

1. **Introduction, Context and Method**

This strategy is written in the context of the “Strategy for Cricket Sussex 2009 – 2011”, which outlines the vision for Sussex to be “the leading county in England and Wales in the provision of cricket participation opportunities and the development of high standards of performance at all levels, both on and off the field of play”.

One of the key Goals in this Strategy is to “To ensure the development of skills is provided to meet the individual and collective needs of the participants, both amateur and professional”. The development of the required workforce is arguably the most important of the 8 Strategic Goals for Sussex Cricket as it underpins all other Goals. Without coaches, officials, groundsmen and volunteers, as well as paid employees, cricket simply wouldn't take place.

This strategy is also written in the context of the “Sussex Cricket Player Pathway” (appendix i) as this provides a framework against which the workforce needs can be assessed.

The Sussex Cricket Strategy identifies the following values, which this Workforce Development Strategy must consider:

- high ethical standards in the behaviour of all participants, officials and others;
- social, physical and gender inclusiveness;
- strong support for and valuing of volunteers and employees;
- the best deal for supporters and business partners; and
- best business practice and governance.

The workforce required to support the development of cricket in Sussex is vast. The needs of the players must be at the forefront of this strategy and therefore the starting point is to establish the full extent of the required workforce.

In order to do this, it is important to look at each stage of the player pathway and identify the required needs around Coaches, Umpires, Scorers and Groundsmen. In addition to specific roles, there is a need for appropriate volunteers to administer and organise activities. Volunteer roles are therefore used as a catch all for those roles which fall outside of the above categories.

To facilitate the workforce at each level of the player pathway, there is also a need for a central workforce – i.e. Sussex Cricket Board – which includes paid professionals and volunteers.

The strategy then aims to audit the current workforce against these needs to identify gaps and also to identify ongoing development / training needs to account for keeping qualifications up to date and a recognised rate of attrition. This has been achieved through existing databases including data on the County Board Management System and the ECB National Survey 2007.

The final section of the strategy is an Action Plan which highlights relevant actions against each of the issues identified in the analysis. The focus of the audit and analysis is on coaches as that is where most data is available and it is considered unrealistic to complete an audit

across all workforce areas in the first instance. However the Action Plan will be updated on an annual basis as the data collected and available in other areas is improved / updated.

Key partners in this plan are the SCB Coaches Association, Association of Cricket Officials and Sussex Association of Cricket Groundsman, as well as the Sussex Sports Partnership. Their roles are crucial in the implementation of this strategy and they have been consulted throughout the writing of this document.

2. Workforce Requirements

Identifying the required workforce for recreational cricket in Sussex is a complex task. It has therefore been completed to reflect each stage of the Sussex Cricket Player Pathway against each of the following Categories:

- Coaching Roles
- Umpire Roles
- Scoring Roles
- Groundsman Roles
- Volunteer Roles (Volunteer Roles not in the above categories)
- Professional Roles (Contracted Staff)

At each stage of the player pathway a Minimum Quality Standard (MQS) has been identified in order to assess current provision against. It is important to recognise that these standards are recommendations and aspirational though in the short term not all are realistic.

Schools Cricket

Coaching Roles

Cricket in schools, delivered as a curricular and extra curricular activity, is delivered by both the school themselves (teachers, teaching assistants and others) and external coaches. It is cricket that is delivered by teachers that is relevant here as the fundamental target is for schools to have the ability to deliver cricket themselves. It is also necessary to differentiate between Primary Schools and Secondary Schools.

MQS A1) Primary Schools to have a minimum of 1 person who has been on Cricket Specific Training (either ECB Teacher Training or UKCC Coaching Course).

MQS A2) Secondary Schools to have a minimum of 2 people who have been on Cricket Specific Training (either ECB Teacher Training or UKCC Coaching Course).

Additional Coaching in Schools in order to provide school club partnerships is covered under Clubs.

Umpire Roles

As primary school level, much cricket is played in a festival format over the summer term. A pool of umpires is required for these festivals.

MQS A3) School festivals require 20 umpires qualified to a minimum of GL5 (or equivalent)

Much schools cricket takes place without umpires and therefore MQS isn't considered necessary in this category.

Scoring Roles

Much schools cricket takes place without scorers and therefore MQS isn't considered necessary in this category.

Groundsman Roles

Primary School games are predominately played as kwik cricket and therefore any flat surface is suitable and no MQS is necessary here.

Secondary school games are played on a combination of Non Turf Pitches and grass pitches. Those that have grass pitches are predominately Council or Contractor maintained.

MQS A4) Local Authorities and Contractors to have a minimum of 2 people who have attended Cricket Specific Groundsmanship Training.

