



CRICKET  
IRELAND



Strategic Plan 2012-2015  
*driving forward, generating pace*



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# Irish Cricket has come enormously far in a short space of time



Before the World Cup in 2007, Irish Cricket was a minority sport with modest ambitions. In the space of just three years, we have changed our name, become a professional business, trebled our turnover, doubled our annual fixtures, and dramatically increased our complement of staff and professionally-contracted players.

One thing, however, has not changed – our teams have kept winning. From qualifying for the latter stages of major ICC events, to winning successive Intercontinental Cups, to putting clear water between ourselves and our Associate rivals, to winning nearly every global qualification event, to finishing in the top 10 of U19 World Cups, to beating Full Member teams in ODIs/T20Is in both men's and women's cricket, we are showing consistently we are top 10 team at every level.

On and off the field, Irish Cricket is demonstrating ambition, a desire to be better in every aspect of the sport – in terms of playing, coaching, administration, commercial activity or our structures. We no longer benchmark ourselves against our rivals in the Associate world – but rather against the best in the world. And our success in achieving previously-unachievable goals continues to spur us towards higher recognition in the world game.

The objectives laid out in this Strategic Plan are hugely ambitious, but the passion, dedication, skill and experience of all of those associated with Irish Cricket – whether players, coaches, volunteers, staff, commercial partners, funding partners, committees – give us the belief to reach beyond our current grasp. That said, we also believe that our best chance of achieving success in our aims will be through support from the international game in delivering recognition for our achievements. Whether this recognition is achieved within the lifetime of this plan, we cannot say, but we can say with certainty that achievement of at least some of these objectives will put us on a sure footing in that direction.

We thank all of those mentioned above, especially our volunteers, who do so much, often unsung, towards creating the success that gives us all pride in our sport and country. We dedicate this plan to them, and commend it to all those that read it.

**Warren Deutrom**, Chief Executive

# Theme for the plan

This plan sets out a stretching, ambitious future over the next 4 years for the game in Ireland. **Driving forward, generating pace** sets out our game plan to take on even greater challenges and to build a sustainable, exciting future for cricket in Ireland that will inspire all involved in the sport. We want our sport to grow in participation, succeed on the global stage, deliver economic impact, and be recognised for outstanding governance practice.

We recognise the targets set out in this plan are bold and we are setting them in the knowledge that it will force us to raise our performance in every aspect to even greater heights in the coming years. We also accept that achieving 100% of our targets may not be achievable but by striving to reach them we are setting on a roadmap to long-term success.

Our ambition is to place cricket in the top 4 team sports in Ireland and establish our position on the world stage in the global game.

This plan will require considerable investment in both financial resources and people to enable us to meet our objectives. Built into our resource planning assumptions is a significant increase in ICC funding in line with our ambition to achieve enhanced membership status. We have no intention of being a drain on the game's existing resources – on the contrary the plan sets out to grow them. Simply put this plan sets out what Cricket Ireland can deliver to the game if we achieve enhanced status.

In the event that this does not materialise during the term of this plan we may have to review our objectives. Specifically we may need to re-assess the priority of our key initiatives and agree a reduced set of targets.

While the resource plan indicates an increase in the professional staff levels to support some of our key projects the plan also assumes a considerable continued level of voluntary input through the Provincial Unions. This input has been one of our core strengths and the bedrock upon which the game has flourished.

Clear alignment between Cricket Ireland and the Provincial Unions will be critical to ensure that this voluntary input continues to allow us to achieve the long-term aims for our game. The commitment and dedication of our volunteers will remain our greatest and most cherished asset.

# Looking to post a formidable score

*To achieve our ambition we are declaring our headline targets for 2015.  
In the next 4 years we plan to:*

- Become an enhanced member of the ICC
- Establish cricket in the top 4 team sports in Ireland
- Be ranked 8th in the World in Men's cricket
- Be ranked 7th in the World in Women's cricket
- Increase participation in the game to 50,000
- Establish a first class equivalent domestic game structure
- Deliver outstanding sports events that enjoy regular, high profile media coverage
- Attract and retain high calibre professional and voluntary staff
- Develop annual self generated revenue streams of €2.5m+ (i.e. non grant revenues)
- Build revenue reserves of €500,000+

# Strategic action areas

*We have identified the following strategic action areas as critical to realising our ambitions:*

1. **Winning elite teams**

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2. **Growing the game**

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3. **Strengthening our domestic game**

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4. **Raising the profile**

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5. **Creating a sound resource base**

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6. **Building great facilities**

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7. **Leading the sport**

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*Each action area is supported by detailed operational plans highlighting the tasks, roles and responsibilities for delivery.*



# The pitch map

## Strategic priorities

- Winning elite teams
- Growing the game
- Raising the profile
- Strengthening our domestic game
- Leading the sport
- Creating a sound resource base
- Building great facilities



## Key initiatives/projects to deliver

- Super area programme
- Accessible game
- Club accreditation
- New ODI venues
- Pitch rating system
- International strategy
- New revenue streams
- Leading the way
- "Have a go" programme
- First class cricket
- Regional academies
- Pitch development programme
- Marketing the game
- Sponsor management
- Major events
- Coach education
- Vibrant inter-pro
- Elite coach development
- CricketForce programme
- Project TV
- Membership programme
- Key role planning

## 2015 Outcomes

- Enhanced ICC member
- Top 4 Irish team sport
- 8th in World (Men)
- 6th in World (Women)
- 50,000 participants
- First class structure
- High profile
- High quality people
- €2.5m revenues (non grant)
- €500k revenue reserves



# Strategic Action Area 1: **Winning elite teams**

## OUR VISION

We will continue to give our international teams the best chance of winning on the world stage delivering a world class support structure to our senior men, women and Under 19 teams.

