilot the creation of up to three Urban Cricket Centres**, to prove the concept and to understand the ideal operating model for the Centres moving forwards. We have already undergone a robust theoretical modelling exercise, which has helped us to identify the potential areas to locate the Centres, and we have undertaken some initial customer research to assess how we can make the Centres financially sustainable. We have also identified five different Centre types, which we will explore and develop further through the pilot phase:

1 Partnering with a faith centre and developing innovative ways to utilise available space.

2 Partnering with an existing privately owned indoor cricket centre.

3 Partnering with a school or academy and developing their existing sports hall facilities.

4 Re-purposing an existing building that is not currently being used for cricket.

5 Building a brand new indoor cricket facility.

We understand that local variations will mean that different types of Centre will work better in different locations, and this isn't a one-size-fits-all approach. Local community input and ownership will be the key to making sure that the Urban Cricket Centres are sustainable and successful long term, so we will work with a wide range of partners, outside of the traditional boundaries of cricket, to develop and support the running of each facility on a local level.

We will be working in collaboration with the Core Cities to select the most appropriate sites for our pilot Urban Cricket Centres. The selection criteria for these pilots will be based upon the:

- Location of the proposed centre relative to cricket communities and transport links
- Size of the cricket community in the area
- Provision of existing cricket centres in the area
- Financial viability, terms of tenure and ease of development of the potential site
- Hours of community access to the centre
- Support of local cricket community, and other local partners
- Ability to learn from this pilot and replicate in other locations

RECREATIONAL
CRICKET

Beyond the Boundaries

An example of the type of wider community project that the Urban Cricket Centres will facilitate is Glamorgan County Cricket Club's Beyond the Boundaries initiative. The programme involves a series of workshops, delivered at the SWALEC cricket stadium, for local school pupils with the aim of exploring three key themes: belonging, respect and justice. Working with key local partners including the local education authority and police, together with support from the Home Office, the workshops use the power of cricket and its values of fair play, tolerance, and respect to bring different communities and faiths together and reach new diverse cricket audiences.

Short term measure of success (2018 & 2019):

1-3

pilot Urban Cricket
Centres created

FACILITIES

B + C Non-turf & turf pitch scheme

Working with local communities, Local Authorities, County Cricket Boards and the National Asian Cricket Council (NACC), we will match outdoor cricket pitch supply with demand in the 10 Core Cities; mapping the ideal locations and either installing new, high quality, non-turf pitches that can be used all-year-round, or supporting the ongoing maintenance and improving the quality of turf pitches.

Our long term ambition is to install 1,000 non-turf pitches and ensure the provision of 100 turf pitches, either by laying new turf pitches or upgrading existing turf facilities, to create a blend of high quality outdoor facilities in urban areas that are accessible and available for all levels of recreational cricket.

The next two years will see a combination of 100 non-turf pitches and 25 new or upgraded turf pitches installed across the 10 Core Cities. To do this we will work closely with the County Cricket Boards and Local Authorities to employ a locally-led but centrally managed tendering process to deliver the non-turf pitches, alongside supporting locally-led, sustainable solutions to activate the turf pitch scheme.

Short term measures of success (2018 & 2019):

4,000

games of cricket involving 12,000 unique participants, played on non-turf pitches

1,000

games of cricket, benefitting 3,000 unique participants, played on improved quality turf pitches



Case study

Sheffield non-turf pitch scheme

In 2017, ECB worked with Sheffield City Council and the Yorkshire Cricket Board to install 22 new non-turf pitches in the heart of Sheffield, where high quality cricket facilities were severely lacking. During the course of the summer, nearly 1,000 participants took advantage of the new facilities, playing in a range of competitions and events, such as the traditional Allama Iqbal Sunday League, Last Man Stands, Women's Soft Ball Cricket Festivals and a new City Taxi League.

Case study

Bradford Park Avenue

Bradford Park Avenue was one of Yorkshire and England's iconic grounds, but after losing First Class status in 1996, fell into a state of disrepair. Now, thanks to a £1m redevelopment project, funded by ECB, Sport England and Bradford Metropolitan District Council, cricket has returned to the heart of the community.

In 2017, England captain Joe Root cut the ribbon to officially open the first stage of the regeneration programme, which has included the installation of new First Class quality turf pitches and a non-turf pitch on the square, a new digital scoreboard, eight non-turf cricket nets, a groundsman's facility and changing rooms.

The long term plan is for Park Avenue to be fully transformed into a state-of-the-art sports complex, including a 3,000-seater stadium with the capability to host international women's and disability cricket, as well as First Class County matches.

The person now charged with overseeing the maintenance of Park Avenue is head groundsman, Nasa Hussain. Nasa used to dream of playing for Yorkshire and although he fell short of that ambition he has achieved the next best thing – to work for the county of his birth. While the Yorkshire side now regularly contains South Asian players, he feels the revamped Park Avenue facility will have a huge impact on the local communities:

“

Yorkshire has made huge strides already at Headingley with things like the multi-faith prayer room, the no-alcohol areas and hosting the Quaid-e-Azam league final. But the Park Avenue project shows that there are people in executive areas of cricket who care about the South Asian community. It is a flagship project, and will be at the heart of a diverse community with the mosque and church providing an amazing backdrop.”

Nasa Hussain, Head Groundsman, Bradford Park Avenue

RECREATIONAL
CRICKET



We will support best practice, **community-inspired, short format playing opportunities** in urban areas.

We will match the forms of recreational cricket available to the needs and wants of the current and potential playing base; creating a recreational cricket landscape with a suite of formats where anyone can pick up a bat and ball and get involved in the type of game they want to play, and at a time that is suitable for them.

We appreciate the passion for play is so great within South Asian communities, we do not have to 'over prescribe' the formats for play, and instead will provide options, access and flexibility, allowing communities to innovate as they always have.

On-going research: Recreational Playing Review

To help achieve this action, we are undertaking a large piece of research, called the **Recreational Playing Review** – an 'outside-in' evaluation of the entire grassroots game in England and Wales – to understand and size the current and desired nature of play for all adult (16+) participant groups across the country. By understanding the current and desired landscape, we will be able to identify how to provide future playing opportunities, locally and nationally, that are best suited to the wants and needs of all our recreational cricketers. As part of the project, we will support the **long term provision of the 'right cricket offer' specifically for South Asian communities.**

And whilst this is a national project, we will continue to work very closely with partners to use the information collected to deliver locally-led solutions, ensuring that everyone, everywhere has access to the type of cricket they want to play, whether that be short-format, street, tape ball or more traditional league cricket.

Short term deliverables (2018 & 2019):

In the next two years we are committed to addressing the challenges identified through two primary actions:

A Short format playing opportunities

We will work with County Cricket Boards to identify and support the 10 most successful short format cricket programmes and initiatives across the 10 Core Cities. This will be a pilot action to learn about what level of support and central direction works best to grow participation and engagement.

B Chance to Shine Street projects

We will support Chance to Shine to deliver 200 Chance to Shine Street projects nationally, with delivery concentrated across the 10 Core Cities. Fast, furious, 20 balls per innings and 6-a-side; Chance to Shine Street is aimed at engaging young people under the age of 24 in urban areas, outside of the traditional cricket club environment. The sessions are free to attend and target non-cricket club members.



Short term measures of success (2018 & 2019):



involved in short format activities across the Core Cities



involved in Chance to Shine Street projects nationally

Case study

Tape Ball Tornado Cricket Festivals in East London

This winter, Essex County Cricket Board and the East London Development Group have shown that cold conditions don't need to stop play, by launching a new Tape Ball Tornado Cricket programme. Since the end of November, Tape Ball Tornado Cricket festivals have been hosted every month on the new non-turf pitch facility in Barking Park.

