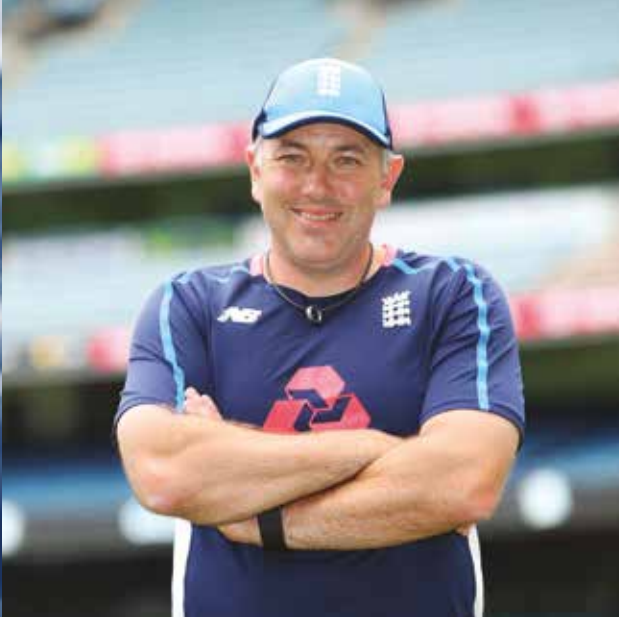


# A year to celebrate

ECB Annual Review 2017-18







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# FOREWORD

Chief Executive Officer Tom Harrison pinpoints England women’s World Cup triumph as a watershed moment for the whole game.

One special day stands out over the last 12 months as a genuinely game-changing occasion for cricket: England women’s momentous triumph over India in the ICC Women’s World Cup Final at Lord’s.

This was undoubtedly a watershed moment not just for women’s cricket, but for the future of cricket in England and Wales. Lord’s looked, felt and sounded different on that day. More women and girls, more families and more supporters of different countries than ever before played their part in creating a unique atmosphere.

The diversity of the crowd reminded us of cricket’s universal appeal if we are prepared to think differently about how we market our wonderful sport. We wanted to use the Women’s World Cup to introduce more youngsters, particularly girls to the game. Our plans also reflected the broader aims we first set out three years ago in *Cricket Unleashed* – our shared framework for the game’s long-term future.

As we make clear throughout this year’s Annual Review, we are delivering visible, concrete results in all the key target areas first mapped out in *Cricket Unleashed*: Great Teams, More Play, Inspired Fans, Strong Finance and Operations and Good Governance.

From the success of our new junior cricket initiative All Stars Cricket – which attracted 37,000 children in its first year; to the South Asian cricket communities who responded so positively to last year’s engagement programme; or the tens of thousands of fans who saw Test cricket played under lights for the first time at Edgbaston last summer – there is a real sense of a game changing at every level.

Broadcasters play a critical role in creating a buzz and a sense of excitement about any sport, as well as providing the income streams which make it sustainable. So, the new, strategic partnerships we announced with Sky Sports and BBC last summer were a great result for cricket too; securing the reach, revenue and relevance the game needs to keep growing.

Thank you to everyone across the game who played their part in making 2017-18 such a productive period. The successes of the past year have laid solid foundations for future growth – creating the momentum which will enable us to embrace change and deliver a better game for all.



Chairman Colin Graves welcomes changes to the ECB’s governance and says a new domestic competition will bring future growth.

After three years as Chairman of the ECB I can still say this is a role which brings regular challenge and one which I truly love because it gives me the chance to make a positive lasting difference to the game.

Cricket has been my lifelong passion and I have learned many things from this game. I’ve also learned a great deal from building my own business, including a simple truth; to be successful you need to stay ahead of your competitors and alive to changing trends in the wider world.

From the outset in this role, my approach has been based around a simple philosophy: let’s make cricket more popular; let’s get more people playing the game; and let’s make sure that the game is sustainable.

As an Annual Review shows, this is a business as well as a game and that means it needs to change with its audience and potential audience too. That doesn’t mean change for change’s sake or discarding traditional values. But understanding that our game must evolve if we are to attract a bigger following, and a more diverse one too.

That’s why I strongly advocated the creation of the new competition from 2020. It will bring a broader fan-base to our venues, help to promote cricket and generate additional revenue for the whole game.

It’s also why I welcome the changes we’ve made to our governance processes. We need a Board which embraces different backgrounds and viewpoints – both from inside and outside the game – and helps us to make good decisions.

Making changes in any organisation is difficult. I will always respect those who hold a different view and challenge our thinking. But good leadership – and good decision-making – is often about confronting difficult issues and finding lasting solutions to them.

Debt levels across our domestic game have been too high for too long and we must tackle this issue, promoting good business practices and investing in the future health and sustainability of all 18 First Class Counties.

As a sport, we will always be stronger when we make collective decisions based on sound principles and proper processes. We all want to make our game even bigger and better, and we will do so by acting in unison and staying true to our goals.





Leading the way: James Anderson salutes the Lord's crowd last September after becoming the first England bowler to take 500 Test wickets.



A test for the captain: Joe Root bats blindfolded as part of the NatWest No Boundaries campaign with appeals coming from Eoin Morgan, England Visually Impaired player Luke Sugg and children from Vauxhall Primary School in south London.



Inclusive and welcoming: a Southern Vipers player showcasing the Rainbow Laces campaign run by Stonewall, and supported by ECB, to ensure LGBT people feel welcome and included.



Just champion: Essex seamer Jamie Porter in full flight on his way to 75 Division One wickets, the most in the Specsavers County Championship.



Fond farewell: Chris Read raises the Royal London One-Day Cup – the first of two white-ball trophies for Notts Outlaws in 2017 – in the last of his 20 seasons with the county.



Treble top: Jason Roy leaves the field in Melbourne after making 180, an England record for one-day internationals beating Alex Hales' 171 set in 2016.





# WORLD CLASS

England women's captain Heather Knight reflects on the unforgettable, thrilling July day at Lord's last summer when her team lifted the ICC Women's World Cup after a nine-run victory over India and changed the women's game forever.

**I never thought I'd see a packed house at Lord's for a women's international.** It felt quite an ambitious goal to have but it was a tournament that delivered – in terms of the cricket and the numbers of people who followed it. The final was such a special day – the crowd, the dramatic finish, getting victory from the jaws of defeat.

