

**MUNSTER  
CRICKET**



# **MUNSTER CRICKET STRATEGIC PLAN 2017-2020**

---

# **GROWING THE GAME SUSTAINABLY**







This plan sets out the strategic direction for Munster Cricket over the next four years to 2020. Its impact is dependent on our ability to carry out the plans set out in this document.

For each area, the Munster Cricket Executive will work to develop detailed rolling operational plans that will map out how the overall strategy is to be achieved. These plans will set out targets and aim to best utilise the resources necessary to carry them out. The plan is a four year plan and achievement will be spread over this period.

The plan will be reviewed regularly and adapted as required to meet changes both locally and, particularly, at Irish level where developments over this period could have major consequences for how cricket in Munster develops and is funded.

The plan reflects the input and feedback from the Munster clubs and their members which was received during the preparation phase of the plan and the Munster Cricket Executive greatly appreciate this engagement in helping identify what the plan objectives and outcomes should be.

The plan has taken account of the progress made by Munster Cricket during the period of the previous Strategic Plan which covered the period 2014-2017 and an assessment of the progress made in this period is summarised on the next page.

# STRATEGIC PLAN 2014-2017 – SUMMARY ASSESSMENT

| OBJECTIVE   | SCORE |
|---|-------|
| Improving Club Facilities   | 3.5   |
| Expanding Youth Cricket at Club and School level                          | 3     |
| Munster participation in Youth Inter Provincial                           | 3.5   |
| Working towards Senior Representative Cricket                             | 4     |
| Coaching development  | 3     |
| Governance  | 4     |
| Growing our Profile   | 3     |
| Finance and Sponsorship   | 3     |
| Scale of 1 to 5 applied: 1 signifies No Progress and 5 signifies Achieved |       |

# STRATEGIC PLAN 2017-2020 – TARGETS

| OBJECTIVE  | 2016 | 2020 |
|--|------|------|
| Number of Clubs  | 11   | 13   |
| Number of Adult Teams  | 21   | 25   |
| Number of Adult Players  | 408  | 500  |
| Number of Regular Players (5 or more matches)                    | 203  | 300  |
| Number of Youth Players up to 14 years of age playing with clubs | 200  | 300  |
| Number of Secondary Schools playing in Munster Schools Cup       | 5    | 10   |
| Number of coaches at Level 2 or above                            | 10   | 20   |

## OUR PURPOSE

- To manage, promote and develop in a sustainable way cricket throughout Munster

## OUR REMIT

- Expand participation in the game at Adult and Youth level
- Create structures that will support the expansion of the game
- Ensure the long-term viability and health of the game in Munster

## OUR AIM

- To ensure fun, inclusivity, respect, integrity and excellence are at the centre of all we do in Munster Cricket

## THE KEY STRATEGIC ACTIONS THAT THIS PLAN SEEKS TO IMPLEMENT ARE:

1. To continue the development of sustainable clubs with appropriate facilities
2. To further develop adult competitive structures that meet the needs of clubs and their members
3. To further expand Youth cricket in schools and clubs
4. To extend the reach of Munster's participation in Youth representative cricket
5. To make Munster's participation in Senior Representative cricket successful and a driving force towards expansion of the game in the region
6. To continue to increase our Coaching resources
7. To ensure our Governance structures are fit for purpose and are able to swiftly respond to the changing circumstances in Irish Cricket
8. To further raise the profile of the game across Munster, in Ireland and abroad
9. To grow our financial resources to support the development of the game in Munster







# THE DEVELOPMENT OF SUSTAINABLE CLUBS WITH APPROPRIATE FACILITIES

## CHALLENGES

- Existing clubs face difficulties in attracting volunteers to run the game, players to participate and in finding finance to operate on a day to day basis and for the improvement of facilities
- New clubs face significant obstacles in finding suitable places to play the game and in attracting players and volunteers to run the club