Volunteer Roles

School Competitions have previously been organised by a combination of volunteers and Sussex Cricket Board, with support from the emerging Competition Manager network. There is currently 1 volunteer organising Primary School cup competitions and 1 volunteer organising Secondary School Cup competitions, both supported by the professional officers of the Sussex Cricket Board. It is envisaged that in the medium term these competitions would be fully organised by the Sussex Cricket Board professional officers, in partnership with Competition Managers.

Professional Roles

The need for professional roles at School level is to:

- Organise school cricket competitions
- Coordinate school coaching programmes
- Coordinate and Teacher Training and Young Leader Training
- Support the development of School Club Partnerships
- Delivery of schools coaching programmes (curriculum and extra curriculum)
- Delivery of Teacher Training and Young Leader Training
- Targeted girls schools coaching

Club Cricket

Coaching Roles

MQS B1) Clubs with a junior section to have a minimum of 2 coaches (of which at least 1 should be ECB Level 1 or UKCC Level 2), and one Level 1 and 1 level 2 coach per 30 children.

There is also a need for coaches who are able to provide coaching in local schools, through Chance to Shine and other schools coaching programmes. This is particularly relevant for Focus Clubs.

MQS B2) Focus Clubs to have a minimum of 1 coach who has attended the Working in Schools Module.

In addition, the membership levels of Focus Clubs are high and therefore it is considered necessary for Focus Clubs to have a minimum of 1 coach who has completed the ECB Club Coach Award.

MQS B3) Focus Clubs to have a minimum of 1 coach who has completed the ECB Club Coach Award.

Umpire Roles

The need for umpires in clubs operates at both senior and junior level. There is a large shortage of trained umpires at present and umpiring courses are being restructured. Therefore the standards below are considered appropriate and realistic at this time, though umpire training must be prioritised in order that the standards below can be increased.

In addition the new ECB Introduction to Cricket courses has recently been launched which provides a basic and simple introduction to umpiring for parents and volunteers.

MQS B4) Clubs with a junior section to have 1 umpire who has attended basic training (ACO Level 1, Introduction to Cricket or informal training) for every 2 junior teams

MQS B5) Clubs playing in senior leagues to have 1 umpire who has attended basic training for every senior team.

The Sussex Cricket League and East Sussex Cricket League operate a panel system of umpires. It is hoped to extend this to the West Sussex Invitation Cricket League and to expand the number of panel umpires across the county. MQS B5) is the method through which this can be achieved.

Scoring Roles

The need for scorers in clubs also operates at both junior and senior level. Again there is a large shortage in trained scorers though the need for training in this area is perhaps less crucial than for umpires, especially at a junior level.

In addition the new ECB Introduction to Cricket courses has recently been launched which provides a basic and simple introduction to scoring for parents and volunteers.

MQS B6) Clubs with a junior section to have 1 scorer who has attended basic training (ACO Level 1, Introduction to Cricket or informal training).

MQS B7) Clubs playing in senior leagues to have 1 scorer who has attended basic training.

Groundsman Roles

Many club grounds in Sussex are maintained by Local Authorities. The MQS for this is covered in MQS A4).

MQS B8) Clubs who maintain their own ground to have a groundsman with an IOG qualification who is a member of the Sussex Association of Cricket Groundsman.

Volunteer Roles

The need for volunteers at clubs is huge and varies with each club. It is estimated by ECB that there is a need for 61 volunteer roles per Focus Club and in an ideal world, 1 volunteer would undertake 1 volunteer role, though in reality many volunteers choose to undertake more than 1 role.

MQS B9) Focus Clubs to have 40 volunteers covering 61 volunteer roles.

The need for volunteers in non focus clubs is still very high, particularly clubs with a junior section.

MQS B10) Affiliated clubs with a junior section to have 25 volunteers covering 40 volunteer roles.

MQS B11) Clubs without a junior section to have 10 volunteers covering 15 roles.

Professional Roles

The need for professional roles at Club level is to:

- Provide proactive support for clubs in their development in terms of:
 - o Development Planning
 - o Clubmark
 - o Funding
 - o Organising club competitions
 - o Chance to Shine
- Provide specialist coaching support to clubs to promote good practice and provide coach mentoring opportunities
- Provide targeted support and coaching for Women and Girls sections

Area Cricket

Sussex is organised in 4 Areas across the county (North, South, East and West) with each Area providing both a cricket function (representative cricket as a bridge between Club and Junior County Cricket and junior club leagues) and an administrative function as an Area Cricket Association.

Coaching Roles

Each Area organises coaching across 6 age groups in the winter and games across 3 age groups in the summer.