**I was a bit unsure about how the girls would go in the World Cup.** We'd made a lot of changes in the year leading up to the tournament but we hadn't played any of the big teams. Then I got injured and thought I might be out of the whole competition. It was pretty disruptive.

**Losing our first game to India actually took the pressure off and jolted us awake.** India played well and didn't get enough credit. Our big players didn't perform, which wasn't a huge worry, and we had positives like Fran Wilson making her highest score and looking convincing. Mark Robinson and I are quite optimistic as a pair. We chatted after the game and moved on quite quickly.

**I kept pretty calm towards the end of the final – it was worse when we were batting and I was watching from the dressing room.** I never felt we were out of the game even when India were 190 for three. They rely quite a lot on their top order and I felt we could bash the door down. But it all happened quite quickly – one wicket brought seven!

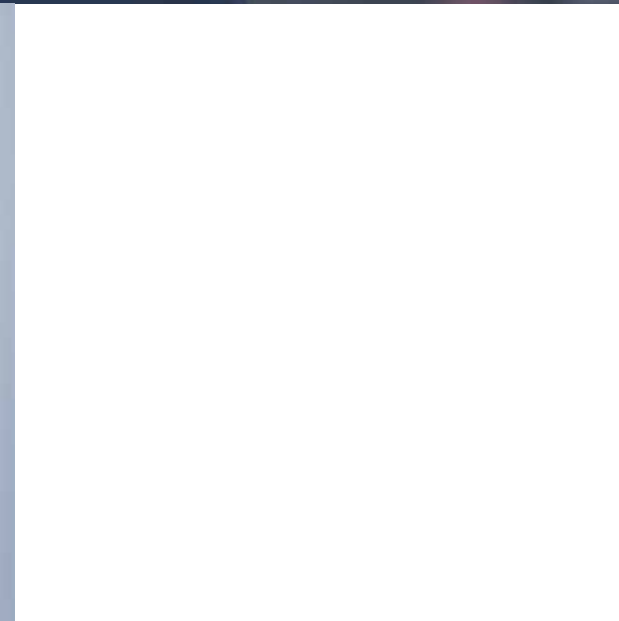
**At the end it felt like the sound had been turned up.** I just felt pure elation and quite emotional, thinking about the journey the team had been on and all the sacrifices the girls had made to get there. We'd be called world champions.

**The week after the tournament was pretty surreal.** I barely had a chance to breathe for a week. It was ridiculous to see all the girls on the big screen at Euston station. Things like that and hearing so many stories from people you realise how much that game caught the public's imagination. Lots of people have told me they were there – not sure they all were!

**I have something of a reputation with trophies.** In 2013 I had the Ashes trophy in my house for six months and no one knew where it was. At last year's Oval Test I had the World Cup trophy with me and it was being watched by a security guard. It turned out the box was empty and suddenly I was rushing around trying to find it. Someone had walked off with it – luckily she worked for the ECB.

**There have been so many great moments in the past year but winning Team of the Year at BBC Sports Personality of the Year was special.** In 2009 the girls won two World Cups and an Ashes series but didn't win Team of the Year – the boys won it instead which was quite a low blow at the time. To get that sort of recognition for the team was an indication of where women's cricket now stands.

**It's important that this is not a one-off.** It's vital to keep the women's game in the spotlight. During this winter's Ashes in Australia there was definitely more interest, bigger crowds and more scrutiny. Hopefully the game's going in the right direction.





# WONDER WOMEN

England’s thrilling triumph in last year’s ICC Women’s World Cup brought a massive uplift in respect for and interest in the women’s game. ECB’s Head of Marketing Jenny Smith discusses the impact.

It was the message from Heather Knight that brought home to Jenny Smith, ECB’s Head of Marketing, the enormity of the team’s achievement and its wider impact.

Smith spearheaded the hugely successful Go Boldly marketing campaign that promoted England women and their participation in the 2017 ICC Women’s World Cup.

To receive a “lovely email” from the England captain confirmed to Smith that “it was a genuinely collaborative effort – it was a passion project as well.”

That collaboration stretched beyond ECB’s marketing, communications and digital departments, the players were at the heart of it too.

In late 2016, Smith, along with creative agency, Matta, met with England coach Mark Robinson and Director of England Women’s Cricket Clare Connor while skipper Knight dialled in from Hobart where she was playing in the Women’s Big Bash League.

Smith explains: “Mark and Heather talked about their vision for the team, the team’s culture and personality and also how they wanted to be presented to the outside world.

“We thought it was so important to engage the players from the outset and I think the reason the campaign was successful is that it was rooted in a truth about the team.”

The players’ words inspired the campaign line, Go Boldly, and the colour scheme of coral and purple. Both were designed to reflect the “possibility, sense of fun and togetherness” that characterised the team and their positive, optimistic approach to their cricket.

In addition, the team were not considered favourites to win the tournament – either by themselves or outsiders – so there was nothing to be gained by a marketing campaign that put them under any more pressure than they might already have felt as the host nation. As Smith puts it, the premise of the campaign was “to focus on the journey, not the outcome.”

Go Boldly, which was shortlisted at the 2018 BT Sport Industry Awards, was a multi-channel campaign comprising a number of content strands including behind-the-scenes World Cup diaries, a funny and emotive series of ‘dads and daughters’ films to coincide with Father’s Day and a redesign of the women’s section of [ecb.co.uk](http://ecb.co.uk) in the campaign’s colour scheme.

The centrepiece of the campaign was the cinema advertising aligned with the release of *Wonder Woman*. The ad featured five England players hitting, bowling and catching balls with an “infinity feel”. Smith adds: “The ad showed off the beauty and the power of our sport and some of the best elements – power, elegance, style – in a modern, slightly other worldly feel.”

The choice to align with *Wonder Woman* was obvious in many ways but what no one could anticipate was the critical and commercial success of the film in an historic year for women in Hollywood. The movie, with a female lead and a female director, was the third-highest grossing film at the North American box office of 2017.

Of course, the players had a team outing to watch the film and Smith admits to seeing it twice. On one occasion after the Go Boldly ad, she overheard two people behind her saying, “That was cool”.