The festivals are informal, fast and energetic, with flexibility around the number of players involved, and decisions like the number of overs, rules and format determined on the day by those taking part. Each event is organised through social media, with a Facebook page and designated WhatsApp group set up to confirm arrangements.

“We have done a lot of engagement work with local communities in East London, and much of the success that we have had in this area is down to being able to listen to the players directly and delivering the format that they want to play, at a time and venue that is suitable for them. It's that simple. This process, combined with the availability of new, high quality facilities like the new non-turf pitch in Barking Park, means that we can continue to grow the game for South Asian communities in East London.”

Dan Feist, Head of Operations
Essex County Cricket Board



CHILDREN & SCHOOLS

We will ensure cricket provision in more primary schools nationwide and diversify All Stars Cricket.

A positive experience with cricket at an early age helps to create a lifelong love and affinity with the game. Our long term ambition is to give every child across England and Wales the opportunity to play cricket either at school or in their local community. To achieve this goal, we will scope the cost and feasibility of a new national schools plan for cricket, alongside long term plans to significantly expand the reach and diversity of our All Stars Cricket programme.



Short term deliverables (2018 & 2019):

In the next two years, we are committed to delivering:

A Chance to Shine projects in 6,000 primary schools every year

We will increase the delivery of cricket activity in primary schools through Chance to Shine, and commit to engaging with primary schools serving large South Asian communities. Where possible this activity will be linked to the Urban Cricket Centres and the facilities plan for Core Cities.

Since 2005 over 3 million school children have taken part in a Chance to Shine programme. In 2018 & 2019 we will work with Chance to Shine and the County Cricket Board network to deliver cricket in over 6,000 primary schools, representing an 80% growth in our primary school engagement through this partnership. As part of this delivery plan, we will target those schools with a higher than national average representation of Black, Asian and Minority Ethnic (BAME) pupils.



Short term measures of success (2018 & 2019):

Over
6,000

primary schools engaged with Chance to Shine programmes annually

15%

BAME participation across All Stars Cricket programmes

RECREATIONAL
CRICKET

B Increased diversity of All Stars Cricket programmes

Launched in 2017, and reaching more than 37,000 children in its first year, All Stars Cricket is ECB's flagship entry-level participation programme for boys and girls aged 5-8. It has achieved strong results and success in year one, however, as it grows we are determined to enhance the reach of the programme and diversity of the children who take part, in a sustainable manner.

Therefore, in 2018 we will deliver a series of All Stars Cricket pilots to test different delivery models of the programme in urban settings. Specifically, the pilots will help us to understand the best way to sustainably drive diversity in the programme around three variants:

- 1 Location:** what is the best location (outside of a traditional cricket club) to run All Stars Cricket in an urban area? And how does the programme need to adjust to work in these locations? We will test faith centres, community centres and schools / academies.
- 2 Price:** is there a flexible and sustainable financial model, which will allow families of all income groups to take part in All Stars Cricket? And how can we ensure financial sustainability for the delivery centre and County Board?
- 3 Payment:** do alternative payment methods affect initial sign up to the programme? And how could these work in reality?

In 2019, we will take the learnings from the pilots and launch a full-scale All Stars Cricket initiative in urban areas, linked to the ICC Cricket World Cup 2019.



Case study

Denbigh Primary School, Chance to Shine Primary School of the Year 2017

Denbigh Primary School in Luton is situated in one of the most deprived areas of the country, but since the introduction of Chance to Shine coaching in 2014, cricket has become a force to be reckoned with, spreading across all areas of the school curriculum and leading to improvements across the academic performance of pupils. Despite a lack of traditional playing facilities, the school has built a hugely successful, sustainable cricketing culture, and with the majority of pupils having Bangladeshi and Pakistani heritage, they have used this natural family affinity to cricket as a catalyst for social inclusion and engaging with parents, a number of whom help to run the school cricket club on a Saturday morning.

“

Our road to success in cricket has given an increased sense of pride at a whole school level, creating a wave of self-belief which is permeating through everything that we are striving to achieve.”

Lynne McMulkin
Headteacher Denbigh Primary School

Case study

All Stars Cricket takes over Ilford Mosque

Usually thought of as a place for prayer and reflection, Ilford Mosque opened its doors to some very excitable 5-8 year olds to run a successful All Stars Cricket programme for local children last summer, showing that everywhere has the potential to be a cricket ground. Delivered by volunteer members of the Mosque, the sessions focussed on using cricket as a channel for social cohesion, and have quickly become a valuable opportunity to promote healthy lifestyles and engagement in the local community.

RECREATIONAL
CRICKET



We will retain, develop and expand the female coaching network in order to deliver more women's cricket, led by female coaches.

Women's and girls' cricket is of huge significance for ECB and continues to be an exciting growth area with more schools taking part in girls' competitions and more clubs offering playing opportunities for women than ever before. The Kia Super League continues to go from strength to strength and Women's Soft Ball Cricket was very successful in the first year of delivery in 2017.

We need to ensure that we are continuing to provide the best possible facilities, coaching and opportunities at grassroots level so that even more women and girls, including those from South Asian communities, can get involved. We want to build on the hugely successful ICC Women's World Cup in 2017, and use this as a springboard to grow the relevance of cricket for the whole female population. In 2018 & 2019, as part of developing our game-wide strategy for 2020-2024, we will create and deliver a long term plan to grow the women's and girls' game, which will incorporate the growth of South Asian women's and girls' cricket.

Short term deliverables (2018 & 2019):

As a short term step, our research to date has shown that the biggest opportunity to grow the number of South Asian women and girls picking up a bat and ball will come from:

- A** Greater awareness and **access to playing opportunities**
- B** Female only cricket programmes being run by **female coaches**.
- C** Opportunities to play in **indoor facilities**, in a culturally aware and enjoyable environment.

Therefore these are the focus points of our short term actions:

A Deliver accessible playing opportunities

We will deliver Women's Soft Ball Cricket leagues and festivals in each of the 10 Core Cities in 2018 & 2019.

Women's Soft Ball Cricket is a new ECB initiative launched in 2017, aimed at increasing female participation by delivering a safe, social, fast and fun version of cricket, played with a soft ball. In year one more than 275 festivals were run across England and Wales, involving over 9,000 players.

In 2018 & 2019, we will increase the reach and diversity of these festivals, and grow to 20,000 women participating nationwide. We will also introduce 10 targeted Women's Soft Ball Cricket leagues to run alongside the festivals in the Core Cities, providing sustained playing opportunities for South Asian women and girls in these areas.



Short term measures of success (2018 & 2019):



B Grow the female coaching workforce

We will work with the County Cricket Boards to deliver a minimum of 10 female only coaching courses across the Core Cities in 2018 & 2019.

Our research has shown that South Asian women and girls are much more comfortable in single-sex sessions. However, to date the majority of female cricket programmes are run by male coaches, as a result of the network of active female coaches being very small. Our commitment is therefore to **retain, develop and expand the number of female coaches, in order to create a strong female coaching workforce to deliver future activity.**

The 200 candidates selected to attend the 10 coaching courses will be identified as being well connected to local South Asian communities. This will help to ensure that they understand the cultural sensitivities associated with coaching South Asian women and girls and they will subsequently champion and be involved in the delivery of cricket activity in these areas.

C Indoor play

The Urban Cricket Centres (page 44) will be designed with the women's and girls' game in mind and will have cultural sensitivities at the heart of their design e.g. by installing black out blinds.