MQS C1) Each Area to have a minimum of 4 Level 3 coaches and 5 ECB / UKCCL2 coaches.

All County Age Group players also take part in Area Coaching prior to Christmas and therefore MQS C1) is above ECB MQS for District / Area cricket.

Umpire Roles

Umpires are provided by the County Association of Cricket Officials for Area games and needs a maximum of 12 umpires at any one time. However availability must also be considered.

MQS C2) Area cricket requires 20 umpires qualified to a minimum of ACO Level 1 (or equivalent)

Scoring Roles

Each Area is required to provide a scorer for each of their games.

MQS C3) Each area to have 1 scorer who has attended basic training (ACO Level 1, Introduction to Cricket or informal training).

Groundsman Roles

Areas hire, rent or borrow grounds for matches, increasingly at Focus Clubs. Therefore these standards are set in the club section and in the SCB Facilities Strategy, where MQS states that clubs should have a qualified groundsman who undertakes a minimum of 12 hours work per week on the square.

Volunteer Roles

Each Area has a committee that requires a number of volunteers to help organise activities.

MQS C4) Each Area to have 6 volunteers to support its work in terms of Area Cricket and administration.

Professional Roles

The need for professional roles at Area level is to:

- Organise the County Wide Area Cricket competitions
- Provide support and guidance to volunteers in terms of the administration of their Areas
- Provide support and guidance to volunteers in terms of cricket organisation and coaching.
- Provide a lead coach for each Area to ensure quality of coaching programmes

County Junior Cricket

County Junior Cricket in Sussex is organised by Sussex County Cricket Club for boys and by Sussex Women's Cricket Association for girls. In total there are 11 County Age Group sides.

Coaching Roles

MQS D1) Each County Age Group side to have a Level 3 coach, assisted by a Level 2 coach.

MQS D1) is the same as ECB MQS for County Age Group cricket.

Umpire Roles

Umpires are provided by the County Umpire Association for County Junior games and needs a maximum of 12 umpires at any one time. However availability must also be considered.

MQS D2) County Age Group Cricket requires 20 umpires qualified to a minimum of ACO Level 1 (or equivalent)

Scoring Roles

MQS D3) Each County Age Group side to have 1 scorer who has attended basic training (ACO Level 1, Introduction to Cricket or informal training).

Groundsman Roles

The majority of county age group games are played at the County Academy Ground, Blackstone.

MQS D4) Blackstone to have a groundsman qualified to IOG Level 2.

Volunteer Roles

County Age Group squads are run by paid coaches, as detailed above, and professional staff.

Professional Roles

The need for professional roles at County Age Group level is to:

- Organise fixtures and results (boys and girls)
- Administrate each squad (boys and girls)
- Organise and administrate coaching sessions (boys and girls)

Emerging Players

The Emerging Players programme in Sussex is run by the Sussex County Cricket Club, in conjunction with the full academy. It provides a bridge between County Age Group cricket and the Sussex Academy.

Coaching Roles

MQS E1) The Emerging Players Programme needs 1 Level 4 coach and 1 level 3 coach

Umpire, Scoring, Groundsman, Volunteer Roles

The Emerging Players programme is a player development programme with no games and entirely organised by professional staff and therefore these roles are not relevant.

Professional Roles

The need for professional roles at Emerging Players level is to:

- Organise and administrate coaching sessions

Sussex Cricket Board

The needs at a County level are very different to each of the stages in the player pathway. Here the need is for appropriate personnel in order to appropriately govern and administer recreational cricket in Sussex. There are a number of functions, detailed below, which require either a volunteer or professional to fulfil that role:

Area	Volunteers	Professionals
SCB – Governance, strategy, leadership, management, finance, administration, equity, welfare	4	1
SCB – Management Committee	6	0
SCB – Adult leagues Group	5	0
SCB – Workforce Development Group	6	0
SCB – Cricket Development Group	8	0
SCB – Operational Management Group	8*	0
Sussex Women’s Cricket Association	5	0
SCB Coaches Association	5	0
SCB Groundsmans Association	4	0
Association of Cricket Officials	6	0
Adult Leagues (5 leagues)	25	0
Coach, Groundsman, Officials Training	2	1
Volunteer coordinators	4	1

Disability	0	0.125
Total	89	3.125

*nb, 6 of the volunteers in this group are professional officers whose roles are identified elsewhere.