## RESPONSES

- To ensure the game grows sustainably, clubs must have access to a ground to play on, have the appropriate structures and policies in place that will enable them develop sustainably and subscribe to the terms of the MCU Club Accreditation process

## WE WILL ACHIEVE IN THIS AREA BY:

- Achieving compliance with the standards of Club Accreditation in all clubs
- Using Club Accreditation and Funding to make club facilities and organisation structures more attractive and supportive for new players, parents and existing club members
- Working with and supporting County Kerry CC and Waterford & District CC to maximise the benefits from the development of their new grounds
- Creating an effective partnership to provide a suitable and well located ground in the Mid West area to support the development of cricket in County Tipperary and County Clare
- Supporting clubs in regard to applications for State and Local Government funding as opportunities arise
- Working with clubs and Cricket Ireland in respect of the disbursement of funding through the Cricket Ireland Club Facility Grant Fund on an annual basis







# THE DEVELOPMENT OF ADULT COMPETITIVE STRUCTURES THAT MEET THE NEEDS OF CLUBS AND THEIR MEMBERS

## CHALLENGES

- **Headline Participation numbers for cricket are strong but numbers playing organised league cricket are not growing.** Participation statistics indicate the numbers who play regularly are small
- **There is a high dropout rate during the transition from Youth to Adult cricket and by Adult cricketers at various stages as career and family commitments impact on the time available for sport**
- **There is a need to identify pathways for the group of players who aspire to play competitive cricket at the highest level they can reach and for those whose aspirations are for a more social or less competitive type of sporting activity**
- **Travel time and cost is recognised as a specific challenge factor in Munster given the size of the Union's area of operations**



# THE DEVELOPMENT OF ADULT COMPETITIVE STRUCTURES THAT MEET THE NEEDS OF CLUBS AND THEIR MEMBERS

## RESPONSES

- ❖ Cricket is in competition with many other sports for people's time, as well as coming up against an ever-changing and busier society
- ❖ The game therefore needs to ensure that what it offers in terms of play and competition suits the needs and wants of its current players as well as appealing to new participants
- ❖ Communication with and support for those already involved in the Munster game is crucial to a positive future, as is remaining cognisant of the changing landscapes of society
- ❖ Ensuring that internal processes are fully in order and working in partnership with others will provide the position of greatest strength

## WE WILL ACHIEVE IN THIS AREA BY:

- Ensuring that the Munster Cricket Committee has the resources necessary to enable it to effectively administer the Munster competitions for which it is responsible, including administrative support, access to technology to record results, statistics, etc.
- Continuing to monitor Munster competition structures and regulations to provide clubs with as many fixtures as are practical at each competitive level.
- Consulting regularly with clubs and their members with regard to the type of cricket they want to play through pre- and post-season club information days to help communicate the structures and regulations for each season and obtain feedback regarding competition structures and formats that club cricketers at all levels want to play in.
- Assisting clubs or clusters of clubs to run local T20 competitions.
- Working closely with Cricket Ireland in the development of initiatives which will help improve 'Club Life' for all clubs and their members in Munster.
- Working with the clubs to encourage participation by women and girls in the sport alongside the development of appropriate competition outlets.
- Further expanding the reach of cricket to new participants i.e. through Disability Cricket.
- Continuing to develop Umpiring and Scoring resources within Munster to match the development of Adult and Youth competitive structures.



