



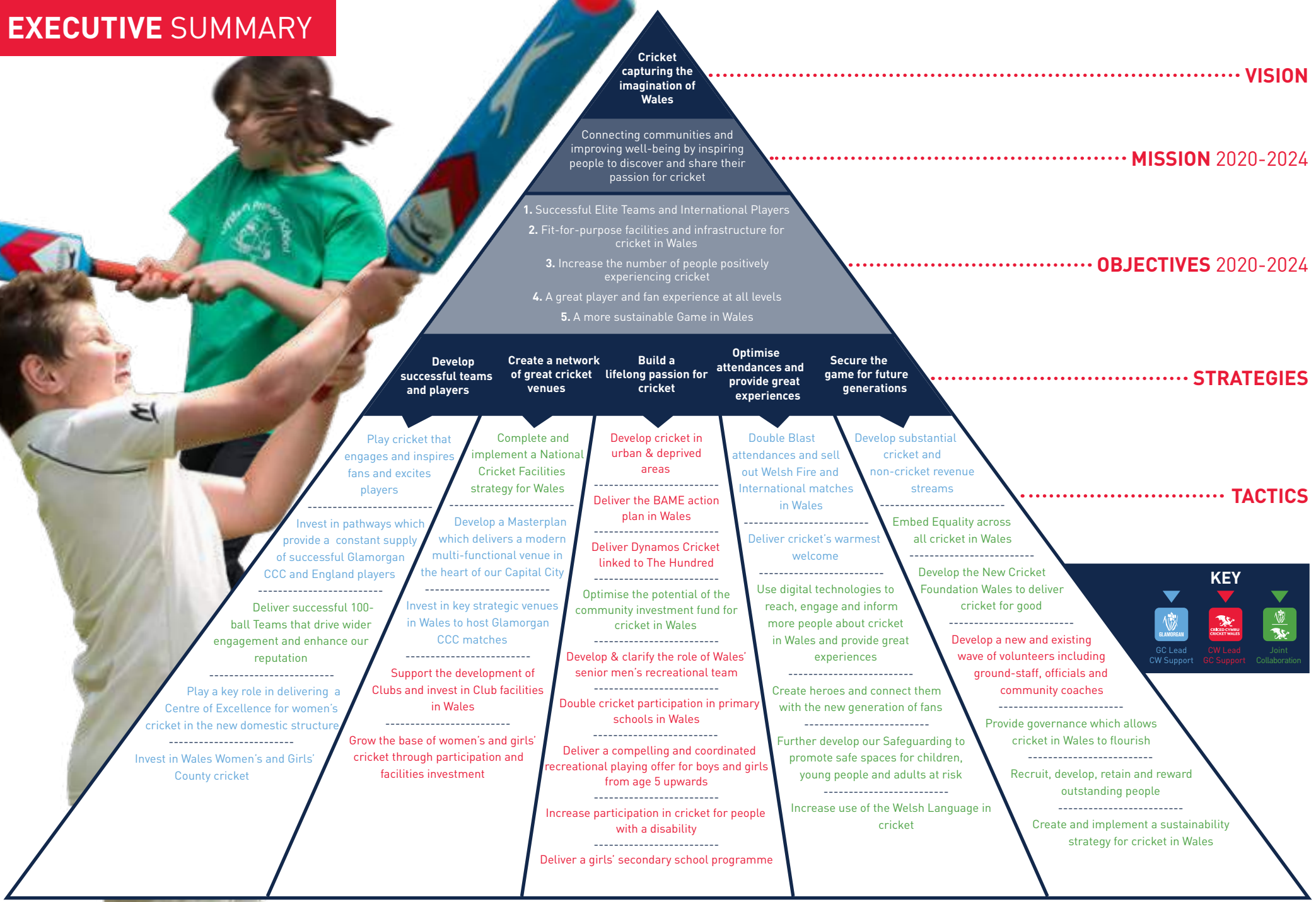
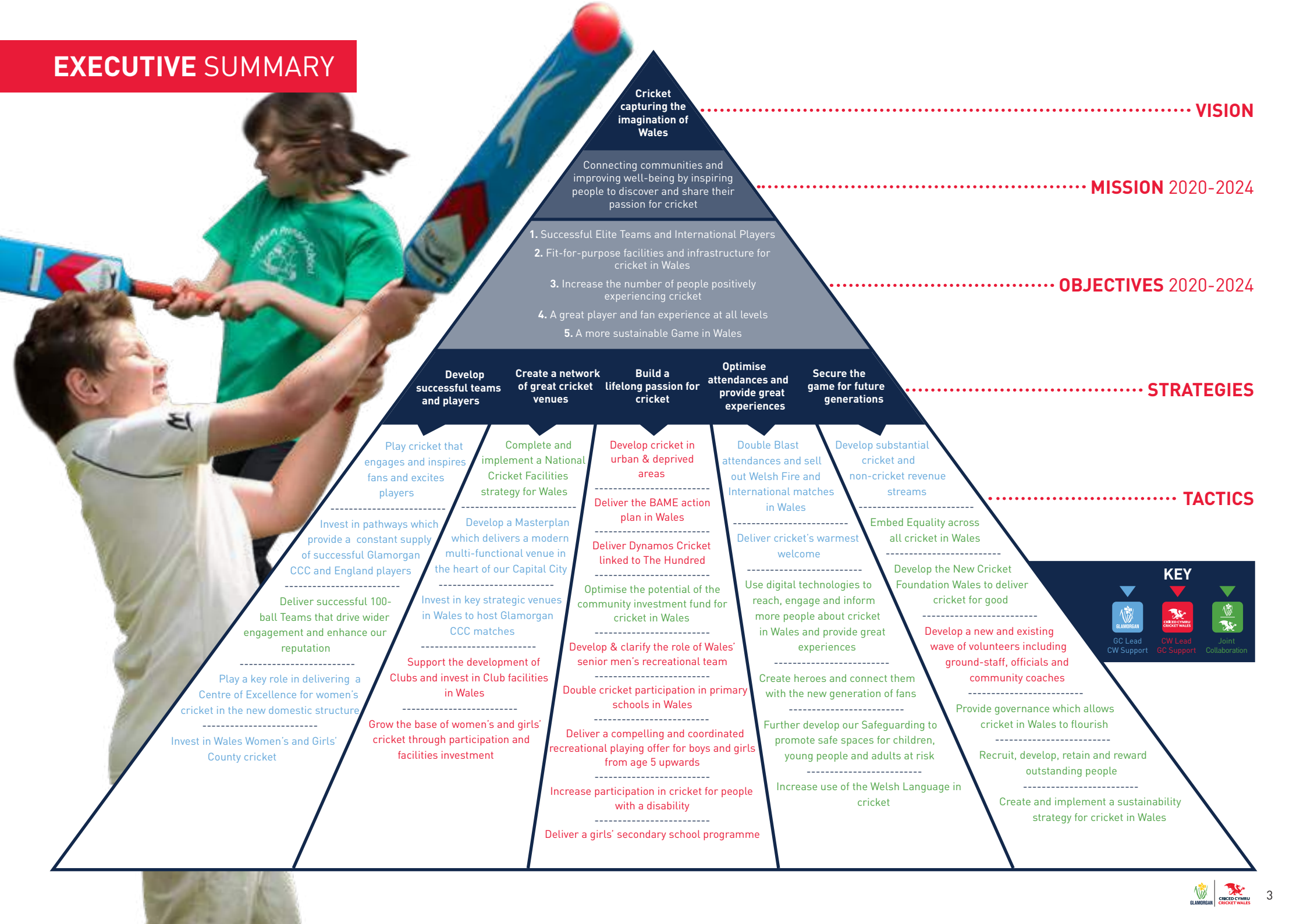
INSPIRING GENERATIONS IN WALES

CENEDLAETHAU YSBRYDOLEDIG YNG NGHYMRU

OUR 2020 – 2024 STRATEGY FOR CRICKET IN WALES



EXECUTIVE SUMMARY



Cricket capturing the imagination of Wales

VISION

Connecting communities and improving well-being by inspiring people to discover and share their passion for cricket

MISSION 2020-2024

1. Successful Elite Teams and International Players
2. Fit-for-purpose facilities and infrastructure for cricket in Wales
3. Increase the number of people positively experiencing cricket
4. A great player and fan experience at all levels
5. A more sustainable Game in Wales

OBJECTIVES 2020-2024

Develop successful teams and players

Create a network of great cricket venues

Build a lifelong passion for cricket

Optimise attendances and provide great experiences

Secure the game for future generations

STRATEGIES

Play cricket that engages and inspires fans and excites players

Complete and implement a National Cricket Facilities strategy for Wales

Develop cricket in urban & deprived areas

Double Blast attendances and sell out Welsh Fire and International matches in Wales

Develop substantial cricket and non-cricket revenue streams

TACTICS

Invest in pathways which provide a constant supply of successful Glamorgan CCC and England players

Develop a Masterplan which delivers a modern multi-functional venue in the heart of our Capital City

Deliver the BAME action plan in Wales

Deliver cricket's warmest welcome

Embed Equality across all cricket in Wales

Deliver successful 100-ball Teams that drive wider engagement and enhance our reputation

Invest in key strategic venues in Wales to host Glamorgan CCC matches

Optimise the potential of the community investment fund for cricket in Wales

Use digital technologies to reach, engage and inform more people about cricket in Wales and provide great experiences

Develop the New Cricket Foundation Wales to deliver cricket for good

Play a key role in delivering a Centre of Excellence for women's cricket in the new domestic structure

Support the development of Clubs and invest in Club facilities in Wales

Develop & clarify the role of Wales' senior men's recreational team

Create heroes and connect them with the new generation of fans

Develop a new and existing wave of volunteers including ground-staff, officials and community coaches

Invest in Wales Women's and Girls' County cricket

Grow the base of women's and girls' cricket through participation and facilities investment

Double cricket participation in primary schools in Wales

Further develop our Safeguarding to promote safe spaces for children, young people and adults at risk

Provide governance which allows cricket in Wales to flourish

Increase participation in cricket for people with a disability

Increase use of the Welsh Language in cricket

Recruit, develop, retain and reward outstanding people

Deliver a girls' secondary school programme

Create and implement a sustainability strategy for cricket in Wales

KEY

- GC Lead CW Support
- CW Lead GC Support
- Joint Collaboration

INTRODUCTION

GLAMORGAN CCC WAS ESTABLISHED IN 1888 AND AWARDED FIRST CLASS STATUS IN 1921. OVER THE PAST 99 YEARS, THE CLUB HAS ENJOYED SOME MEMORABLE MOMENTS INCLUDING WINNING THE COUNTY CHAMPIONSHIP ON THREE SEPARATE OCCASIONS AND ALSO WINNING THREE 'LIST A' TITLES.

Our recent history however, has been dominated by events off the field rather than performances on it, as financial challenges in the wake of losing £3m in hosting the England and Sri Lanka Test match in 2011 has led to an environment of cost cutting and austerity.

The Club has been unable to invest in the playing squad, talent pathways or venue infrastructure which has resulted in less than competitive performances, a reliance on overseas and non-England qualified players and a mounting maintenance requirement at Sophia Gardens.

Despite these challenges, Glamorgan CCC has remained resilient and conducted sensitive and positive negotiations with creditors and made significant changes to corporate governance arrangements.

The Club has reduced long term debt from £17m to £1.5m and has a Board with the necessary skills, independence and diversity for the organisation to thrive in the future.

Glamorgan CCC is no longer happy to be perennial victims lurching from one financial crisis to another. That part of our history is behind us. We wish to establish a new relationship with ECB; financially stable, appropriately resourced and delivering a County Partnership Agreement in Wales which inspires a generation to say 'cricket is a game for me.'

As the only professional team in Wales, Glamorgan CCC has a unique contribution to make alongside Cricket Wales in growing the game across a vast geographic area and to a population of 3.1m people.

The Club will be investing our incremental income into achieving the new ECB minimum standards across the game as well as focusing investment on talent pathways and our sales and marketing capacity and capability.

The ECB Infrastructure Investment Fund will provide an opportunity for the Club to present proposals for investing in our two key priorities; maintaining and developing Sophia Gardens as an International venue which provides sustainable non-cricket revenue streams and investing in an out-ground in West Wales meeting First Class minimum standards.

We are proud and privileged to be hosting 'Welsh Fire' in The Hundred competition and are committed to ensuring we build a successful global cricket brand which plays in front of full houses.

The investment in Sophia Gardens will play a key role in providing players, coaches, Members and fans with great experiences at the home of Glamorgan CCC, Welsh Fire and England in Wales.

The establishment of a facility in West Wales will be the focal point for the development of cricket for men and women, boys and girls in the traditional heartland of the game in Wales.

The County Partnership Agreement heralds a new era for cricket in Wales, a clean sheet, and we believe our strategy will provide us with the opportunity of once again making cricket the heartbeat of summer in Wales.

Gareth Williams

Chair, Glamorgan CCC





GLAMORGAN

'WALES WIDE' VISION:

'CRICKET CAPTURING THE IMAGINATION OF WALES'



CRICED CYMRU
CRICKET WALES

THERE ARE FIVE KEY STRANDS IN CRICKET WALES THAT WILL DRIVE OUR WORK TO FULFIL THIS PICTURE...

/ Develop successful teams and players: With changes to the running of the pathway, we want to make sure that a new structure will provide the best opportunity for young cricketers to fulfil their talents. We will re-structure regional junior cricket across new North, South, East & West regional set ups so that players are sufficiently challenged to reach their potential & progress up the pathway. We will develop the Wales Senior National team so it becomes the pinnacle of the recreational game in Wales (and provides talent) for Glamorgan CCC. Alongside this, we will develop greater CPD opportunities for coaches up and down the pathway (and for parents). The various components of disability cricket will be aligned more closely to the pathway.

