

ALL TOGETHER BETTER



A STRATEGY FOR COMMUNITY CRICKET IN SCOTLAND
2010 - 2013

Contents

Foreword	Page 3
Introduction	Page 4
Developing the Strategy	Page 6
Strategic Framework	Page 7
Vision and Objectives	Page 8
More and Better Players	Page 10
Stronger Clubs	Page 17
Well Trained People	Page 21
Delivering the Strategy	Page 27
How will we measure progress?	Page 28

Foreword

The long term development of our game is Cricket Scotland's main priority. Sustainable, progressive and thriving clubs are key to this priority becoming a reality and, with the launch of our new community strategy, we are committed to doing everything we can to support all agencies who want to work with us to grow the game.

Following an extensive consultation process, our development team have produced a new strategy to drive our policies and plans for the next few years. We must continue our grass roots programmes to ensure as many Scots boys and girls get an opportunity to play the game, we must continue to educate our coaches and put in place programmes to support the many club volunteers who are crucial to running junior clubs. It is these clubs that we must work proactively with to ensure that all cricket clubs provide a safe, secure and welcoming environment for children and adults and then ensure that they have a high quality coach to aid their progress.

Cricket clubs are the heart of community development and we will work with them to promote a whole club approach. We want clubs to expand to run third and fourth XIs, ladies teams and junior teams at as many age groups as possible.

Community development is about giving opportunities and then providing an environment that will allow all cricketers a chance to progress to the level they wish. A few will progress to represent their country, but we want the many to stay in cricket for a whole lifetime of enjoyment.

Roddy Smith – CEO, Cricket Scotland

I'm delighted to present Scotland's first stand-alone Community Cricket Strategy. This strategy has taken the cricketing community on a journey of introspection and enabled us to identify our joint priorities for the next 3 years.

The simplicity of the strategy is key. It will allow everyone to have an understanding of the goals and where they fit in the delivery. The strategy is built around key themes of; increasing the number of, and improving the quality of everyone playing cricket; ensuring a strong network of sustainable Clubs for all players, coaches and volunteers; providing quality training and development opportunities for the huge number of people who give up their time to support our sport.

The quality of the information provided during the two consultation stages shows the passion and the ideas that exist in the Cricketing Community. Through the consultation stage I hope it has shown that the whole cricketing community needs to work closer together if we are to succeed.

This is not a strategy for Cricket Scotland to deliver in isolation, but one that the cricketing community needs to work together to deliver. We all have our roles to play and if we all move in the same direction we will achieve more than any of us expects.

I and the Development Team at Cricket Scotland look forward to working with you to take our sport forward.

We are **All Together Better**

Steve Paige – Head of Community Development, Cricket Scotland

Introduction

This is the first stand-alone Community Cricket Strategy that has been produced, past strategic visions and development areas have been an integral part of the overall Cricket Scotland Corporate strategy. This strategy covers community cricket as opposed to simply driving the programme for the professional staff of Community Development. This key change and the consultation process undertaken ensures that the vision, objectives and goals meet the needs of the overall cricket community and not simply those of the Governing body.

The rationale for Community Cricket strategy

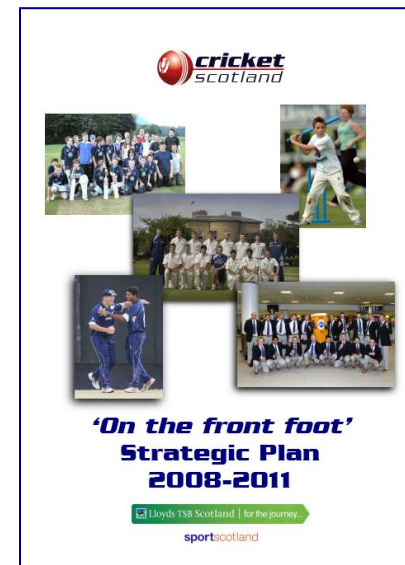
Many of the community outcomes from the corporate plan, 'On the front foot' – Strategic Plan 2008-2011, have been achieved, with some having been reviewed and forming part of this new strategy. It is essential that the community game dovetails with the performance side of the sport and, with the launching of 'Pride in our Performance' - A Performance Plan for Scottish Cricket 2010 – 2013, it is imperative that the community programme follows on.

Cricketing Context

The last 2 years have seen huge strides forward in the community game. Many of the achievements are overlooked and glossed over, but it is important that these are looked at, and the community aspect of cricket should take the time to sit back and take in the success, enjoy the success and ready ourselves for the challenges over the next 3 years. Some key highlights are detailed below:

2009

- 467 coaches and leaders undertook certificated training
 - ICC Introduction to Coaching – 31 courses, 335 Candidates (191% increase on previous year)
 - Coaching Assistant (UKCC 1) – 3 Courses, 75 candidates
 - Coach Award (UKCC 2) – 3 Courses, 57 candidates (9% increase on the previous year)
- 327 Senior Male Teams
- 339 Junior Teams
- Junior involvement over 18,000
- Total participation Over 28,000
- Launch of 2 National Schools Cups – 236 Primary Schools and 36 Secondary Schools. Over 2,500 pupils participating with a third being female.



Already in 2010

- Launch and delivery of new Introduction to Umpiring Course – over 110 candidates
- 3 Level 1 Umpire Courses with 54 Candidates
- National Primary Schools Cup grows to 466 schools (77% increase)
- 5 Coach Award (UKCC 1) Courses
- Coach Development Workshops (CDWs) with 21 Candidates
- Launch of Women's Scottish Cup
- Launch of National U18s Club Cup

Sporting and National Context

When compiling the strategy it is important to acknowledge the changing landscape not only in sport but also our partners in Local Authorities. As sportscotland continues to roll out the Regional Sports Partnerships, cricket must ensure it positions itself as a strong and vibrant sport to ensure maximum benefit not only to the sport, but the constituents within the partnerships. Our partners in local authorities are facing significant financial pressures and we must ensure that cricket is able to meet the needs of their programmes

Cricket, and in particular Scottish cricket is enjoying high levels of media exposure, be it through the televising of the sport and the popularity of T20 or the huge coverage received through the written media. Now is the time for us to build on this exposure and take our sport to the next level in terms of both its attractiveness and also the numbers of people playing the game.

The shape of education and how the curriculum is delivered is changing through the Curriculum for Excellence programme. This provides us with an opportunity to use cricket as a tool to deliver and element of the curriculum as well as meeting the needs of our sport.