# THE EXPANSION OF YOUTH CRICKET IN SCHOOLS AND CLUBS

## CHALLENGES

- While there has been considerable exposure of young people to cricket through work in primary and secondary schools, the flow of young players into clubs still remains small. Traditional family connections continue to be the primary source of players in many instances
- Clubs often struggle to have sufficient coaches and organisers in place to look after young people when they come to clubs and there can also be a lack of parental involvement in and with the club
- It has been a challenge to provide sufficient game time for young cricketers particularly in the age groups up to 14 and this lack of experience becomes very evident when Munster youth teams face their peers from the other Unions
- There is a need to support cricket in schools by providing coaching courses and resources to teachers which will assist in making cricket a regular part of school activity rather than a periodic or one off event





BATSMAN WKTS BATSMAN  
D / L OVERS RUNS REQD





# THE EXPANSION OF YOUTH CRICKET IN SCHOOLS AND CLUBS

## RESPONSES

- Continuing the work that introduces young people to the game of cricket is vital for the development of the player pathway from beginner through to Representative level
- It is this pathway that is the lifeblood of increased engagement, providing the best chances for lifelong participation in our sport
- This pathway needs support and extension at all levels so that it remains strong and provides the best experience for those involved now and in the future
- Engaging people to play key roles in this pathway underpins its quality and focused and reasoned communication between them provides the best opportunity for safeguarding sustainability



## WE WILL ACHIEVE IN THIS AREA BY:

- Working with the Regional Development Officer and the Cricket Ireland Participation Director to ensure that work plans in primary and secondary schools are tailored to meet Munster Cricket requirements
- Working with the Munster clubs to ensure that effective communication with the Regional Development Officer and linked schools is facilitated to maximise return
- Focusing Regional Development Officer work towards those clubs who are at an earlier stage of development in relation to Youth activity where those clubs provide sufficient evident that there is scope to grow youth activities on a sustainable basis
- Developing agreements with Local Sports Partnerships so that each county in Munster has an active programme
- Seeking and targeting funding and developing appropriate programmes to further cricket development work in Girls schools
- Working with clubs to incorporate Girls into overall Youth cricket programmes
- Extending the reach of the Munster Schools Cup by targeting key Secondary schools in each county in Munster

- Developing Youth competition structures at club or representative level to assist with helping the transition of young players into Adult cricket competitions
- Maximising the number of clubs participating in effective competitive structures for Under 11 and Under 13 players
- Increasing the available Regional Development Officer's contracted hours from the current 22 per week to a minimum of 45 hours
- Establishing Primary Schools league competitions
- Investigating the viability of partnering with a school to provide a centre for Youth cricket activity in Munster







# EXTENDING THE REACH OF MUNSTER'S PARTICIPATION IN YOUTH REPRESENTATIVE CRICKET

## CHALLENGES

- The pathway for young players in Munster is currently incomplete. Munster does not currently participate in Youth representative cricket at either Under 11 or Under 17 levels and it participates at Under 15 level as part of a Southern XI rather than in its own right
- Experience has indicated that Munster players at Under 13 level - and to a lesser extent at Under 15 level - are disadvantaged as compared to their peers in other Unions through lack of game experience
- Good young players can be lost to the game or their progress can be retarded due to lack of appropriate experience after they emerge from Under 15 level
- There is a need to ensure that our best young players receive appropriate specialist coaching and that there is a properly equipped centre where this coaching can take place

# EXTENDING THE REACH OF MUNSTER'S PARTICIPATION IN YOUTH REPRESENTATIVE CRICKET

## RESPONSES

- With the Munster Reds in place as the pinnacle of Representative cricket in the region, the pathway to this environment needs to be a quality one to provide the best chance for the continued success of the Union's Senior team
- Opportunities need to be provided to the more able Junior players in the region, involving them in cricket which is of a higher level to their experience at club level
- The recent success of Munster players at Inter Provincial and Ireland age group level has proven that there is real potential in the player pool
- Munster's participation in Youth representative cricket will underpin the general strength of this environment in Ireland

## WE WILL ACHIEVE IN THIS AREA BY:

- Developing opportunities for the Munster Under 13 side to play challenge matches outside the Inter Provincial tournament
- Agreeing a timetable with Cricket Ireland through the Youth Working Group and Cricket Committee for Munster to return to the Under 15 Inter Provincial competition in its own right
- Designing and implementing a programme of Under 17 fixtures for Munster
- Continuing to build on existing bilateral arrangements with Cricket Leinster in respect of Under 15 and Under 16 Representative series and the involvement of Munster sides in Leinster Under 15 or other league structures