// Create a network of great cricket venues: We want to develop fit-for-purpose facilities and infrastructure. This will be advised by our exhaustive Facility Strategy, wise investment into strategic communities' needs across the breadth of Wales, in order to create places for future generations to play and develop.

/// Build a lifelong passion for cricket: We want to inspire people to think 'Cricket is a game for me'. Via a raft of exciting programmes like All Stars, Dynamos Cricket, new competitions and the mouth-watering prospect of The Hundred, we want to give more people a positive perception and experience of cricket, to grow those playing, volunteering, attending, watching or following. In particular expanding U16s engagement, doubling the number of schools we offer cricket to and women's and girls' engagement and a unique collaborative opportunity to sell the game with the WRU. We aspire to make cricket a gender-balanced game and seek to double women and girls activity over the strategy.

//// Optimise attendances and provide great experiences: A great welcome and positive experience at clubs across Wales will create environments where cricket can flourish. We aspire to make the game as accessible, inclusive and diverse as it can be by reaching out to under-represented groups and cricket for good projects. With our proud Welsh identity aligned with the England and Wales Cricket Board, we will use the Welsh language to make our customer care even more special. A more equal game is central to the future and our Foundation will launch cricket in more places doubling participation AND ensuring compliance with safeguarding.

///// Secure the game for future generations: We know that we need to nurture the core of our game so a well developed support service for clubs is crucial to realise the vision and create a more sustainable game. Here we want a new generation of people. We will ensure we make it easier for people to train in coaching, grounds maintenance, umpiring, scoring and active volunteering. Above all, we want cricket to be enjoyable and safe through 100% compliance and exemplar activity within safeguarding children and vulnerable adults.

Rod Jones

Chair, Cricket Wales



STAKEHOLDER ANALYSIS

GLAMORGAN CCC AND CRICKET WALES ARE TWO SEPARATE BODIES WORKING TOGETHER TO DELIVER THE PROFESSIONAL AND RECREATIONAL GAMES IN WALES. WE WORK CLOSELY WITH MANY OTHER STAKEHOLDERS TO ACHIEVE OUR GOALS AND HAVE ENGAGED WITH A NUMBER OF THESE KEY PARTNERS IN DEVELOPING OUR STRATEGIC PLAN FOR 2020 - 2024

					
	 <p>SUPPLIERS</p>				
 <p>DEPRIVED COMMUNITIES</p>	 <p>CRICKET FOR PEOPLE WITH DISABILITIES</p> <p>CORPORATE CLIENTS</p>	<p>CRICKET FOUNDATION IN WALES</p> 	 <p>SCHOOLS</p> <p>COMMERCIAL PARTNERS</p>		
 <p>BAME COMMUNITIES</p>	 <p>VOLUNTEERS</p>	 <p>JUNIOR REGIONS</p>	 <p>SUPPORTERS & MEMBERS</p>		
	 <p>CRICKET GROUNDSMEN ASSOCIATIONS</p>	 <p>190 CLUBS, 7 SENIOR & 6 JUNIOR LEAGUES & AREA BOARDS</p>	 <p>COACHES & PLAYERS</p>		



EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

POLITICAL FACTORS

The Government of Wales Act 1998 provided for the establishment of the National Assembly of Wales following the affirmative devolution referendum in September 1997. As sport is a devolved power, cricket in Wales is subject to legislation laid down by the Welsh government as well as legislation laid down by the UK Parliament for non-devolved activities.

The following provides an overview of the political factors currently impacting cricket in Wales.



LAW MAKING

Since 2011, the Welsh Government has had primary law making powers over devolved areas including sport and recreation.



VISIT WALES

The Welsh Government's Major Events Unit is responsible for building Wales' position as a world class major events destination and has supported Glamorgan CCC's aspirations and commitment to continuing to host High Profile Matches in Cardiff.



CARDIFF COUNCIL

We enjoy strong support from Cardiff Council for hosting High Profile Matches in Cardiff and other Local Authorities in Wales including; Conwy Council, Swansea City Council and Newport City Council in delivering Glamorgan CCC matches around Wales.



THE WELL-BEING OF FUTURE GENERATIONS ACT

The 'Well-being of Future Generations Act' is unique to Wales and requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health, inequalities and climate change.



BREXIT

Following Brexit, The Cotonou Agreement which allows citizens from 78 African, Caribbean and Pacific countries to work in the EU with a valid work permit expires and will impact on the registration of non-England qualified players.



SPORT WALES

Sport Wales is the principal agency for implementing the Welsh Government's policy for sport and physical activity in Wales and the main delivery agent for the distribution of the Welsh Government's investment programmes in sporting bodies including Cricket Wales.

Sport Wales has written the Vision for Sport in Wales.



THE WELSH LANGUAGE ACT

The 'Welsh Language Act 1993' is an Act of the Parliament of the UK, which puts the Welsh language on an equal footing with the English language in Wales with regard to the public sector.



THE BARNETT FORMULA

The Barnett formula is a mechanism used by the Treasury in the UK to adjust the amounts of public expenditure allocated to Northern Ireland, Scotland and Wales to reflect changes in spending levels allocated to public services in England, England and Wales or Great Britain as appropriate.



HM GOVERNMENT

Cricket in Wales is subject to legislation and policies of UK Government including; Safety of Sports Grounds, Health and Safety, Equality, Bribery and Data Protection.



EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

ECONOMIC FACTORS

The economic factors impacting upon cricket in Wales are significant as one of the most challenging economic environments in the UK influences the choices many people have to make with lower than average disposable income.

The following provides an overview of the economical factors currently impacting cricket in Wales.

£19,899

LOW GVA

Wales has the lowest GVA per head of all the countries and regions in the UK at £19,899 compared with £25,485 in Scotland and £28,096 in England.

75%

GVA INDEX

Since 1999, Wales' GVA index of the UK average is 75% and has recently fallen to 72.8% of the UK average. Way below Scotland (91.7%) and England (108%).

£250,000

COLWYN BAY

The local economy of Conwy benefits to the tune of £250,000pa from hosting an annual Glamorgan CCC Championship match at Colwyn Bay.

105 MINUTES

RAILWAY

Electrification of the mainline railway will mean Cardiff is only 105 minutes from London with 48 trains per day and 48 minutes from Bristol with 72 trains per day.

84.6%

AVERAGE EARNINGS

Average earnings in Wales have been below the UK average for decades and are now at 84.6% of the UK average. Way below Scotland (94.3%) and England (101.9%).

£22m

ASHES 2015 IMPACT

The economic impact of hosting The Ashes in 2015 was £22m to the economy of Wales whilst the impact of hosting the matches in the ICC World Cup in 2019 was £15m.

95.7m TOURISTS

TOURISM

Generating expenditure of £4bn and 941,000 trips taken in Wales by international tourists.

£1.2bn

METRO NETWORK

Investment in Cardiff Capital Region Metro network bringing 1.5m people closer together.



EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

444,700

CARDIFF POPULATION

Between 2019 and 2039, Cardiff's population is projected to grow by more than 20% to 444,700, making it the fastest growing city in the UK.

SOCIAL FACTORS

Social factors include different cultural and demographic aspects of Welsh society as well as age distribution and population and its growth rate. It provides us with an understanding of the dynamics of existing and emerging markets and future customer needs.

The following provides an overview of the social factors currently impacting cricket in Wales.

19.7%

BAME COMMUNITIES

Cardiff and Newport are the only Local Authorities with BAME populations over 10%. Cardiff is 19.7% against a UK average of 14%. Swansea also has a significant BAME population.

1.5 million

CARDIFF CAPITAL REGION

Cardiff Capital Region is an amalgamation of 10 Local Authorities with a population of 1.5m, making it the 8th largest City Region population in the UK.

20%

RURAL LIVING

Wales' residents are more likely to live in rural areas than the national average. The country has a population density of 148 people per km² compared to England's population density of 259 people per km².

3.1m million

WALES POPULATION

Wales has a population of 3.1 million people with the main centres of population in Cardiff, Swansea and Newport in the south and Wrexham in the north.

24,570

PRIMARY SCHOOL ACCESS

24,570 pupils in Wales who had not taken part in cricket in the past academic year would like to do so. Demand for more cricket is greater amongst primary aged pupils. We currently only support 40% of primary schools in Wales. (Sport Wales 2019).

20%

FEMALE POPULATION

Cardiff has the highest proportion of females aged 16 – 45 as a % of the population.

5 to 8 year olds

YOUTH POPULATION

Newport has the highest proportion of 5 to 8 year olds in Wales closely followed by Wrexham with the highest number of U16s.

75,000

STUDENT POPULATION

Cardiff Capital Region has a student population of 75,000.

11

SPORTS PLAYERS

People who play sport are eleven times more likely to attend matches. (ECB 2019).

SOCIAL FACTORS CONTINUED

1.223m

BBC SPORT WALES

1.223m is the average number of weekly browsers on BBC Wales Sport.

59%

OBESITY

Obesity in Wales is worse than any other UK nation - 59% of adults are overweight, with 23% classed as obese.

60%

OTHER SPORTS PREFERRED

60% of children in England and Wales between U7 and U15 do not have cricket as one of their top 10 favourite sports.

-23%

CRICKET'S DECLINE

Across England and Wales, cricket has seen declining participation numbers over the last 15 years at a higher rate than other team sports.

9th

CARDIFF APPEAL

Cardiff is designated as one of nine UK Core Cities and the ninth largest city in England and Wales.

2%

CRICKET NOT CONSIDERED

Only 2% of children between the ages of U7 and U15 have cricket as their favourite sport.

50%

AGE GROUPS

50% of audience for BBC Wales Sport Online is aged between 16 and 45.

85%

NARROW PARTICIPATION

Nationally, our player type is narrow at present; cricket is still played predominantly by white males.

20%

KWIK CRICKET PROGRAMME

1 in 5 primary schools in Wales have a Kwik Cricket programme.

75

INDEPENDENT SCHOOLS

There are 75 independent schools in Wales compared to 2,319 in England. 1% of Welsh pupils attend independent schools whilst 7% of English pupils attend independent schools.





EXTERNAL FACTORS DRIVING CHANGE FOR CRICKET IN WALES

TECHNOLOGY

Technology is evolving at a rapid pace along with consumer expectations. The most successful sporting organisations around the world have embraced the digital revolution to build closer relationships with their customers, deliver outstanding customer experiences and create a competitive advantage.

The following provides an overview of the technological factors currently impacting upon cricket in Wales.



INTERNET CONNECTIVITY

4 billion people will have internet connection by 2020 meaning sports audiences have the potential to grow exponentially.



APPS & WEBSITES

These community tools make it easier for fans to receive and consume vital event information.



PLAY-CRICKET.COM

Wales is embracing system developments across event management (CVENT); club online membership (Clubmark and other platforms) and results and scoring online (Playcricket).



CASHLESS PAYMENT

Provides easier transactions, better security, easier to track and a greener and cleaner society.



STADIUM Wi-Fi

Enables customers to access the internet and consequently receive a much better fan experience and engagement.



DIGITAL SIGNAGE/SCREENS

'World class' stadia provide information and enhance the customer experience.



CRM

Combines practices, strategies and technologies to manage and analyse customer interactions and data in order to improve customer relationships, assisting customer retention and driving sales growth.



UNIVERSITY TECHNOLOGY HUBS

The University of South Wales has launched the National Cyber Security Academy, Cardiff Met University has opened a new school specialising in digital media, data science and design technologies and Cardiff University is one of the foremost institutions in the UK for media teaching and research.



LIVE STREAMING

OTT and broadcast quality streams on social platforms allow fans to experience live sport away from the TV.



DEVICES

TV ratings are down for many sports properties but sports fans are watching and consuming more sport than ever before on other devices.



OTT

Advertising likely to move from TV to OTT and social media and digital rights holders will have greater opportunities to build direct customer relationships.



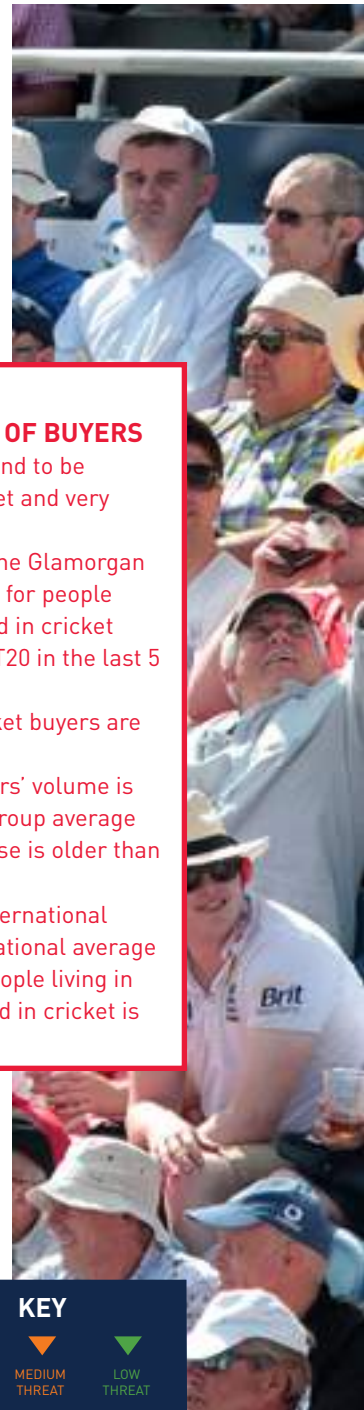
5G

Cardiff was one of the first six UK cities to have rollout of 5G ensuring Cardiff remains one of the most connected and competitive cities in the UK.



SPORT, LEISURE AND ENTERTAINMENT MARKET IN WALES

IN PREPARING THIS STRATEGY, GLAMORGAN CCC AND CRICKET WALES HAVE REVIEWED THE SPORT, LEISURE AND ENTERTAINMENT SECTOR IN WALES TO CONSIDER THE COMPETITIVENESS OF THE MARKET IN WHICH WE ARE OPERATING.