## Key initiatives/projects to deliver

- **High Performance Plan** – continue to implement the High Performance Plan 2009-2015
- **Regional academies programme** – establishment of at least 3 regional academies for the 15-19 year age group (boys) and development squad (women) to prepare them for success on the international stage
  - The academy will incorporate all aspects of the game including technical coaching, exposure to high quality competition, lifestyle programmes, mental preparation, nutrition guidance
  - The regional structure will allow for increased contact time with our best young players
  - Places in the Academy structure must be earned consistently and all places will be reviewed twice a year
- **Elite coach development** – investment in our best coaches to ensure we have a critical mass of highly qualified and effective coaches working with our best talent

by **2015**

- Ireland Men 8th in World
- Ireland Women 7th in World
- 3 Regional Academies in place
- 25 Level 3+ Coaches

# Strategic Action Area 2: **Growing the game**

## OUR VISION

We will increase significantly the popularity of the game and the number of people playing it, with an emphasis on attracting youngsters and targeting new areas for expansion of the game through a co-ordinated coaching and development infrastructure.

## Key initiatives/projects to deliver

- **Super area (development) plan** – selecting at least 10 strategic hot spot areas across the country where we will concentrate our development effort
- **“Have a go” programmes** – a series of branded programmes targeted at 6-12 year olds aimed at introducing children to the game in a fun way
- **Coach education** – increasing the number and quality of qualified coaches to support the growth in the game
- **Professional cricketers development roles** – tapping into the resource base of club professionals and leveraging that resource as part of our structured development plans
- **Smart partnerships** – with local authorities for development resource, with the GAA in hurling strongholds, with ethnic communities to build awareness and participation, between schools and clubs to ensure sustainable development of the game
- **Connacht Cricket Union** – development of the CCU to co-ordinate and manage the development of the game in the West
- **Munster Cricket** – emphasis on building the strength of Munster cricket
- **Ulster Women** – aggressively build up the Women’s game in Ulster
- **Making the game more accessible** – evening leagues, indoor cricket, shorter versions of the game, initiatives to make the game more socially friendly and easier to play

by **2015**

- 50,000 participants
- 1,000 qualified coaches
- 5 development managers
- 250 clubs
- 50% primary schools (linked)
- 75% secondary schools (linked)
- 10 development ‘super areas’

# Strategic Action Area 3: Strengthening our domestic game

## OUR VISION

We will strengthen the standard of the game in Ireland and reduce the gap between the international side and the top end of domestic cricket introducing a first class equivalent structure.

## Key initiatives/projects to deliver

- **Domestic Review** – implement the agreed recommendations from the Domestic Review 2009
- **First class cricket** – establishment of a ‘first-class equivalent’ competition structure in partnership with International Cricket Council, Europe
- **Vibrant inter-pro competition** – reintroduction of a relevant and competitive inter provincial championship
- **National T20 Cup** – establishment of a National T20 Cup competition
- **Club accreditation** – introduction of a club accreditation scheme aimed at improving standards across all clubs with a tiered model to ensure the highest standards at the top end of the club game
- **Umpire development** – establishment of an elite officials development programme
- **Scorers development** – training and development to ensure International standard scorers

by **2015**

- ‘First class’ competition structure in place
- Successful Inter-Pro model working
- National T20 Cup a highlight in the domestic calendar
- 100% of senior clubs achieving club accreditation
- Average of 1 new elite umpire per season (ICC Europe elite panel)
- At least 1 ICC Associate/ Affiliate panel umpire
- 20 International standard scorers

# Strategic Action Area 4: Raising the profile

## OUR VISION

We will increase the profile of the game nationally and internationally attracting regular TV coverage for our major events, greater awareness levels of cricket throughout Ireland and increased respect within the international cricket community.

## Key initiatives/projects to deliver

- **Marketing the game** – development of initiatives to greatly increase general awareness levels of the game throughout the country
- **Project TV** – proactively working with broadcasters to increase the levels of coverage of the game
- **International strategy** – working with our international colleagues to develop closer ties and linkages with key international members
- **ICC Membership status** – we will take every step required to achieve enhanced membership status

by **2015**

- Enhanced ICC membership
- Inclusion in Future Tours Programme
- Regular TV coverage of Irish games
- Awareness surveys showing year on year increases



# Strategic Action Area 5: Creating a sound financial base

## OUR VISION

We will increase our financial resource base by exploiting the increased commercial value of the game, and we will maintain a healthy, prudent revenue reserve.