# MAKING MUNSTER'S PARTICIPATION IN SENIOR REPRESENTATIVE CRICKET SUCCESSFUL AND A DRIVING FORCE TOWARDS EXPANSION OF THE GAME IN THE REGION

## CHALLENGES

- The Munster Reds need to become clearly recognised as the flagship for Munster Cricket which provides a pathway for Munster players towards recognition at Irish level. Its success is vital to increase the profile and support for cricket in Munster and to open up funding avenues through sponsorship, etc.
- The challenge is to successfully manage the re-introduction of the Munster Reds into Senior Representative cricket to ensure that they are successful and competitive. Building on this, the requirement is to work with Cricket Ireland to expand the Munster-based element of the squad and, ultimately, to eliminate the need for outside support



# MAKING MUNSTER'S PARTICIPATION IN SENIOR REPRESENTATIVE CRICKET SUCCESSFUL AND A DRIVING FORCE TOWARDS EXPANSION OF THE GAME IN THE REGION

## RESPONSES

- The Munster Reds will re-enter Senior Representative cricket in 2017 by participating in the T20 Inter Provincials. Depending on the pace of development in terms of Full Member Status for Irish Cricket, T50 participation could follow in 2018 or 2019 and involvement in multi-day cricket may become a viable medium term objective
- Initial involvement will involve local Munster-based player resources being augmented by players from other Unions who are outside their own Provincial squad







## WE WILL ACHIEVE IN THIS AREA BY:

- Working with Cricket Ireland to make the involvement of the Munster Reds in the 2017 T20 competition as successful as possible
- Building on this involvement to enter T50 cricket as resources and funding permit
- Beginning to plan for how multi-day cricket could be incorporated into Munster Representative Cricket
- Working with all stakeholders to have the Munster Reds playing squad consist primarily of Munster-based players as soon as practicable
- Establishing and maintaining team management and coaching structures for the Munster Reds in cooperation with Cricket Ireland
- Providing development games for the Munster Reds against MCC and other similar quality opposition to assist with the identification of additional Munster-based squad members.
- Reviewing the impact on Munster Adult competition structures - particularly at Premier League level - as Representative involvement grows
- Working with Cricket Ireland, Cork County CC and other potential partners to develop the Mardyke Ground's facilities to ensure they can host Inter Provincial matches and other Representative matches to the highest level achievable







# INCREASING OUR COACHING RESOURCES

## CHALLENGES

- There is a basic need to increase the number of qualified coaches active in clubs and schools in Munster to enable clubs to handle increasing numbers attracted into the game through developmental activity.
- There is a need to utilise the resources that are available effectively in terms of looking after Munster squads from Under 13 to Senior Representative level.
- Coaches need support to continually develop their skills and effectiveness.
- There is a need for access to specialist Coaching resources.
- In common with other Unions, the role of Overseas Professional players in club coaching structures needs to be reviewed.
- The Regional Development Officer's resources need to be expanded and structured effectively to match the Union's needs.



# INCREASING OUR COACHING RESOURCES

## RESPONSES

- For players - whether they be Junior or Senior - to perform to their individual and collective potentials, coaching of the highest quality is a key driver of player improvement
- With the Munster Reds in place as the pinnacle of Representative cricket in the region, the players feeding into this team need to experience coaches and coaching that are fitting to both their and the environment's requirements
- When considering the player pathway, coaches and coaching at the basic and early stages needs to be providing opportunities and experiences that contribute effectively to player development

## WE WILL ACHIEVE IN THIS AREA BY

- Developing a Coach Education Plan for Munster Cricket in cooperation with Cricket Ireland.
- Supporting the needs of clubs through the provision of courses that will educate more coaches as well as assisting them to put effective coaching structures into place.
- Monitoring existing coaching resources and develop plans to upskill these coaches through the development of specialist skills.
- Instigating an effective Munster Coaches Association.
- Setting coaching requirements for any Overseas Professional employed by Munster clubs that are consistent with approaches of Cricket Ireland and the other Irish Provincial Unions.
- Directing appropriate Coach Education resources towards schools where there is a genuine prospect of making cricket a regular element of the school's sports programme.
- Implementing an annual programme of coaching at the MCC Cricket School for young players from Munster.