In addition to the required Professional Roles identified above, the table below summarises the required Professional Roles identified elsewhere in the Minimum Quality Standards:

Area	What	No. of full time roles
School	- Organise School cricket competitions	0.25
	- Coordinate school coaching programmes (inc Teacher Training and Young Leaders courses)	0.125
	- Support the development of School Club Partnerships	0.125
	- Delivery of schools coaching programmes (inc Teacher Training and Young Leaders courses)	1.5
	- Targeted girls schools coaching	0.4
Club	- Provide proactive support for clubs in their development in terms of: - Development Planning, Clubmark, Funding, Organising, club competitions, Chance to Shine	2
	- Provide specialist coaching support to clubs to promote good practice and provide coach mentoring opportunities	1
	- Provide targeted support and coaching for Women and Girls sections	0.4
Area	- Organise the County Wide Area Cricket competitions	0.1
	- Provide support and guidance to volunteers in terms of the administration	0.2
	- Provide support and guidance to volunteers in terms of cricket organisation and coaching	0.2
	- Provide a lead coach for each Area to ensure quality of coaching programmes	1
County Age Group	- Organise fixtures and results	1 (boys)
	- Administrate each squad	0.2 (girls)
	- Organise and administrate coaching sessions	
Emerging Players	- Organise and administrate coaching sessions	0.5
Total		9

Therefore the total number of professional roles required by Sussex Cricket Board is 12.125 and the total number of volunteer roles is 89.

3. Audit of Current Workforce and Gap Analysis

Coaches

Having set the Minimum Quality Standards for coaches, it is important to translate this into the exact number of coaches required at each level.

Schools

- MQS A1 465 primary teachers attended Cricket Specific Training
- MQS A2 88 secondary teachers attended Cricket Specific Training

Clubs

- MQS B1 375 Level 1 coaches (based on ECB 2007 National Club Survey).
375 Level 2 coaches
- MQS B2 39 Coaches attended Working in Schools
- MQS B3 39 ECB Club Coaches

Area

- MQS C1 16 Level 3 coaches
- MQS C1 20 Level 2 coaches

County Age Group

- MQS D1 11 Level 3 coaches
11 Level 2 coaches

Emerging Players

- MQS E1 1 Level 4 coach
- MQS E1 1 Level 3 coach

It is also important to consider attrition rates. For the purposes of this strategy an attrition rate of 10% is assumed throughout the document.

MQS A1 &2 Teacher Training

There is currently no data available relating to the number of teachers who have attended some kind of cricket specific training. SCB is currently working with the School Sports Partnerships to gather this data, but it is highly likely that the research will reveal a significant shortfall against MQS A1&2.

ECB relaunched the Coaching for Teachers course in the spring of 2008. No courses have been run since then due to the lack of time to plan for the summer term 2008. However a minimum of 5 courses for Primary Teachers and 2 for Secondary Teachers will be planned for 2009, working in partnership with the School Sports Partnerships and in particular focusing on schools involved with the Chance to Shine programme.

MQS B1 Coach Education – Level 1

Using the ECB 2007 National Club survey, there were a total of 325 level 1 coaches working in clubs in Sussex in 2007. Therefore in 2007 there was a need to train an additional 50 Level 1 coaches, plus on an annual basis 35 Level 1 coaches to account for attrition.

Level 1 courses have a targeted completion rate of 90%. Therefore to train the additional 85 coaches, 95 places need to be made available, which equates to 4 courses. In 2007-08 4 courses were delivered.

However participation rates are increasing in recreational cricket and therefore the number of coaches required is rising year on year, which allied with a 10% attrition rate means that there is a need to increase the number of UKCC Level 1 courses to 5 per year from 2008-09 (see appendix ii) for full details). This model assumes an annual increase in participation of 10%.

MQS B1 Coach Education – Level 2

Using the ECB 2007 National Club survey, there were a total of 239 level 2 coaches working in clubs in Sussex in 2007. Therefore at this stage there was a need to train an additional 136 Level 2 coaches, plus 25 to account for attrition.

Level 2 courses have a targeted completion rate of 75%. Therefore to train the additional 161 coaches, 215 places need to be made available, which equates to 9 courses. In 2007-08 4 Level 2 courses were delivered.

In addition, participation rates are increasing in recreational cricket and therefore the number of coaches required is rising year on year, which further increases the need to increase the number of UKCC Level 2 being run on an annual basis.

Appendix ii) shows a model of how we can get from the current number of coaches to the required number, based on an annual growth in participation of 10%. It clearly shows that this will not be an easy task and that the tutor workforce needs to grow to allow us to deliver this number of courses. We currently have 5 tutors able to deliver and assess UKCCL1 and UKCCL2 and 2 Field Based Trainers and Internal Verifiers (see appendix iii). This resource, based on availability, is considered enough to deliver just 3 UKCCL1 and 3 UKCCL2 courses per year, as well as Teacher Training and Young Leader training. Therefore, currently, we rely of tutors from outside of Sussex to support the deliver of our courses.