Case study

Amna Rafiq: Driving the development of women's and girls' cricket in Leicester

Women's and girl's cricket in Leicester is growing at an exciting rate, with more opportunities than ever before for local communities to pick up a bat and ball in an informal, safe and fun environment. The driving force behind all of this activity is Leicestershire County Cricket Club Community Engagement Officer, Amna Rafiq.

In December 2016, Leicestershire CCC delivered a female only coaching course to 18 women, with over 80% of the attendees coming from South Asian backgrounds, recruited through existing women's groups around the city. The majority of these women are now helping to deliver cricket across a wide range of activities in Leicester, from women's cricket sessions in local faith centres to youth club cricket sessions for girls, and in August last year, Leicester Caribbean Cricket Club hosted a hugely successful Women's Soft Ball Cricket festival for over 30 local women.

Amna is passionate about growing the women's game, and in particular making cricket an accessible, safe and enjoyable option for South Asian women and girls. Her work in the community has been an inspiration to this group, breaking down barriers and making cricket a game for everyone.

“

From the moment that I picked up a bat for the first time, I knew that cricket was a game that I would fall in love with, but that I would face several challenges along the way if I wanted to keep playing. It is now my mission to shatter those barriers, change perceptions, and make sure that cricket is accessible and available to everyone.”

**Amna Rafiq, Community Engagement Officer,
Leicestershire County Cricket Club**

RECREATIONAL
CRICKET



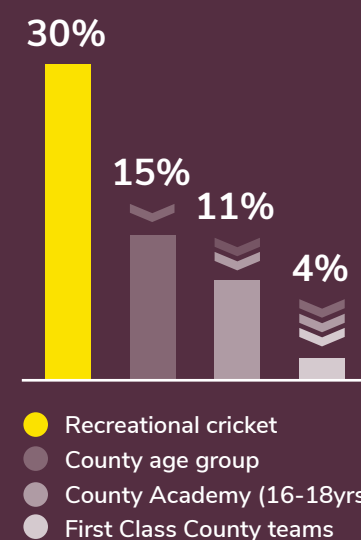
ELITE CRICKET

& PROFESSIONAL COACHING

The challenge

Through our research, we have found a steady drop from 30% of recreational players to just 4% of professional cricketers in England and Wales having South Asian heritage. We have identified four principal reasons for the decline in representation.

Across the talent pathway, South Asian players represent:



1 Talent identification

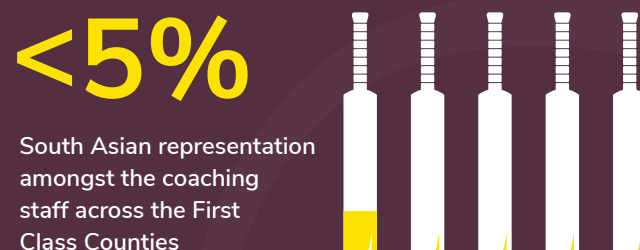
The lack of a systematic approach and a narrow scope in the talent identification and scouting process, mean that in some parts of the country talented South Asian players are not being identified by the system. This is especially the case from non-affiliated cricket, such as parks leagues.

2 Talent development & retention

The cultural importance placed on education and career development in South Asian communities is very high, creating a challenge to retaining talented young South Asian players, particularly between the ages of 16-18, in a summer sport that is played during key exam periods.

Alongside this, our research has identified that there is often a lack of trust and a cultural disconnect between the expectations of young South Asian players and their parents, and the coaches working in the County age group and First Class County Academy system.

A wider challenge affecting all young players, not just those from South Asian communities, occurs around the drop-off in participation in sport during and after university. In this plan, we are focusing on the dip at ages 16-18 as research has shown this is the key challenge for South Asian communities.



3 Financial support

The costs attached to playing in a County age group team or being a member of a First Class County Academy – e.g. for travel, equipment and kit – can be prohibitive to elite participation. We note that this is a socio-demographic issue not limited to the South Asian population.

4 Elite coaching

South Asian coaches and role models are critical to the development and progress of talented South Asian players. However, there is less than 5% South Asian representation amongst the coaching staff across the First Class Counties.

It is worth noting that all four challenges are rarely present at one time, and therefore the specific action delivered will differ from County to County, based on the unique set of challenges in place.

The Talent Pathway

Alongside the creation of this South Asian engagement action plan, we have undergone an additional independent review of our current talent development structures. From 2018 a new game-wide County talent pathway action plan will be launched, which will incorporate a number of priorities that will directly facilitate our short term actions in this area, in particular around support and guidance for coaches and parents, ensuring that academic education remains a focus, and creating greater opportunities for players to join the talent pathway in the first instance.

What we will do

To combat the four key challenges, we will work with local South Asian communities, and a range of partners across the cricket network, to deliver a series of immediate actions over the next two years. We will also take a longer term view, involving the development of a new action plan for the County talent pathway and a new coaching pathway, to make sure that talented players and coaches from any background have the opportunity to advance through the elite cricket pathway.

1 Talent identification

We will improve the connection between South Asian communities playing in non-affiliated cricket environments and the existing talent pathway.

2 Talent development & retention

We will provide education and support to players and their parents, as well as County coaches and Academy Directors.

3 Financial support

We will introduce a bursary programme to help reduce finance as an obstacle to the development of talented young South Asian players.

4 Elite coaching

We will support the development of elite South Asian coaches through a revamped coaching pathway, mentoring scheme and work placements.

Many of the issues identified here are game-wide challenges, therefore tangible action in this area will undoubtedly have a wide-reaching and positive impact for the future of cricket.

It is also important to note that in the short term, our initial focus for the development of South Asian women's and girls' cricket is with respect to growing the grassroots playing base, as outlined in the previous recreational cricket section. By first increasing the number of South Asian women and girls playing the game, this will naturally increase the number of female South Asian players entering the talent pool.

In the long term our ambition is to grow this talent pool and ensure that a clear and accessible pathway is in place to support the development of elite female South Asian cricketers.

We will **improve the connection between South Asian communities** playing in non-affiliated cricket environments **and the existing talent pathway.**

Short term
measure of success
(2018 & 2019):

3

Community Talent Champions
successfully integrated into and
operating across three Core Cities

Short term deliverables (2018 & 2019):

Over the next two years, we will address the key challenges with respect to talent identification through two targeted actions:

A 'Community Talent Champions' & local scouting network

We will pilot the introduction of a 'Community Talent Champion' (CTC) in three Core Cities to help bridge the gap between South Asian cricketing communities and the talent pathway. If successful the view would then be to roll this initiative out in all 10 Core Cities.

The CTC will be a voluntary position and a trusted member of the local South Asian cricketing community whose role will be to bridge the gap, initiate engagement, conversation and trust, and give South Asian cricketing communities a clear voice at the entry point of the elite pathway. We will work with the NACC and County Cricket Boards to identify these members of the community and we will train and support them to give them the skills they need in order to fulfil the role.

The CTC will then be responsible for developing their own local scouting network by establishing links with local community coaches and teams. In addition to talent ID, the CTC will have an overarching duty to mentor and support all of the young players that they are working with.

Throughout this process, we will ensure we bring the CTCs together regularly, so they can learn and share best practice, as well as support each other.

Example of how the Community Talent Champion will operate in a Core City



B ECB T20 City Cup

We will refocus the purpose and role of the ECB T20 City Cup within the talent ID infrastructure.

Working with the MCC Young Cricketers programme, we will maximise the impact of the ECB T20 City Cup by focusing the function of the competition specifically on talent ID. The competition will therefore give 16-21 year olds from urban areas, who currently play outside of the 'traditional' ECB Premier League club cricket structure, a clearly defined and competitive route into the elite talent pathway.



Short term
measure of success
(2018 & 2019):

Up to
20
players

invited to MCC YC trials each
year from outside of the
traditional cricket system

How does it work?