Cricket can play its part in delivering the Government's outcomes as detailed in, *Delivering for Scotland*. We can ensure that, whilst we cannot achieve the outcomes, we can assist in them being met, so not only is Scotland a *Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener* nation but so our sport is *Wealthier and Fairer, Smarter, Healthier, Safer and Stronger and Greener*.

Developing the strategy

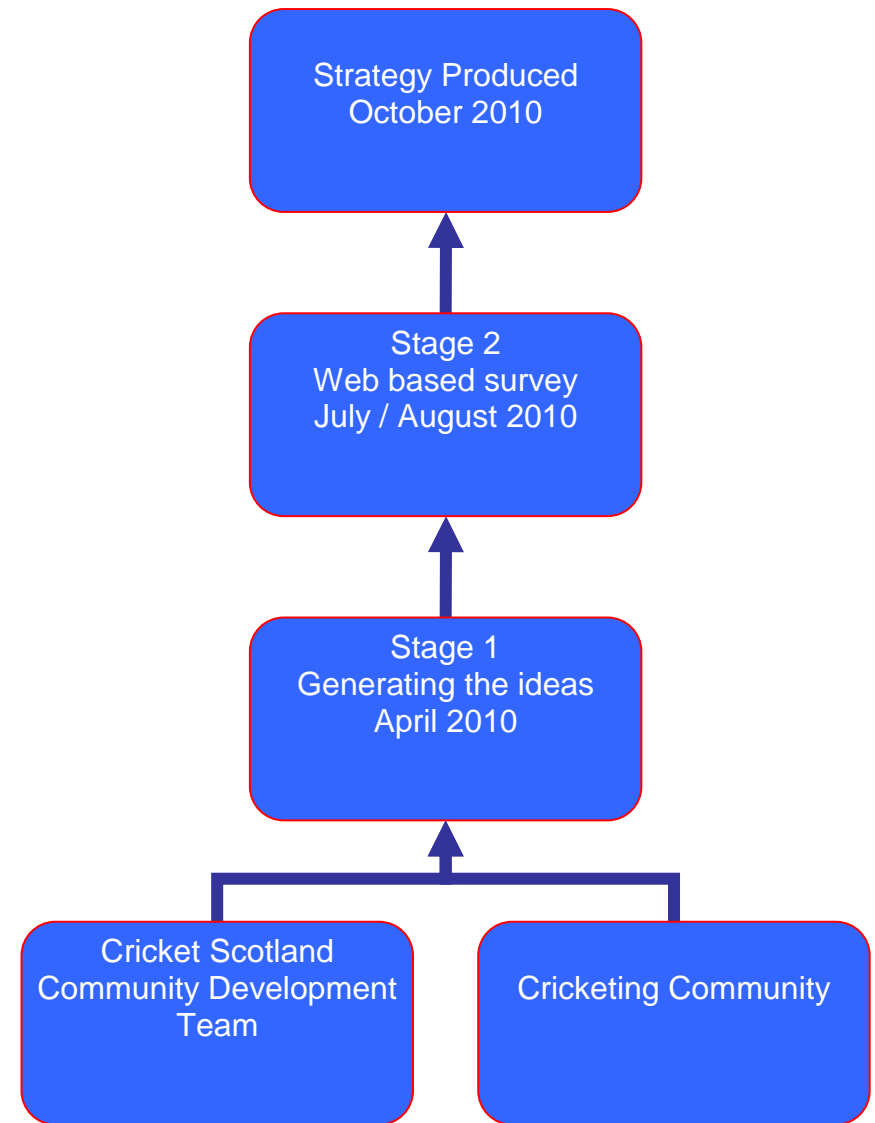
To develop a strategy for community cricket it is imperative that the cricket community are a key part of the process and is at the heart of shaping the vision, objectives and identifying the key development areas within.

To ensure that the community had its opportunity to input to the strategy, the consultation process for **All Together Better** had 2 distinct phases.

Stage 1 Regional workshops during April and May provided an opportunity for the community to communicate the issues they are facing and the key areas needing to be developed over the next 3 years. The Cricket Scotland Community Development Team undertook a similar exercise in February 2010. The feedback from all of these meetings shaped the draft vision, objectives and development areas.

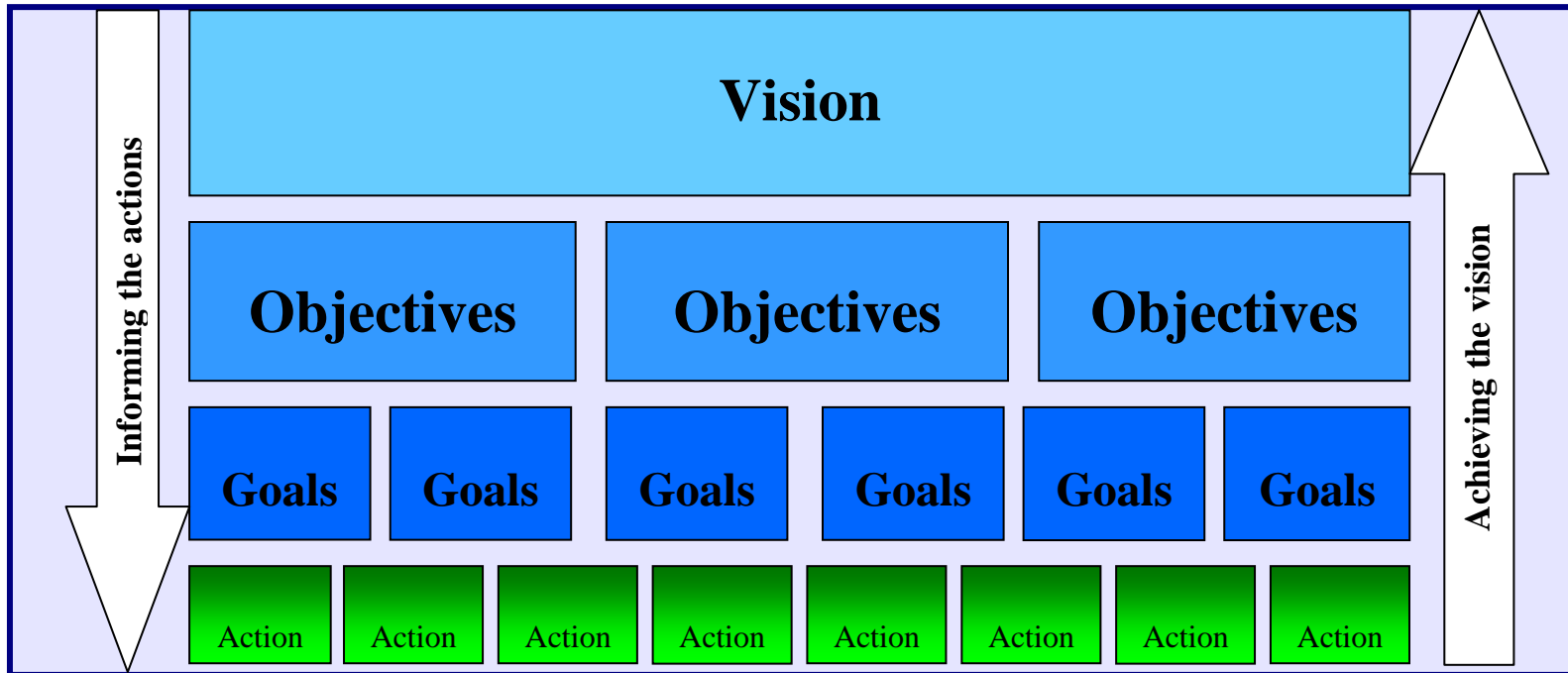
Stage 2 Provided an opportunity to seek opinions and a prioritisation based on the ideas generated in the first stage. The use of SurveyMonkey allowed for an interactive feedback phase, high volume of information to be collated and allow the consultee to maintain their anonymity. This proved to be very successful and, with a high volume of respondents, allows us to be confident in the robustness of the information.