Candidates suitable for tutor training have been identified, 2 of whom are due to attend courses in autumn 2008, and will work with existing tutors to build up their knowledge and experience. Coaches who have completed level 2, will be able to tutor on level 2 courses if they have completed the ECB Club Coach Award and so this must be taken into consideration.

Further consideration also needs to be given to funding of these courses as the cost to deliver a Level 1 course is in the region of £250 pp and a Level 2 £305pp. This is a very high cost to candidates and therefore traditionally a subsidy has been provided in order to reduce the cost to the candidate. This funding is currently provided by ECB, though this is not guaranteed year on year. In addition, if the number of courses is to grow, further funding has to be found to achieve this. The subsidy provided is £110 for Level 1 and £125 for Level 2 and this is available to all coaches working in SCB affiliated Clubs.

One method of reducing the cost of the courses is to source venues where facility charges are waived or reduced in return for other services provided for the facility owner. There are currently 4 venues where such deals are in place (Warden Park School, Chichester High

School, St Bedes School and Brighton University in Eastbourne). These relationships need to be developed and expanded.

The national target for completion rates is 90% on UKCC L1 and 75% on UKCC L2. Currently, the completion rate in Sussex is 89% at UKCC L1 and 80% at UKCC L2. This is considered high and is achieved through integrating First Aid and Safeguarding and Protecting Young People courses into programmes and very close monitoring of candidates completion through the Cricket Development Team. In particular at Level 2, support to coaches on their supported practice and with their demonstrations is important and ensuring that the right people are accessing the right courses is a fundamental consideration. It is therefore vitally important that this is maintained

The ECB Training Methods workshop provides support to L1 coaches to manage players in a net situation. This course must be utilised to up skill UKCC L1 coaches who have not completed UKCC L2 courses.

The ECB Club Coach Award, and the prerequisite 6 Coach Development Workshops, provides a transition between Levels 2 and 3 and therefore should be considered essential for Level 2 coaches working at Area or County Age Group level. In addition MQS B3 states that we need 39 ECB Club Coaches. This is a new course and a pilot was run in Sussex in 2007, resulting in 12 coaches gaining the qualification. A priority must be to qualify more coaches from Focus Clubs through this new qualification.

MQS B2 states that 39 we need coaches who have attended the Working In Schools module. Currently there are 31 coaches who have attended this course, but bearing in mind attrition rates and the spread of these coaches across Focus Clubs, emphasis needs to remain on running this course.

Coach Development

It is important to consider the role of Coach Development as well as Coach Education (i.e. formal courses / qualifications). This is the clear role of the SCB Coaches Association which provides a service for members of the ECB Coaches Association in Sussex. Members of the association benefit from the generic support and services provided by the ECB Coaches Association, and also from discounted rates on courses, workshops and conferences provided by the SCB Coaches Association.

Therefore increasing the membership of the SCB Coaches Association must be a priority, as well as continued support to the SCB Coaches Association to continue the deliver of Coach Development Workshops and Conferences.

Coach Education – Level 3

MQS C1 – Area Cricket

There are currently 21 Level 2 coaches and 9 Level 3 coaches operating at Area level (appendix iv). However 5 of the Level 2 coaches are currently on Level 3 coaches, which if they complete will result in there being 16 Level 3 coaches and 14 level 2 coaches. This very nearly reaches MQS at Level 3, though it is important to recognise that there is a need for additional Level 3 coaches in West and North Sussex. In addition, there will be some

attrition of these coaches and many also work at County level meaning that availability can be an issue.

At Level 2 there is a shortfall and this is an important area to focus on to help achieve a coach development pathway and succession planning for both Area and County age group cricket. A particular focus here is to utilise the new ECB Club Coach Award and the Coach Development Workshops as a stepping stone to the UKCC Level 3 course.

MQS D1 - County Age Group

At County Age group level, there is currently 1 coaching role filled by a level 1 coach, 10 by Level 2 coaches, 11 by Level 3 coaches and 2 by Level 4 coaches. Overall this reaches MQS D1, though it is important to note that looking specifically at the Girls Age group squads, MQS is not met. This shortfall is made more acute by the fact that of the 3 level 3 coaches (qualified or on a course) used in this area, only 1 is available for matches

MQS E1 – Emerging Players

The Emerging Players programme is led by a Level 3 coach (Andy Cornford, currently on Level 4) with support from the Academy Director (Keith Greenfield) who is a Level 4 coach.

