



More People Playing

A Strategic Plan for Cricket in Sweden

Asset Description

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Executive Summary

More People Playing.

The vision for cricket in Sweden is to have more people playing.

Our strategic plan puts people at the heart of a strategy to grow cricket in Sweden. With a framework built around five key elements that provide direction for the future of cricket in Sweden and a blueprint for success, on and off the field:

- More Players
- Great Teams
- More Fans
- Good Governance
- Strong Finances & Operations

Cricket in Sweden has never before had a strategic plan that defines a big picture view of how we are going to succeed until 2025. This strategic plan will help all of us in Sweden, from clubs to the national team, coordinate those individual activities that are required and work toward the same vision of More People Playing.



Our Approach

The approach to develop a strategy for cricket in Sweden has been to:

- Create a proposal which is built upon best practices, in order to facilitate debate and discuss the future of cricket in Sweden the SCF Board.
- Draft a discussion document that contains a draft framework and plan, that is shared with all stakeholders of cricket in Sweden (Clubs, RF and ICC) to obtain a wider feedback
- Finalise the strategy for cricket with the input from stakeholders, launching the strategy in the next AGM.

Where we are now

National Strategy for Sport in Sweden

In May 2016 at the RIM for RF a new strategy for sport in Sweden was adopted, “Strategi för svensk idrott 2025” (Reference: <http://www.rf.se/Strategi2025/>). The strategy is encapsulated in the mission statement,

“Vi bedriver idrott i föreningar för att ha roligt, må bra och utvecklas under hela livet”.

To implement the strategy there are 4 strategic areas containing 5 goals, these cover; lifelong participation in sport, international success, our core values, the place of clubs, and the importance of sport in the society.

In this is a focus is moving from the ‘triangle to the square’, where governing bodies of sports must expand their focus from not only on elite or high performance activities but also to the broad (casual or recreational) participation in sport.

State of cricket in Sweden now

Membership

Looking at the registered club membership (source: Idrottonline, 2016-11-11), data segmenting registered players by age groups shows:

- Nr of registered Adults (21+ y.o.): 1160
- Nr of registered Youth (13 – 20 y.o.): 388
- Nr of registered Children (0 – 12 y.o): 150

Of the total 1698 registered players only 7% were female. This gender imbalance is also reflected in the SCF board where only 9% are female.



Competitions and leagues

Across the country in senior cricket, we have ca. 50 clubs competing in 4 divisions across 2 formats (T20 and One-day cricket). While in junior age-group cricket there was one U19 T20 series with 16 participating clubs.

Representative Teams

With a focus on the ICC WCL Euro D2 the national men's team (Team Sweden) followed a structured development program, including friendly matches against Finland and Denmark. After coming 2nd in the euro competition, Team Sweden was promoted to division 1, the highest level in Europe. The Swedish U19 was scheduled to play in friendly matches in Denmark, but was unable to travel due to visa issues for a number of players.

Governance and Administration

For the first time ever the SCF had a paid employee to help manage the day to day management. Though much work continues to be conducted by board members and other volunteers. RF membership brings an increased need for rigor and structure to the administration of the federation.

Revenues, though increasing year on year, remain fragile. With state grants determined on a yearly basis, long term multi-year planning is not possible.

Our ICC scorecard ranking improved by 12 places, with Sweden now in 64th place. This was the biggest increase of any European country during 2016.

Challenges facing cricket

People

- There are significant opportunities for us to grow the number of clubs, cricketers, coaches and volunteers.
- We need to actively work with the integration of refugees, bringing them into existing clubs or assisting them with launching new clubs
- Cricket must find new ways to attract youth and women to the game
- We need to engage and listen to create the right cricketing opportunities for people with busy lives

Appeal

- There is a perception among Swedish people that the game is complicated and confusing
- To widen its appeal cricket must look outside of its traditional base, attracting non-expat communities and 2nd generation Swedes to the game.
- To increase accessibility we can provide different forms of cricket, including indoor and casual formats.
- The game can compete harder for a greater share of peoples' free time



Performance

- We can make the path from picking up a bat to playing for the national team clearer
- Support and performance programs should be delivered consistently across the country

Administration

- We're stronger together - there is an opportunity to get cricketing organisations working together with one common goal
- Medium and long term planning would be more effective if we can reduce short term commercial uncertainty
- The impact of volunteer time can be increased by reducing bureaucracy

What is clear is that cricket must both adapt to compete better for a greater part of people's free time. And gain visibility outside of a narrow segment of society.