- Partnering with third level institutions, schools or other sports bodies - in one or more locations in Munster - to develop indoor practice facilities which can be used to drive forward standards of Youth and Senior Representative players and club players
- Building on links with University College Cork to make cricket a regular part of Physical Education courses and introduce mechanisms to utilise this expertise as students progress to work in schools in Munster







# ENSURING OUR GOVERNANCE STRUCTURES ARE FIT FOR PURPOSE AND ARE ABLE TO SWIFTLY RESPOND TO THE CHANGING CIRCUMSTANCES IN IRISH CRICKET

## CHALLENGES

- The traditional Committee-based and volunteer administrative model for Munster Cricket faces challenges in delivering necessary change
- Communication channels - while active - have not necessarily delivered all the messages that have needed to be heard
- The current Governance configuration of the Union needs to adapt to keep pace with the quickly changing landscape of Irish Cricket

# ENSURING OUR GOVERNANCE STRUCTURES ARE FIT FOR PURPOSE AND ARE ABLE TO SWIFTLY RESPOND TO THE CHANGING CIRCUMSTANCES IN IRISH CRICKET

## RESPONSES

- Munster Cricket recognises that it needs to embrace the changes that are occurring evermore quickly in the cricketing world and aims to have best practice structures in place to cope with and cater for its future role in Irish Cricket
- Munster Cricket needs to be able to deliver the actions and developments that its constituent clubs and members need
- In today's world, communication channels are required to match the needs of both external expectation and stakeholder desire. Munster Cricket needs to embrace this fact if it is to communicate effectively what it is doing in governing and effectively growing the game to audiences both within and outside the region







## WE WILL ACHIEVE IN THIS AREA BY:

- Ensuring that the Munster Cricket Union Executive operates effectively and is renewed as required through the Annual General Meeting process
- Annually reviewing the Cricket, Youth, Finance and Development Sub-Committees to ensure they are in place and working effectively
- Expanding the Administration Officer's role to assist with the delivery of the actions required by the Union in running cricket in Munster and in the implementation of the targets set out in this Strategic Plan
- Introducing a General Manager role as part of plans to move the Union to an Incorporated structure
- Monitoring the process of change in the other Irish Provincial Unions and deciding how best to proceed in professionalising the operations of the Union and the movement towards an Incorporated status
- Liaising closely with Cricket Ireland concerning the impact of changes in Irish Cricket on the Governance structures and administration resources needed in Munster Cricket



- Increasing diversity in the Munster Executive and other Sub-Committees through involvement of truly independent members
- Ensuring that the Munster Union and its member clubs have appropriate procedures and policies in place to satisfy compliance and engagement with Cricket Ireland's Child Safeguarding and other relevant legal and regulatory requirements







# RAISING THE PROFILE OF THE GAME ACROSS MUNSTER, IN IRELAND AND ABROAD

## CHALLENGES

- Munster Cricket understands that it needs to work at a level that addresses the requirements of the game as a whole as well as prioritising those of its clubs and members.
- Munster Cricket has the challenge of competing for profile with other sports in the region that have a larger profile and larger following and positioning itself in a place of greater access and exposure.

## RESPONSES

- Munster Cricket understands its duties to both the game in the region and to the bigger picture of Irish Cricket.
- While much work is undertaken by those involved in the administration of Munster Cricket, there has to be an acceptance and realisation that communication with internal and external stakeholders is key to growth and development.
- Partnerships with organisations with potential for engagement in cricket in Munster is recognised as best practice and needs to be interwoven with current tasks.