BARRIERS TO ENTRY

- A particular issue in Wales is the distance some people need to travel to be involved in the sport at community or performance levels as a journey from South to North Wales can take over 4 hours and a journey from East to West Wales can take more than 2 hours.
- For many people, cricket is a complex sport which is difficult to understand and consequently has less appeal than other sports and pastimes
- Cricket is perceived by some as an elitist and expensive sport to play which has limited its appeal to some people and communities
- Cricket is perceived to be a boring sport, compared to other UK sports

BARGAINING POWER OF SUPPLIERS

- 200 affiliated Cricket Clubs
- 1,238 primary schools
- 187 secondary schools
- 75 independent schools
- 41 special schools

COMPETITIVE RIVALRY

- Other sports, live sport on TV, other entertainment venues, family days out, pubs, restaurants and live music events
- Pro sports - 4 pro rugby regions, ice hockey, 2 championship football teams
- Sport Wales recognised 46 different governing bodies for sport

THREAT OF SUBSTITUTES

- Esports/gaming is increasing in popularity with young people and is becoming a professional sport in the UK with significant rewards
- WRU is establishing junior rugby as a summer sport which has the potential to impact on junior cricket programmes
- Traditional US and combat sports are growing in popularity in the UK and are attracting young audiences
- Nationally over time, individual sports are on the rise at the expense of team participation sports

BARGAINING POWER OF BUYERS

- T20 ticket purchasers tend to be middle-aged, mid market and very local
- c4.1% of people within the Glamorgan CCC sphere of influence for people living in Wales interested in cricket have bought tickets for T20 in the last 5 years
- 50% of international ticket buyers are from English postcodes
- Glamorgan CCC Members' volume is below the comparison group average and the membership base is older than the national average
- c6% of Members buy international tickets well below the national average
- Estimated number of people living in Wales who are interested in cricket is 594,000

KEY

- ▲ HIGH THREAT
- ▼ MEDIUM THREAT
- ▽ LOW THREAT





CRICKET IN WALES TODAY

PLAYING

THE PROFESSIONAL GAME IN WALES BY NUMBERS

Although Glamorgan CCC has enjoyed some golden eras during its 99 years as a First Class County, it is clear from this section the Club has much to do to raise the standards of the professional game in Wales.



3

Glamorgan CCC has won the County Championship on 3 occasions and has also won 3 domestic List A titles but won nothing since 2004.



Number 1

The pitches for international matches at Sophia Gardens are above the national average and List A pitches marked joint top by ECB in 2019.



17

Glamorgan CCC has produced 17 England men players but none since 2006. This is the lowest number of England players developed by a First Class County.



7

Hybrid practice pitches have been installed on the main oval at Sophia Gardens but surfaces in main net area are still of a poor quality.



DIVISION 2

Glamorgan CCC has been in division 2 of the County Championship since the 2005 season and only been in division 1 for 2 years (2001 and 2005) since divisional cricket was established in 2000.



18

In recent years, Glamorgan CCC have played more non-England qualified players than any of the 18 First Class Counties.



2

Welsh-born players in the Western Storm women's senior squad in 2019/20.



POOR QUALITY

Poor facilities present a major barrier to the pathway programme in all respects throughout Wales.



3

Welsh Women have played for England and only 2 in this Millennium.



ECB STANDARDS

Glamorgan CCC will be required to focus more resources to meet new ECB minimum standards for science and medicine, 'On-Field' Health, and Welfare and Safeguarding.



CRICKET IN WALES TODAY

PLAYING

THE RECREATIONAL GAME IN WALES BY NUMBERS

Cricket Wales has had some recent successes in implementing grassroots strategies, most notably the recruitment of children to the All Stars Cricket programme, but this section shows much more needs to be done to ensure the recreational game in Wales is vibrant.



15,000

More than 15,000 Seniors and Juniors play club cricket in Wales, which is lower than average across ECB.



3 x 3

Wales Age Group Squads provided 3 boys for ECB U15 and U17 Regional Competitions and 3 girls for Western Storm Academy.



250

Wales has 250 Cricket pitches but a lower opportunity to play (10,264 adult residents per pitch) than the national average (8,014 adult residents per pitch).



1,102

5 to 8 year olds per All Stars Cricket centre against a national average of 1,456. In 2019, 3,800 children signed up to All Stars in Wales (2nd only to Yorkshire).



13

There are 13 cricket leagues across Wales including 7 senior leagues and 6 junior leagues.



0-1,000

More than 1,000 women are playing soft ball cricket in Wales.

“No life without cricket!”
- Shan, Dolgellau CC



50,000

More than 50,000 children engaged in the ‘Chance to Shine’ outreach programme in Wales.



100+

Clubs reached Clubmark.



LOW STANDARD

Some coaching standards within the pathway programme are below the national standards and a major part of the plan is to restructure our pathway. (ECB Pathway Review 2019).



102

Indoor cricket venues identified with usage reported at 81 and 78% of indoor venues rated as standard or poor.



25%

Of pavilions identified as poor quality. Most facilities do not cater adequately for female participation.



CRICKET IN WALES TODAY

PLAYING

THE RECREATIONAL GAME IN WALES
BY NUMBERS



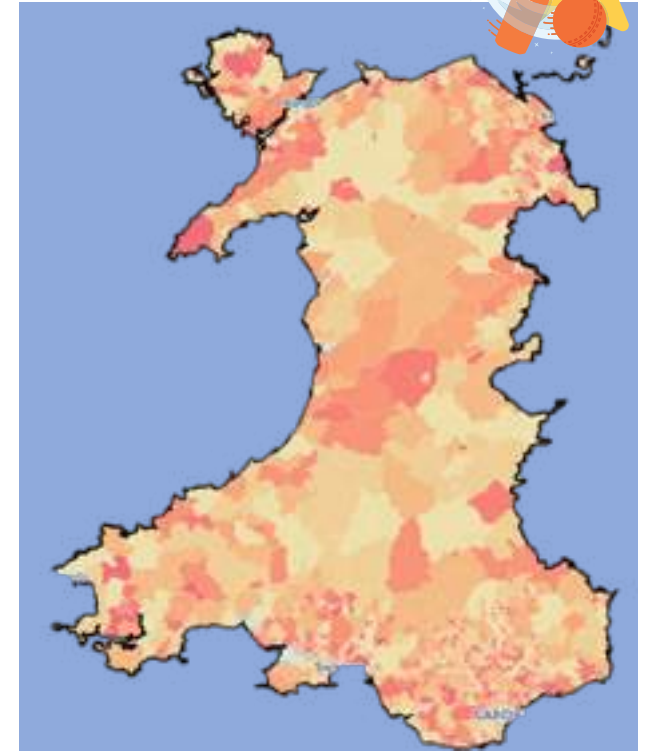
TOTAL WOMEN & GIRLS NUMBERS HAVE GROWN

2017 = 11 teams
2018 = 40 teams
2019 = 135 teams



WALES IS ABOVE THE UK AVERAGE FOR THE SUPPLY OF ALL STARS

3,800 All Star Cricketers in 2019



OPPORTUNITIES STILL EXIST FOR GROWTH IN NON / LOW CRICKET CLUB AREAS





CRICKET IN WALES TODAY

PLAYING

THE RECREATIONAL GAME IN WALES
BY NUMBERS

CLUBS



c50% of affiliated clubs have Clubmark Basic affiliation and some Safeguarding assurance required for non-Clubmark clubs. There are many midweek non-affiliated clubs

Key:

Black - Clubmark
Blue - Non-Clubmark

SOUTH-ASIAN ETHNICITY

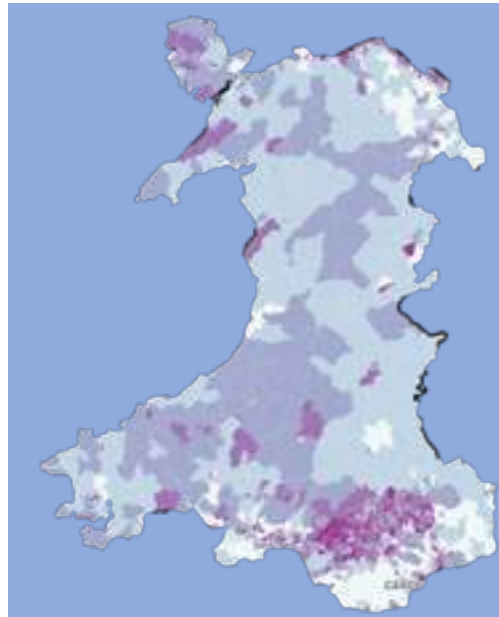


Areas to focus on are:

- Inner and east Cardiff
- Inner and south east Newport
- East Swansea

Cardiff has a BAME population of 19%

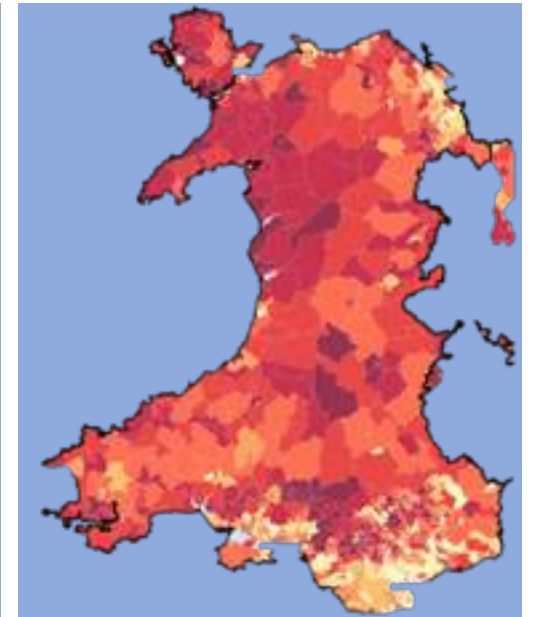
MULTIPLE DEPRIVATION



Wales has higher levels of deprivation than the National Average



RISK OF INACTIVITY



Some of these are highly concentrated in the south Wales valleys





CRICKET IN WALES TODAY

ATTENDING

Sophia Gardens has been proud to regularly host full houses for international matches over the past decade including 2 Ashes Series and 3 ICC Global Events whilst our domestic sales have room for improvement.



36%

Glamorgan CCC's average occupancy in 2018 was 36% for the Vitality Blast (comparison group average of 61%), 9% for Royal London (comparison group average of 18%) and 5% for Specsavers County Championship (comparison group average of 8%).



MEMBERSHIP

Glamorgan CCC Members' volume is below the comparison group average and the membership base is older than the national average.



13%

Glamorgan CCC ticket purchasers in 2018 over-indexed in the 16 - 24 age bracket (13% comparison average of 8%), the 0 - 5 mile distance bracket (39%, comparison group of 27%) and the downmarket socio-economic bracket (46%, comparison group of 38%).



2015-2018

International occupancy for 2015 - 2018 is more than 95% which is higher than comparable group average across all formats.



MATCH-DAY

Glamorgan CCC match-day experience was level with the comparison group average for Vitality Blast but lower for Internationals.



4.1%

Only 4.1% of people within the Glamorgan CCC sphere of influence for people living in Wales interested in cricket have bought tickets for T20 matches in the last 5 years.



1%

Across the game, the volume of County Members has grown by 1% in the period 2016 to 2018 whilst the revenue from adult paid membership has increased by 8%.



PURCHASERS

There is an imbalance between public demand for IT20 matches and revenue generated. On average, IT20 generates 30% less revenue than ODI whilst both formats attract the same audience and both are sell out products.



c6%

Only 6% of Glamorgan CCC Members buy international tickets, well below the national average.



CRICKET IN WALES TODAY

VOLUNTEERING

Volunteers are the lifeblood of cricket in Wales and thanks to the hard work and dedication of coaches, umpires, scorers, groundskeepers and administrators, we are able to provide opportunities for thousands to play the game but we will need to do more to grow and support our volunteer workforce.

OUR PROACTIVE CLUB DEVELOPMENT SERVICE SUPPORTING CLUBS TO:

- Get ready for All Stars and Dynamos cricket
- Grow women and girls offers on clubs
- Reach high standards such as Clubmark
- Ensure they are safe and adhering to Safeguarding standards



1,154

Qualified community coaches in Wales.



60

As Cardiff is a major events city, it has a very strong volunteer workforce. Glamorgan CCC has 60 registered volunteers with a core group of 34 supporting the delivery of High Profile Matches in 2019.



LOWER SUPPLY

There is a lower supply of volunteers in Wales including; 168 players per umpire (national average is 99), scorers 1,045 players per scorer (national average is 766), and coaches (123 players per coach, national average is 99).



100%

100 Clubs and Leagues with Club Welfare Officers.



3

Cricket groundstaff associations in Wales.



500

Community coaches in Wales are active in over 500 schools across Wales.



ONLINE INCREASE

Growing coverage of online scoring and results.



237

Accredited Umpires in 4 districts/panels in Wales. Wales ACO is responsible for managing training and for appointing umpires to certain ECB competitions.



GLAMORGAN



CRICED CYMRU
CRICKET WALES



INTERNAL ANALYSIS OF GLAMORGAN CCC AND CRICKET WALES

This section provides an overview of the capacity and capabilities of both Glamorgan CCC and Cricket Wales in delivering the professional and recreational cricket programmes throughout Wales.