The consultation process showed agreement between the community and the professional staff on the priorities for the next 3 years.



Strategic Framework

The framework for the strategy is straightforward and is the mechanism by which we will act upon the things that are important to us. To establish what is important a vision is required. To help us make our vision a reality, we have identified three key strategic objectives. A series of goals will assist us in achieving these objectives, with specific actions to be carried out to achieve these goals. This strategic plan will focus primarily on our vision, objectives and goals. Sitting below the goals will be the actions that will be delivered in the community to achieve the strategy.



This strategic model is designed to bring focus, clarity and a clear direction for our performance system. It will also act as a reference point and help inform key decisions on staffing and work programming. As shown in the model, it is essential that the vision informs the actions and day-to-day cricket operations, while it is also important to periodically check that these actions are contributing to the vision becoming a reality.

Vision for Community Cricket in Scotland

More players playing the game regularly in a network of strong clubs supported by well-trained and motivated people

Objectives

- **More and Better Players**
- **Stronger Clubs**
- **Well-Trained People**

In order to deliver one of the objectives, we must also deliver the other two in tandem and conversely by delivering one of them we begin to deliver on the others.

Underpinning principals

There are four underpinning principals to this strategy:

- **Equity**

We aim to ensure that no volunteer or sport participant receives less favourable treatment on the grounds of age, religious belief, race, colour, nationality, sexuality, culture or ethnic or national origin, sex, marital status, HIV status, or is disadvantaged by any condition or requirement which cannot be shown to be justifiable.

- **Partnership**

By working in partnership, cricket benefits, be it shared resources, joint planning' equipment and expertise.

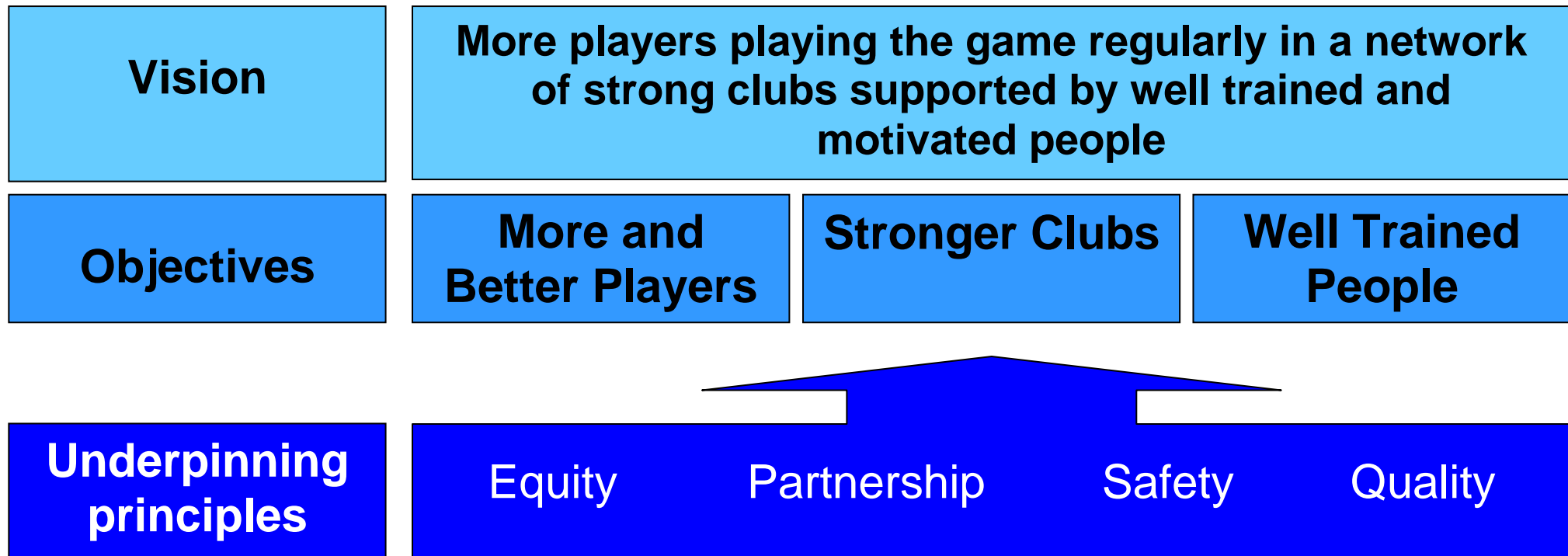
- **Safety**

With such a high number of young people involved in our game it is important that we remain safe. Compliance with the new Protection of Vulnerable Groups Act (2007) will ensure that we have robust and stringent recruitment processes for staff and volunteers.