The responsibility to adapt does not lie with one organisation. It will be through each club, school, league, charity etc. seeking to 'Engage, Excite and Improve' within its own operations that will grow the game.



The Plan

People

At the core of this plan we have People. People are the life-blood of the game - your players, your members, volunteers, fans.....

They provide the fuel for the game and to grow we have to recruit more. When we get more people involved and make it easier for them to stay involved we will have more players, more followers, and more income to re-invest in the growth of the game.

Together we will 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.

Framework

The framework is very simple. There are 5 different elements of the framework, that are consistent and applicable thorough out the game in Sweden:

- **More Play** We will make the game more accessible, inspire the next generation of players, coaches, officials and volunteers and keep people active.
- **Great Teams** We will deliver winning teams that inspire and excite through on-field performance and off-field behaviour.
- **More Fans** We will put the fan at the heart of the game and provide a great experience for all.
- **Good Governance** We will make decisions in the best interests of the game and use the power of cricket to make a positive difference.
- **Strong Finance & Operations** We will increase the games revenue, invest our resources wisely, and administer responsibly to secure the growth of the game.

It is essential that the game sees each of these areas as important – If each cricket organisation fails to look after any one area then we will suffer – like losing your wicket.

The framework is also designed to highlight the inter-related nature of each of these areas – regardless of our specific focus or role within the game we can all contribute to every element of this framework.



More Play

MORE PLAY is focussed on supporting our core game, retaining players, and delivering growth in terms of players, coaches, officials and volunteers.

Like each element of the plan, More Play is split into four priority areas:

- **Clubs and Leagues**

We will grow our clubs and leagues by providing outstanding experiences for all by listening to players with regard to the formats, competitions and league structures they want to play in. As well as investing in support roles such as coaches and officials, we will develop the tools that will simplify the management of clubs and leagues and continue to invest in the facilities to create the most welcoming of environments. This will be delivered through local delivery plans and more help for our people who support local cricket clubs.

Focus: Players, Coaches, Officials, Groundsmen, Scorers and Volunteers
- **Kids**

We will provide more opportunities for kids to play by putting the bat and ball in more schools across the country and by engaging with teachers to integrate cricket more into the classroom curriculum. We will roll out an ability-based pathway for children that will foster skill development and player progression, but most importantly focus on just having fun. The first stage of that pathway will be a national, entry-level programme delivered in schools, clubs and the community with a greater connection to the high-performance game.

Focus: All boys and girls aged 5-16
- **Communities**

We will ensure that cricket is at the heart of the communities in which it is played through a game wide philosophy of inclusivity. We will diversify participation with particular focus on women, girls, multicultural groups, those with disabilities and inner city communities. We will actively drive a broader representation of society in all areas of the game

Focus: All players, but with focus on inner-city communities, girl's cricket, women's cricket, Swedes and disability cricket
- **Recreational**

We will inspire stronger relationships with the game by breaking down barriers and improving accessibility. We will create opportunities for people to continue to play the game anyhow, anytime and anywhere.

Focus: Current, lapsed and new players



Tactical Initiatives till 2025

Clubs and Leagues

- Put the player at the heart of our decision-making and promote player driven formats of the game in our leagues and clubs
- Review the amount of national competitions supported by SCF to provide more opportunities to play across the whole league structure
- Deliver a volunteer offer to drive recruitment, retention and recognition
- Support construction of cricket facilities across the country to play the game on.