FUNCTION	GLAMORGAN CCC	CRICKET WALES
GOVERNANCE	In March 2017, the Members of Glamorgan CCC voted to reform the governance of the Club and appoint a Board to consist of; the President, Chair, Deputy Chair, Chief Executive, two Elected Members, five Nominated Members and one representative of Cricket Wales. The Board is required to have the necessary skills, diversity and experience to provide strategic leadership for the Club.	Cricket Wales has made significant changes to governance arrangements over the past two years and also has independent directors with the skills, experience and diversity required to successfully run the recreational game in Wales.
HUMAN RESOURCES	The Head of Catering, Events and HR manages the HR function in conjunction with a HR manager and outsourced legal support. The HR Manager is responsible for managing the recruitment of full-time, part-time and casual members of staff.	Cricket Wales' HR is largely overseen by the CEO with external consultancy support on an ad-hoc basis.
IT	The IT support and services are outsourced to a local company. The Club has an antiquated IT infrastructure which becomes unsupportable in January 2020. Information systems have been procured in isolation and consequently there is a sub-optimal CRM capability. Sophia Gardens has benefitted from the installation of stadia-wide WiFi which has the potential to transform customer experience and data collection.	The Cricket Wales IT function also hires in external IT support, however there is a member of staff who is driving system developments across the cricket network.

INTERNAL ANALYSIS OF GLAMORGAN CCC AND CRICKET WALES

FUNCTION	GLAMORGAN CCC	CRICKET WALES
<p>OPERATIONS AND FACILITIES</p>	<p>The Operations Department has built a very strong reputation for successfully delivering High Profile Matches at Sophia Gardens as well as matches at out-grounds. The lack of investment in the infrastructure of Sophia Gardens has left a £2.5m maintenance programme required for the period 2020 – 2024. Also, an ECB Gap Analysis Report has identified £3.36m of investment is required for the venue to meet the new ECB International Venue Minimum Standards by 1st April 2023.</p> <p>Glamorgan CCC does not have a dedicated second ground to host First Class and List A matches or 2nd XI and Academy / pathway fixtures for boys and girls.</p> <p>A recent ECB survey has established that none of our current out-grounds will meet the new ECB Minimum Standards for First Class Cricket from 1st April 2023.</p> <p>Strong relationships and regular communication and desktop exercises with the Safety Advisory Group (SAG) provides a safe and secure environment for spectators and other visitors to Sophia Gardens. Glamorgan CCC has been one of the first professional cricket clubs in the UK to set up a disabled supporters association. Feedback from the group informs the way in which the Club supports disabled visitors to the stadium.</p> <p>The Team Wales approach to the delivery of High Profile Matches in Cardiff sets us apart from most venues.</p> <p>Some minor sustainability projects have been delivered but major sustainability projects such as LED lighting in the National Cricket Centre have not been delivered due to a lack of resources.</p>	<p>Cricket Wales has driven a joint facility strategy across Wales. This is a comprehensive review of what is currently in place with a series of strategic actions as guidance. An action plan with specific investment priorities is to follow. The strategy has analysed the current supply of facilities, current and future demand for cricket and assessed the playing capacity of the sites.</p> <p>An independent facilities consultant is used to support matters such as; Community Asset Transfer and Facility Strategy action planning.</p>

FUNCTION	GLAMORGAN CCC	CRICKET WALES
SALES AND MARKETING	<p>Budget constraints have restricted the human and financial support for the sales and marketing operations and a small number of staff have been required to have multiple responsibilities. Marketing agency Two Circles support the department which works closely with ECB on selling international and domestic tickets. International ticket sales for the period 2015 - 2018 were above the national average but fell in 2019 due to the Cricket World Cup. Overall average customer experience scores 2014 - 2018 for venues for international cricket is 8.4. Glamorgan CCC has fluctuated between 8.0 and 8.9.</p> <p>For High Profile Matches at Sophia Gardens, the Club has to hire temporary broadcasting boxes as the current media facility is not large enough to accommodate all broadcast rights holders' requirements.</p> <p>Overall attendance at Vitality Blast matches has not increased at the same rate as most other counties. Customer experience scores 2014 - 2018 for average First Class venues for Vitality Blast was 8.3. Glamorgan CCC has fluctuated between 7.5 and 8.2.</p> <p>The recognition of the Sophia Gardens brand within Cardiff and beyond is lower than any of the other International venues and the size of the Club database of 71,000 is significantly smaller than other international venues.</p> <p>The Club has 70,000 Twitter Followers and 31,000 Facebook Followers, 61% of which are under the age of 34.</p> <p>Sponsorship revenues have grown across the game by 12% but revenues have fluctuated at Glamorgan CCC. The venue naming rights of Sophia Gardens are unsold following the decision of SSE not to renew their 10-year partnership in May 2018. Retail income at Glamorgan CCC and across the game is tiny compared to other revenues and the customer experience scores for the out-sourced retail operation is well below the national average.</p> <p>For the past 3 years, Glamorgan CCC has live-streamed home County Championship fixtures from Sophia Gardens linked to BBC Radio Wales commentary. For the past decade or so, Media Wales, S4C, ITV Wales and, to a lesser extent, BBC Wales have provided limited coverage of cricket in Wales.</p>	N/A

INTERNAL ANALYSIS OF GLAMORGAN AND CRICKET WALES

FUNCTION	GLAMORGAN CCC	CRICKET WALES
CATERING & EVENTS	<p>The National Cricket Centre is used for both cricket activities and commercial events and leads to a constant battle for use of the Centre by these departments. The Lawn area is a potential competitive advantage of Sophia Gardens and can host a variety of events to support High Profile Matches but currently suffers from poor drainage.</p> <p>The in-house catering team provides a unique selling point for Sophia Gardens as the venue is recognised for the quality of the food and service in hospitality areas. Over the past 5 years, the catering and events team have increasingly diversified the business of the Club to open up new revenue streams including; music events, community events, international darts tournaments and political party conferences. Over this period, non match-day revenues have increased from £900k to £1.5m.</p> <p>Further to budget constraints in recent years, the upgrading of fixtures and fittings in the catering and events department requires investment of £1.7m.</p>	N/A
FINANCE	<p>Glamorgan CCC engages an independent financial consultant to support a finance team of two people and the operation is overseen at Board level by the Club Treasurer. The Club has an emerging 5-year financial plan and an annual operating budget which supports the delivery of 'Inspiring Generations in Wales'. The financial plan is monitored through monthly management accounts at each Board meeting and an annual audit presented to Members at the AGM.</p> <p>The Club Financial Regulations were introduced in 2017 and provide a framework for the management of financial risk within the Club. The Club also has a Risk Register which is updated and presented to the Board for scrutiny twice a year. Glamorgan CCC currently draws down £900k in fixed fee payments from ECB as well as c£200k per annum from Performance Related Fee Payments (PRFP).</p> <p>From 2020 and as part of the CPA, Glamorgan CCC will draw down £1.45m as a fixed fee payment and £1.3m per annum as an unfettered fee. The Club will also be able to bid for additional funding from a £75m ECB Capital Investment Fund for development and maintenance and submit a joint bid with Cricket Wales for Community Investment Funding.</p>	Cricket Wales has a non-executive Finance Director. The income stream is reliant on Sport Wales (50%) ECB (28%) and Chance to Shine (9%)

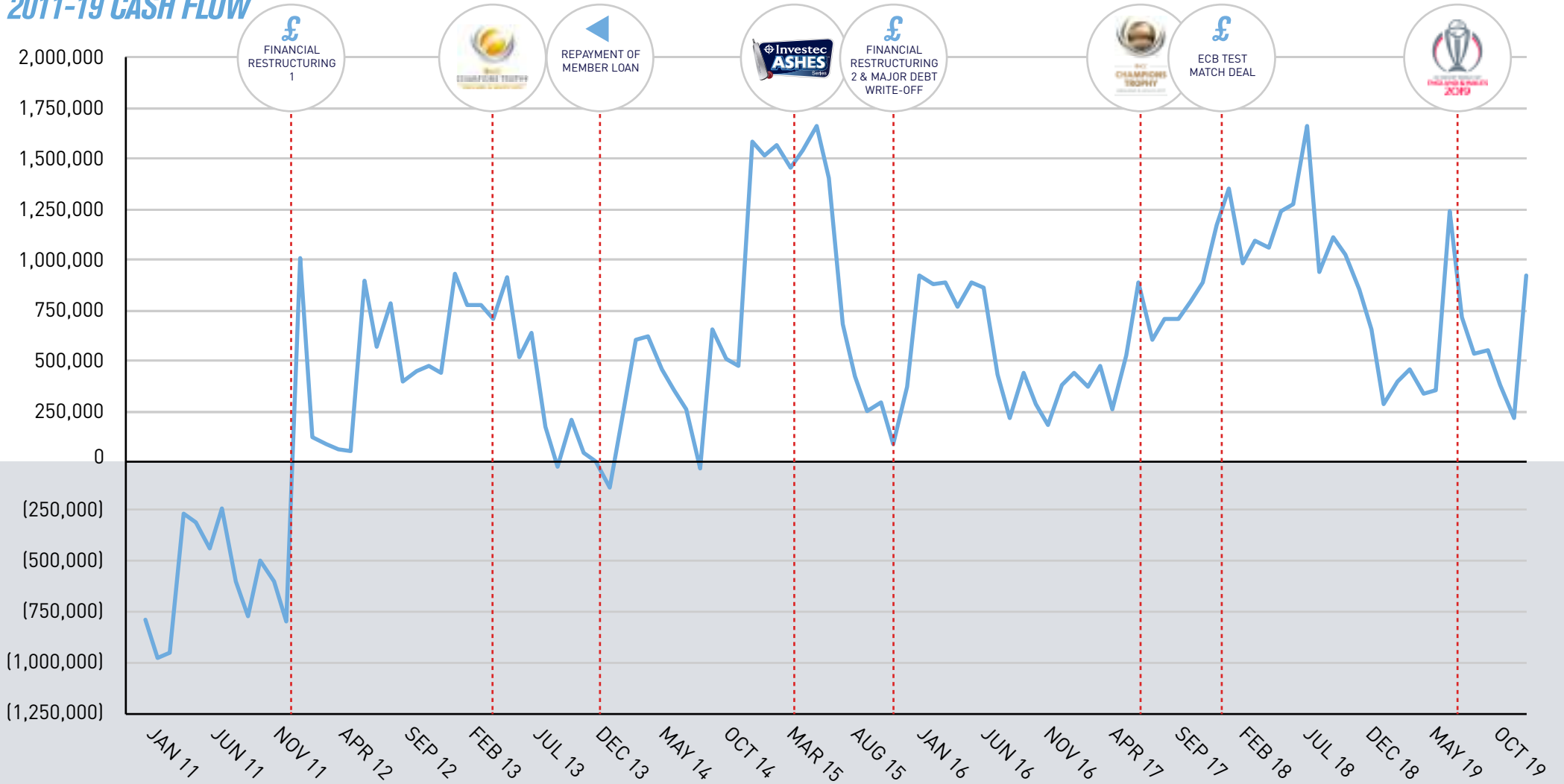
COMPONENT	GLAMORGAN CCC AND CRICKET WALES
STRUCTURE	<p>Glamorgan CCC and Cricket Wales have two separate executive structures apart from the post of Community and Development Manager which is a joint appointment between the two organisations and is responsible for delivering the Glamorgan CCC community programme and Cricket Wales development programme respectively. The Chief Executives of the organisations meet on a regular basis to share key information and the Community and Development Manager attends the Senior Management Teams meetings of both organisations.</p> <p>Glamorgan CCC has 6 departments; Cricket, Commercial, Catering and Events, Finance, Operations and Community. Meanwhile, Cricket Wales has established Area Boards in North, South West and South East Wales and appointed Area Managers to each. Their responsibility is to deliver a Cricket Wales Board policy on a local level. In addition, Cricket Wales has a Head of Talent Pathway.</p>
STRATEGY	<p>Traditionally, Glamorgan CCC and Cricket Wales had developed and delivered their strategic plans in isolation. Our 2020-2024 Strategy for Cricket in Wales 'Inspiring Generations in Wales / 'Cenedlaethau ysbrydoledig yng Nghymru' has been a joint collaboration along with a number of other stakeholders in the game in Wales. It has been informed by ECB's strategic plan and also the new Sport Wales strategy and the Welsh Government's 'Well-being and Future Generations Act.'</p>
SYSTEMS	<p>Glamorgan CCC and Cricket Wales have separate systems for most business operations including payroll, memberships, ticketing, clubs, leagues and schools. Player tracking and Safeguarding systems are in the process of being aligned across both organisations.</p> <p>Procurement of playing and training kit is aligned and some commercial partners, most notably Aston Martin, support joint programmes.</p> <p>As leagues are autonomous, rules, regulations and disciplinary processes for competitions throughout Wales can vary from League to League.</p>
SHARED VALUES	<p>In recent years, Glamorgan CCC and Cricket Wales have shared ideas and communication through a number of means including; having representatives from each organisation on respective Boards, establishing joint working groups for key projects such as development of a joint strategy, LTAD, National Facilities Strategy and a group monitoring the Pathway. Cricket Wales is also based at Sophia Gardens and the Community and Development Manager is a post funded equally by Glamorgan CCC and Cricket Wales.</p> <p>However, the values and behaviours have been developed in isolation.</p>
STYLE	<p>Budget constraints at Glamorgan CCC over the past decade have led to annual 'belt-tightening' and a lack of resource to maintain and develop the business and infrastructure. The culture has consequently been focused on survival rather than growth and development. Cricket Wales' style is shaped to a degree by being the governing body for the recreational game in Wales and the requirements of Welsh sport policy and legislation.</p>
SKILLS	<p>The Boards of Glamorgan CCC and Cricket Wales have the broad skills, experience and diversity to provide strategic leadership for the professional and recreational games in Wales . The Glamorgan CCC executives have strong skills, knowledge and experience of professional cricket in England and Wales and Cricket Wales has similar skills regarding the recreational game in Wales. Although some Glamorgan CCC staff training is delivered for full-time and part-time employees, it has been ad-hoc in nature.</p>
STAFF	<p>Glamorgan CCC has 28 players, a full-time staff of 46 and 3 part-time staff and casuals. The Club has 60 registered volunteers with a core group of 34 supporting the delivery of High Profile Matches in 2019. All staff are based at Sophia Gardens and located in various different departments around the venue. The Cricket Wales senior management team is based at Sophia Gardens, whilst the 3 Area Managers are located in North East Wales, Swansea and Pontypool. Each manager looks after a team of community coaches, women and girls officers and workforce/Clubmark support staff all working from home. There are three central staff in Cardiff. Cricket Wales employs 8 full-time staff; 20 part-time staff and many casual staff. There is limited central administrative support.</p>

FINANCIAL ANALYSIS

2011-2019

Glamorgan CCC has endured turbulent financial times over the past decade but some tough decisions outlined in this section have provided stability and the platform from which to thrive as a First Class County.

