

2022 - 2026 STRATEGIC PLAN

Bermuda Cricket Board

'From the grassroots to the world stage'





TABLE OF CONTENTS

Introduction	2
From the President	3
Our Vision	4
Our Values	5
Our Strategic Choices	6
The Value of Cricket	7
Our Objectives -	
• Participation	8
• High-Performance	13
• Infrastructure	17
• Finance	22

INTRODUCTION

A Brief History

The Bermuda Cricket Board (BCB) is a Bermuda registered charity which has been certified to the highest international standards of best practice by the Bermuda National Standards Committee as a charity operating at internationally recognised standards of best practice.

The BCB was established in 1938 and incorporated by Private Act in 1995. The BCB has been an Associate member of the International Cricket Council (ICC) since 1966.

As the National Governing Body of cricket in Bermuda, the BCB governs and regulates cricket on the island, improves infrastructure and facilities and aids in club development. The BCB formulates the regulations and rules governing cricket in Bermuda in accordance with ICC guidelines.

Executive Board

Vice-President **Kellie Smith**, 2nd Vice-President **Paul Ross**, Treasurer **Tracey Pitt**, Secretary **Jaymo Durham**, Assistant Secretary/Treasurer **Steven Douglas**, Club Representatives: **Jon Carey**, **Peter Philpott**, **Dennis Williams** (Irving Romaine)

Executive Director

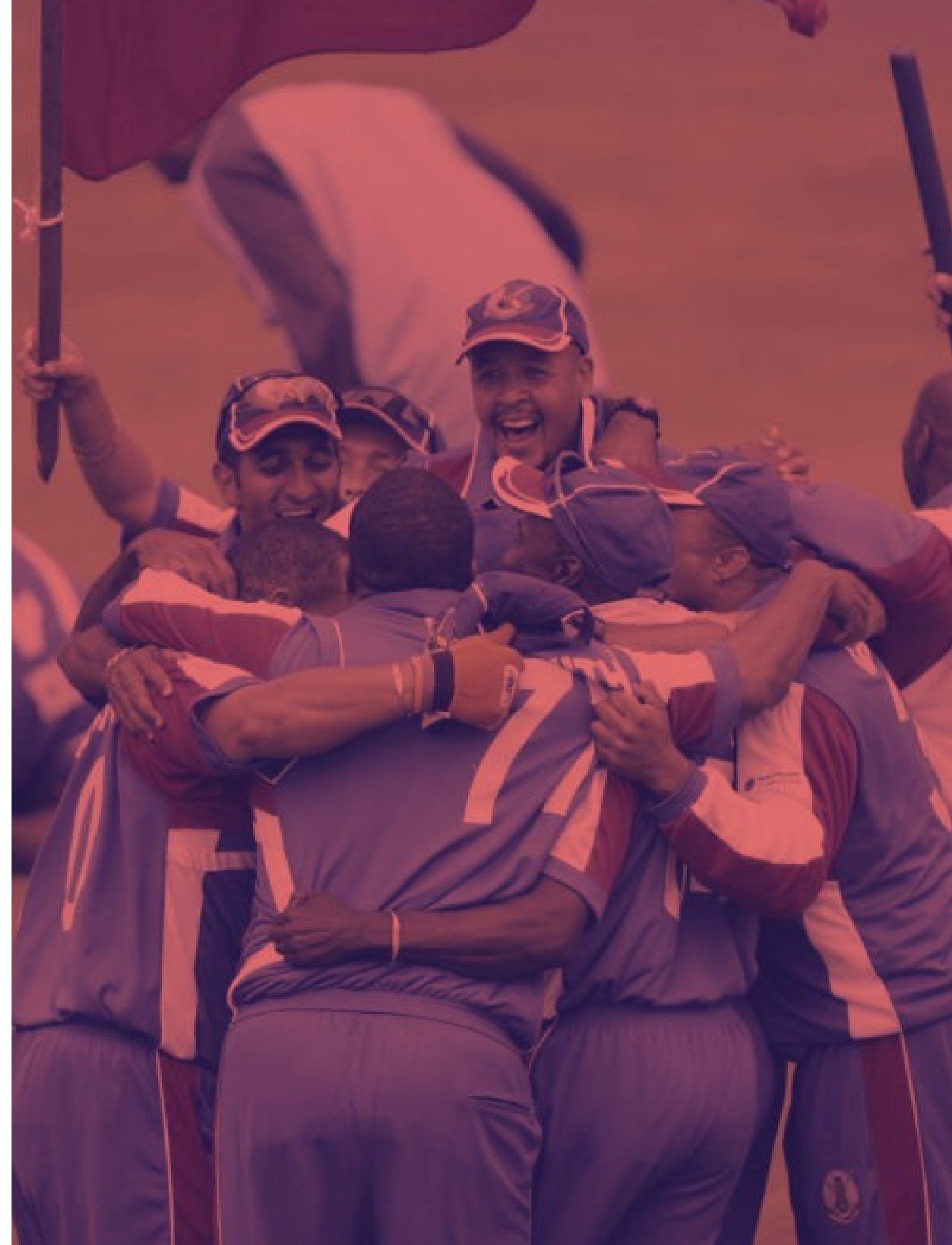
Calvin Blankendal

Head of Administration

Samantha Robinson

Marketing & Fund Development Manager

Rájan Simons



FROM THE PRESIDENT

Given Bermuda's history and significant accomplishments over the years, one could imagine the challenge of charting a course for the next few years. But as we thought strategically these past 8 months, our calling became clear.