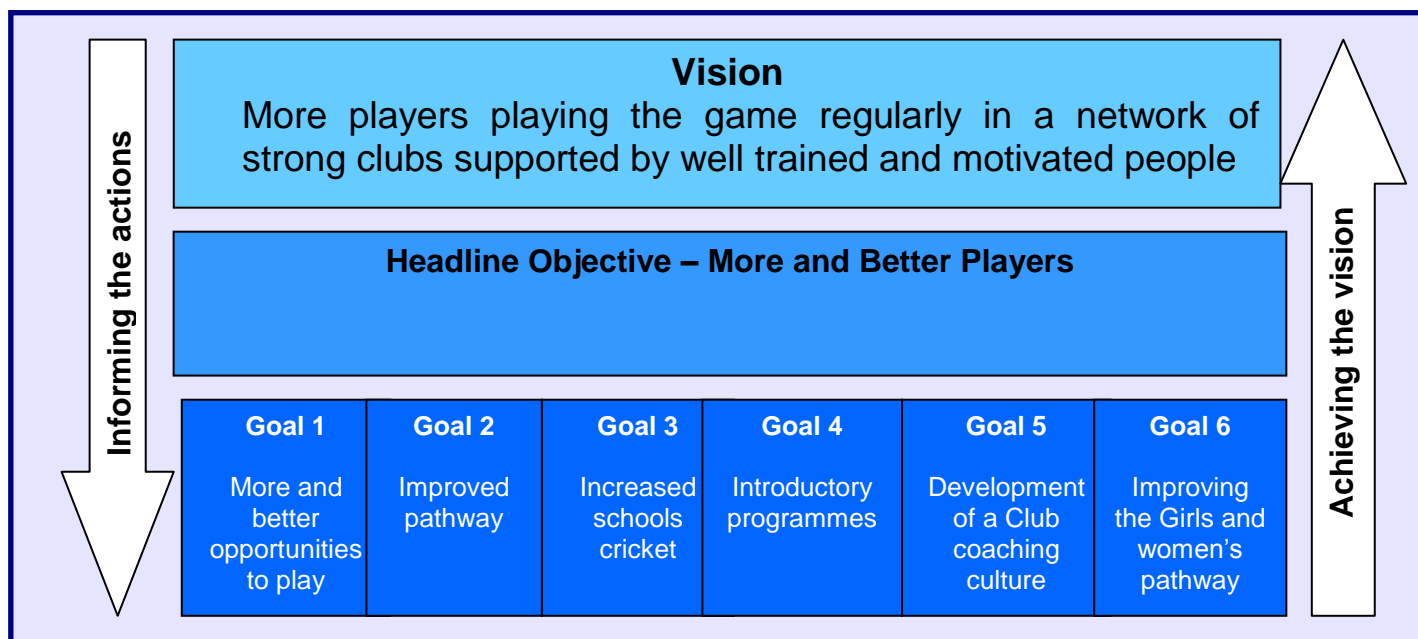
- **Quality**

If cricket is to develop and build upon its successes, as well as competing for people's time against other sports, we must ensure that our 'product' is of quality - be it through playing, coaching, officiating, the facilities we provide and the experiences that people are rewarded with through our sport.

Strategy at a glance



Objective 1 – More and Better Players



To further grow the game, cricket needs to ensure that it increases the number of players within the game at all levels of the pathway, and that those within the game become better. These 6 development goals and their associated key actions will help achieve this.

Goal 1 – More and better opportunities to play

- Adult T20

The world game is changing due to the proliferation and profile of T20 cricket. This format of the game is enjoyed by players and we must provide the opportunity for them to play, partly to ensure the recreational cricketer who cannot commit to 50-over cricket has an opportunity to play, but also with the Performance Development Team looking to increase the amount of National and Regional T20 cricket played, the community game



must provide the opportunity at local level. By 2013 we will have in place regional T20 leagues.

- Year Round Cricket

Due to the weather constraints we face, our season is short as it is, but we cannot let this dictate to us. For the development and recruitment of players we need to ensure that our sport provides year round opportunity. The provision of both adult and junior indoor competition at local level and the extension of the outdoor season to include September, will provide an ideal opportunity for the more social aspects of cricket e.g. club-based 6 a-side. This will also enable clubs to extend the time frame for generating income.

The best time to develop skills is away from the pressure of competition, with the winter providing the ideal opportunity to do this. The amount of out of season coaching provided must be increased. The results of this should become evident during the season.

- U11s playing hardball

We need to provide Under 11s with the opportunity to participate in hardball cricket. This is a key age group before players develop skill over strength and, therefore, is an ideal environment to introduce hardball coaching and competition. It is recommended that the players remain in pairs cricket to ensure as much playing time as possible.

- Under 18s cricket

This age group is a pinch point for our sport, in that we lose many young people who aren't being given the opportunity to play. The inaugural season of the National Under 18s Cup has shown that there is appetite for competition at this age group. That being so we must ensure that young people at this age have the opportunity to play more regularly. We need to ensure that where there is not localised league competition a system is put in place to allow these young cricketers to perform.

- Increased competition

Research shows that people would rather play and lose than not play at all. We need to ensure that players at every level, and especially junior players are given as much opportunity to play as possible. We should not be confined in junior cricket by the weather dictating whether a fixture is played: if it requires to be postponed, we must ensure that it is re-arranged to provide young people with the opportunity to play.

- Disability programme

Working with partners, we must ensure that people with a disability have an opportunity to receive coaching and an opportunity to play cricket. To this end we will produce and implement a disability action plan.

Goal 2 Improved pathway

Following the review of the player pathway and associated programmes, a requirement for refining the process has been identified.

- Strategic overview

Providing the strategic overview to this process will be the Regional Pathway Management Group. This group will oversee the pathway programme in each region from junior club cricket through to the senior regional performance squads.

- Regional Academy

There is to be a narrowing of the age group to 15-18 and a lowering of the number of athletes to ensure a more player-centred approach. This will ensure a more individualised programme and fulfil the needs of the Academy in the pathway