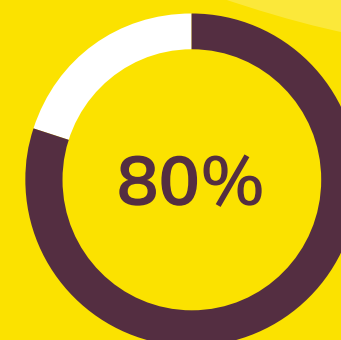
The ECB T20 City Cup runs for six weeks, typically between July and August, and **initially involves borough sides** from urban areas playing a series of matches against each other at a local level. From 2018, there will be a much **tighter focus on inviting players to get involved from outside of the traditional cricket system**, for example from Chance to Shine Street projects and the short format opportunities that will be running across the 10 Core Cities as part of our Recreational Cricket action plan.

After the first round robin stage, the best players will then be selected to represent their city in a national knockout tournament, with the final held at a First Class ground. In 2017, Grace Road, Leicestershire hosted the final clash, which saw Manchester crowned champions for the third successive year.

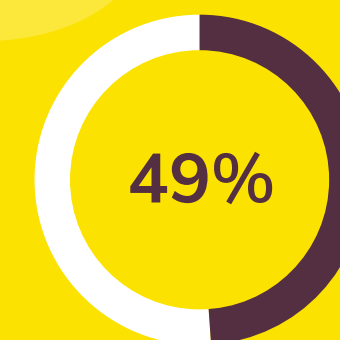
Following the conclusion of the competition, **each competing city will get the opportunity to nominate two players to attend a trial for the MCC Young Cricketers programme.**

In addition, during the latter stages of the competition, ECB will work with First Class County Academy Directors to attend matches, providing multiple opportunities through the ECB T20 City Cup for talented players to be identified.

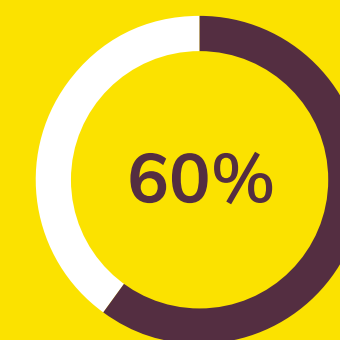
600
total number
of participants



South Asian
representation



found out about the
competition through friends



of participants played
because they believed that
the competition would give
them the "opportunity to be
talent spotted"

14
participating
cities



We will provide **education and support** to players and their parents, as well as County coaches and Academy Directors.

Short term deliverables (2018 & 2019):

With regard to the second pinch-point on the talent pathway, when young South Asian players fall out of the system between the ages of 16-18, we will introduce three actions:

A Mentoring programme

By working with the NACC and the Counties, we will implement a mentoring programme – connecting aspiring players with current or former County professionals. The mentors will be selected based on the needs of the individual player.

Alongside this, we will work with the First Class Counties to provide support and guidance for all new South Asian players and their parents about what it takes to play at an elite level, highlighting key information on relevant matters, in particular with regard to nutrition, strength & conditioning and injury prevention. Part of this support will focus on developing understanding and knowledge about the importance of developing skills across all areas of the game, and playing a range of different sports, without specialising, from an early age.

B Academic education

We will work with the First Class County Academies to provide support and ensure that academic education remains a focus, alongside cricket development, as players move through the talent pathway.

C Unconscious bias training for County Academy Directors

We will develop a programme of unconscious bias training for First Class County Academy Directors, within a programme of wider continuous development.

Short term measure of success (2018 & 2019):

All First Class County Academy Directors to have completed unconscious bias training.

100%

Case study

Supporting player development in Warwickshire

Understanding the crucial role that off-field personal development can have on a young player's on-field success, Warwickshire County Cricket Club Academy Director, Paul Greetham, has recently introduced a series of focussed workshops for all Warwickshire County age group players and their parents, to help support them as they move through the talent pathway. Subjects covered range from discussing the significance of good nutrition and diet to the role of strength and conditioning. Wider guidance sessions are also being delivered specifically for parents by a sports psychologist on 'how to support your child' as they progress through the system.

Currently, over 50% of the players in Warwickshire's County age group teams and Emerging Player Programme (EPP) have South Asian heritage, and are supported by two former First Class cricketers, Kadeer Ali and Mohammed Sheikh, who coach at the County and provide a vital link between the talent pathway and local South Asian communities.

Warwickshire
County Cricket Club



FINANCIAL SUPPORT

We will introduce a **bursary programme to help reduce finance as an obstacle** to the development of talented young South Asian players.

Short term deliverables (2018 & 2019):

We will work with the British Asian Trust, the National Asian Cricket Council, County Cricket Boards and First Class County Academies to identify talented players to be awarded a development and performance bursary. It is worth noting that some Counties already have a bursary system in place – where this is the case we will collaborate with that County.

The value of each bursary will be determined on a case-by-case basis, and assessed by an independent panel, comprised of representatives from key partner organisations.

Short term measure of success (2018 & 2019):

Bursary
programme

in partnership with
the British Asian Trust,
launched and promoted

ELITE CRICKET
& PROFESSIONAL
COACHING



ELITE COACHING

We will support the development of elite South Asian coaches through **a revamped coaching pathway, mentoring scheme and work placements.**

New ECB coaching pathway & structure:

From 2019, a new ECB coaching pathway and structure will be launched. This will make coach development more accessible than ever before, allowing aspiring candidates from all backgrounds to progress through the coaching system, by removing the barriers of cost, time and lack of opportunities.

The new coaching pathway will focus on the delivery of levels 1-3 through virtual learning and online modules, alongside on-field assessment and regional masterclass support. Work will therefore be able to be completed at the learners own pace, and at a time and location that suits them, removing many of the initial barriers to progressing through the coaching pathway caused by the time commitment and cost attached to attending formal coaching courses.

The pathway will also allow coaches to choose and flex between three different coaching opportunities, covering development, talent and performance coaching. Coaches can therefore decide exactly what sort of coach they want to be – whether that be delivering grassroots coaching and developing talent, or working at the top end of the game with professional cricketers – and have a clear, appropriate pathway for progression.

'The Rooney Rule':

Alongside the launch of the new coaching pathway, which will make the pursuit of coaching as a career more accessible, we will support the progression of BAME coaches working in the professional game by immediately adopting the 'Rooney Rule' for coaching jobs across the England teams. This means that at least one BAME candidate will be interviewed, subject to meeting the relevant recruitment criteria, for all new roles. Over the next 2-3 years our ambition is to work with the First Class Counties to support the introduction of the 'Rooney Rule' for all coaching jobs across the County game. This is an area of significant long term importance for ECB, which will initially see investment focussed on the targeted development and support of elite BAME coaches through a bespoke mentoring and work placement scheme.

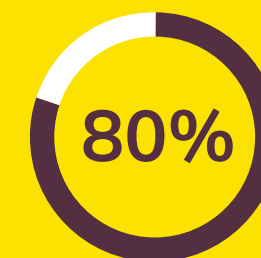
ELITE CRICKET
& PROFESSIONAL
COACHING

Short term deliverables (2018 & 2019):

Before the new coaching pathway is launched, we will offer direct support for the development of 10 elite South Asian coaches through a mentoring and work placement scheme, alongside opportunities to work in the professional game.

We will work with partners to identify high potential, talented South Asian coaches, and directly support their development through a series of targeted work placements e.g. with First Class Counties, Kia Super League teams and the MCC Young Cricketers programme, to create a larger pool of highly skilled, experienced and qualified South Asian coaches.