2011-19 CASH FLOW



- Sri Lanka Test match of 2011 resulted in the Club losing £3m in that year. Also, £1.1m of ECB fees were deferred to future years and a WI Test match scheduled for 2012 was withdrawn. Net debt (including outstanding VAT) at 31 Dec 2011 was £16m, net balance sheet reserves were minus £2.8m and the Club could not pay its short term creditors. The underlying causes of this problem were *a)* the match itself and *b)* cricket squad inflation which had taken place since 2007.
- A rescue package was put in place with emergency loans from private members (£1.3m). The plan required an immediate stabilisation of the Club's finances – including £0.6m of cost savings. Scheduled loan and interest payments to the three pre-existing creditors were postponed until the end of 2015 pending a review of the success of the 2012 – 2015 period and, in particular, the outcome of the major match bid for 2017 – 2019.
- Early in 2015, the Club approached its three long term creditors and presented a number of options for rescheduling and repayment of outstanding debt (which had grown close to £17m by 31 Dec 2014). AIB indicated that they would prefer to see a substantial debt reduction and realistic repayment plan put in place over 10 years. Subsequent discussions resulted in an agreed £11.4m (70%) debt reduction agreement being put in place by 31 Dec 2015. This outcome was both dependent upon and a condition of the 2017 – 2019 major match bid.

THE PERIOD BETWEEN 2012 AND 2015 INCLUDED A NUMBER OF NOTABLE FINANCIAL ACHIEVEMENTS:

- Delivery of a number of profitable international matches (including Champions Trophy in 2013 and Ashes in 2015)
- Steady improvement in EBITDA with tight control of costs in all areas
- Negotiation of £0.6m refund from AIB regarding a mis-sold SWAP arrangement in 2008

THE PERIOD BETWEEN 2016 AND 2019 HAS INCLUDED FURTHER SUCCESSES AND DEVELOPMENTS:

- Delivery of the Champions Trophy of 2017 and World Cup in 2019
- Following sale of the loan book by AIB, the further renegotiation of the remaining AIB
- Debt with an additional £1m being written off in 2017
- Repayment of further debts such that net debt at 31 Dec 2019 was £1.5m

GLAMORGAN CCC FINANCIAL ANALYSIS 2011-2019

DESPITE SUCCESSFUL FINANCIAL DELIVERY OF THE PLAN FROM 2011 TO 2019 A NUMBER OF IMPORTANT ISSUES HAVE EMERGED DURING THIS TIME:

- Underlying EBITDA has deteriorated as the Club's cost base has risen but a number of key revenues have remained static
- Whilst there have been a number of "one-off" fees which have helped the Club considerably (3 x £1m), ECB fees have not increased with inflation
- Most disappointing has been the lack of development of commercial revenues – membership subscriptions, domestic (T20) gate receipts and sponsorship revenues (loss of SSE stadium sponsorship)
- The loss of income has been closely correlated with underinvestment between 2011 and 2019 in key areas – playing squad, commercial team and venue maintenance. This underinvestment should be viewed alongside structural issues:
 - *Insufficient recreational game infrastructure which affects the ability to field successful home-grown players*
 - *High levels of competition from other sports and entertainment*
 - *Low levels of disposable income and poor economic conditions*
- As a consequence of the EBITDA deterioration, the Club took advantage of an agreement with ECB to release Test Match status between 2020 and 2024. This arrangement allowed funds to support cash flow during 2018 and 2019, to invest modestly in team and commercial infrastructure, to repay the AIB remaining debt and to repay other debts.
- The Club has been heavily supported by Welsh Government during this period with provision of £2.4m grant support in recognition of the economic impact the Club has on the Welsh economy for hosting High Profile Matches. An external assessment of the Club's GVA was made in 2015, indicating £22m direct and indirect impact per year, supporting 230 jobs. International matches add further to this assessment. Recent major matches have had a direct economic impact as follows:
 - 2017 - £4.8m
 - 2018 - £3.3m
 - 2019 - £7.3m
- Overall, the period has been one of considerable financial improvement and achievement, most notably with net debt reducing from a peak of £17m to £1.5m by 31 December 2019
- However, this has come at a cost with underinvestment in:
 - *the development of players*
 - *the development of followers and attendees*
 - *the stadium and facilities*
- The development of cricket in Wales is very dependent upon the success and resources of both the Club and Cricket Wales. Whilst Glamorgan CCC has had its own challenges, those faced by Cricket Wales are relative to resource and the impact that this has had on the slow development of the game should not be underestimated.

CRICKET WALES FINANCIAL ANALYSIS 2011-2019

The strategic financial direction of Cricket Wales over the last five years has focused on building up reserves to a position of greater robustness. There are however pressures to deliver against our strategy to support the game and therefore this reserve is being slightly reduced. Here under-committed funds are being spent to ensure funder obligations are being met.

The income stream is reliant on the following main partners:-

- *Sport Wales (50%)*
- *ECB (28%)*
- *Chance to Shine (9%)*



CRICKET IN WALES ASSETS AND RESOURCES

Glamorgan CCC and Cricket Wales have some valuable assets and resources on which to build a strong and sustainable game in Wales.



In 1995, Glamorgan CCC entered into a 125 year Lease Agreement with Cardiff Council for the Sophia Gardens Venue and currently has 101 years left on the Agreement.



In 2018, Glamorgan CCC was awarded a High Profile Match Programme by the ECB for the period January 2020 - December 2024 including 8 'white ball' internationals and a Team in The Hundred Competition.



Cricket Wales' remit covers not just a county but the whole of Wales.



Cricket Wales has 200 affiliated cricket clubs and 7 leagues including the North Wales and South Wales Premier Leagues and 6 Junior Leagues.



The Cricket in Wales Foundation was established in 2017 and currently has funds of £20,000.



CRICKET IN WALES DISTINCTIVE CAPABILITIES

Glamorgan CCC and Cricket Wales have unique positions within the England and Wales Cricket Board and represent the interests of not just a county but a country.



Glamorgan CCC is the only professional cricket team in Wales and consequently represents a country rather than just a county.



Team Wales' approach to delivering major events at Sophia Gardens.



Location of Sophia Gardens adjacent to a Listed Park and Castle and 5 minutes from Capital City Centre.



Glamorgan CCC and Cricket Wales have strong and direct links to the Welsh Government and Sport Wales and both Glamorgan CCC and Cricket Wales receive funding from these sources.



CRICKET IN WALES DISTINCTIVE CAPABILITIES

This SWOT provides a high level analysis of the strength, weaknesses, opportunities and threats for cricket in Wales. A more detailed SWOT analysis is available on request.

STRENGTHS

- Strong partnerships with Welsh Government and Local Authorities
- 594K people interested in cricket in Wales
- All Stars Cricket take-up above national average
- Sophia Gardens international venue status and location
- Growth of Women's soft ball cricket
- 100% of Clubs and Leagues have appointed Welfare Officers
- Attendances for International matches is above the national average
- Glamorgan CCC and Cricket Wales have reformed governance arrangements
- Creation of a National Cricket Facilities Strategy for Wales
- Significantly improved financial position for Glamorgan CCC
- 'Inspiring Generations in Wales' developed in partnership with stakeholders
- High Profile Match award 2020 – 2025
- 200 Clubs, 7 Leagues and 6 Junior Leagues

AREAS FOR IMPROVEMENTS

- Welsh economy lagging well behind rest of UK and Regions
- Disposable income in Wales well below national average
- 4.1% of people in Glamorgan CCC sphere of influence have bought T20 tickets
- Glamorgan CCC Membership volume below the national average
- Glamorgan CCC results in ECB competitions
- Pathway not produced enough male or female players for Glamorgan CCC or England
- Number of non-England players higher than the national average
- Glamorgan CCC and Cricket Wales fall short of meeting new ECB Minimum Standards
- Availability and standard of indoor facilities is poor
- Lower opportunities to play in Wales than national average
- Attendances for domestic matches is well below the national average
- Sales and marketing capacity and capability has been restricted due to finance
- Lower supply of umpires, scorers and coaches than the national average
- Glamorgan CCC and Cricket Wales are duplicating some back office activities
- Cricket programmes in secondary and public schools in Wales

OPPORTUNITIES

- Improving transport infrastructure
- Cardiff is forecast to be the fastest growing city in the UK 2020 – 2039
- 1.5m people within a 45 minute drive of Sophia Gardens
- Re-establishing cricket as the national summer sport of 3.1m people
- Digital transformation of cricket in Wales
- Reaching out and bringing cricket closer to rural communities in Wales
- Growing cricket in the high BAME populations of Cardiff and Newport
- Growing cricket in areas of high deprivation
- Optimising the assets of Sophia Gardens to grow non-cricket revenues
- Growing interest in the game through Welsh Fire and The Hundred
- Demand for more cricket amongst schoolchildren in Wales

THREATS

- Strong competition in the sport, leisure and entertainment sector in Wales
- Travel distance to play and attend matches in Wales is above the national average
- Glamorgan CCC and Cricket Wales do not have a common set of values
- Smaller cricket workforce in Wales than national average
- Withdrawal of membership of ECB
- Lack of local media profile for cricket
- WRU establishing junior rugby as a summer sport



OUR STRATEGIC PLAN 2020 - 2024

The review of cricket in Wales has been summarised in the SWOT and has played a key role in informing our strategic plan for the next five years. Our plan focuses on building our strengths into 'super strengths', addressing our areas for improvement, taking advantage of the considerable opportunities available to us in Wales and mitigating the threats posed to growing the game of cricket in Wales.

OUR VISION

CRICKET CAPTURING THE IMAGINATION OF WALES

OUR MISSION

**CONNECTING COMMUNITIES AND IMPROVE WELL-BEING BY INSPIRING
PEOPLE TO DISCOVER AND SHARE THEIR PASSION FOR CRICKET**

OUR OBJECTIVES

- 1 SUCCESSFUL ELITE TEAMS AND INTERNATIONAL PLAYERS**
- 2 FIT-FOR-PURPOSE FACILITIES AND INFRASTRUCTURE FOR CRICKET IN WALES**
- 3 INCREASE IN THE NUMBER OF PEOPLE POSITIVELY EXPERIENCING CRICKET**
- 4 A GREAT PLAYER AND FAN EXPERIENCE AT ALL LEVELS**
- 5 A MORE SUSTAINABLE GAME IN WALES**

OUR STRATEGIES AND TACTICS



DEVELOP SUCCESSFUL TEAMS AND PLAYERS

Play cricket that engages and inspires fans and excites players

Invest in pathways which provide a constant supply of successful Glamorgan CCC and England players

Deliver successful 100-ball Teams that drives wider engagement and enhances our reputation

Play a key role in delivering a Centre of Excellence for women's cricket in the new domestic structure

Invest in Wales Women's and Girls' County cricket

CREATE A NETWORK OF GREAT CRICKET VENUES

Complete and implement a National Cricket Facilities strategy for Wales

Develop a Masterplan which delivers a modern multi-functional venue in the heart of our Capital City

Invest in key strategic venues in Wales to host Glamorgan CCC matches

Support the development of Clubs and invest in Club facilities in Wales

Grow the base of women's and girls' cricket through participation and facilities investment

BUILD A LIFELONG PASSION FOR CRICKET

Develop cricket in urban & deprived areas

Deliver the BAME action plan in Wales

Deliver Dynamos Cricket linked to The Hundred

Optimise the potential of the community investment fund for cricket in Wales

Develop & clarify the role of Wales' senior men's recreational team

Double cricket participation in primary schools in Wales

Deliver a compelling and coordinated recreational playing offer from age 5 upwards

Increase participation in cricket for people with a disability

Deliver a girls' secondary school programme

OPTIMISE ATTENDANCES & PROVIDE GREAT EXPERIENCES

Double Blast attendances and sell out The Hundred and International matches in Wales

Deliver cricket's warmest welcome

Use digital technologies to reach, engage and inform more people about cricket in Wales and provide great experiences

Create heroes and connect them with the new generation of fans

Develop our Safeguarding to promote safe spaces for children and young people and adults at risk

Increase use of the Welsh Language in cricket

SECURE THE GAME FOR FUTURE GENERATIONS

Develop substantial cricket and non-cricket revenue streams

Embed Equality across all cricket in Wales

Develop the New Cricket Foundation Wales to deliver cricket for good

Develop a new and existing wave of volunteers including ground-staff, officials and community coaches

Provide governance which allows cricket in Wales to flourish

Recruit, develop, retain and reward outstanding people

Create and implement a sustainability strategy for cricket in Wales

SUCCESSFUL TEAMS AND INTERNATIONAL PLAYERS

Our insights have confirmed Glamorgan CCC have rarely been able to sustain success over a long period of time and have developed fewer England men and women players than any other First Class County.

We will address these challenges and develop successful teams and England players by; investing in talent pathways for boys and girls, achieving or exceeding new ECB minimum standards; and establishing Welsh Fire as a recognised global brand for men's and women's cricket.

Glamorgan CCC and Cricket Wales will join ECB and Sport Wales in investing £500,000 per annum for the next 5 years in the National and Regional Age Group programme which represents a 40% increase in current funding levels. Glamorgan CCC and Cricket Wales will also work in partnership with ECB and partner counties in the South West of England to invest in a step change in the standard of women's and girls' cricket by establishing a Centre of Excellence for the region.