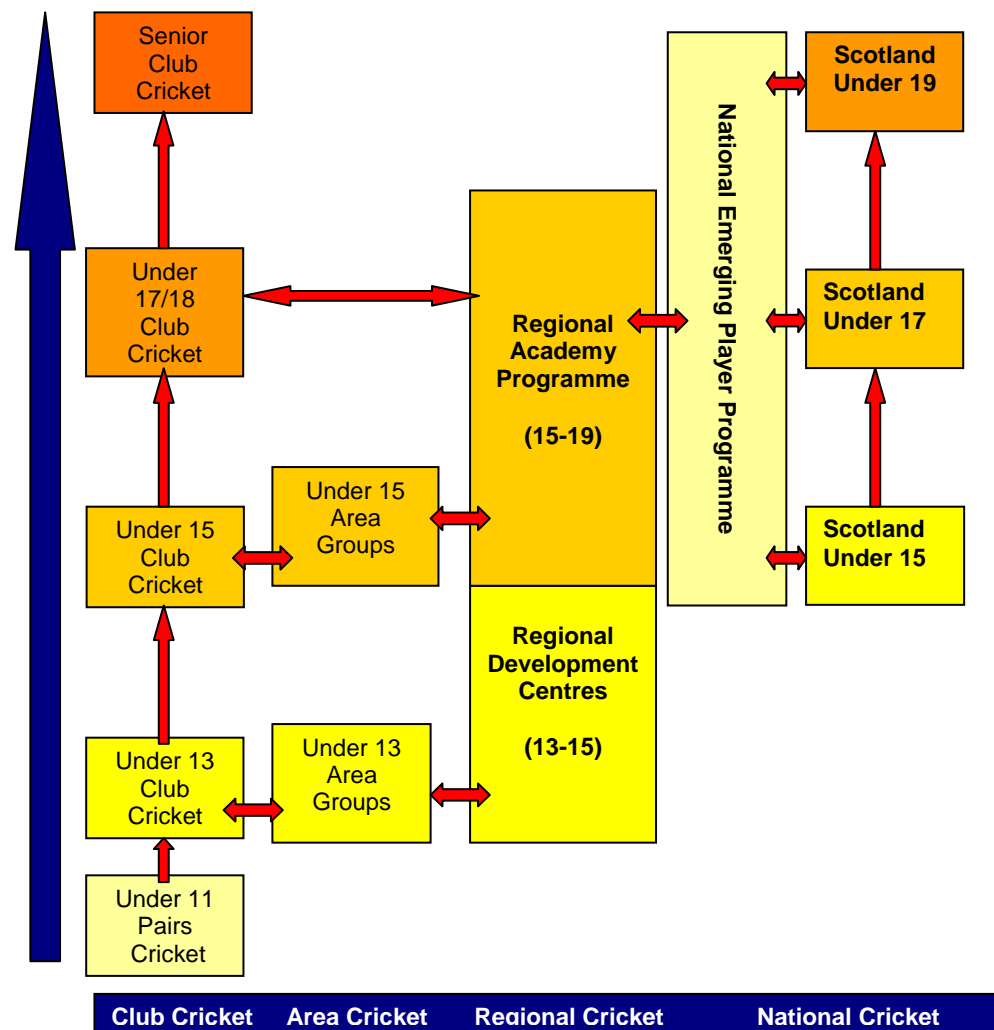
- Regional Development Centre

Fulfilling the Under 15s age group with a wider player base, focussing on building on the skills of the players with a coaching programme preparing the players for moving through the pathway. The Regional Development Centres will also include players from the Girls Under 17 National Team who achieve the requisite performance criteria.

- Area Programme

The Area Under 13s programme is to play an increased role in the development of players ensuring that they have in place the fundamental skills required to develop an athlete at the entry point to the performance system.

Long Term Player Development



Underpinning the pathway is Cricket Scotland's Long Term Player Development approach to taking a long term view to the development of players throughout their career cycle whether in the performance or community game; therefore we will continue with the consistent approach that has been successful over the last 3 years through the Long Term Player Development system.

Goal 3 Increased schools cricket

Schools cricket is where many young people gain their first experience of cricket. It is therefore, important that we provide young people with a programme and resources that are both exciting and promote a long term participation in the sport.

- P3 and P6 Schools programme.

To develop with Learning and Teaching Scotland specific programmes for both curricular and extra-curricular cricket meeting the needs of the Curriculum for Excellence.

- School reward programme

The TOPClub development programme has been successful in developing club cricket and this is to be replicated within the state school system.

- Expansion of the Schools Competitions

Increase the numbers of schools participating in the established Primary and Secondary Schools Competitions, with a new competition to be added for 'Emerging Secondary Schools' from the state system. Re-establishment of the representative State Schools regional T20 competition. The culmination of the schools' cricket season to be a schools' week of cricket, to comprise all the national finals in one gala celebration week.

Goal 4 Introductory programmes

Cricket has to ensure that young people's first club experience is rewarding and encourages them to remain in the club system to further develop their skills. Without the numbers at the introductory stage, we cannot populate the pathway and ultimately successful national teams and a strong network of clubs.

- Introductory programmes for Club coaches

To ensure that our junior cricketers have the best possible start to their junior club careers, we will develop an introductory programme for clubs to implement with their junior Kwik cricketers. This programme will include the provision of skills and drills as well as a reward scheme for the players and clubs.

- Kwik Cricket Skill award programme

Young people like to succeed and achieve recognition for their skills and we must ensure that every young cricket is provided with that opportunity. A programme of Kwik Cricket Skills awards will be rolled out nationwide for club juniors at Under 10 level.

Goal 5 Development of a Club Coaching Culture

Other Scottish sports have in place a network of club coaches who coach the club players. Cricket has had, for a number of years overseas professionals for the summer season. We need to ensure that our players are able to receive year-round coaching.

- Club coach funding

Cricket Scotland will provide a funding stream initially for the SNCL clubs that will allow them to draw down funds to support the employment of club coaches. The network of Cricket Scotland Community Development staff is there to support non-SNCL Clubs in developing programmes and projects to make this (year round coaching) happen.

- Skills rather than teams

Club coaches to adopt a model of delivery that focuses on developing players' skills rather than developing teams. It is important that players of all levels have the opportunity to develop their individual playing ability.

- Year round programme

Clubs must ensure that they provide the coaching opportunity for their players outwith the playing season.

Goal 6 Improving the girls and women's pathway

Strides have been made in developing the female game, but now is the time to take it to the next level and beyond.

- Head of Women's Cricket

Creation of an overall lead officer for the female game providing the strategic lead for all levels of the pathway from introductory programmes through to the Women's National Team.

- Competition

Implementing a National Women's cricket league to provide a greater amount of competition for our women cricketers, growing the programme of indoor competitions and continuing to build on the Scottish Cup. On a 'Club' level it is important that there are localised opportunities to play through regional competition.