Short term measure of success (2018 & 2019):



of coaches involved in the mentoring and work placement scheme rating it as having had a significant and positive impact on their career prospects and as excellent in terms of their experience



ATTENDANCE

The challenge

South Asian cricket fans are amongst the most fervent in the world. They want to watch the very best players from across the globe in action, which makes events like the ICC Champions Trophy very appealing, as demonstrated by 40% of all tickets during the 2017 tournament being purchased by South Asian fans. However, this attendance rate does not currently translate to domestic English cricket and England international matches, with South Asian fans reporting that this cricket experience is 'not for them'.

A number of issues contribute to this perception, including value for money, limited cultural considerations of the match day experience, a lack of star players, low relevance of current formats and teams, and a narrow match day family offer.

31% of parents asked believe that a

'famous role model'

is the main influence behind their child asking to attend a sporting activity (vs 15% White British)

63%

of those asked...



said a devoted family offer makes attending matches more appealing

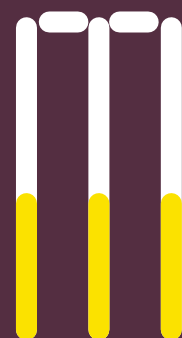


43%

said the right food offer was essential to attendance

40%

of South Asian fans asked would find cricket matches that feature international cricket superstars much more appealing (vs 16% nat rep)



What we will do

The next two years present the perfect platform for us to create some truly memorable and engaging match day experiences for all fans, with back-to-back tours by Pakistan, Australia and India in 2018, followed by the ICC Cricket World Cup in 2019.

Therefore, we will work with the First Class Counties, the International Cricket Council (ICC) and a range of other key partners, to introduce a series of practical venue considerations to help ensure that the match day experience is as culturally aware and family friendly as it can be. There is already some excellent work happening in this area by many of the First Class Counties, and where things are working well, we will work with those Counties to showcase and share best practice, as we continue to build a bigger and better in-ground fan experience.

“

We will work with the First Class Counties, the International Cricket Council and a range of other key partners to ensure that the match day experience is as culturally aware and family friendly as it can be.”

Putting the fan at the heart of the action: launch of the new domestic competition in 2020

In 2020, we have a wonderful opportunity to make a further impact in this area, with the launch of our new domestic competition. The tournament will involve many of the world's biggest stars, and gives us an ideal chance to deliver a family-focused match day experience, including South Asian cricket fans as one of the core target audiences.

8 teams

36 matches across 38 days

The best players in the world



The tournament will offer a completely new proposition for cricket, with eight newly-formed teams contesting 36 matches across a 38-day summer window, and involving the best players from around the world. It will be bigger, louder and more colourful than a 'traditional' match day experience, with an array of exciting venue activations happening alongside the action on the field.

All matches will be broadcast live on Sky, with 10 games being simulcast live on BBC, the first live cricket on free-to-air television since 2005.

MATCH DAY EXPERIENCE

We will **optimise the match day experience at all major matches**, by increasing the cultural awareness across the customer journey.

Short term deliverables (2018 & 2019):

Over the next two years, we will focus our efforts on improving the match day experience in five main areas:

1 Food

Diversifying the food offering for everyone and making sure there are a selection of halal and vegetarian food options available.

2 Atmosphere

Creating an energetic environment with 'razzmatazz' and where possible allowing musical instruments & flags to be used in-ground.

3 Players

Increasing opportunities for fans to interact with the players.

4 Families

Ensuring the availability of a flexible family ticket offer.

5 Multi-faith prayer facilities

Working with the First Class Counties to ensure the availability of multi-faith prayer facilities at all major First Class venues, either through a permanent or flexible structure.

To deliver these actions we will work with and support the First Class Counties, who own and run the venues. We will help them to administer customer surveys and customer journey assessments, creating a wealth of bespoke insight that they can use to make sure that the fan remains at the heart of their match day offer. This support will not just focus on international match days, but will extend to domestic County cricket, including the T20 Blast and One-Day Cup competitions, to make sure a consistently high match day experience is being delivered across the professional game.

Short term measures of success (2018 & 2019):

Annual review

of all First Class County venues against South Asian targeted match day considerations

Multi-faith prayer facilities

available at all First Class County venues either as a permanent or flexible structure

ATTENDANCE



ICC CRICKET WORLD CUP
ENGLAND & WALES
2019

The ICC Cricket World Cup in 2019 gives us a once in a generation opportunity to celebrate cricket's biggest and most prestigious global tournament. We will work with the ICC, the host venues and Local Authorities to provide a memorable cricketing experience around the event – including activations inside and outside the venues, such as fan zones, city take-overs, and a nationwide ICC Cricket World Cup trophy tour.

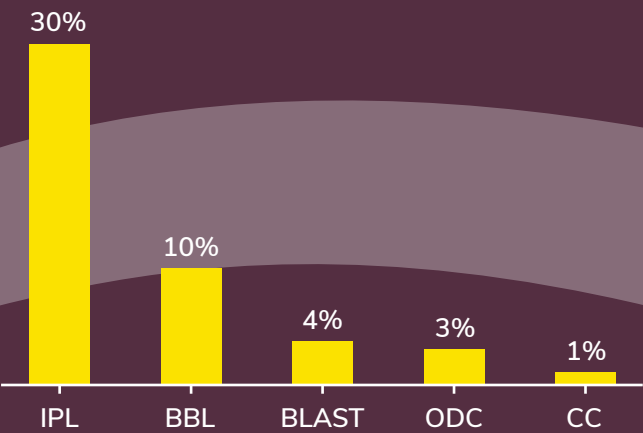
The challenge

Over the last 12 months, we have gained a much deeper understanding of our South Asian audience and how they wish to consume cricket.

We know that cricket is central to the identity of being South Asian, it is part of the social glue that brings South Asian communities together, but this doesn't currently include traditional 'English cricket', which has a very different image in the minds of South Asian cricket fans. Whilst they see South Asian cricket, such as the Indian Premier League (IPL), as being fun, relevant and a game of entertainment, they see English cricket as serious, less important and old fashioned, creating a significant cultural and practical challenge for us to engage the South Asian audience through our current media outputs and channels.

Many members of South Asian communities therefore continue to feel excluded by, and choose not to engage with English cricket and ECB. This challenge exists in two forms: emotionally due to a lack of relevance and practically due to a lack of accessibility in the media formats that they engage with.

The proportion of TV viewers who are South Asian varies significantly across domestic tournaments. South Asians, especially Indians, overwhelming favour watching the IPL over other domestic cricket.



International Domestic Tournaments
IPL – Indian Premier League
BBL – Australian Big Bash League

ECB Domestic Competitions
BLAST – T20
ODC – One-Day Cup
CC – County Championship



What we will do

We will work with partners to address the challenges posed around a lack of relevance and accessibility through an integrated game-wide media, marketing and communications plan, aiming to move 'English cricket' from exclusive to inclusive, outdated to modern, and reserved to energetic and characterful.

Changing perceptions and increasing relevance and engagement with South Asian communities won't be achieved overnight; we know that this is a big challenge, but it is something that ECB is committed to in the long term. We also know that concerted action in this area will help us to engage with a much wider audience, not just South Asian communities.

“ Changing perceptions and increasing relevance and engagement with South Asian communities won't be achieved overnight; we know that this is a big challenge, but it is something that ECB is committed to in the long term.”

INTEGRATED MEDIA, MARKETING & COMMUNICATIONS

We will engage South Asian audiences with more relevant content, using authentic voices and utilising a mixture of relevant media channels.