Kids

- Develop an ability-based pathway, including a national, entry-level programme for children aged 5-13 for adoption in clubs, schools and youth organisations
- Expand the reach of the game into all schools across the country through a combination of bat and ball opportunities and curriculum alignment
- Create a seamless transition across age groups and different formats to reduce drop out.
- Promote shorter length pitches for younger age groups
- Inspire kids with closer links to Team Sweden

Communities

- Prioritise additional investment in coaches for women's, girl's, multi-cultural groups and disability cricket
- Proactively work with the integration of refugees
- Maximise the impact of ICC global events to inspire a more diverse participation base to Play

Recreational

- Share best practice and use insight to deliver simple and enjoyable recreational cricket offers
- Identify and/or develop alternative forms cricket that reduce the entry barrier to playing cricket (e.g. veteran's cricket, last man stands cricket, soft-ball cricket, 9-a-side cricket etc.)
- Create a 12 month participation programme using artificial wickets, indoor centres and other indoor spaces to allow all-year round play
- Drive availability of bats and balls for unstructured play

Key Performance Indicators

The success of the growth strategy for MORE PLAY will be monitored over the next five years at a national and a local level through key measures:

1. The number of people playing the game
2. The number of under-20s playing the game
3. The number of under-13s playing the game
4. The number of females playing the game
5. The reach of junior development programs into schools
6. The number of teams completing in local, regional and national competitions



Great Teams

GREAT TEAMS is designed to maximise the potential of all our players and to provide a clear pathway to progress for all talented boys and girls. Delivering GREAT TEAMS at all levels of the game is key to raising the standard and ultimately creating winning Swedish teams that inspire the next generation of players and fans.

The four priority areas of GREAT TEAMS are:

- **Pathway**

Our pathway for talented boys and girls will be clear and will give every young player an equal chance of maximising their potential. Players will have the chance to join the player pathway at any point and will always be encouraged to do so. Each stage of our pathway will continually seek to develop talent and stretch the very best boys and girls to exceed expectations.

Focus: Talented boys and girls from all over Sweden
- **Support**

We will support great teams throughout the pathway by investing in an aligned approach to coaching, officiating and sports science & Medicine. By harnessing digital technologies we will share best practice to drive and support improved performance at all levels of the game.

Focus: Teams and players throughout the game
- **Elite Teams**

We will work with Clubs to provide opportunities for players to match themselves against the highest possible standard of opponent. We will create heroes, inspire spectators and followers and prepare players for the challenges of international cricket.

Focus: Men's and Women's National League teams
- **Sweden Teams**

We will deliver winning Swedish teams that connect and inspire through on-field performance and off-field behaviours. Guided by clear plans for success in all formats of the game we will develop a style of play, an identity and values that will enable our teams to deliver sustained success

Focus: Swedish Men's and Women's teams

Tactical Initiatives till 2025

Pathway

- Deliver great teams and great players at all levels to raise the standard for all



- Create a clear and equitable pathway for talented boys and girls from all clubs and regions to maximise their potential
- Challenge the most talented boys and girls throughout the pathway through competition, individualised training and touring opportunities
- Work collaboratively to bridge the gap between recreational, domestic and international cricket

Support

- Create a coaching development plan that reflects the needs of players and player development at all levels and ensure appropriately skilled coaches work up and down the pathway
- Maximise the impact of best practice coaching and sports science & medicine behaviours throughout the pathway and leveraging national resources provided by RF and SISU
- Support the development of high performance coaches from under-represented communities.
- Support the development of match officials

Elite teams

- Deliver competitions that pitch the best players with and against each other more often and provide the right balance between match play, rest and practice
- Structure the season to maximise skill development and support players
- Deliver a Women's League which provides aspirational training and competition opportunities to underpin the Swedish Women's Programme

Swedish teams

- Develop clear strategic plans for sustained success in ODI and International Twenty20 cricket
- Establish and commit to a playing philosophy that will be replicated at all levels down the Swedish Player Pathway
- Promote and the game through inspired performances and by engaging fans
- Uncover and develop the 'identity' of Swedish cricket to underpin a culture that connects those playing in and following the Swedish Teams