## Key initiatives/projects to deliver

- **Sponsor management** – servicing sponsors to ensure they get maximum value from their association with Irish cricket and to create the conditions for renewal at enhanced values
- **Great events** – delivery of great events that attract increasing numbers and provide an entertaining, fun atmosphere
- **New revenue streams** – exploit the increased profile of the sport to deliver new commercial revenue streams to support our key initiatives
- **Core funding** – consistently deliver a return on the investment of our core funders (ICC and Sports Council) and attract increased funding
- **Member programme** – continuation of a membership programme delivering enhanced benefits and value for money

by **2015**

- Retention of valued sponsors
- 5,000 members
- Capacity attendances at our marquee matches
- New commercial revenue streams
- Revenue reserve of €500k+

# Strategic Action Area 6: **Building great facilities**

## OUR VISION

We will host our major games in outstanding venues with international class pitches and we will raise the standard of wickets throughout the country.

## Key initiatives/projects to deliver

- **New Dublin international venue** – completion of a custom built high quality new international venue in Dublin (Malahide)
- **Bready CC** – working with Bready CC to become an ODI-accredited facility
- **Munster region** – hosting of international cricket in the Munster region
- **Pitch improvement programme** – establishment of a groundsman development programme to nurture and develop best practice across the country including masterclasses, shared practice and advice
- **“CricketForce” programme** – launch of a “CricketForce” programme to support volunteers to improve grounds and facilities
- **Focus on playing facilities** – we will encourage the prioritisation of investment in wickets ahead of infrastructure in partnership with our provincial unions
- **Pitch rating system** – development and publication of annual pitch rating system for all ‘premier’ clubs

by **2015**

- New ODI venues in Dublin and Bready staging international matches
- Hosting international cricket in Munster
- 2nd tier international venues with excellent pitches
- Improved pitch quality across all provinces
- 50 CricketForce projects completed
- Thriving and effective groundsman association in place

# Strategic Action Area 7: **Leading the sport**

## OUR VISION

We will provide strong leadership for the game in Ireland, continue to uphold the highest standards of governance and groom our people to ensure we sustain the strength of our sport.

## Key initiatives/projects to deliver

- **Key role planning** – identify and groom successors for key leadership roles within Cricket Ireland structures to ensure sustainable long-term progress
- **Leading the way** – establishing policy in key areas and working in partnership with the provincial unions to ensure implementation
- **Best practice** – identifying, adopting and sharing best practice from within and outside our unions
- **High standards in governance** – maintenance of the highest standards of governance, running our operations with transparency and accountability and putting the right people with the right skills into the right positions

## by 2015

- High calibre people in key roles, both staff and volunteers
- Effective partnerships with provincial unions
- Cricket Ireland continues to be recognised as a model organisation





# The Cricket Ireland Scorecard

## Cricket Ireland Innings 2015

OUR SCORE	2010 Target	2011 Target	2015 Target
Membership of ICC	Associate	Enhanced	Enhanced
Irish team sport ranking	Top 10	Top 10	4th
World ranking (Men)	11th	10th	8th
World ranking (Women)	9th	8th	7th
Participation levels	20,000	25,000	50,000
First class structure	No	No	Yes
TV coverage	3 live games	6+ live game	10 live game
Self generated revenue	€1.2m	€1.5m	€2.5m
Revenue reserves	€50k	€100k	€500k

**BELOW THE RATE**
**ON TARGET**
**AHEAD OF THE RATE**

## OUR VISION



## OUR STRATEGIC ACTION AREAS

Winning elite teams

Growing the game

Strengthening our domestic game

Raising the profile

Creating a sound resource base

Building great facilities

Leading the sport

## OUR KEY INITIATIVES

Regional academies

Elite coach development

Super Area development

'Have a go' programmes

Coach education

Making the game more accessible

First class cricket

Vibrant Inter-pro

Club accreditation

Marketing the game

Project TV

International strategy

Sponsor management

Major events

New revenue streams

Member programme

New ODI venues

Pitch improvement programme

CricketForce

Pitch rating system

Key role planning

Leading the way

THE CRICKET IRELAND SCORECARD

CRICKET IRELAND OPERATIONAL PLANS



# Resource planning

*To enable us to achieve our ambitious targets within this plan we will require additional resources, including:*

- Increased ICC funding in line with achievement of enhanced membership status
- Appointment of 5 development managers to plan, co-ordinate and oversee the development work throughout the country
- Cricket operations manager to support our growing programme of activity
- Full time coach education resource and investment in development programme resources and materials
- Appointment of a National club development manager to support our clubs
- Fully professional national squad including expert coaching support
- Succession planning for our key roles (Board, Executive Management, Coaching)
- Marketing/promotional expertise to assist in the promotion of the game
- Additional support services in line with the growth of the organisation

# Our valuable partnerships

Cricket Ireland would like to thank our valued partners who have helped get us to where we are now and with whom we look forward to continuing to build partnerships into the future







# Strategic Plan 2012-2015

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[www.irishcricket.org](http://www.irishcricket.org)