The Hundred competition provides an opportunity to engage the next generation of cricket fans and cricket in Wales is committed to delivering 'Welsh Fire' teams which are recognised as successful global cricket brands and inspire the people of Wales to say 'cricket is a game for me.'

For us to deliver the step-change required to develop successful teams and international players, we will deliver the following action plan:

WE WILL:

PLAY CRICKET THAT ENGAGES AND INSPIRES FANS AND EXCITES PLAYERS

INVEST IN PATHWAYS WHICH PROVIDE A CONSTANT SUPPLY OF PLAYERS FOR ELITE WELSH TEAMS AND ENGLAND

DELIVER SUCCESSFUL 'WELSH FIRE' TEAMS WHICH DRIVE WIDER ENGAGEMENT AND GROWS THE GAME OF CRICKET IN WALES

PLAY A KEY ROLE IN DELIVERING A CENTRE OF EXCELLENCE FOR WOMEN'S CRICKET IN THE NEW DOMESTIC STRUCTURE

INVEST IN WOMEN'S AND GIRLS' COUNTY CRICKET IN WALES

SO THAT:

WE FIELD EXCITING TEAMS TO PLAY IN AND WATCH AND FOCUS ON PLAYING LOCAL AND ENGLAND QUALIFIED PLAYERS IN DOMESTIC COMPETITIONS

WE CREATE A STEP-CHANGE IN THE RECRUITMENT AND DEVELOPMENT OF TALENT IN WALES AND PROVIDE MORE OPPORTUNITIES FOR PLAYERS TO REACH THEIR POTENTIAL

WE DEVELOP NEW AND EXISTING PARTNERSHIPS TO BROADEN CRICKET'S APPEAL AND PROMOTE THE GAME TO THE WIDEST POSSIBLE AUDIENCE

WE PROVIDE TALENTED FEMALE CRICKETERS WITH HIGH QUALITY COACHES, SUPPORT STAFF AND FACILITIES TO REACH THEIR POTENTIAL

WE BUILD THE FOUNDATIONS OF A SUSTAINABLE FUTURE FOR THE ELITE WOMEN'S AND GIRLS' GAME IN WALES

OUR KEY PRIORITIES FOR DEVELOPING SUCCESSFUL TEAMS AND PLAYERS OVER THE NEXT 5 YEARS

TRANSFORMING BOYS TALENT PATHWAY AND IMPROVING GLAMORGAN CCC RESULTS



"I am looking forward to being part of the new talent pathway and continuing my progress at Glamorgan CCC. It's an exciting time to be at the Club and develop under this new system."

- Alex Horton, Wales U17



"As the only Welsh representatives in the County Championship, it's important to have a successful Glamorgan CCC team. We grow up in Wales wanting to represent the Daffodil and make Wales proud"

- David Lloyd, Captain, Glamorgan CCC

ESTABLISHING WELSH FIRE AS A SUCCESSFUL GLOBAL BRAND



"When you look at the level of top-class cricket players and coaches in The Hundred, you can't help but get excited by the prospect of playing in it. I can't wait to start training with Welsh Fire, there is always brilliant support at Sophia Gardens and I'm ready to get out there and do what I can to contribute to the success of the team."

- Jonny Bairstow, Yorkshire, England & Welsh Fire



THE HUNDRED

TRANSFORMING THE GIRLS TALENT PATHWAY AND PRODUCING REPRESENTATIVE PLAYERS



"I am really excited to be on the Age Group pathway for girls in Wales. I am hoping the hard work I am putting in with my coaches on the new Glamorgan pathway programme will allow me to become one of the first ever professional female cricketers from Wales."

- Sophia Smale, Wales U17 and England Spin Bowling Development Group



"It's an exciting time with the increased investment in the women's game through The Hundred. I can't wait to represent Welsh Fire and raise the public profile of women's cricket in Wales."

- Alex Griffiths, Western Storm

CREATE A NETWORK OF GREAT CRICKET VENUES

Our insights confirmed the prime location of Sophia Gardens as one of the key reasons it has become one of the most popular venues for hosting High Profile Matches in England and Wales. However, financial constraints have restricted maintenance of the stadium over the past decade and the venue falls short of new ECB Minimum Standards.

Similarly, a lack of investment in out-grounds has resulted in no venue in Wales meeting new ECB Minimum Standards and many community club facilities across Wales are no longer fit-for-purpose, especially for the female game.

We will address these challenges and create a network of great cricket venues by; investing a minimum of £3.5m of ECB Infrastructure Investment Funding on refurbishing Sophia Gardens to meet ECB Minimum Standards for International Cricket, invest £1m of ECB Community Investment Funding into a venue in West Wales to become a focal point for cricket development for the region meeting ECB Minimum Standards for First Class Cricket, and also using the fund to invest in community club facilities prioritised in the Wales National Cricket Facilities Strategy.

For us to create a network of great cricket venues across Wales, we will deliver the following action plan:

WE WILL:

COMPLETE AND IMPLEMENT A NATIONAL CRICKET FACILITIES STRATEGY FOR WALES

DEVELOP A SOPHIA GARDENS MASTERPLAN WHICH DELIVERS A MODERN MULTI-FUNCTIONAL VENUE IN THE HEART OF OUR CAPITAL CITY

INVEST IN KEY STRATEGIC VENUES IN WALES TO HOST GLAMORGAN CCC MATCHES

SUPPORT THE DEVELOPMENT OF CLUBS AND INVEST IN CLUB FACILITIES IN WALES

GROW THE BASE OF WOMEN'S AND GIRLS' CRICKET THROUGH PARTICIPATION AND FACILITIES INVESTMENT

SO THAT:

WE ARE ABLE TO UNDERSTAND THE PROVISION OF CRICKET FACILITIES THROUGHOUT WALES AND PRIORITISE INVESTMENT FOR THE FUTURE

WE PROVIDE PLAYERS, OFFICIALS, MEMBERS, FANS AND CUSTOMERS WITH A GREAT ENVIRONMENT TO ENJOY WORLD CLASS CRICKET

WE DEVELOP THE RIGHT FACILITIES IN THE RIGHT PLACES TO HOST GLAMORGAN CCC MATCHES AND INSPIRE NEW AND DIVERSE AUDIENCES IN WALES TO CHOOSE CRICKET

WE PROVIDE A CLUB INFRASTRUCTURE AND ENVIRONMENT WHICH ALLOWS THE GAME TO THRIVE AT GRASSROOTS LEVEL THROUGHOUT WALES

WE DEVELOP APPROPRIATE FACILITIES TO ENCOURAGE WOMEN AND GIRLS TO DECIDE CRICKET IS A GAME FOR THEM

OUR KEY PRIORITIES FOR CREATING A NETWORK OF GREAT CRICKET VENUES

CREATING AND IMPLEMENTING A MASTERPLAN FOR SOPHIA GARDENS



“To align with the ECB’s new international standards, it is crucial we invest in the ground and infrastructure at Sophia Gardens to safeguard the future of high profile matches in Wales.”

- Hugh Morris, CEO, Glamorgan CCC

INVESTING IN KEY STRATEGIC CLUB VENUES AND INDOOR CENTRES ACROSS WALES



“Through the ECB’s new investment streams we are improving our connections and networks with our clubs.

Facilities around Wales are improving from clubhouses to net areas, which is allowing the game to grow.”

- Leshia Hawkins, CEO, Cricket Wales

DEVELOP A FACILITY AS A FOCAL POINT OF CRICKET IN WEST WALES



“In many ways, West Wales has been the spiritual home of Glamorgan CCC, and it is essential we create a facility in the Region to promote the game and develop our future players.”

- Mark Wallace, Director of Cricket, Glamorgan CCC

BUILDING A LIFELONG PASSION FOR CRICKET

Our insights confirmed ECB programmes such as All Stars Cricket and Women's Soft Ball have been delivered by Cricket Wales as well as anywhere in the country. We aim to build on our reputation for successfully delivering national projects at a local level by focusing our incremental investment on doubling the primary schools programme in Wales, establishing cricket programmes in areas of deprivation, particularly in the South Wales Valleys, and growing the game amongst the high BAME populations of Cardiff and Newport. We will also build a strong partnership with the Welsh Rugby Union and hope to focus ECB Community Investment Funding on a joint project to grow cricket and rugby participation amongst young children across Wales.

For us to inspire people in Wales to build a lifelong passion for cricket, we will deliver the following action plan:

WE WILL:

DEVELOP CRICKET IN URBAN AND DEPRIVED AREAS

DELIVER THE BAME ACTION PLAN IN WALES

DELIVER DYNAMOS CRICKET LINKED TO THE HUNDRED

OPTIMISE THE POTENTIAL OF THE COMMUNITY INVESTMENT FUND FOR CRICKET
IN WALES

DEVELOP AND CLARIFY THE ROLE OF WALES' SENIOR MEN'S RECREATIONAL
TEAM

DOUBLE CRICKET PARTICIPATION IN PRIMARY SCHOOLS IN WALES

DELIVER A COMPELLING AND COORDINATED RECREATIONAL PLAYING OFFER
FOR BOYS AND GIRLS FROM AGE 5 UPWARDS

INCREASE PARTICIPATION IN DISABILITIES CRICKET

DELIVER A SECONDARY SCHOOLS PROGRAMME FOR GIRLS

SO THAT:

WE PROVIDE PEOPLE FROM DIFFERENT COMMUNITIES WITH THE OPPORTUNITY
TO PLAY CRICKET

WE PROVIDE PEOPLE FROM BAME COMMUNITIES WITH THE OPPORTUNITY TO
PLAY CRICKET

MORE PEOPLE WILL PLAY, WATCH, FOLLOW AND ATTEND CRICKET

WE DISCOVER INNOVATIVE WAYS OF GROWING CRICKET'S RELEVANCE IN LOCAL
COMMUNITIES

WE PROVIDE RECREATIONAL PLAYERS ACROSS WALES WITH THE OPPORTUNITY
TO ACHIEVE THEIR POTENTIAL

MORE PRIMARY SCHOOL CHILDREN HAVE A BAT AND BALL IN THEIR HANDS
MORE OFTEN

WE PROVIDE THE RIGHT FORMATS OF THE GAME AT THE RIGHT TIMES TO
DEVELOP YOUNG PLAYERS IN THE RIGHT WAY

WE ENCOURAGE MORE PEOPLE WITH DISABILITIES TO ENGAGE WITH CRICKET

WE PROVIDE GIRLS WITH OPPORTUNITIES TO DISCOVER A PASSION FOR CRICKET

OUR KEY PRIORITIES FOR BUILDING A LIFELONG PASSION FOR CRICKET



“There is a strong BAME community in South Wales and the programmes set up by Glamorgan CCC & Cricket Wales have engaged these groups in cricket, which has led to increased interest and involvement in the game.”

- Ali Abdi, Community Coach



“I never thought cricket would be such a great participation sport! I have learned many completely new skills, met and competed with many people of all ages. I have even signed up for a coaching course.”

- Bernie Connelly, Dolgellau CC



“The joint initiative of Cricket Wales and the Welsh Rugby Union to provide summer camps for boys and girls is a great opportunity to grow both sports in Wales”

- Geraint John, Head of Rugby Participation, WRU



“The investment in the secondary school programme for girls will introduce a new audience to the game and signifies our continued support to girls’ cricket in Wales.”

- Sue Wells, Area Manager North, Cricket Wales

OPTIMISE ATTENDANCES AND PROVIDE GREAT EXPERIENCES

Our insights confirmed Wales has 594,000 people following cricket but only 4.1% of them have bought tickets for T20 Blast matches over the past 5 years. We consistently fill the venue for international matches but are well below the national average for ticket sales for domestic matches.

We will address the opportunity of engaging with a large latent cricket following and inspire them to attend more domestic matches by investing an additional £200,000 per annum in our sales and marketing capacity and capabilities and leverage the opportunities of an enhanced transport infrastructure.

In many people's eyes, the 2009 Ashes Test Match in Cardiff set a new benchmark for customer experience for international matches. Over the past decade, other venues have recognised the importance of providing excellent customer service and have used digital technologies to take fan experience to new levels. We have fallen behind and will invest £500,000 to transform our digital infrastructure alongside ECB Infrastructure Investment Funding to provide an even 'Warmer Welsh Welcome' for our major matches.

Cricket Wales and Glamorgan CCC will also provide safe environments not just at Sophia Gardens but at all cricket clubs throughout Wales by investing in safeguarding to meet the new ECB Minimum Standards.

For us to optimise attendances and provide great experiences, we will deliver the following action plan:

WE WILL:

DOUBLE BLAST ATTENDANCES AND SELL OUT THE HUNDRED AND INTERNATIONAL MATCHES IN WALES

DELIVER CRICKET'S WARMEST WELCOME

USE DIGITAL TECHNOLOGIES TO REACH, ENGAGE AND INFORM MORE PEOPLE ABOUT CRICKET IN WALES AND PROVIDE GREAT EXPERIENCES FOR VISITORS TO SOPHIA GARDENS

CREATE HEROES AND CONNECT THEM WITH THE NEW GENERATION OF FANS

DEVELOP OUR SAFEGUARDING TO PROMOTE SAFE SPACES FOR CHILDREN AND YOUNG PEOPLE AND ADULTS AT RISK

INCREASE USE OF THE WELSH LANGUAGE IN CRICKET

SO THAT:

MORE PEOPLE ARE INSPIRED TO PLAY, ATTEND AND FOLLOW THE GAME BY WATCHING THE BEST PLAYERS IN ENGLAND AND WALES AND FROM AROUND THE WORLD

CUSTOMERS HAVE A GREAT TIME, TELL A FRIEND AND KEEP RETURNING

MORE PEOPLE ARE ENGAGED IN THE GAME AND HAVE POSITIVE EXPERIENCES OF THE SPORT INSIDE AND OUTSIDE THE VENUE

PLAYERS ACT AS ROLE MODELS FOR FANS AND INSPIRE THEM BY PERFORMANCES ON AND OFF THE FIELD

APPROPRIATE SUPPORT WILL BE PROVIDED TO KEEP CHILDREN, YOUNG PEOPLE AND ADULTS AT RISK SAFE IN CRICKET ENVIRONMENTS

MORE PEOPLE CAN ENJOY AND PLAY THE GAME THROUGH THE MEDIUM OF WELSH

OUR KEY PRIORITIES FOR OPTIMISING ATTENDANCES AND PROVIDING GREAT EXPERIENCES



“In order to see the game thrive in Wales we need to play in front of packed venues and this means doubling our crowds for Vitality Blast matches and continuing our strong tradition of selling out International matches.”