Key Performance Indicators

The success of the growth strategy for GREAT TEAMS will be monitored over the next five years at a national and a local level through key measures:

1. The performance/ranking of Swedish teams in ICC Tournaments
2. The delivery of consistent and clearly defined pathways that provide opportunities for all children and youth to play elite cricket
3. The number of registered umpires
4. The number of registered scorers



More Fans

MORE FANS will be delivered by becoming more ‘people and fan focussed’ in our decision making. To grow the game we must engage and excite our expat community as well as prioritising new audiences.

Growing ‘MORE FANS’ is as important for a local cricket club as it is a National team. More fans at all levels of the game will drive play, volunteering, memberships, and financial sustainability.

The four priority areas of MORE FANS are:

- **Fan Focused**

We will improve the cricket experience for all and provide a consistently positive and welcoming experience, whether at an under-19s Twenty20 club match or a National team. We will engage with our fans from our club members through to first-timers so we understand their needs and deliver outstanding experiences for all.

Focus: Our fans
- **New Audiences**

We will reach out and attract new fans. Twenty20 cricket provides the best opportunity to increase fan numbers and fan engagement. It reflects and celebrates the vibrant diversity that exists within our game and provides the perfect vehicle to change perceptions and attract new audiences

Focus: Anyone that currently doesn’t follow or attend cricket
- **Global Stage**

We will maximise the opportunities from ICC tournaments, leveraging them to take cricket to new communities and audiences by aligning the tournament plans with those of the game to deliver More Play, Great Teams and More Fans

Focus: The next generation of players and fans
- **Media**

We will develop media partners to open up the game to new audiences

Focus: Our existing and potential fan

Tactical Initiatives till 2025

Fan Focused

- Deliver a coordinated approach to communication and engagement with our fans across the game



- Engage with fans to improve every experience, from our local clubs through to our national team

New audiences

- Develop a clear strategy for attracting new fans through Twenty20 cricket
- Develop partnerships with organisations outside cricket to access new audiences for the game
- Simplify the narrative around cricket so that our competitions are attractive and easily understood by everyone

Global stage

- Deliver a long-term plan that integrates ICC Tournaments into cricket's on-going programmes to maximise their long-term impact
- Introduce a new audience to the game through accessible coverage of ICC tournaments (Cable or Digital)

Media

- Introduce cricket (and the product) to media organisations, building a long term relationship
- Provide access to statistics, footage, and physical performance data to inspire fans

Key Performance Indicators

MORE FANS will be monitored over the next five years at a national and a local level through key measures:

1. The number of people in Sweden who have an interest in cricket
2. The attendance levels at Elite series matches
3. The number of under-16s who attend cricket matches



Good Governance

Delivering growth and change will only be possible if all cricket organisations adopt 'good governance' practices to ensure all decision making is made in the best interests of the game and that we coordinate our actions to deliver this plan.

It is also essential that cricket supports our communities and environments that we play in.

The four priority areas of GOOD GOVERNANCE are:

- **Integrity**

We will promote and adopt best practice governance standards throughout the game to support cricket in making and implementing its decisions. We will be clear on each organisation's role and how we will work together to deliver this plan.

Focus: Decision-making bodies throughout cricket
- **Community Programs**

We will use the power of cricket to make a positive difference in people's lives. Through the sharing of existing best practice we will coordinate a national delivery of programmes that will build new and lasting relationships with our local communities.

Focus: Those in need of support within our communities
- **Our Environments**

We will work to promote environmental sustainability throughout the game. We recognise our role in society and the natural landscape and will work on reducing our impact on the environment and increasing environmental sustainability in our operations and supply chains.