Short & long term deliverables (2018-2024):

We will integrate and embed the key principles for reframing cricket for South Asian audiences (from exclusive to inclusive, outdated to modern, and reserved to energetic and characterful) across our media, marketing, digital content and communications plans, and build strong long term relationships with South Asian communities by engaging in ongoing conversation. This is about engendering a lasting change in narrative by making sure we are open and inclusive in everything we do, and utilising relevant and accessible channels to the South Asian audience.

To do this we will focus on four key areas:

1 Use new and authentic voices across more diverse channels

Identifying and working with more relevant ambassadors and advocates from inside and outside of cricket.

2 Creation of heroes at all levels of the game

Celebrating and showcasing the success stories from across South Asian cricketing communities to generate relevant and engaging content.

3 Regular engagement in conversation

Continuing to build an open dialogue with South Asian communities by working with the NACC to run regular focus group sessions and workshops.

4 Work with key South Asian media outlets and ECB broadcast partners, Sky Sports and BBC

Generating the blend of mainstream media with a wider ethnic offering needed to reach new audiences.



MEDIA,
MARKETING &
COMMUNICATIONS

Short term measures of success (2018 & 2019):

Internal training delivered

for ECB employees in key consumer-facing roles from across the digital, marketing and communications teams, to enable them to build content and stories that will engage effectively with South Asian audiences

Diversified match day media accreditation lists

Increased support offered to key South Asian media outlets in order to diversify match day media attendance and associated coverage

Case study

Moeen Ali, The Documentary

From the streets of Birmingham, to winning cricket matches for England, Moeen Ali is one of the leading all-rounders in the world. Last summer, in association with England Cricket sponsor NatWest, ECB released a 30 minute documentary on Moeen's journey to the top.

As a role model and ambassador for the South Asian cricketing community in this country, Moeen's inspiring documentary has already had over half a million views online, generating 2.7 million online impressions, and is still available to watch on ECB.co.uk.

ADMINISTRATION & CULTURE

The challenge

Diversity and inclusivity across the administration and governance of cricket is crucial to the long term health of the game in this country, but we know that there is a significant disparity between the level of representation by South Asians across our recreational playing base and the cricket workforce.

Research has shown that we are not attracting a diverse range of talented candidates to consider working at ECB and across the cricket network.



of the cricket workforce
is of South Asian origin

1 CEO

of South Asian origin
currently working in cricket



of respondents mentioned
"career opportunities"
when asked how ECB could
change the perception of
cricket structures

What we will do

We are committed to promoting diversity and inclusion across the game, from those playing and watching, to volunteering, officiating, coaching and working. It continues to be a priority focus for the organisation, and we are proud to make a public commitment to progressing the diversity of the game, our employees and our Board.

We support and commit to the goals of Sport England and UK Sport's Governance Code to make cricket an inclusive and diverse environment where everyone can thrive and be themselves. We want to be a first choice employer for people who wish to work in sport regardless of their background, and we want our people to feel included, supported and valued within the working environment at ECB.

We have therefore developed a Diversity Action Plan, which includes short and long term actions, and will be applied to all levels throughout the organisation.

The Diversity Action Plan is initially focused on increasing diversity at the ECB. Over the next few years, we will lead and support the wider game, rolling out best practice and key learnings where appropriate.

“

We support and commit to the goals of Sport England and UK Sport's Governance Code to make cricket an inclusive and diverse environment where everyone can thrive and be themselves.”

We will introduce a series of practical measures to **increase the diversity of ECB's workforce, improve the inclusivity of the organisation, and create a cohesive working culture for all**, alongside ensuring diverse governance across the County cricket network.

Short & long term deliverables (2018-2024):

A Diversity, inclusivity and culture at ECB

We will deliver against our Diversity Action Plan to improve the diversity and culture of our own workforce, helping to attract, develop and retain talented employees from all backgrounds.

Our Diversity Action Plan will include a series of practical measures, delivered across four key pillars:

1 Employer branding

Creation of a distinct 'employer brand' that appeals to as wide a candidate pool as possible. Actions will include:

- Identifying and re-defining our 'Employer Value Proposition' to ensure that it attracts and appeals to different target groups.
- Completion of an employee segmentation audit to increase the depth of understanding about our current workforce.

2 Recruitment

Review of our attraction and selection methods to reach as wide a candidate pool as possible. Actions will include:

- Mapping our 'recruitment journey' to review all aspects of the recruitment process – from the initial writing of job descriptions to the channels used to advertise roles, the application phase, short-listing and the interview stage.
- Introduction of diverse interview panels for all new roles.
- Engagement with new recruitment partners and networks to proactively reach diverse target groups.

3 Development

Engage and retain a talented workforce with development opportunities that facilitate careers. Actions will include:

- Creation of new internal programmes and initiatives for employees to access support for their ongoing professional development.
- Delivery of a new mentoring programme to cultivate and progress talent.

4 Culture

Create a culture where people can thrive irrespective of gender, ethnicity, disability or background. Actions will include:

- Delivery of unconscious bias training for all ECB employees.
- Championing of authentic and positive role models from all backgrounds within the organisation.
- Review of all internal policies and practices to ensure that they are fully inclusive in terms of style and intent, and develop partnerships to help embed a truly inclusive working culture.

B BAME Board representation

ECB is committed to progressing diversity across all areas, including our main Board and Board sub-committee structures. As we refresh these structures over the next few years, we will ensure greater BAME representation, in line with requirements of the Sport England Code for Sports Governance.

ECB will also work with the Counties to evolve their governance and ensure that their Board structures become more diverse and representative of the communities that they serve. A number of Counties have already made progress in this area. We will offer support to attract, recruit and retain talented BAME individuals into their governance structures, either as a Board member or as Board advisors.

Short & long term measures of success (2018-2024):

100%

ECB employees to have taken part in unconscious bias training by the end of 2020

BAME Board representation

All First Class and Non-First Class Counties to show how they will increase BAME representation in Board decision making, either through Board members or Board advisors by the end of 2020

OUR PEOPLE

Case study

Introducing Board advisors at Leicestershire CCC

At the start of last summer, Leicestershire CCC Chief Executive, Wasim Khan and Chairman, Paul Haywood, made the decision to increase the diversity of the Club's governance structure by introducing two new Board advisors with South Asian heritage, Mehmooda Duke, a lawyer, and Mukesh Bulsara, a corporate financier.



Here, Wasim explains the rationale behind the decision, and the positive impact it is already having for the County.

“

We know that there is strong evidence to show that more diverse Boards make better business decisions, because they bring a wider variety of viewpoints to the table.

"Alongside this, with over 30% of our recreational participants coming from South Asian backgrounds, we felt that it was crucially important that we increase the diversity of our Board to reflect the communities that we are serving across the game.

"In the space of just eight months, Mehmooda and Mukesh have already had a huge positive impact on so many levels. They have been brilliant additions for the Club, checking and challenging our decision making and supporting the whole organisation. Both are highly qualified, skilled and experienced individuals, local to the community and they bring a real freshness and modern way of thinking to our Board. Their position as Board advisors is also ideal in the short term, because it gives them time to learn about the Club's business and learn the ropes, before officially standing to be elected as a full Board member in due course.

"Cricket as a sport is very fortunate that it naturally has a very wide range of people from different backgrounds and cultures that play, support or follow the game. For this reason, if we are serious about embracing all cultures and communities within the game, then we need to evidence that our Boardrooms are open in their approach to recruiting high quality individuals from the communities that they serve."

Wasim Khan MBE, CEO Leicestershire County Cricket Club

ADMINISTRATION
& CULTURE



SECTION

FIVE

Partnerships

PARTNERSHIPS

Through Section 4 we have outlined a bold and ambitious 11 point action plan, which we believe will help us to better engage with South Asian communities and make cricket a game for everyone. But we cannot deliver it on our own.