- Huw Warren, Head of Commercial, Glamorgan CCC



“We are committed to providing safe and secure environments for young people and adults at risk at all levels of the game as part of our drive to grow the game throughout Wales.”

- Ieuan Watkins, Safeguarding Director, Cricket Wales and Glamorgan CCC



“We pride ourselves in providing our customers with a Warm Welsh Welcome. We will build upon our strong reputation for a great customer experience by investing in digital technology and training our staff.”

- Amanda Simisker, Head of Catering and Events, Glamorgan CCC

SECURE THE GAME FOR FUTURE GENERATIONS

Our insights confirmed both Glamorgan CCC and Cricket Wales have made significant strides forward in reforming governance arrangements at both organisations and will continue to review our arrangements to meet the requirements of the new ECB Governance Framework and make decisions in the best interests of cricket in Wales.

Volunteers are the lifeblood of cricket and our insights have revealed we have fewer umpires, scorers and coaches in Wales than the national average. We will invest up to £1m in creating a new wave of volunteers to support the growth of the game across Wales.

One of our key priorities is for Glamorgan CCC to establish substantial non-cricket revenue streams which will allow the Club to develop a new relationship with ECB to be financially stable, appropriately resourced and less reliant on annual central distributions. As part of our Masterplan we will explore the potential of establishing hotel and conference facilities at Sophia Gardens and leverage the potential of a thriving tourist industry in Wales and a city forecast to grow faster than anywhere else in the UK.

For us to secure the game for future generations, we will deliver the following action plan:

WE WILL:

DEVELOP SUBSTANTIAL CRICKET AND NON-CRICKET REVENUE STREAMS

EMBED EQUALITY ACROSS ALL CRICKET IN WALES

DEVELOP THE NEW CRICKET FOUNDATION WALES TO DEVELOP CRICKET FOR GOOD

DEVELOP A NEW WAVE OF VOLUNTEERS

PROVIDE GOVERNANCE WHICH ALLOWS CRICKET IN WALES TO FLOURISH

RECRUIT, DEVELOP, RETAIN AND REWARD OUTSTANDING PEOPLE

CREATE AND IMPLEMENT A SUSTAINABILITY STRATEGY FOR CRICKET IN WALES

SO THAT:

GLAMORGAN CCC CAN CONTINUE TO BECOME A MORE SELF-SUFFICIENT AND SUSTAINABLE BUSINESS

ALL THOSE IN UNDER REPRESENTED GROUPS AND THE NINE PROTECTED CHARACTERISTICS CAN ENJOY AND PLAY THE GAME

WE MAXIMISE CRICKET'S SOCIAL IMPACT IN WALES

MORE GROUND STAFF, COACHES AND OFFICIALS WHO ARE PART OF THEIR COMMUNITY WILL BE DEVELOPED TO DELIVER AND SUPPORT CRICKET LOCALLY

CRICKET ORGANISATIONS WILL BECOME MORE REPRESENTATIVE OF THE COMMUNITIES WE SERVE AND COMPLY WITH APPROPRIATE FRAMEWORKS OF GOOD GOVERNANCE

WE CREATE AN ENVIRONMENT WHICH CONSTANTLY DELIVERS OUTSTANDING RESULTS ACROSS CRICKET IN WALES

WE CAN PROMOTE AND PROTECT SUSTAINABLE ENVIRONMENTS WHERE WE PRACTICE AND PLAY



“In order to create sustainable revenue streams we need to look beyond cricket and develop a commercially successful model which utilises the resources of the venue, which we can then re-invest in the game.”

- Mark Rhydderch-Roberts, Treasurer, Glamorgan CCC



“The new ECB funding in the game in Wales provides a great opportunity to invest in the development of coaches to support the women’s and girls’ game as well as growing the game amongst BAME communities.”

- Hannah Zaman, Community Coach, Cricket Wales



“Our recent governance reforms have gone a long way to meeting the standards proposed in the new ECB Governance Framework. We are committed to continuing our progress towards fully achieving the new benchmarks and promoting and protecting the best interests of Glamorgan CCC and cricket in Wales.”

- Gareth Williams, Chair, Glamorgan CCC

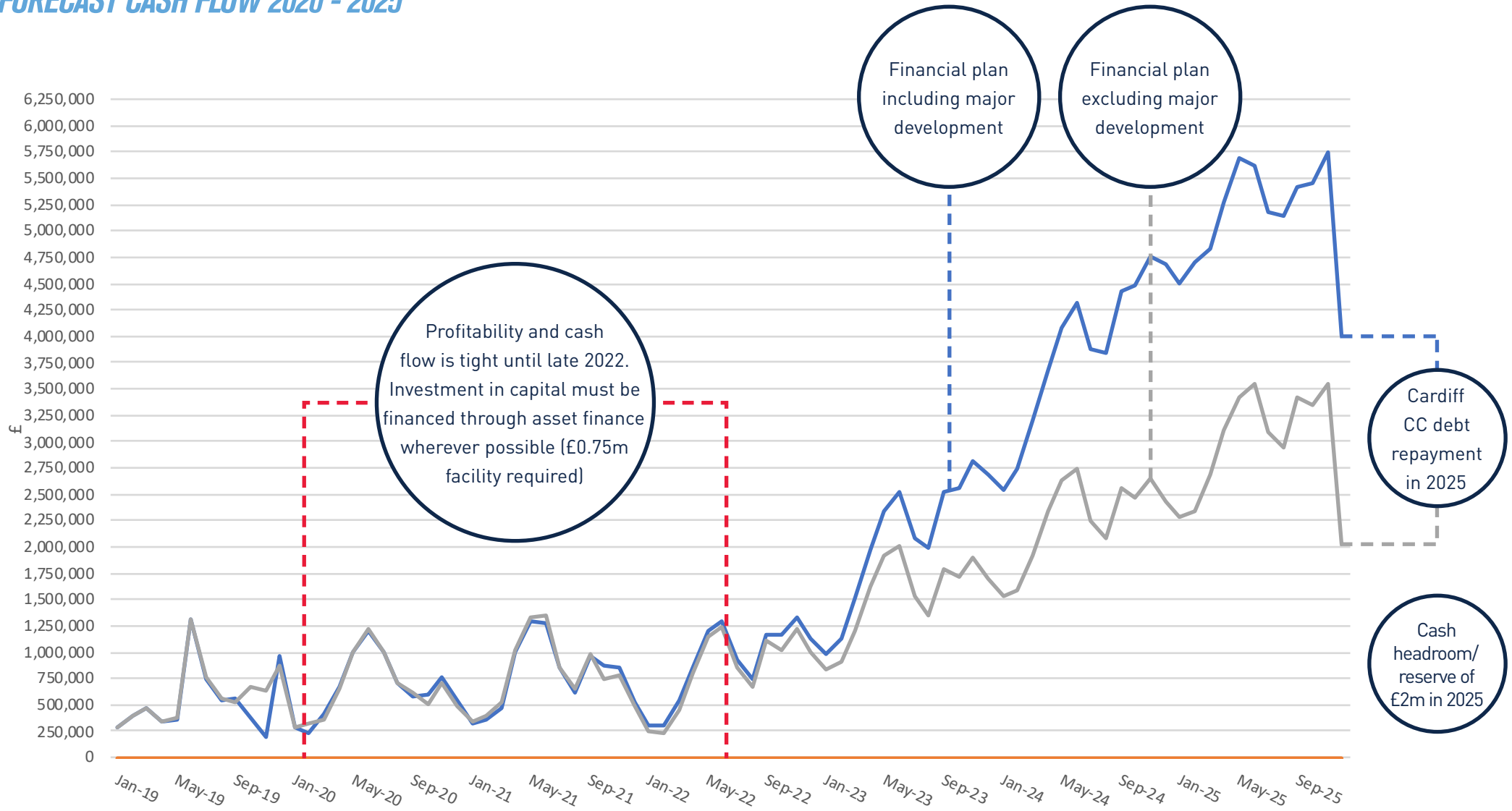


“Cricket Wales has made significant changes to governance arrangements over the past few years and now has a Board with the necessary skills, knowledge and experience to successfully lead the recreational game in Wales.”

- Rod Jones, Chair, Cricket Wales

GLAMORGAN CCC FINANCE STRATEGY: 2020 - 2025

FORECAST CASH FLOW 2020 - 2025



The Club's financial strategy extends to 2025 as this is the year when remaining debts to Cardiff City Council are due to be repaid.

The Club's strategy includes the following key components:

- *Cricket investment*
- *Developing attendances*
- *Commercial income improvement*
- *Capital and maintenance*
- *Financial sustainability – beyond 2024*

Cricket investment is vital in order to improve the quality of the Club's core product and to fulfil its obligations to the England and Wales team. Glamorgan CCC has lagged at or near the bottom of both the investment and performance tables since 2011 (and earlier). This position has, to a certain extent, been self-perpetuating. However, there are certain structural challenges which exacerbate the problem:

- *Lack of home-grown players emerging from the recreational game*
- *Poor facilities across Wales which have affected both recreational and professional development and performance*
- *High levels of competition from other increasingly successful sports (rugby, football, individual sports)*
- *Low levels of economic strength (GDP/capita at 70% of UK average)*

In order to reverse this trend, cricket investment needs to increase to include:

- *Greater and more direct investment by the Club in the development of talent (academy and elite pathway)*
- *Improvement in cricket facilities at Sophia Gardens and at strategic locations within Wales*
- *Greater collaboration between the Club and Cricket Wales*
- *Greater investment in imported talent in the short/medium term*
- *Rigorous assessment of value for money investment in all areas of cricket expenditure*

GLAMORGAN CCC

FINANCE STRATEGY: 2020 - 2025

The Club's cricket investment has been increased in 2019 and this will continue into 2020. Total investment per year is increasing from £2.2m to £2.8m – a £600k increase. This increase is broadly split as follows:

- *Playing squad* - £300k reflecting a combination of 2 new players and inflationary increases
- *Coaching/S&C/Dof C* - £100k
- *Academy & elite pathway* - £200k

In addition, the Club is restricting access to cricket facilities for commercial activities so the profitability of these is being lowered by a further £60k – in effect a further investment in cricket.

A key question for the Club is the target cricket outcome and investment required by 2024/25. The Club's aim is to perform in the top quartile of FCCs and invest in the 2nd quartile. This may require the total cricket investment to increase by a further £0.5m - £1m (depending upon the investment/actions of competitor FCCs).

The Club's second "financial" objective is not quantified as such but has many indirect financial implications. The objective is to double cricket attendances by 2024 from 60,000 to 120,000. These attendances cover all domestic matches, including The Hundred, International matches and also matches played at Sophia Gardens and at outgrounds.

Success in this objective requires targeted investment and improvements in:

- *Team performance*
- *Commercial promotion*
- *Match-day experience and facilities*

Investment in all of these areas is being increased, alongside development of a clear attendance improvement plan.

Commercial investment is required not only to increase attendances, but also to provide increased resources to fund the additional cricket investment required by 2025.

The Club currently generates approximately £1m combined revenues from membership, domestic match gate receipts and sponsorship. This is 50% of the average level achieved by a number of competitor Clubs. The reasons for this underperformance are many but a key issue has been very low investment in commercial infrastructure since 2011. Commercial investment is increasing between 2018 and 2020 by £300k from £600k to £900k with key focus on sales resource to help increase cricket attendances.

Capital and maintenance investment since 2011 has been restricted largely to essential repairs. Further investment has been facilitated by support from the ECB (Sky WiFi) and the Club did invest in a large pitch display screen in 2012. The Club has conducted surveys to assess the backlog of maintenance and capital equipment investment and the total requirements are:

- *Capital - £2m*
- *Maintenance - £3m (survey being updated)*

In addition, there are increasing standards (VLP) which have identified further investment requirements:

- *Gap analysis - £3.5m*

The Club's current financial plan includes sufficient investment to cover the above requirements with funding provided as follows:

- *Capital – Club resources*
- *Maintenance – ECB maintenance fund (£400k pa)*
- *Gap analysis – ECB infrastructure fund (dependent upon bids and included within a larger project)*

GLAMORGAN CCC FINANCE STRATEGY: 2020 - 2025

Overall capital investment is linked closely to the last financial objective achieving financial sustainability. This objective includes various components:

- *Managing cash during the 2020 – 2025 period (minimum headroom of £250k)*
- *Building cash reserves by 2025 (£2m target)*
- *Repaying Cardiff City Council in 2025 (balance at that point - £1.3m)*
- *Improving cricket revenues (commercial improvement noted above)*
- *Improving non-cricket revenues – ideally to replicate the £1.3m additional resource being provided by the ECB until 2024*

The last of these objectives requires significant investment in order to increase current returns of approximately £0.2m to £1.5m by 2025 (post debt and interest costs). This level of return can only be generated through development of a larger conference and events business coupled with a hotel.

The current financial plan includes options both with and without development of this enhanced facility. The capital development would be combined with a major site reconfiguration which would also satisfy the cricket gap analysis and other cricket needs.

Key assessment is currently ongoing, including:

- *Commercial and financial feasibility*
- *Planning discussions*
- *Funding options, including potential development and operator partners*
- *Risk analysis*
- *Development scheduling alongside existing operations*

The timetable for this project would extend throughout this strategic period with the full facility being opened between 2023 - 2025.