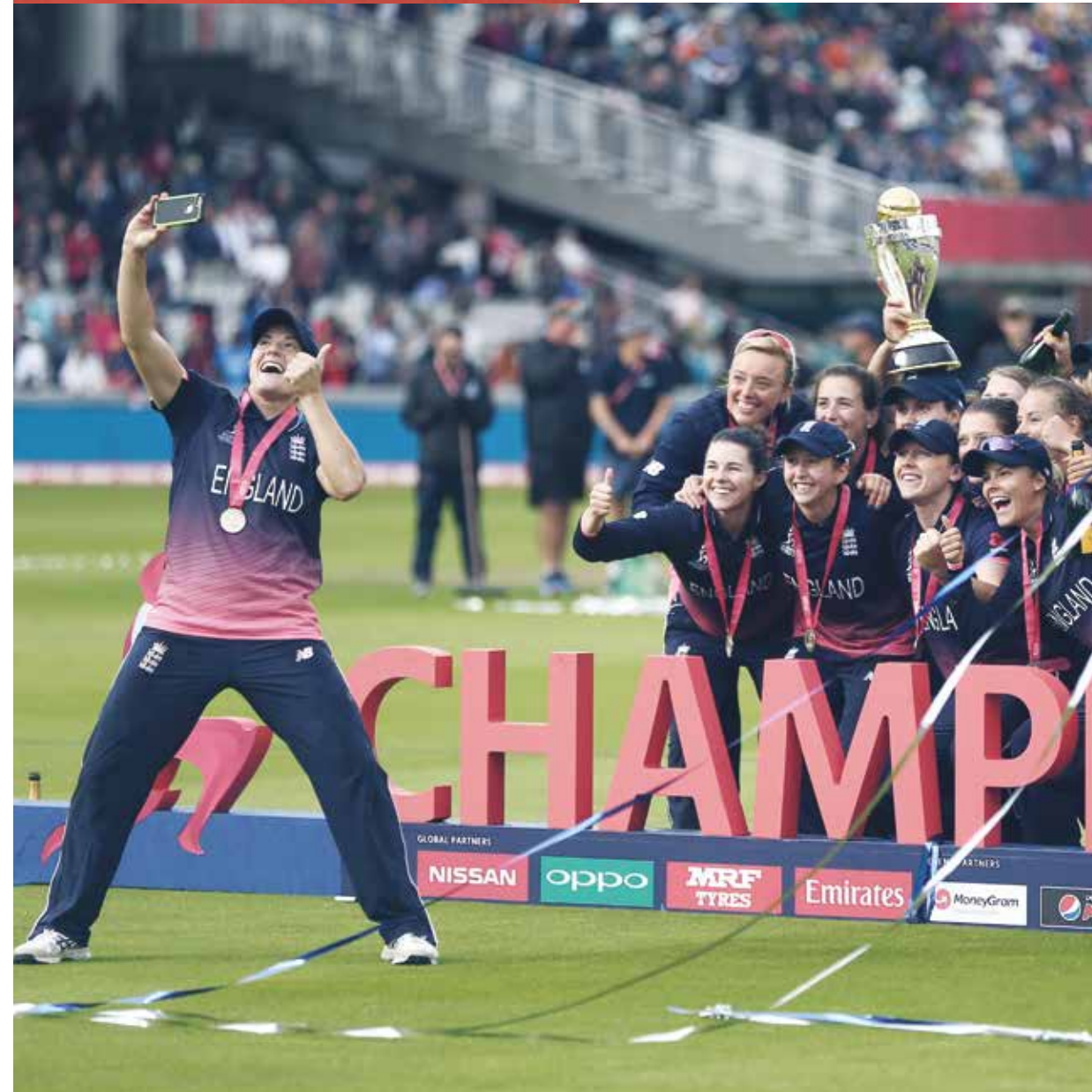
But the ultimate unscripted success story took place on the field. England did go boldly and they secured the 2017 ICC Women’s World Cup trophy in a thrilling finale in front of a packed house at Lord’s.

The demographic of the crowd – families, young women and girls – was a breakthrough moment for the Home of Cricket and the English game as a whole.

“You couldn’t have written the script any better,” says Smith. “And I wouldn’t want us to take credit for the way the team penetrated the public consciousness on that Sunday and Monday – that was all their doing.”

For Knight and her team-mates – wonder women all – life would never be the same nor would it be for the women’s game. They were voted Team of the Year at BBC Sports Personality of the Year and match-winner Anya Shrubsole became the first woman to appear on the cover of *Wisden Cricketers’ Almanack*.

And the success of Go Boldly has already led to discussions with Eoin Morgan about how to develop a player-driven campaign for next year’s home ICC Cricket World Cup tournament.



833%

Increase in search volume year on year for ‘women’s cricket’ according to Google Trends

62.5%

Of visitors to the England women’s section of ECB website during the campaign were new

3.9M

Video views across social media (organic and paid) and ECB website





# SILVER LINING

A genuinely quick bowler, Chris Silverwood, 43, played six Tests for England from 1996 to 2002. He joined Essex as bowling coach in 2010 and became head coach in late 2015. Last summer he steered the county to their first Specsavers County Championship title since 1992 before replacing Ottis Gibson as England's fast-bowling coach in January.

**I've been lucky – I've lived my dream and played for England.** It's my time now to help other guys live their dreams, to put them in a place where they can spread their wings and fly.

**I've always helped out, even as a senior player at Yorkshire.** You don't even realise you're doing it but I always enjoyed helping the young fast bowlers. I found I loved coaching and loved seeing people do well. My biggest kick now is helping somebody and then seeing them go out and achieve.

**Take Jamie Porter – a few years ago he was working in recruitment and now he's the country's leading wicket-taker and playing for the Lions.** Watching him grow as a player and as a person has been fabulous. There were technical and physical things but more than anything I just tried to give him confidence, give him a voice and make sure he knew we believed in him. In the dressing room, the only daft question is the one you don't ask – you may have seen something that we haven't.

**Coaching is a lifestyle and you have to buy into it.** It's not just a case of advising people and it's not just a technical thing – there's an emotional side as well. Players are performing in a highly-charged environment and you have to be able to empathise with that. You have to figure out a player's personality and try your best to fit with them. It is all about the player, it's not about us.

**Essex supported me through my Level 4 coaching qualification and every winter I was involved with ECB programmes.** It started with the fast-bowling programme in Potchefstroom, then the under-19s and on to the Lions. These have all been fantastic

development opportunities for me, working with the likes of Andy Flower and picking his brains.