The Bermuda Cricket Board has set out its vision to become one of the elite associate teams once again. That ambition is the fundamental part of this strategy. But what does this mean in practical terms?

It is not solely around being one of the top associate countries once again but rather a broader definition of what it will take to remain in that tier. This means balancing all of those elements that have been essential to making Bermuda Cricket exceptional while anticipating those that the future will demand in order to sustain that level of excellence and achieving even greater heights.

In this strategic plan, we commit our energies to four core strategic pillars that will underpin our plans for the next 5 years:

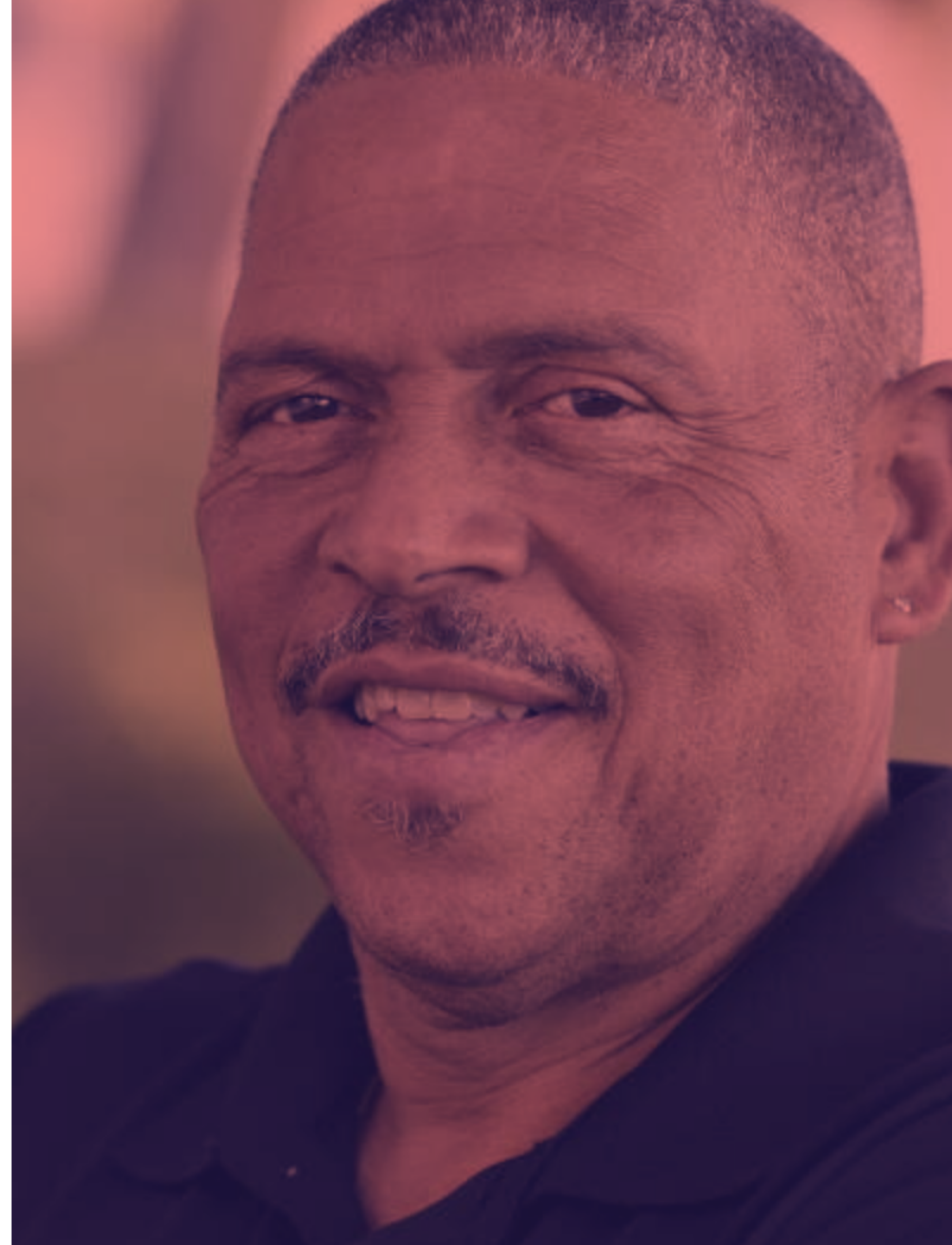
1. Growing the game sustainably strengthening the grassroots game through our clubs, schools, and volunteer base
2. Producing winning teams by delivering high-performance programs that ensure we consistently win
3. Infrastructure, by investing in infrastructure development to ensure that our clubs, accredited grounds, and national teams training facilities are in accordance with BCB/ICC standards
4. Finance, by building stronger revenue streams and commercial partnerships to underpin our strategy and deliver a financially sustainable game for future generations