- Uniformed groups

Build on the embryonic partnership with Girlguiding Scotland to deliver a programme to their members, volunteers and leaders - at

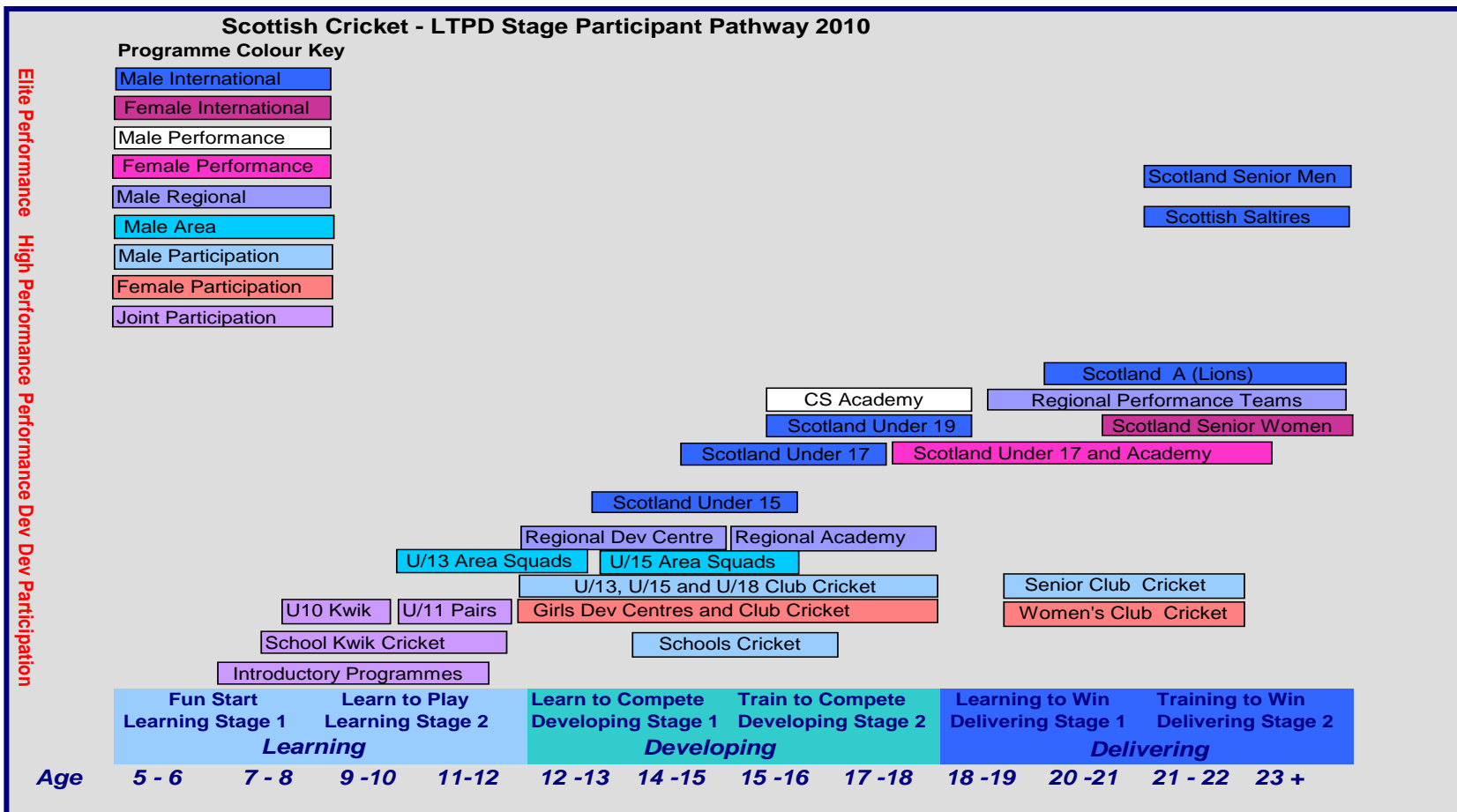
all times providing a link into their local clubs.

- Girls and Women's Strategy

Develop and implement a national strategy with the aim of building to 1000 regular participants by 2015

Pathway

The overall Scottish Cricket Player Pathway



Objective 2 – Stronger Clubs



Players and coaches need a network of strong Clubs for them to participate in. It is important for the development of our game that Clubs build for the future, and not just around the needs of the 1st XI and, thereby, seek to ensure that they have a well-planned and sustainable future.

Goal 1 Strong sustainable clubs

Clubs need to look to the future and ensure that through good management they grow and provide a quality service to their members for many years.

- Club development programme fit for purpose.

Re-designing of the TOPClub programme to ensure that it is fit for purpose and encourages Clubs to think and act long-term as opposed only to the season ahead. The programme to be more user friendly and not reliant on large paper based folders.

- Every club with a junior section in Scotland is 'Active'

By the end of this strategy timeframe every junior club within Scotland will have reached 'Active' status on the TOPClub development programme, ensuring that they are providing a safe, effective and child-friendly environment.

- Whole Club Development.

To develop Clubs as whole units as opposed to the 1st XI as a separate entity from the rest of the Club and provide for juniors to be given due consideration: they are not only the future of the Club, but more often than not provide the higher numbers of members within a Club and more of the membership income.

Goal 2 School-Club link programme

Through the school reward and development programme, every club with juniors on the TOPClub ladder has a formalised partnership with their local Primary School. This will form part of the pathway and assist clubs in having a flow of junior members.

Goal 3 Building the volunteer base

Without volunteers, clubs and cricket cannot develop. Cricket requires more volunteers and we need to ensure that we develop those who give up their valuable time.

- Recruit, retain and rewarding volunteers

Implement a programme to recruit and retain volunteers in the sport and more importantly, the club environment. Alongside this, expand the reward system for coaches and volunteers to include a Community Cricket Awards.

Goal 4 Grow the Club network

Increasing the number of clubs that play cricket has to be a priority if we are to grow the game.

- Develop Community / Social Clubs

The non-traditional club has to be developed to provide opportunity for those people who want to play the game but outside of the traditional hardball, competitive environment. The model used in Australia for the non-traditional club and playing experience is one to be followed through the development of specific small sided game formats.

Goal 5 Developing the facilities



In order to improve the quality of players in Scotland we need to ensure that they have the playing and training facilities available to them and that they are also of sufficient quality.

- National Facilities Strategy

To co-ordinate the development of community playing and training facilities Cricket Scotland will work with partners to develop and implement a National Facilities Strategy.

- Improve the quality of club training and playing facilities

Best use must be made of the Cricket Scotland Development Trust and other avenues to access funding, thereby enabling Clubs to develop and improve their facility stock. Cricket Scotland's professional staff can assist Clubs with developing projects to meet their facility needs.