CRICKET WALES FINANCE STRATEGY: 2020 - 2025

There is a need to develop further income streams to grow the game and make our club network even more diverse and able to accommodate a full range of cricket offerings.

BUDGETS →	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Income	1349667	1508848	1525321	1486620	1531970	1474273	1453417	1465053
Total Expenditure	1376294	1508700	1487693	1420103	1544339	1507059	1511059	1464059
Surplus/ (Deficit)	-26627	148.0928	37628	66517	-12369	-32786	-57642	994

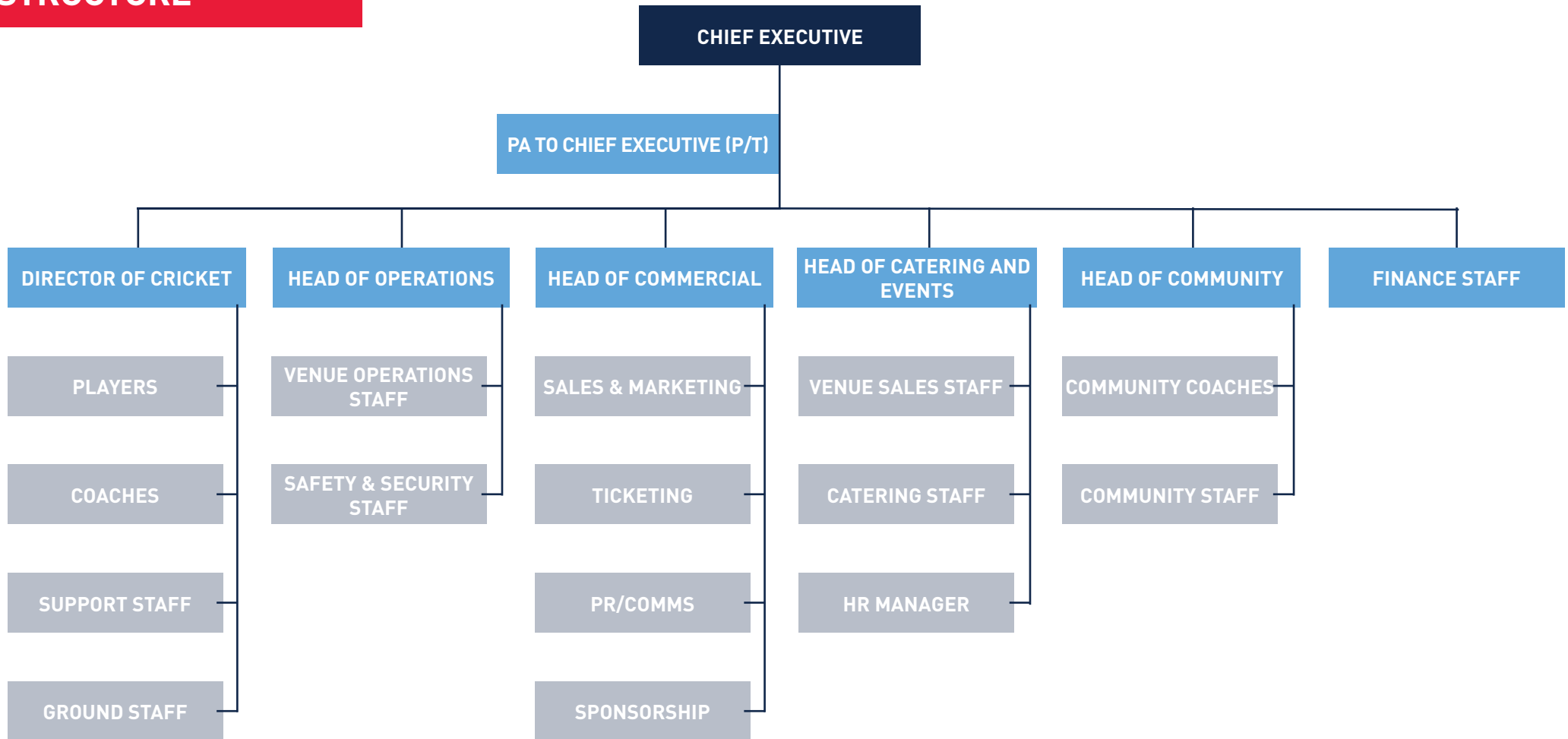
With the move of the CAG pathway to Glamorgan CCC, Cricket Wales will significantly restructure the levels of cricket underneath Wales age group teams and strengthen the quality of provision and coaching at district (regions) level. This restructure will involve and affect change to projected balances using up this surplus over a period of 5 years. **Projections to income are largely flat lined due to:-**

- *The unknown actual increases in ECB funding (prescribed pots being released over longer time scales)*
- *An anticipated reduction in Sport Wales income will be based on a children's sports participation survey*

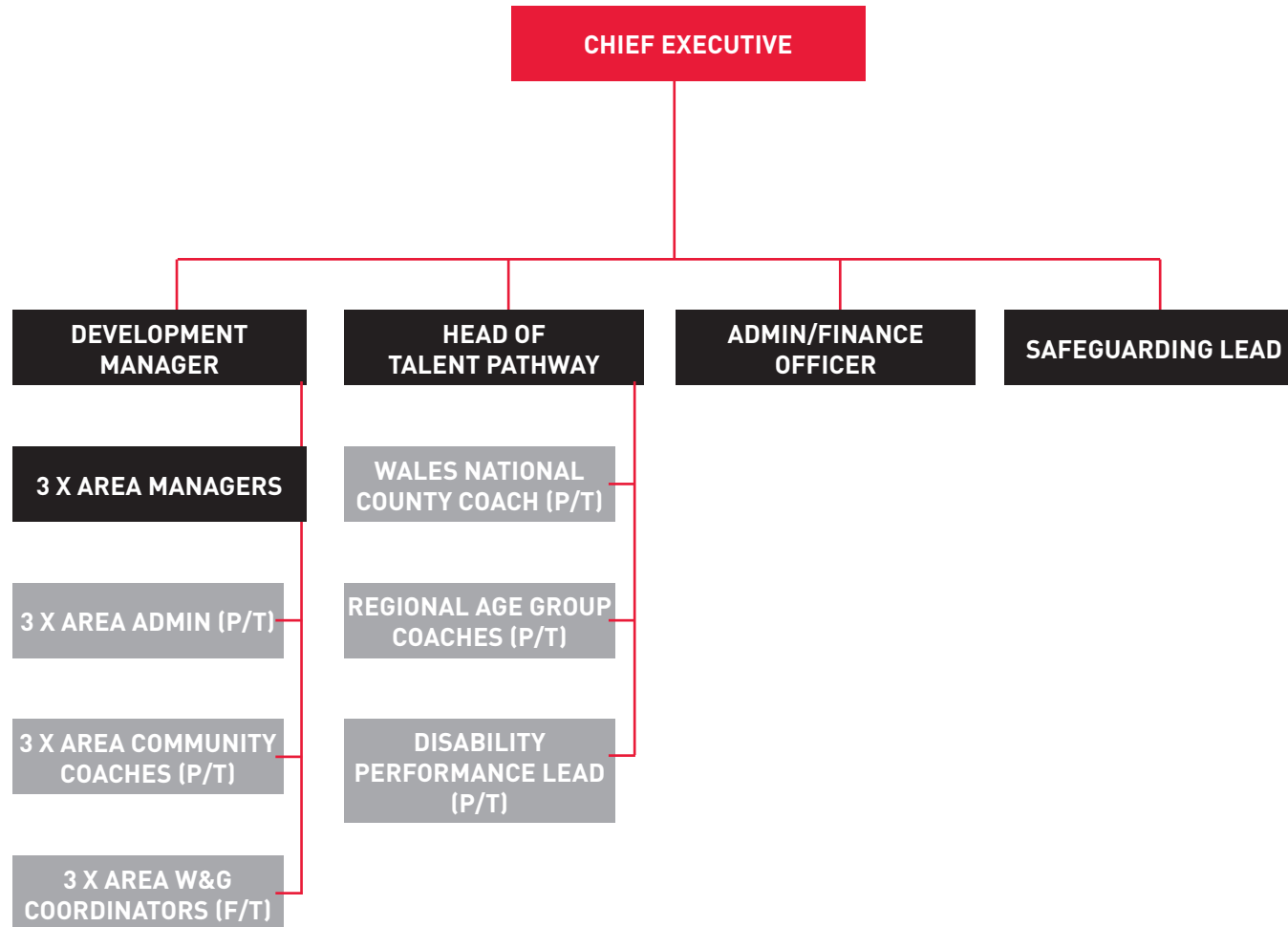
CRICKET WALES: FUTURE GROWTH BUDGET NEEDS

KEY AREAS	CURRENT EXPENDITURE	
Delivery into schools	£250,000 2/5 schools (500)	£500,000 all PS schools reach (12100)
Workforce development	£100,000 workforce and club development salaries (%workforce & Area Manager)	£300,000 Strong vigorous sustainable clubs. Double All Stars & Dynamos
Women & girls	£50,000	£150,000 Girls U9 Dynamos and U13 team growth and hard ball growth across all leagues
Deprivation	CIF bid	£300,000
BAME		
Facilities	tba	35 strategic sites @ £50k each. This is a difficult area to forecast
Talent pathway below Glamorgan CCC	Potential reduction from Sport Wales	unknown

GLAMORGAN CCC ORGANISATION STRUCTURE



CRICKET WALES ORGANISATION STRUCTURE

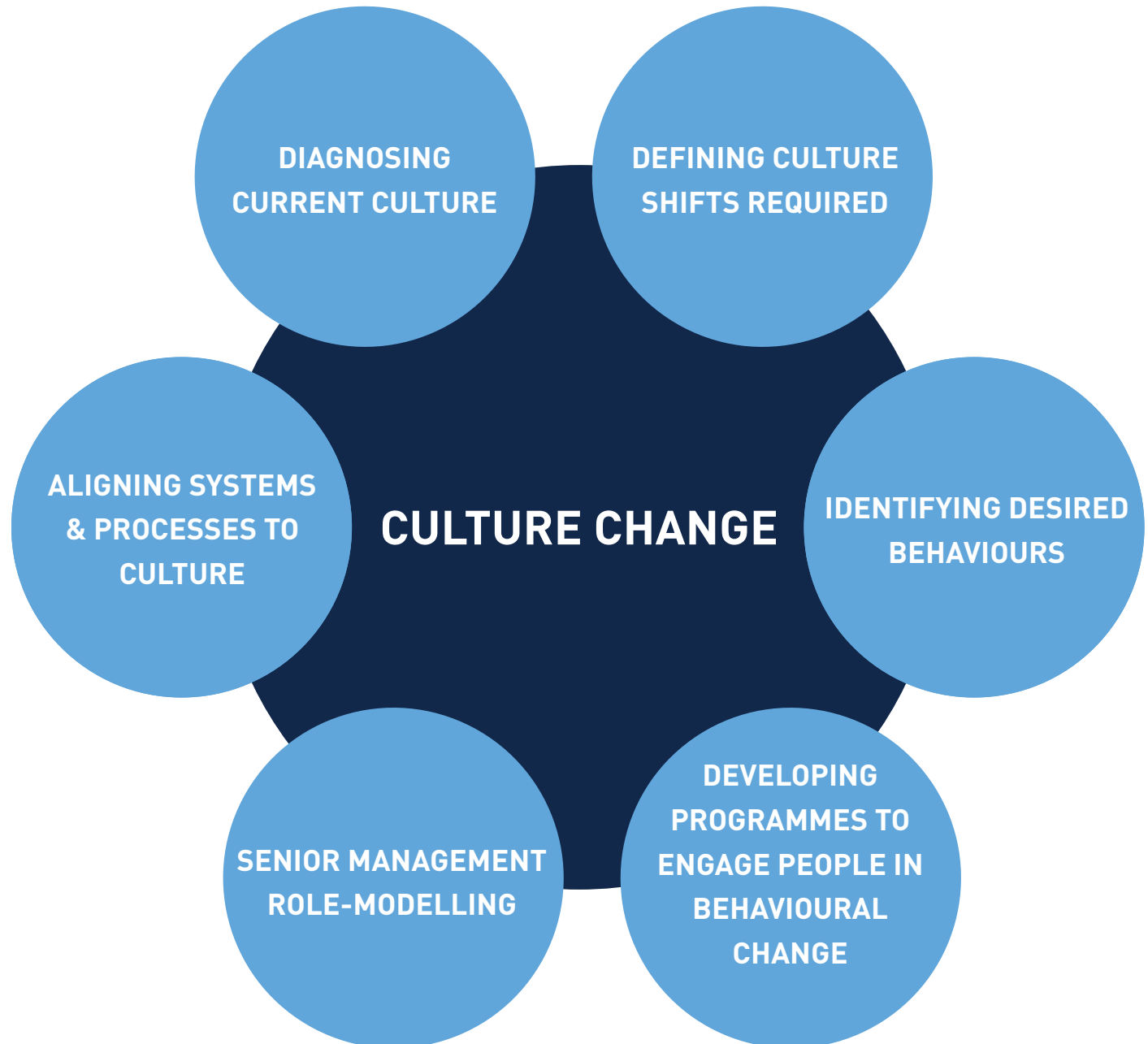


LEADERSHIP & CULTURE

Glamorgan CCC and Cricket Wales will engage with the ECB Leadership Development Programme to build the leadership capability and capacity for cricket in Wales.

Culture is 'the way we do things around here' and is so fundamental that our strategy will not succeed unless the appropriate culture for cricket in Wales is in place.

Glamorgan CCC and Cricket Wales will work together to gain an understanding of the culture of cricket in Wales, identify barriers to change and consider ways in which 'the way we do things around here' can be improved to gain a competitive advantage.





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CRICKET WALES**