Umpires / Scorers

It is widely recognised that there is a shortage of umpires and scorers across all areas of the game. Using MQS B4, B5, B6, B7, C2, C3, D2 and D3 there is a need for 1050 umpires and 265 scorers who have attended some kind of umpire or scorer training in Sussex (see appendix vi). Unlike coaches where availability of courses is the most significant factor in increasing the workforce, this shortage is more due to the recruitment of volunteers than availability of training.

The new ECB Introduction to Cricket course will greatly support this as it is an easily accessible course which provides adequate training for the purposes of a club junior game.

Alongside the ECB Introduction to Cricket course there must be appropriate Umpire and Scorer specific training and the transition to UKCC courses should assist this, though the development of the new courses will provide an initial challenge. A key issue in the short term here will be the up skilling of Officials tutors to meet the standards set by UKCC, of which there are currently none.

Membership of the new Association of Cricket Officials is also important in this area, particularly with the uncertainty that has been around over the past 3 years. It is the intention of the ECB ACO to introduce on field support / mentoring for members of the association and this must be considered in Sussex.

In addition significant effort and resources must be put into the recruitment of volunteer umpires and scorers as this is the most significant blockage in terms of increasing the workforce.

Groundsman

The provision of groundsman for recreational cricket needs to be analysed at 2 levels. Firstly, many clubs and schools play on Local Authority maintained grounds and therefore,

as highlighted in MQS A4 there is a need to work with Local Authorities and their contractors to improve the quality of such pitches.

Secondly, at club level, many clubs maintain their own ground (MQS B7). Here the need is to recruit an appropriate volunteer able to maintain the ground, as well as provide the necessary training. In the SCB Facilities Strategy 2008 – 2010, 73% of Focus Clubs had access to a groundsman who was qualified and able to put a minimum of 12 hours into the maintenance of the ground. An audit of non focus clubs is to be completed in the winter of 2008 / 09, as detailed in the SCB Facilities Strategy, which will reveal the current groundsman workforce across all clubs. It is anticipated that in non focus clubs who maintain their own ground the workforce will be significantly less than that shown across Focus Clubs. It is also anticipated that the biggest barrier in this area is the recruitment of volunteers to take on groundsman roles, as opposed to the provision of IOG training which is often under subscribed.

An avenue that can support this area is school club partnerships, where the club uses its expertise to support state school pitches, in return for use for a second ground.

The Blackstone Academy Ground has a groundsman qualified to IOG Level 3 (MQS D4).

Volunteers

The number of volunteer roles required across clubs in Sussex is vast. Looking at MQS B9, B10, B11, C4 and D5 there is a need for 4180 volunteers performing 6639 roles in Sussex (see appendix vii). Looking just at Focus Clubs, based on 32 Club Development Plans from 2008, there is a predicted shortfall of 280 volunteers performing 358 volunteer roles. Based on the fact that Focus Club volunteers and roles account for approximately 35% of the volunteers required in Sussex, this therefore predicts that the shortfall of volunteers is 769 fulfilling 1015 roles.

Though these figures are not fully validated, this simply shows the massive need for more volunteers across recreational cricket in the county. In 2007 SCB started a Volunteer Coordinator scheme whereby Volunteer Coordinators (volunteer roles) have been appointed across the county to support clubs by sharing good practice and helping clubs recruit and reward volunteers both internally and externally. This scheme has provided some positive outcomes, but has only been able to scratch the surface of what can be achieved and needs to be expanded.

In addition, thought needs to be given to a larger recognition scheme to cover more of the volunteers involved in recreational cricket in Sussex. This would aim to increase retention of existing volunteers.

Professional roles

The requirements as identified above for recreational cricket are for 12.125 full time roles in recreational cricket. The current professional officers supporting Recreational Cricket against these requirements are as follows:

Head of Recreational Cricket	Full Time
Cricket Development Officers x 2	Full Time
Cricket Development Administrator	Full Time
Cricket Performance Managers (SCCC)	1/4 time

Regional Community Cricket Coaches	3.5
Women and Girls Community Coach	0.8
Girls County Squad Coordinator	0.2
Indoor School Coordinator	1/8 time
Emerging Players Head Coach	1/8 time
TOTAL	9

This therefore represents a need for an additional 3 full time professional roles. Specifically there is a need for additional resource around Performance (County Age Group and Emerging Players), a Volunteer Coordinator and 1 person to cover schools coaching and competition, disability cricket and Area Cricket (Programme Manager).

In addition, as the number of clubs with Clubmark and undertaking ECB Club Development Planning, as well as the increase in participation, the need for more officers to provide club support will increase.