# RAISING THE PROFILE OF THE GAME ACROSS MUNSTER, IN IRELAND AND ABROAD

## RESPONSES

- Munster Cricket understands its duties to both the game in the region and to the bigger picture of Irish Cricket
- While much work is undertaken by those involved in the administration of Munster Cricket, there has to be an acceptance and realisation that communication with internal and external stakeholders is key to growth and development
- Partnerships with organisations with potential for engagement in cricket in Munster is recognised as best practice and needs to be interwoven with current tasks



## WE WILL ACHIEVE IN THIS AREA BY:

- Expanding on the initial success of the new Munster website and social media channels to get news and information out to Munster clubs and their members and further afield.
- Increasing our linkage to other cricket sites.
- Ensuring club information meetings and the Munster website are used effectively to communicate the Union's actions and to receive feedback from the clubs and their members.
- Working with existing media partners and seeking to expand our reach across the Union's area to increase our profile.
- Working with Munster clubs to increase both the profile of the club and Munster Cricket generally in local media.
- Working closely with the Cricket Ireland Commercial and Media personnel in expanding the profile of the game in Munster.







# GROW OUR FINANCIAL RESOURCES TO SUPPORT THE DEVELOPMENT OF THE GAME IN MUNSTER

## CHALLENGES

- ❖ Munster Cricket currently operates on a shoestring budget which hampers its capacity to drive expansion and change
- ❖ Munster Cricket currently has virtually no sponsorship income and this needs to be addressed as a priority
- ❖ The Munster Union has not been sufficiently proactive in locating other sources of funding be it through Cricket Ireland, State bodies including the Sports Council, local sports partnerships, County Councils, etc.
- ❖ There is little ability to raise further funding from clubs through affiliation fees, etc., as it is recognised that clubs are under significant financial pressure themselves
- ❖ Financial resources to support club development have been limited to date and resources have not been available for major projects such as indoor or outdoor training facilities

# GROW OUR FINANCIAL RESOURCES TO SUPPORT THE DEVELOPMENT OF THE GAME IN MUNSTER

## RESPONSES

- ❖ Munster Cricket realises that best practice in the areas of finance, commercial and sponsorship work should drive activity in these functions
- ❖ While modernising internal structures and processes, linkages and partnerships will be sought to maximise opportunities in the area of financial resource
- ❖ Creating and maintaining a positive profile - through such areas as the Munster Reds, Representative cricket and work in schools and the community - will underpin leverage to generate increased finance



## WE WILL ACHIEVE THIS BY:

- Developing best practice budgetary and financial controls that will support a move to Incorporated status
- Seeking to secure sponsorship agreements for a number of target areas including the Munster Reds, league and cup competitions and youth cricket
- Working with clubs with regard to sourcing finance at local Council or Sports Partnership level which could assist the club, Union or both
- Working with Cricket Ireland with regard to identifying sources of funding for elements such as Governance and Administration support, Club Development, Club Accreditation, Representative Teams, Coaching, etc.
- Addressing the financial challenges of funding large projects including the expansion of the Regional Development Officer's contracted hours, developing indoor practice facilities and new ground development in the Mid West
- Using the profile of Munster Cricket and the Munster Reds to assist in increasing the potential for raising commercial income
- Investigating the possibilities of co-funding major projects with potential partners such as third level institutions, schools, Cricket Ireland and Sport Ireland

- Addressing the financial challenges of funding large projects including the expansion of the Regional Development Officer's contracted hours, developing indoor practice facilities and new ground development in the Mid West
- Using the profile of Munster Cricket and the Munster Reds to assist in increasing the potential for raising commercial income
- Investigating the possibilities of co-funding major projects with potential partners such as third level institutions, schools, Cricket Ireland and Sport Ireland





**THE VISION OF SUCCESS**