We know that working collaboratively with all our partners across the cricket network will be pivotal to bringing the action plan to life, utilising their expertise and reach to have as big an impact as possible.

We must also make sure we are tapping into as much specialist knowledge, insight and support as possible. Therefore, in addition to working with existing partners, we will specifically combine with the **British Asian Trust** and the **National Asian Cricket Council**.

1 British Asian Trust (BAT)

The British Asian Trust was founded in 2007 by HRH The Prince of Wales, and has already supported sustainable charitable solutions to change the lives of over three million people living across South Asia.

Through this action plan, we will work with the British Asian Trust on a local scale to leverage the power of cricket as a tool for improving social and community cohesion, mental health and wellbeing for South Asian communities living in deprived urban areas across England and Wales.

2 National Asian Cricket Council (NACC)

Formed in 2014, The NACC is a national body which represents the interests of the South Asian cricketing community, creating a 'voice' for all South Asian cricketers across England and Wales.

Through this action plan, ECB and the NACC will work together to futureproof the game in South Asian communities, with the NACC providing a direct channel to communicate and engage with South Asian cricket clubs, teams and players, whilst simultaneously checking and challenging everything we action, and providing specialist guidance, knowledge and support.

If you think you can play a role in helping to support our mission to make cricket a game for everyone, we would love to hear from you. Please email: SouthAsianCricket@ecb.co.uk

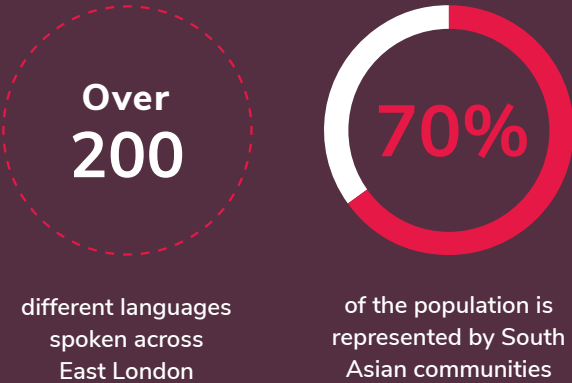
Case study

Cricket in East London

Throughout the creation of this action plan, we have engaged extensively with the cricket network. Amongst all the great work that is currently happening around England and Wales to better engage with South Asian communities, we have been very impressed with the level of activity going on in East London.

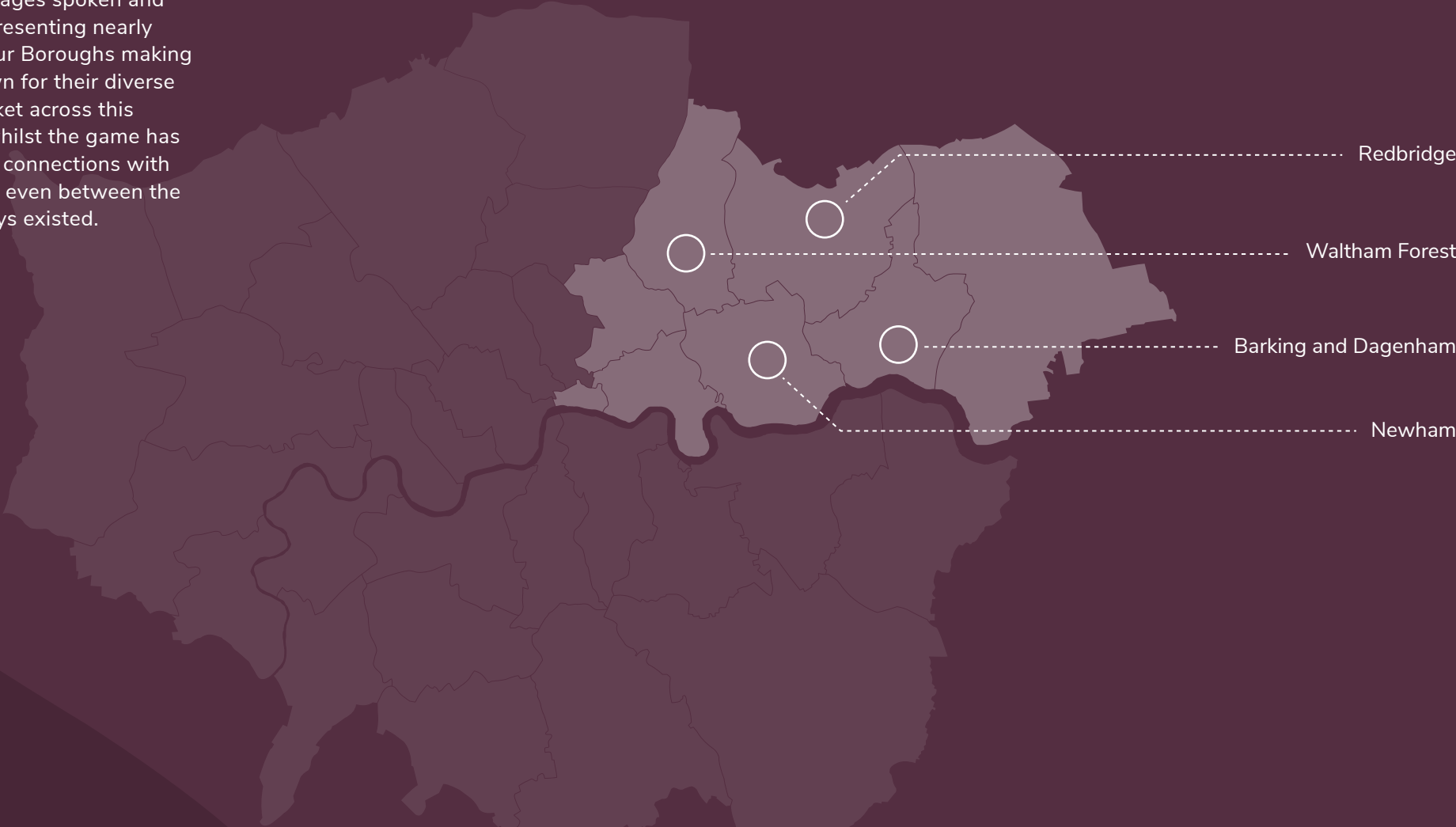
Essex County Cricket Board pride themselves on their engagement with the cricket community in East London and the relationships they have built with players, Local Authorities and other partners. They have aligned the whole organisation to be community and customer focused, which has led to success on and off the field, and whilst more can always be done, we believe this is one example of what can be achieved when we all work together.

With over 200 different languages spoken and South Asian communities representing nearly 70% of the population, the four Boroughs making up East London are well known for their diverse ethnicity. The passion for cricket across this landscape is incredible, and whilst the game has always enjoyed a high profile, connections with the wider cricket network and even between the four Boroughs, have not always existed.



“When the East London Development Group first met, it was clear that despite a common passion and interest for the game, the delivery of cricket across the region was too diverse, confusing and ultimately having a low impact.”

Arfan Akram
East London Cricket Coordinator



PARTNERSHIPS

The creation of the East London Development Group in 2013, with support from the Essex County Cricket Board and over 30 other local partners such as the University of East London, has helped to change this, facilitating the exciting growth that is now happening across the region.

Five key things that underpin the work of the East London Development Group are:

1 A clear vision

The development of a bespoke East London Cricket Plan, with the overarching objective to provide opportunities to play cricket on every day of the week in East London.

2 Partnerships

Extensive partnership working, especially with Local Authorities. To date, over £500,000 of investment into cricket activities has been made by local councils in East London, targeting the delivery of specific and unique programmes in each of the four Boroughs.