All Professional Officers have work programmes with specific targets around their areas of work. Annual and interim 6 monthly appraisals are completed and training / development needs are identified through these appraisals. For example, one member of the Cricket Development Team has received some IT training and the whole Team will receive some Presentation skills training in autumn 2008.

County Board volunteers

The volunteers required across the organisation of Sussex Cricket Board are detailed above, and in the table below the current situation is shown.

Area	Volunteers	Current
SCB – Governance, strategy, leadership, management, finance, administration, equity, welfare	4	4
SCB – Management Committee	6	6
SCB – Adult leagues sub group	5	5
SCB – Workforce Development Sub group	6	5
SCB – Cricket Development Sub group	8	8
Sussex Women’s Cricket Association	5	5
SCB Coaches Association	5	5
SCB Groundsmans Association	4	2
Association of Cricket Officials	10	6
Adult Leagues (5 leagues)	25	20
Coach, Groundsman, Officials Training	2	2
Regional Volunteer Coordinators	4	3

This highlights the need for additional volunteers to support the Groundsmans Association, Association of Cricket Officials and the Adult leagues, as well as Regional Volunteer Coordinator (South Sussex).

Reward and Recognition

Reward and Recognition of the workforce in Sussex is crucial to recognise the hard work and dedication of so many people in recreational cricket. Providing appropriate levels of reward and recognition helps to say thanks and motivate volunteers as well as helping to inspire and recruit additional volunteers.

The ECB OSCAs (Outstanding Service to Cricket Awards) are a great platform on which to do this. In 2007 and 2008 Sussex held its own OSCAs awards ceremony with attendance from the 20 people who had been nominated for an ECB OSCA. This is now an annual event and therefore promoting nominations for OSCAs must be a priority, but by SCB internally but also by the clubs and organisations affiliated to the Board.

In 2007 the Sussex Sports Awards were linked to the ECB OSCAs in that anyone nominated for an OSCA was also nominated for a Sussex Sports Award. This will again continue on an annual basis.

In 2007 and 2008 Sky Sports also started a national Reward and Recognition scheme for coaches. Nominations were made by the SCB Coaches Association for the Regional Awards and those nominated are also acknowledged at the SCB OSCAs ceremony.

There is now a great framework for Reward and Recognition within Sussex and nationally and the priority is now to make sure the framework is used and the right people nominated through the OSCAs.

Recruitments

Sussex Cricket Board currently recruits into its professional roles through external and internal advertising and has a good track record of attracting skilled staff.

Volunteers are recruited through various methods and increasing through open advertisements.

All professional staff have clear Job Descriptions and work programmes. This is not the case for all SCB volunteers, though is more commonly in place in recently recruited volunteers. However this needs to be extended to ensure that all volunteers involved with SCB have a clear role description.

4. Action Plan September 2008

Area	What needed	How	Who	When	Cost pa
Coaches	Audit level of Cricket Specific Training in Primary and Secondary Schools	- Work with School Sports Partnerships to complete sample based approach	HRC, SSP	Nov 08 – Jan 09	Nil
	Additional UKCC L1 and L2 Courses	- 6 new Tutors and Assessors	HRC, ECB	2008 / 10	£250
		- 2 new FBTs and IV's	HRC, ECB	2009 / 10	£125
		- Source funding to continue subsidies	HRC	2008 / 09	£15,000
		- Establish 3 more Facility Partnerships	HRC	2008 / 09	Nil
		- Maintain completion rates through pre course vetting and supported practice support through community coaches	HRC, CDA	Ongoing	Nil
	Additional level 3 coaches in West and North Area and Girls County Age Group Cricket and Additional level 2 coaches in Area Cricket	- Establish mentoring support scheme for talented level 2 coaches in Area and Girls County Age Group Cricket	DT	Sept 2008	£4000
	Maintain Current ECB Coaches Association Membership	- Promotion of membership on courses	Tutors	Ongoing	Nil
		- Promotion of membership through clubs (inc Clubmark)	DT	Ongoing	Nil
- Clear communication of benefits / discounts to clubs and coaches completing course		DT	Ongoing	Nil	
Delivery of Introduction to Cricket Course	- Deliver at 10 Focus Clubs	DT	Jan – Jul 2009	Nil	
Delivery of Coaching for Teachers Courses	- Delivery of 5 Primary Courses and 2 Secondary courses in partnership with School Sports Partnerships	DT	Jan – Apr 2009	Nil	
Delivery of ECB Club Coach Award	- Deliver 6 x Coach Development Workshops and Club Coach Assessment	SCBCA	Nov 08 – April 09	£3,000	
Delivery of Young Leaders Course	- Deliver 4 courses in partnership with School Sports Partnerships	DT	Jan – Apr 2009	Nil	