**The Level 4 qualification was intensive and quite tough.** Having never been to university, writing papers to that standard was daunting and a skill I had to learn.

**The course does make you very self-aware.** There are many elements to it, including man-management and psychology and they turn the mirror inwards. You have to develop an understanding of yourself and how you can affect people in certain environments. I learned different techniques of communication and also about all the different elements that need to come together to make a professional club and create a structure that works from the top down to the grassroots.

**At Essex I wanted people involved in the grassroots game to see a route through to first-class cricket.** That's not just players but coaches as well. I wanted them to see a way through the ranks.

**I've left behind something very good at Essex and some very good people.** I feel honoured to have been a small part of that. But the call from England was too strong. I grew up wanting to play for England and I have the same dreams as a coach. I want to push myself as a coach and as a person.

**It has been an absolute pleasure working with England so far.** I have worked a bit in the past with some of the bowlers but I have had to get to know them properly and gain their trust. You need to know how to talk to them, when to talk to them and what information to share. You need to know when to shut up. Sometimes saying nothing is as powerful as saying something.



# TRUE ABILITY

Chris Edwards, 25, who suffers from autism, took up cricket when it was too hot to play football. Through his all-round cricketing ability and leadership skills, he has become captain of England's Learning Disability side. Last summer he led them to victory in a tri-series against Australia and South Africa on his home turf of Cheshire where he also works as a youth coach.

**It was quite surreal to represent England at home on the Wirral.** I'd always dreamed of it and playing matches at clubs like Oxton and Neston, where I also coach, were great occasions.

**For the first couple of games it was almost a case of not wanting to fail in front of my mates – it wouldn't have been ideal!** I was quite anxious but as my nerves settled down I could concentrate on the cricket and enjoy it more.

**Winning the tri-series showed just how far we've come as a team, especially over the last two years. It's amazing to see how each individual has excelled in their cricket.** The squad's getting more experienced and wiser. Both Australia and South Africa are really strong but we've just got better over the last few years. Australia had us in trouble a couple of times but the character in our squad got us over the line. We also showed we were the fittest side over the ten games.

**On the field it was very competitive and feisty.** Off the field it was just a bunch of lads hanging out, enjoying the whole experience. We've always got on well with other teams and I knew quite a few of the guys from previous tournaments. The camaraderie has always been there and they are some of the nicest people you'll ever come across.

**We're trying to set the benchmark for players around the country who have a learning disability.** Yes, there are opportunities out there for you to come and claim a place in the squad. New members of the squad are always made to feel welcome.

**I think I've become smarter about how I approach games. It's important to know your role within in the team.** Technique-wise you're always trying to find that extra few per cent to help the team.

**Left-handed batsman Dan Bowser was our player of the tournament.** He's one of the elder statesmen in the squad at 30 and nothing seems to faze him. He's one of the most level-headed players I've come across and we all learn a thing or two from him. He's an unbelievable player with a lot of quality and a great range of shots.

**As a squad we're really united.** We have a strong back room staff of eight, from Head of Disability Cricket Ian Martin through to coaches, strength and conditioning and nutrition. It really does help us. They're always on the other end of the phone if you need advice.

**I've been working for the Cheshire Cricket Board for nearly six years.** My role is development coaching officer, helping to develop youngsters from the age of nine to 18. I'm involved with the All Stars Cricket programme for five to eight year olds and I run a county girls team. I visit clubs to give coaching support and also go into local schools with Chance to Shine, helping to migrate potential new players to clubs.

**It's fantastic to see the smiles on children's faces when they've enjoyed a session and they want to do more.** You know you've had an effect and maybe brought new members to a club – that's a good feeling.







# A GAME FOR ALL

ECB’s Head of Strategy Vikram Banerjee explains the findings of extensive research and consultation that have helped produce the action plan to engage South Asian communities.

The vision to make cricket a game for everyone under-pins ECB’s 11-point action plan to engage South Asian communities.

People of South Asian origin make up 30% of the playing base in England and Wales set against 6% of the population as a whole.

But it has long been recognised that the game has needed to do more to engage with South Asian communities. “This isn’t about selling more tickets or getting more people playing as such,” explains Vikram Banerjee, ECB’s Head of Strategy and a former first-class cricketer, “it’s about making South Asian people feel more welcome.”

ECB has assembled a diverse 12-person advisory group, chaired by Lord Patel of Bradford, who, in 2015, became the first British Asian to be appointed to the ECB board.

“Ever since I first fell in love with cricket as a young boy in Bradford during the 1960s,” Lord Patel writes in a foreword to the action plan, “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.”

The action plan is the culmination of 12 months of research and consultation across the country. Banerjee continues: “We’ve looked at all of cricket: recreational, elite, attendance and matchday experience, the way we communicate and the culture of the game.

“We intentionally took our time over it and we were at pains to make it community led, asking and listening.

“There was a huge amount of positivity. The only criticism was that it could have happened five or ten years ago which we accept.”

This is a long-term plan with the aim of creating a self-sustaining, cultural shift across the game, which includes ECB itself. Banerjee says: “We need to get our own house in order including the way we recruit, train and develop.”

The same applies to the elite levels of the game where only 4% of players are from South Asian communities, which increases to 11% at academy level.

There are, however, some “open goals”, as Banerjee calls them, which can be implemented in the short term. More or better facilities was one of the clear messages from the research.

“There are areas where people didn’t want intervention,” explains Banerjee. “They want facilities, places to play and access to play in an affordable way. But they don’t necessarily want to be part of an ECB-badged league which is fine.”

Overall, this vital piece of work will benefit the whole game. Banerjee says: “We came into this project with quite a narrow lens but it’s much wider than that. A lot of things we’re talking about – like facilities in inner-city areas or the need for women coaches – are not just for South Asians. They’re for cricket.”