- Ground equipment facilities loan scheme

To enable clubs to develop and maintain their facilities, a facilities equipment loan scheme will be created and administered on a regional basis.

- Identification of Cricket Scotland 'approved' Non Turf Pitches

Cricket Scotland will work with partner agencies to identify non-turf pitches that fit the develop needs of clubs and players in Scotland.

- Groundsman Association

For us to develop Scottish groundsmen, a Scottish Groundsman forum and Association will be formed. This will enable groundsmen to share best practice and learn new and updated practices.

Goal 6 Developing key partnerships

To develop a position of strength for cricket we need to develop key partnerships with the agencies that can assist development at a local, regional and national levels.

- Local level partnerships

Developing the Cricket Development Group network and ensuring that key agencies are represented. The development groups are to take the strategic view and delivery for the sport in their area with clubs playing a huge role in this process.

- Regional Sporting Partnerships

Cricket has to position itself so that it is included in the formation, the development and the rolling out of the Regional Sporting Partnerships.

Objective 3 – Well-Trained people



To produce better players and support them through increased competition we need the workforce to be able to carry out the necessary roles. The development of people is the key aspect to this strategy

Goal 1 A world class coach education system

- Course Development

Cricket Scotland’s technical staff will continue to represent our coaches on the National Source Group in ensuring that the UKCC courses remain fit for purpose and meet the needs of cricket coaches.

- Coaching pathway

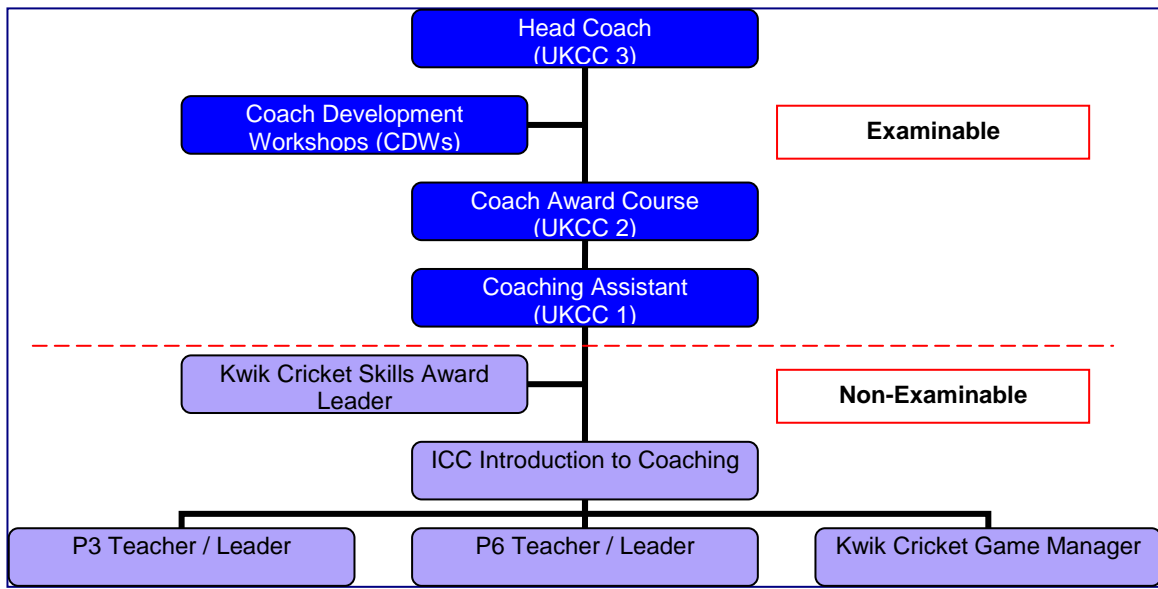
To deliver the skills required at each level of the player pathway, cricket must have a coaching pathway that equips coaches and leaders with the right skills to deliver at the right levels. The pathway requires the development of new courses to meet these

needs:

Development of a Kwik Cricket Managers Award to become the introductory level for the novice coach with little or no experience, this course will be delivered over 1 session and can be delivered alongside a Kwik Cricket coaching session.

- Teacher training

To deliver the increased schools programme we will train teachers who are currently delivering at P3 and P6 stages of the curriculum, their colleagues in Active Schools and those students on undergraduate BEd courses. We need a teaching workforce that is comfortable delivering our sport.



The Scottish Coach Education Pathway

- Coach Education

If we want our players to be better we must produce sufficient coaches through a World class system. Our coach education programme will, over the next 3 years, deliver the following numbers of successful candidates:

Course	2011 Candidates	2012 Candidates	2013 Candidates
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Head Coach (UKCC 3)	6	8	10
Coach Development Workshops (CDW)	20	20	30
Coach Award (UKCC 2)	60	70	80
Coaching Assistant (UKCC 1)	60	70	75
Kwik Cricket Skills Award Leader	75	75	75
ICC Introduction to Cricket	150	150	150
Kwik Cricket Game Manager	200	300	350

Goal 2 Well-trained officials

To support the increased levels of competition we will develop a highly-skilled team of cricket officials.

- Umpire and scorer education and development

Over the next 3 years we will qualify:

- 250 candidates through Introduction to umpiring course
- 150 attendees at Level 1 course
- 3 accredited umpire trainers
- 400 Attendees at Introduction to umpiring course.
- 1 accredited scorer trainer
- 25% more umpires actively umpiring



As part of an umpire development programme we will set up an umpire exchange programme with appropriate leagues and have umpires taking part in an exchange programme by 2013.

To support the cricket in the feeder leagues, we will have neutral umpires in the top divisions by 2013.

Goal 3 Deliver Community Coaching Strategy

As part of our commitment to Coaching Scotland and the National Coaching Framework we will deliver the outcomes of the Community Coaching Strategy.

Goal 4 Developing the coaching and volunteer workforce

The development of qualified coaches is important to take our players to the next level. We need to support coaches at all levels of

the coaching pathway and “up-skill” them through a programme of seminars and clinics, whilst producing a greater number of resources for them

- Regional Coaching Seminars

Deliver regional coaching seminars in each of the 4 regions, providing coaches with an increased depth of knowledge at the cutting edge of coaching.

- Local Coaching Clinics.

We will develop and deliver five 2-hour coaching clinics per year in each region providing coaches with an opportunity to learn new skills and the latest thinking.