Focus: Cricket organisations
- **One Plan**

We will connect More Play, Great Teams and More Fans through collaboration at a local level to create strategies designed to deliver the national plan locally. All central funding for cricket in Sweden will be aligned to the principles set out in this plan from 2017 onwards

Focus: SCF, the game's administrative leaders within each region (SDF) and club

Tactical Initiatives till 2025

Integrity

- Deliver cricket through national and local governance structures that reflect the communities they serve



- Provide a platform for young players and volunteers to ensure their opinions help to shape the development of campaigns, products, programmes and resources

Community programmes

- Coordinate a national programme that, with alignment to other delivery agencies, helps integrate refugees to our communities
- Ensure our community programs connect where relevant with other delivery agencies, reflecting our game-wide values and spirit of cricket

Our environments

- Coordinate cricket's plans for delivering environmental sustainability
- Improve reporting of environmental sustainability policies supported by the positive impact of these actions

One plan

- Deliver a simple framework to align priorities
- Clarify roles, responsibilities & capabilities throughout the game to remove duplication and unnecessary administration
- Develop local plans that join up cricket organisations in that region, including looking at regional delivery models (i.e. SDFs)
- Align game-wide funding (idrottslyftet etc.) to the successful delivery of these plans

Key Performance Indicators

GOOD GOVERNANCE will be monitored over the next five years at a national and a local level through key measures:

1. The ICC scorecard ranking of Swedish cricket
2. The gender equality of the boards (SCF and clubs)
3. The performance rating of SCF management determined by stakeholders (positive survey ratings)
4. Coordinated local plans that align cricket organisations in each county to deliver this game-wide plan
5. The number of people that benefit from our community programmes



Strong Finance & Operations

Strengthening the game's financial position is a key outcome of delivering this plan. This will be achieved by investing our resources wisely to fund growth in MORE PLAY, GREAT TEAMS AND MORE FANS that in turn will make the game more attractive for partners to be part of.

All of the above will only be possible if we support and recognise the role of volunteers and staff within the game and create an environment that attracts and welcomes new people into cricket. Our people are the game's greatest asset.

The four priority areas of STRONG FINANCE & OPERATIONS are:

- **People**

We will support and recognise the role of volunteers and staff within the game and create an environment that attracts and welcomes new people into cricket. Our people are the game's greatest asset.

Focus: Everyone working in the game – both paid and volunteers
- **Revenue & Reach**

We will build strong revenue streams and commercial partnerships to underpin our strategy and deliver a financially sustainable game for future generations.

Focus: Central funding and commercial partnership
- **Insight**

We will invest in improving our understanding of how people engage with cricket to improve decision-making across the game.

Focus: Existing and potential players and fans
- **Operations**

We will deliver efficient, effective and responsible administration to support the financial sustainability of our organisations

Focus: Administration within cricket organisations

Tactical Initiatives till 2025

People

- Attract, retain and develop high quality people at all levels of the game to build a valued and high performing employee and volunteer network
- Provide talent and succession planning at all levels in all organisations to build career opportunities

Revenue & Reach

- Deliver commercial partnerships that underpin the finances of our organisations



- Simplify funding of the game to provide increased financial certainty to cricket's network.
- Improve collective planning and promotion to maximise crickets' impact and reach
- Promote a balanced financial structure for clubs, and awareness of available opportunities including Idrottslyftet grants for projects

Insight

- Deliver insight to the game as part of a coordinated strategy, supported by clear plans for game-wide IT and data management
- Provide clubs and leagues with insight that assists them in providing the right formats and opportunities to attract and retain players

Operations

- Review and simplify processes to eliminate duplication of administration
- Simplify and improve business processes by investing in game-wide tools & systems
- Promote available management tools (IdrottOnline etc.) for clubs.

Key Performance Indicators

STRONG FINANCE & OPERATIONS will be monitored over the next five years at a national and a local level through key measures:

1. The financial sustainability of cricket organisations in Sweden
2. The achievement of revenue targets
3. The investment in MORE PLAY, GREAT TEAMS and MORE FANS

These big measures will assess the financial sustainability of the game and the amount invested back in the game to fuel growth in cricket for future generations.