## South Asian Engagement – 11-Point Plan

### Recreational

1. Facilities – provide access to year-round facilities in urban areas; reduce the challenges of availability and cost
2. Formats – provide the right range of playing opportunities
3. Children and schools – ensure cricket provision in the most diverse primary schools
4. Women and girls – develop and expand female coaching network

### Elite and coaching

5. Talent identification – improve connection between ‘non-traditional’ cricket environments and urban communities with the talent pathway
6. Talent development and retention – introduce talent pathway education and support
7. Financial support – for talented youngsters where needed
8. Elite coaching – support development of elite South Asian coaches

### Attendance

9. Matchday experience – improve fan experience by increasing cultural awareness

### Media, marketing and communications

10. Media, marketing and communications plan – use right channels and voices to engage South Asian audiences

### Administration and culture

11. Our people – increase diversity of cricket workforce

40%

Of ticket purchases at last year’s ICC Champions Trophy in England and Wales were made by South Asians

20%

Of South Asians said they had trouble finding a place to play (against 5% nationally)

58%

Of South Asians favour playing T20 format or shorter



# BREAKING BARRIERS

Amna Rafiq, 22, has already achieved a huge amount in a short space of time. In under three years as Leicestershire's community engagement officer, she has transformed cricketing opportunities for women and girls in South Asian communities.

**I stopped playing because of limited opportunities for women's cricket.** My father wasn't comfortable with me continuing to play men's cricket after a certain age. But I realised that I just loved the game and I needed to do something about that – not for me but for other people. It is now my mission to shatter those barriers, change perceptions, and make sure that cricket is accessible and available to everyone.

**I joined Leicestershire in 2015 with the aim of increasing the number of fans, players and coaches from South Asian communities.** We needed to create a better relationship with those communities. In the past they had no relationship with the club except if India or Pakistan played when they would flood into Grace Road. But there was no alignment with the Foxes. That was one of the biggest challenges that I've had. But Wasim Khan, our chief executive, recognises the importance of engaging all communities.

**The biggest thing I have realised is that you have to take the game to people – you can't expect them to come to you.** Through relationship-building and putting ourselves out there, people are now much more willing to work with us and help us achieve our goals. These communities are quite close knit so we have identified champions, who are leaders within their own communities, who now go out and promote our work.

**We found that many Muslim women had no interest in cricket.** So we have been creative and introduced a new programme called Bolly Cric-Hit. We have teamed up with a national organisation who deliver a 45-minute fitness session to Bhangra and Bollywood music and following that we do a softball cricket session – just games, no coaching. At the first session we had a great turnout with over 50 women attending but the majority of the women left before experiencing the cricket. The next week, the word had got round about how much fun everyone had and only three women, due to other commitments, couldn't stay on for the cricket.

**Numbers have been going up ever since and we had to get a bigger hall.** We've been running it out of a church hall which might not seem like a place to play cricket however we wanted to engage the mums in the area and it's very close to the mosque and the timing is crucial. The women drop their kids off at the mosque and then come to the sessions whereas before they might have just been waiting in their cars.

**Last year we ran the Diwali Cricket Festival.** There was lots going on – food, music, cricket, Rangoli art workshops. As a Hindu festival, Diwali is not something I celebrate or know that much about. Afterwards I received a bunch of flowers – I've still no idea who from – and on the card it said how much they appreciated that I, as a Muslim woman, had come out to learn about their festivities and culture. It's about making people realise that you can mix and be friendly with people from other religions and appreciate what other people celebrate. It was lovely to see people from different cultures come together to celebrate the festival of lights.

**I asked my mum to come from Barnsley to do the barbecue for a women's softball festival – and when she arrived she wanted to play!** I ended up doing the barbecue and nearly burning everything. My mum absolutely loved it. She played barefoot and in traditional clothing which then prompted other women who were fully covered to want to join in. Then she asked me for a softball set so she could play in the garden. This would never have happened before and the fact it was a safe environment without men present meant my mum felt really comfortable to play alongside other women.

**When I started at Leicestershire, there was me, one other coach and one coach support worker who were South Asian females.** Now we have five active Level 2 coaches and 18 coach support workers. They're all champions and share the same passion as me.







# IN THE PINK

In 1997 Edgbaston was the scene for this country’s first official floodlit cricket match. Twenty years on, the venue successfully hosted the UK’s inaugural day-night Test. Warwickshire CEO Neil Snowball discusses the background to a marketing triumph.

23,922

People who attended day two of the day-night Test, the most for a non-Ashes match – overall 70,000 came to the match

45%

Of ticket buyers were new to Edgbaston and 54% had never bought a Test-match ticket before

£15M

That the day-night Test contributed to the local economy as estimated by the Birmingham Regional Observatory



When Neil Snowball was first approached in 2016 by Tom Harrison and Andrew Strauss about staging the UK’s first day-night Test his first thought was “why not?”

ECB’s primary aims were to broaden the audience for Test cricket and help the England men’s team prepare for the day-night Tests in Adelaide and Auckland on their 2017-18 winter tours.

But for Snowball, who has been in post at Edgbaston since 2015, there were other potential benefits. He explains: “Innovation is one of our key values – we hosted the first ever floodlit one-day match in England in 1997 – and you’re always trying to find a point of difference for each fixture in a busy season.”

In August 2016 Warwickshire played Worcestershire in a second XI match under lights at Edgbaston using both the Dukes and Kookaburra pink balls. Then it was all systems go for England v West Indies a year later, an historic match that was also the 50th Test match staged at Edgbaston.

There was some trepidation. “There was a degree of risk because we didn’t how the public would respond,” says Snowball. “We didn’t want people to think it was a gimmick and undermine traditional Test cricket. But it was apparent very early on that there was a lot of interest.”

The marketing teams at Lord’s and Edgbaston worked together to produce “unique inventory” that made a virtue of the pink theme and included a retro neon look. “The interest around the pink ball became almost an obsession,” recalls Snowball. “The media got on board with it – I was getting calls from journalists who were not even involved in sport.

“The Warwickshire league played a whole round of matches with pink balls in the run-up to the Test. We had rosé in all the bars, pink cocktails and pink beach balls in the beach areas.”

Ticket sales were impressive with 70,000 coming to Edgbaston over the three days before England completed their victory by an innings and 209 runs. Two days were sold out while Friday’s crowd of 23,922 was the ground’s highest ever attendance for a non-Ashes Test match.

Snowball observed some interesting variations from the usual Test match audience. He says: “We still had traditional Test match supporters, which was great, but the overall atmosphere was a bit more like T20 Blast Finals Day.” This might explain why food and drink sales were the highest for a non-Ashes Test.

More than half of ticket buyers (54%) had not bought a Test ticket before – a response which Snowball describes as “phenomenal”. Women accounted for 18% of ticket purchasers versus a national average of 8%.