- Performance Coaches programme

A programme of coaching support for those coaches within the performance pathway, this will include coaches working with Area Squads, through the Regional Development Centres and the Regional Academies. Coaches at each level will be supported by Cricket Scotland’s staff including:

- Head of Performance
- Performance Development Manager
- Head of Community Development
- Community Development Managers

- Coaches Association

We will reform the Coaches Association, which will be driven by Scottish coaches to meet their needs. The Association will provide coaches with a voice to influence the direction of coach development and ultimately the content of the coaching clinics and seminars

- Coaching exchange

Whilst we will continue to deliver a programme that meets the needs of Scottish coaches we must provide an opportunity for our coaches to experience coaching in a different environment and culture. By 2013 we will have in place a coaching exchange programme with a full Test-playing nation.

- Coaching resources

Produce an annual set of resources for coaches to use in their session planning.

Goal 5 Developing our groundsmen

To develop our groundsmen we will ensure that they have a programme of development opportunities, as well as delivering the IOG Courses throughout the calendar.

Summary of the Objectives

More and Better Players

- More and better opportunities to play
- Improved pathway
- Increased schools cricket
- Introductory programmes
- Development of a club coaching culture
- Improving the girls and women’s pathway

Stronger Clubs

- Strong sustainable clubs
- Building the volunteer base
- Grow the ‘club’ network
- Improving the facilities
- Developing key partnerships
- School-Club links

Well-Trained People

- World Class Coach Education System
- Well-Trained Officials
- Deliver the Community Coaching Strategy
- Develop our coaching and volunteer workforce
- Developing our groundsmen

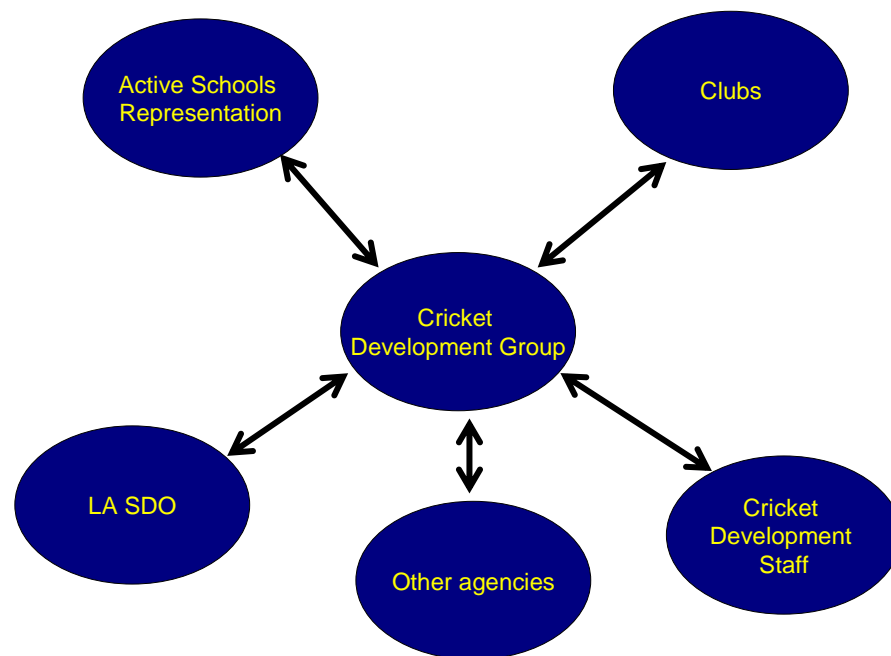
Delivering the strategy

Cricket Scotland as the governing body will drive forward the delivery of **All Together Better**, but cannot deliver in isolation. By ensuring that the vision, objectives and key development areas meet the needs of the cricketing community ‘we’ have joint ownership of the strategy and that puts the onus on ‘us’ to deliver.

The local Cricket Development Groups will play a hugely important role in delivering the strategy. These local groups should provide the strategic direction for cricket in their area and it is important that they translate this national strategy into localised development plans meeting their needs.

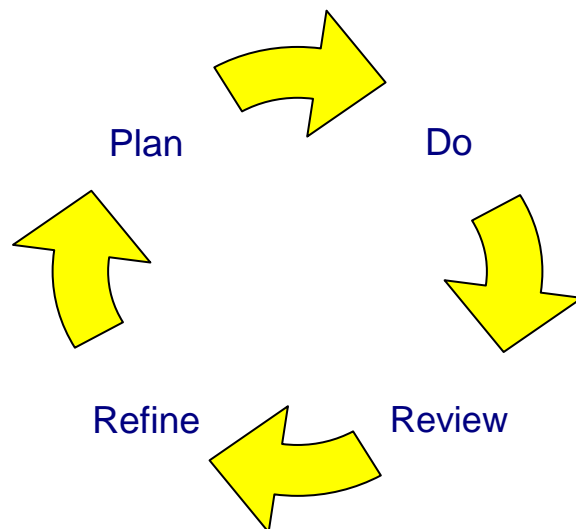
With the correct constituent members delivery of the strategy will enable greater partnership working, meaning that cricket can benefit through additional resources and expertise. The joint planning and delivery of a localised delivery plan will ensure that the development requirements for a specific geographic area are met.

It is essential that this strategy remains a live document, it continues to evolve as our game changes, and we achieve successes and make long-term decisions. As with any strategic plan and project, we will enter into an annual programme of ‘Plan’, ‘Do’, ‘Review’ and ‘Refine’. This four-stage process will enable the strategy to adapt to progress made and any changing environments we face.



How will we measure progress?

It is essential that this strategy remains a live document and it continues to evolve as our game changes, we achieve successes and make long term decisions. As with any strategic plan and project we will enter into an annual programme of 'Plan', 'Do', 'Review' and 'Refine'. This four-stage process will enable the strategy to adapt to progress made and any changing environments we face.



We will measure progress against the strategy in a number of ways:

- Through the completion of the Annual ICC Survey. This is the process that the ICC uses to measure the growth of the game in Scotland.
- The reporting of outcomes achieved against the annual Operational Plan. This plan forms the 1 year action plan for the strategy. This is a published plan available to all stakeholders
- Annual Regional Forums where progress against the strategy will be presented.
- Reports from the Cricket Development Groups on their progress against their localised Action Plans

Acknowledgements

Thanks must go to those people who attended the regional workshops at the early stage of the consultation process and took the time to complete the online survey. Without that commitment **All Together Better** would not have been as all-encompassing.

Thanks must also go to our key partners: sportscotland, ECB, ICC Europe and the local authorities throughout Scotland



We are **ALL TOGETHER BETTER**