3 Direct communication

The use of social media as a key engagement tool with local communities, in particular through the creation of an East London Cricket WhatsApp group and Facebook page.

4 Innovative use of facilities

The golden thread that runs through everything is the promotional campaign "Everywhere is a Cricket Ground", which encourages communities to get involved in a vast array of locally-led, flexible cricket opportunities.

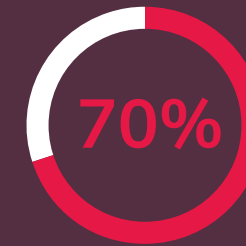
5 Links to Essex CCC

Strong connections have been established between East London Cricket and Essex Cricket both on and off the field. The introduction of an East London Representative team vs Essex 2nd XI annual T20 fixture and a bespoke scouting and mentoring programme to help identify and nurture talented players from this area are just two examples of the work in this area.

7 players



in the Essex CCC County Championship 2017 winning squad were born in the same hospital in Waltham Forest



of the current
Essex CCC 1st XI
squad are from
East London



“

The essence of what we now do is simple; strong partnership working, a clear, simple vision, key areas of focus, and always involving and communicating with the local community directly around decision making. This process has allowed us to grow the game and better engage with everyone across East London.”

Arfan Akram
East London Cricket Coordinator

SECTION SIX

Measuring the Impact



MEASURING THE IMPACT

Through the delivery of our 11 point action plan over the next two years, by 2020 we will have already created significant momentum behind our ambition to better engage with South Asian communities, grow the game across England and Wales and make cricket a game for everyone.



Urban Cricket Centre pilots

100 non-turf and turf pitches installed by 2020



6,000 young people playing **Chance to Shine** Street nationally

200 new female coaches trained by 2020



Cricket in **6,000** primary schools nationwide through



CHANCE TO SHINE



70% BAME representation in Women's Soft Ball Cricket events

15% BAME participation in All Stars Cricket programmes nationally



3,000 players engaged in short format cricket activities



10 South Asian coaches in work placement and mentoring programmes



100% First Class County Academy Directors completed unconscious bias training

Relevant and authentic media and comms content



Community Talent Championships established



with MCC YCs through ECB T20 City Cup



Bursaries for players on the talent pathway

Elite player mentoring scheme



Game wide culture change & improved workforce diversity



Governance reform



ICC CRICKET WORLD CUP ENGLAND & WALES 2019

Delivery of a fan centric ICC Cricket World Cup experience

All figures are annual and in the Core Cities, unless otherwise specified.

ADVISORY GROUP

& ACTION PLAN GOVERNANCE

ECB has established an Advisory Group to ensure this plan continues to make an impact, and that we are held to account for delivering on the actions set out through Section 4.

The group brings together senior figures from the worlds of business, sport, public health, education and media, and will provide support, advice and direction by meeting regularly to check and challenge progress on delivery plans, and to guide ongoing work.



ADVISORY GROUP

& ACTION PLAN GOVERNANCE



Professor The Lord Patel of Bradford OBE

Senior Independent Director, ECB, & Advisory Group Chair

Ennobled as a Cross Bench Peer in 2006, Lord Patel was appointed as a Minister in the House of Lords Government's Whip's Office as a Front Bench Spokesperson in 2008. He is currently Chairman or Patron of over 30 not-for-profit organisations, and has extensive experience working at the highest levels on national and international developments in government policy on a wide range of areas. He was appointed to the ECB's Board as Senior Independent Director in 2015.



Manoj Badale

Co-founder Blenheim Chalcot, Chairman, British Asian Trust, & Advisory Group Deputy Chair

Born in Dhule, India, and raised in England, Manoj Badale is the co-founder of over 40 technology companies across financial services, education and media, all developed by the venture builder Blenheim Chalcot, which he co-founded in 1998. Also heavily involved in charitable activities, Manoj is the founding trustee and Chairman of the British Asian Trust.



Shirley Cramer CBE

CEO Royal Society for Public Health

Alongside working as Chief Executive of the Royal Society for Public Health, Shirley Cramer Chairs the People in UK Public Health Group, and is the former Chief Executive of Dyslexia Action, demonstrating her status and experience as a leading figure in the voluntary health sector in the UK.



Isa Guha

Former England cricketer, journalist, Board member, PCA & Ambassador, NACC

In 2002, aged 17, Isa Guha became the first woman of South Asian origin to represent England in any sport. Her international career, which spanned a decade, included winning the ICC Women's World Cup and ICC Women's World T20 in 2009. In 2008, she registered career best Test figures (9-100) to help England win the Women's Ashes in Australia for the first time since 1934/35, and won the Women's Ashes three times in total. Post-retirement Isa is now firmly established in the cricket media, becoming the first woman to present and commentate for a number of broadcasters worldwide.



Anshu Jain

President Cantor Fitzgerald & Board member, Chance to Shine

Former Co-Chief Executive of Deutsche Bank, Anshu Jain is currently President of Cantor Fitzgerald, a capital markets, investment banking, real estate investment management, debt origination and private equity firm. As a lifelong cricketer and supporter of the game, he joined cricket charity Chance to Shine's Board of Trustees in 2015.



Poppy Jaman OBE

CEO & co-founder Mental Health First Aid (MHFA) England

As an internationally respected mental health advocate and policy advisor, Poppy Jaman has over 20 years' experience of influencing and leading change in public mental health. Alongside her role as CEO and co-founder of MHFA England, Poppy is CEO of the City Mental Health Alliance and sits on the Board of Public Health England as a Non-Executive Director, drawing attention to the connection of physical health with mental health.

ADVISORY GROUP

& ACTION PLAN GOVERNANCE



Ron Kalifa OBE

Vice Chairman Worldpay

Appointed Vice Chairman of Worldpay in 2013, Ron Kalifa is globally recognised as a leading influencer in the financial services sector, having previously been CEO of Worldpay for over 10 years. He has held various executive roles at RBS and NatWest. Ron is currently a Non-Executive Director of Transport for London.



Wasim Khan MBE

CEO Leicestershire County Cricket Club, Sport England Board member & Honorary President, NACC

In 1990, Wasim Khan became the first British born Pakistani to become a professional cricketer in England and is the former CEO of cricket-based charity Chance to Shine. Since 2015 he has been CEO of Leicestershire CCC, is Honorary President of the NACC and is also a member of the Sport England Board.



Mark Nicholas

Former professional cricketer, broadcaster, journalist & co-founder, Chance to Shine

An attacking middle-order batsman and medium pace bowler, Mark Nicholas led Hampshire for over a decade before retiring in 1995 and moving seamlessly into the media world, as a cricket writer and TV journalist. Along with President Lord King and Vice President Duncan Fearnley, he co-founded cricket charity Chance to Shine in 2005.



Lucy Pearson

Former England cricketer, Head Teacher Cheadle Hulme School & Board member, ECB

England Women's Cricketer of the Year (2000 and 2003), Lucy Pearson was the spearhead of England women's bowling attack during her international playing career from 1996-2005. She has since excelled in her teaching career, and has been Head Teacher at Cheadle Hulme School in Cheshire since 2010. She was appointed to the ECB Board in 2016.



Shailesh R Solanki

Executive Editor of Asian Media Group (AMG)

As Executive Editor of Britain's biggest Asian publishing house, Shailesh Solanki has over 25 years' experience in consumer and business journalism, and is responsible for the editorial direction of AMG's print and digital media assets, the group's events division, and its US business.



Masroor Siddiqui

CEO Naya Capital Management UK Ltd & Board of Directors, News Corp

Alongside his position as Chief Executive of Naya Capital Management UK Ltd, a global investment manager firm he co-founded in 2012, Masroor Siddiqui is also an Independent Director of News Corp.