According to ECB spectator feedback, the atmosphere for the match was rated 8.7 out of ten. Edgbaston has the two highest marks recorded: for the Ashes in 2015 and T20 Blast Finals Day in 2017.

The hours of play for the day-night Test also proved a hit with the corporate hospitality audience because it allowed working people to come to the ground later in the day without missing any cricket. A ‘twilight ticket’, which is part of the day-night offering at the Adelaide Oval, was considered but not required at Edgbaston.

Another consequence of the unusual hours of play was the demand for hotel beds in Birmingham. The council announced that 2017 was the best year on record for city-centre hotels and the primary reason was the impact of Edgbaston hosting the ICC Champions Trophy and the inaugural day-night Test.

Despite the huge success of the day-night Test, Snowball believes any repeat needs to be right for the venue and for the opposition. He adds: “It works best for centrally located grounds and you also need to take into account the needs of the broadcasters too.”



# WELL COVERED

Thanks to ECB's digital content and the innovative ECB Reporters Network the domestic game has a more diverse audience than ever before.

Kent batsman Sean Dickson may not appreciate the reminder but it was his unusual dismissal in April 2016 that set the benchmark for the surge in traffic across ECB's county cricket digital channels.

The clip of Dickson bending down to knock the ball away from the stumps against Leicestershire before being given out handled the ball was the first of its kind to gain significant "cut through", according to Rob Johnson, ECB's digital content editor.

The 2018 summer is the third that ECB has been sharing clips and highlights packages of all three domestic competitions across Twitter, Facebook, Instagram, YouTube and, of course, ecb.co.uk.

"Social media has demonstrated that there is an audience out there who are really engaged with domestic cricket – in particular the Specsavers County Championship – and it is a bit younger than you might suspect," says Johnson.

"The clips give us a point of difference and there's so much good cricket, each competition has provided some really sharable content."

The digital following for the three Specsavers County Championship social channels increased 64% year on year to 143,300 in 2017 while the T20 Blast enjoyed a 30% increase to 805,700 followers.

The new ecb.co.uk website, which launched last year, provides a one-stop shop to follow the action from all competitions with in-play as live clips, live scores and an in-play live blog. Match reports and video highlights of every day of every game are also published throughout the summer.

The footage comes direct from the fixed cameras at either end of the ground at every county match, which are managed by each of the 18 first-class counties' performance analysts via the Feedback Cricket technology.

With so much rich content available, Johnson, and ECB's content agency, are always on the look-out for the "obscure, unusual or eye-catching" as much as a glorious cover drive.

Three clips from last summer that ticked those boxes and gained global recognition were Jack Leaning's stunning, leaping catch for Yorkshire against Lancashire in the T20 Blast, Freddie Flintoff – dressed as Elvis obviously – falling over a loud speaker on the perimeter of the Edgbaston outfield on T20 Finals Day and Yorkshire captain Gary Ballance's bizarre hit-wicket dismissal against Leicestershire in the Royal London One-Day Cup.

One of the consequences of sharing the quirrier clips is engagement with communities of club cricketers – who might not be avid followers of the county game – because they can easily relate to an unusual dismissal or a spectacular wide.

Aiding Johnson in his quest for digital gold, is the ECB Reporters Network, who are encouraged to share via a WhatsApp group noteworthy and newsworthy happenings around the grounds.

Established in 2014 when the Press Association stopped funding eyewitness county reports, the ECB Reporters Network has developed into a vital source of content for national and regional newspapers, and First Class County websites.

The coverage has expanded too. "It now provides features and previews as well as match coverage, including women's Kia Super League and disability cricket – about 700-750 days' cricket in all," explains Andy Wilson, ECB's county cricket media editor.

Earlier this year the Network was the inspiration for an article in *The Stage* about how the Arts Council should consider funding theatre reviews that could be syndicated, like cricket reports, to regional publications across the country.

Add in the comprehensive ball-by-ball BBC local radio commentary of the domestic game and you have a multi-channel package of quality and quantity.

Despite the decline in traditional newspaper – national and regional – coverage of county cricket, the changing media landscape has actually made it easier than ever before for fans to immerse themselves in the domestic game.



## 64%

Increase year on year in followers (up to 143,300) for the Specsavers County Championship three social channels in 2017

## 34.1M

Video views across the three T20 Blast channels as part of 159.8m impressions and a 30.1% year-on-year increase

## 93.2%

Increase in 2017 up to 85,600 followers across the two Royal London One-Day Cup social channels





# QUANTITY AND QUALITY

All Stars Cricket launched last year with 37,000 five-to-eight year olds taking part. But it was also the depth of engagement that was so encouraging.

37,000

Children who took part in the first year of All Stars Cricket, which was delivered by 1,500 clubs

70%

Of families involved with All Stars Cricket who had no previous engagement with their local cricket club

200

Clubs delivering All Stars Cricket programmes who are based in the top 20% of the most deprived areas of the country



For Jo Malcolm at Kings Heath Cricket Club in Birmingham, signing up to All Stars Cricket was “a no brainer.”

“It sounded really exciting and a good move for the future,” adds Jo, the women and girls co-ordinator at Kings Heath, three miles south of Edgbaston. And yet. “We just hadn’t anticipated the response.”

The club had 84 children, including 19 girls, sign up to the inaugural programme. Parents came from miles around for a taste of Friday night fun. The children came from a diverse range of social and ethnic backgrounds and, remarkably, attended 27 different schools.

Those 84 were among 37,000 five-to-eight year olds who took part in All Stars Cricket – ECB’s first-ever entry level junior cricket programme – and Kings Heath were one of 1,500 clubs to sign up

“We were genuinely blown away,” says Matt Dwyer, ECB’s Director of Participation and Growth, “not just by those numbers but by the quality that sits beneath that.”

All Stars Cricket is not just about “giving kids an outstanding first experience of cricket” but also “creating the next generation of volunteers.”

Dwyer, who will be leaving ECB later this year to take up a role with Tennis Australia, adds: “To have four out of every five parents coming over the boundary line and getting involved has been amazing.

“We had this ambition to create a great family environment and we’re seeing that come to life in terms of parents getting involved.”

At Kings Heath, the level of interest presented a challenge. “The issue was whether we had enough adults,” recalls Jo with a smile. “But our ‘activators’ were creative and very good at delivering the fun element.”

The adults took some coaxing to get involved, says Jo. Some just wanted to sit and watch, chatting to their friends and enjoying a Friday evening drink.