	Delivery of Working in Schools Module	- Deliver course and ensure all Chance to Shine Coaches attend	DT	Feb 2009	Nil
Officials	Increased scorers and umpires for recreational cricket	- See Volunteers Section	HRC, SCB	Jan 2009	£30,000
		- Roll out Introduction to Cricket Award across clubs	DT	Jan 2009	Nil
		- Introduction of new ACO Umpire and Scorer courses	SCB, SACO	Jan 2009	£2000
	Increase membership of Sussex Association of Cricket Officials	- Promote membership to all old ACU&S members and newly qualified officials	SACO	Ongoing	Nil
	Communicate Officials Courses through cricket networks	- Publicise through website, newsletters and mail outs	DT, SACO	Oct 08	Nil
	Establish new Officials Education workforce	- Training of 1 Officials Tutor through ECB	SACO	Oct 08	£200
Groundsman	Improved quality of groundsman on Local Authority Grounds	- Build relationships with Local Authority through Facility Strategy Consultation and tailor training to suit attendance from contractors	HRC, SCB, SACG	Aug 2008	£1000
	Increased trained volunteer club groundsman	- See Volunteers Section	As above	As above	As above
Volunteers	Increased volunteers in Clubs	Volunteer Recruitment to become a priority for SCB Centrally through Volunteer Recruitment Scheme and promotion of Good Practice and appointment of a Full Time County Volunteer Coordinator	As above	As above	As above
	Establish reward and recognition scheme for wider volunteers	Volunteer "affiliation" scheme in partnership with SCCC	DT, SCCC	Jan 2009	Nil
Professional Roles	Volunteer Coordinator	Source funding for Full Time Volunteer Coordinator	As above	As above	As above
	Programme Manager	Source Funding for Full Time Programme	HRC, SCB	Sept	£30,000

		Manager		2008	
	Performance Support	Source Funding for Full Time Performance Support Officer	HRC, CPM, SCB, SCCC	Jan 2009	£30,000
	Additional Club Development Officers	Consider need for additional Club Development Officers	SCB, CDO, HRC	Sept 2009	Nil
County Board Volunteers	Additional volunteers for Groundsmans Assoc	Source 2 volunteers to support Sussex Association of Cricket Groundsman	SACG, HRC	Sept 2008	Nil
	Additional volunteers for Officials Assoc	Source 2 volunteers to support Sussex Association of Cricket Officials	SACO, HRC	Sept 2008	Nil
	Additional Volunteers for Leagues	See Volunteers section			
	Additional Volunteer Coordinator (South)	Source South Sussex Volunteer Coordinator	DT	Oct 2008	£1000
	Role Descriptions for key County Board Volunteers	Write role descriptions for key County Board volunteer roles	HRC	Feb 2009	Nil

Key:

HRC	Head of Recreational Cricket	ECB	England and Wales Cricket Board
CDA	Cricket Development Administrator	DT	SCB Development Team
SACO	Sussex Association of Cricket Officials	SACG	Sussex Association of Cricket Groundsman
CPM	SCCC Cricket Performance Manager	SCCC	Sussex County Cricket Club
CDO	Cricket Development Officers	SSP	School Sports Partnerships
SCBCA	SCB Coaches Association		

5. Implementation and Review

Section 4 provides a number of key actions that need to be undertaken to deal with the issues dealt with in the analysis. However there are a number of areas which require significant funding to be achieved in order to put in place professional officers and this may not be realistic in the first instance. The priority of these 3 posts is the Volunteer coordinator as this is such a vital area for the development of recreational cricket.

Increasing the number of Level 2 Coach Education courses is also a significant challenge in raising funds to provide subsidies and also in increasing the tutor workforce. The challenge in this area is only going to grow as participation increases and therefore every effort must be made to increase the number of level 2 coaches in the county.

This strategy covers a huge area of great importance to recreational cricket. The data available across all workforce areas is limited and it is important that this is improved over coming years in order to ensure that strategic decisions related to the workforce are based on real evidence.

In particular, additional research into the levels of teachers with cricket specific qualifications, officials, volunteers and groundsman will help to provide an accurate gap analysis for all of the workforce required for the recreational game. The vision of this strategy is that the intelligence is built up year on year to help the annual action plan make a real difference and impact positively on the workforce for recreational cricket in Sussex.

Though the Action Plan is to cover 12 months, it identifies a number of actions that will have a long term impact on the workforce in Sussex. None of the solutions are quick fixes and therefore though it is important that the Action Plan is updated annually based on real evidence of the current situation, the key themes and priorities will remain the same. There must also be a thorough evaluation of progress over each year, the outcomes from which must be put into the Action Plan.