But little by little, more and more became involved, firstly just by throwing balls for children to catch but then performing more complex tasks to assist in the All Stars games.

The involvement did not end there. Dads signed up to be coaches – one has even become the club secretary – while mums started playing themselves in the women’s softball programmes that were launched last year alongside All Stars Cricket.

Female participation – both on and off field – has been a notable part of All Stars Cricket’s initial success. One in five of the activators in 2017 was female set against a normal coaching ratio of one in a hundred.

“We know in this age group that the mum is often the primary decision-maker,” says Dwyer, “so we gave them the message about what cricket can offer your child and also what it can offer the relationship with your child.

“We were conscious of removing barriers to parents getting involved. They get a video every week telling them the games their child will be playing so they can get started by playing them in the back yard.”

One of the more startling statistics is the amount of families – 70% – who had not been involved with their local cricket club prior to All Stars Cricket. “That’s an

unbelievable result in terms of attracting a new audience,” says Dwyer.

Jo Malcolm agrees. Kings Heath attracted a mixture of cricketing die-hards and debutants. She adds, passionately: “We need to help people access cricket who wouldn’t normally do so – otherwise we’ve failed.”

That sense of engaging with the harder-to-reach communities has not been lost on England’s elite male and female players.

At Loughborough last May the men’s squad received a presentation from Dwyer and his team which reinforced the important role they can play in helping inspire more children to take up the sport at an early age.

“They came up afterwards asking questions about how they could help,” he says. “Jimmy Anderson said his daughter was going to be involved, Moeen Ali and Adil Rashid asked about how they could take it back to their communities. Their response from day one has been fantastic.”

The day after England won the ICC Women’s World Cup on home turf, Heather Knight and her team were delivering an All Stars Cricket session at Lord’s.

Who knows, there might even have been a future England captain among that starry-eyed group. But that is not the main purpose of All Stars Cricket.

Jo Malcolm, who works as a speech and language therapist, concludes: “I’m not especially sporty and I’m not into performance but I am into children getting lots and lots of opportunities. I’m also into what sport gives to children in terms of life skills.”



# CLOSER PARTNERSHIPS

The latest media rights deal with Sky Sports and BBC TV will aim to drive participation like never before.

Innovation, partnership and participation lie at the heart of the latest five-year broadcast deal that was announced last summer.

ECB secured a £1.1 billion deal for all media rights with Sky Sports and BBC in a ground-breaking partnership that will deliver “the reach, revenue and relevance the game deserves, to help it grow”, according to ECB chief executive officer Tom Harrison.

Harrison adds: “Together, these new deals will deliver the partnership, distribution and investment that will fuel the future of our game, driving recreational, professional and international cricket for years to come.”

In the deal that runs from 2020-24, live cricket returns to BBC Television for the first time since 1999. Sky Sports will enhance their long-standing partnership with ECB by attempting to replicate the success of the *Sky Ride* model, that has had such an impact on mass-participation cycling.

“We’re determined to make it more of a partnership than ever before,” says Bryan Henderson, Sky Sports’ Head of Cricket. “We will work much more closely together with ECB in promoting the game, the coverage and a huge participation programme.”

For Ben Gallop, Head of Radio and Digital at BBC Sport, the new broadcast deal brings opportunities to extend the reach of the sport.

He says: “What is so exciting about this deal is that you’re opening up to an audience who are watching mainstream, multi-genre TV channels and will be introduced to a sport that they might not know that much about.

“Free-to-air coverage opens the sport up to younger audiences and ethnic minority groups – there are all sorts of opportunities there.”

Both Sky Sports and BBC have long-standing commitments to cricket and both view this latest deal as extending and reinforcing that commitment.

Henderson says: “We’re delighted to be keeping the relationship going for another five years and it’s proof of our massive commitment to the sport and the billions of pounds we’ve invested over the years.

“I’d like to think that Sky Cricket is at the absolute heart of innovation on all screens – TV and the digital support that goes around that. From commentary pods to the Sky Cart to drone cameras to interactive digital support to having a dedicated cricket channel.”

Gallop believes the return of cricket to BBC Television is a natural extension of their package of online clips for all England matches that has been part of their offering for the past two years.

He says: “We are very pleased to be able to have such an extensive rights deal. We’ve been involved in cricket for a long time – *Test Match Special* celebrated its 60th anniversary last year.

“Our digital clips have taken our coverage of Test cricket to another level. It was a really important stepping stone to where we are now and a really important part of reinforcing our partnership with ECB.”

Both Gallop and Henderson are looking forward to the possibilities of the new eight-team domestic competition, which will launch in 2020. BBC and Sky Sports will share live television coverage.

“We’ve had a glimpse of how the new competition will look and we’re phenomenally excited about it,” says Henderson. Gallop adds: “We really want to appeal to a broad audience, particularly a younger one, so that will influence the tone and style of the coverage.

“Cricket, for all that it’s a wonderful sport, can be slightly impenetrable to some people. We want to break down those barriers and open it up to as wide an audience as possible. This is where we can loosen things up a bit and focus on entertainment.”

## Media Rights 2020-24

### Sky Sports

Live coverage, highlights and clips of all England men’s and women’s internationals

Live coverage of new domestic competition

Live coverage of County Championship, County T20 and One-Day Cup

### BBC TV

Live coverage of two England men’s International T20s

Live coverage of one England women’s International T20

Live coverage of ten matches in new domestic competition, including the final

Live coverage of eight matches in new domestic women’s competition, including the final

Highlights and clips of England Tests, IT20s and One-Day Internationals

Clips of County Championship, County T20 and One-Day Cup

### BBC Radio

Live coverage of all competitions, domestic and international







# OFFICIAL PIONEER

Sue Redfern first played for England in 1995 aged 17. Last summer she became the first female cricketer to have played and officiated at a World Cup. She started umpiring in 2013 and combines that with an ECB role as a Regional Clubs and Facilities Manager. In 2015 she broke new ground as one of two female umpires in a men's ICC World Cricket League fixture between Oman and Nigeria.

**I wanted to umpire as a way of staying involved with the game.** I'd always played recreational cricket but was not enjoying it as much as my performances waned. I wanted to put something back into the game because it has been part of my life and given me so many opportunities.

**Umpires have such an effect on the satisfaction of players.** It's important to me that we're given a fair game and as a bowler I gave umpires a pretty hard time! Especially being a left-arm over-the-wicket bowler – I never got any LBWs! My dad was an umpire and I wanted to stay involved in cricket and help create a fair and enjoyable game.

**People often assume I umpire only women's cricket but 95% is men's cricket.** I started in the Warwickshire League, then moved into the Birmingham & District League and last summer I umpired in the premier division of that league. This year I've been selected to officiate in some men's county second XI fixtures.

**I'm a competitive person and I want to be the best umpire I can be.** I want to learn from the best and have an opportunity to stand with the best. If my performances allow me to progress, my ultimate aim would be to umpire professionally.

**Players like to test new umpires, regardless of gender.** They tend to assume that a male umpire will have played the game but they may not necessarily think that of a female. Teams that I hadn't come across before tended to appeal more but generally now players who see me frequently just judge me on the performance on the day, good or bad.

**I do have a trick up my sleeve for any player who has a 'does she know what she's talking about' attitude.** I make sure there's enough space between me and the bowler and I bowl the ball seam up back to the bowler. Nine times out of ten they're startled and ask if I played. I like to think I'm approachable and can inject some humour. It's important to have your own personality – we're not robots.

**It was great that ICC put faith in female officials for a men's tournament.** It was a clear message that if you're good enough to umpire at this level then you can umpire in any tournament. The standard of cricket was similar to county second XI but the intensity was different because it was international cricket. You're scrutinised more because of the technology and you are given live feedback. That's something I had to grow used to very quickly.

**I feel privileged to have represented my country at a World Cup as a player and then as an official.** I never thought I'd get another opportunity. As a player I was very young and probably didn't fully appreciate it but I do now. It's overwhelming really. I just feel incredibly privileged.

**More females are playing and coaching cricket than ever before and there's no reason why that can't happen with other roles too.** I know I have a responsibility as a role model which is why I tutor umpires as well. It's about raising awareness that women can be in these roles. Hopefully I can influence that mindset.



# INDEPENDENCE AND DIVERSITY

Far-reaching governance reforms will make the ECB board and its committees fit for purpose in the modern world.

A three-year process of governance reform has come to fruition with the introduction of a fully independent ECB board.

The far-reaching changes follow an extensive review into the game's governance structure by Ian Lovett, ECB's deputy chairman.

All 41 members approved a series of changes to the ECB's Articles of Association late last year, paving the way for the formation of the new board.

The size of the board will be reduced from 13 to 12 and includes nine independent non-executive directors, five of whom will be drawn from the wider cricket network specifically for their knowledge and experience within in the game. Those appointees are required to relinquish any other post that might create a conflict of interest.

Four other non-executive directors, who do not need to have a close connection to the game, will be appointed with one of those standing as the senior independent non-executive director.

Lord Patel of Bradford, who became the first British Asian board member in 2015, becomes the first senior independent non-executive director.

The rest of the board comprises three ex-officio members: the ECB chairman, chief executive officer and chief financial officer.

All the non-executive directors will be appointed for terms of three years and will be able to hold office for a maximum of three terms.

As part of its commitment to gender diversity and good decision making, ECB will ensure that at least 30% of the new board is female.

The reconstituted nominations committee will appoint all board directors and members of key ECB committees.

The reforms mean that ECB will exceed the minimum standard required for national governing bodies set out in Sport England's Code for Sports Governance.

Lovett explains: "We needed to change and it was heartening to know that our thinking was already very much in line with Sport England's."

Lovett held more than a hundred separate meetings with stakeholders from across the whole game in England and Wales. The aim was to create an improved structure which will better reflect the diverse needs of all ECB's major partners – including international and non-international grounds, as well as the recreational game.

He says: "I am very pleased we got everyone to agree. It's a credit to the game they all recognised it needs to change."

He adds: "We want a board that's not too big, is sufficiently diverse, sufficiently independent and that refreshes regularly, with the requisite mix of cricket skills and experience."

"Independence was a big thing for us to remove actual or perceived conflicts of interest. And we genuinely believe that a diverse board is a better board."

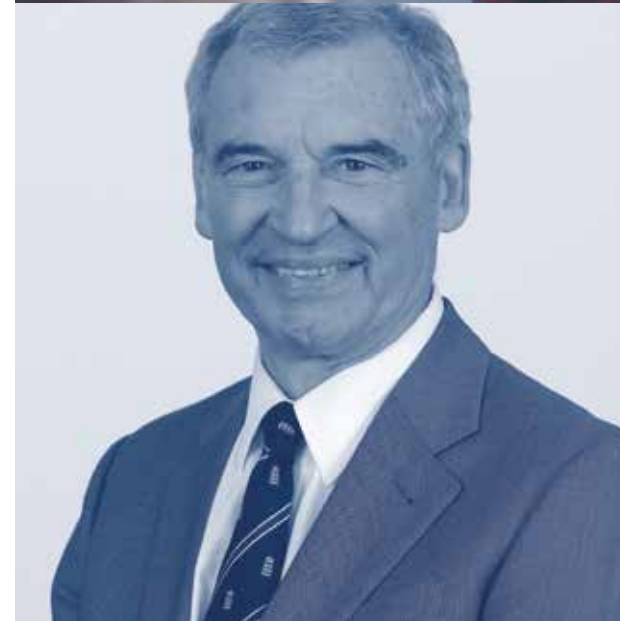
Lucy Pearson, a former England player and ECB board member since 2016, agrees. "Having a diverse board can only be in the best interests of any sport," she says, "because decisions need to be made by a group who, as well as having a range of skills, reflect the stakeholders."

"Diversity on its own is only one step – being truly inclusive must be the ultimate aim. How does ECB make itself truly inclusive? Everyone connected with the organisation – whether as board member, player, coach or volunteer – needs to know that there is a place for them in it and they are made to feel that their particular background is valued and not an obstacle."

"But even in the short time I've been involved the board has changed in both the way it operates and the way it thinks. I think my remit has been to challenge unconscious bias and habitual ways of interacting."

Pearson, who was recently appointed as the FA's new head of education, originally came on to the ECB board with a focus on women's and girls' cricket but that is now just part of a wider brief.

She explains: "Quite rightly it was an area that the whole board wanted to have influence over. And while it is vital to have people with particular insights and skills, the board functions best when the whole group are looking at all matters equally."









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