These pillars will ensure that Bermuda Cricket will continue to achieve its ultimate goal in returning to the top tier of Associate Cricket but we are under no illusions that our efforts will be without challenge; thus, our planning document is a flexible one, allowing us to be responsive to those challenges while still adhering to the plan's goals.

We approach this work knowing that our success depends upon gathering old and new partners alike who wish to imagine our future.

This plan presents the pathway forward. We hope that you will join us.

**Sincerely,
Arnold Manders**



OUR VISION

To develop and maintain the highest, most professional level of cricket through grassroots programmes, engaging and inspiring the youth, providing safe and dynamic sporting entertainment — whilst being committed to preserving Bermuda's unique culture.

PAGE 01



OUR VALUES

AMBITIOUS

The BCB is determined to push the boundaries to achieve success. Creating a culture driven by performance-based outcomes to unleash the full potential of our stakeholders. We will continue to look for new advancements through innovation, not limitation — keeping ahead of the competition by introducing new ideas.

RESPONSIBLE

We will hold ourselves accountable for all of our actions while standing with integrity by being honourable, ethical, transparent and fair. The BCB will adhere to 'best practice' guidelines by sharing and collaborating with our stakeholders in an honest, respectful and sincere manner for the benefit of the sport.

INSPIRATIONAL

Creating inspiring experiences and programmes through cricket — while providing educational opportunities for all to develop skill and passion for the game.

INCLUSIVE

The BCB strives for diversity — within our executive board, members, staff to our players. We believe that equality amongst all will provide a safe, nurturing environment that will cultivate an understanding and welcoming cricket community.

OUR STRATEGIC CHOICES

1. PARTICIPATION

Growing the game sustainably by strengthening our grassroots programmes through our clubs, schools and volunteers.

2. HIGH-PERFORMANCE

Producing winning teams by improving our domestic competitions and National Team programmes.

3. INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities are in accordance with BCB and/or ICC international standards.

4. FINANCE

To enhance our financial position by building additional revenue streams and partnerships that supplement the ICC and Bermuda Government contributions, being cognisant of the unique local business and donor environment.



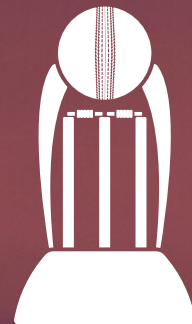
THE VALUE OF...

CRICKET



#1

BERMUDA'S LEADING NATIONAL SPORT



ONLY LOCAL SPORT TO COMPETE IN A WORLD CUP TOURNAMENT:

- 2007 ICC CWC
- 2008 U19 ICC CWC



- 10+ YOUTH LEAGUES
- 2 YOUTH CAMPS
- NATIONAL ACADEMY PROGRAMME
- SCHOOL CRICKET
- 20 INTERNATIONAL STUDENT ATHLETES



SPECTATORS

- CUP MATCH - 17,000
- DOMESTIC LEAGUE - 5,000
- COUNTY GAME - 6,000



CUP MATCH CIRCULATION \$130 MILLION



CLUB

- 13 MEMBER CLUBS
- 3 ICC INTERNATIONALLY APPROVED GROUNDS

PARTICIPATION

Encourage engagement & increase participation through specific programmes for girls/women only by 2026

1. Increase the number of female participation from ages 5 - 16 by providing consistent BCB programmes for players annually
2. Increase the number of women's coaches match officials to 15 by holding annual workshops for women only
3. Increase the number of girls teams to 12 (4 per age group) in the U10 and U16 age groups by recruiting and partnering with schools

PARTICIPATION

Encourage engagement & increase participation through specific programmes for girls & women by 2026

The BCB will facilitate specific training to coaches, teachers & clubs supporting them to maximise available resources

WE WILL...

1. Appoint coaches to assist clubs to identify their resources and utilising them to improve their standards e.g. fitness coaches, certified cricket coaches, etc.
2. Offer 2 coaching workshops annually on specific areas of cricket for clubs and schools. Enhancing teachers' and coaches' skills to produce quality players. The BCB will use their resources within the schools e.g. P.E. teachers who are qualified cricket coaches to assist schools and clubs to run training sessions.
3. Offer coaching courses to individuals within the school system and clubs to ensure coaches are certified at various levels

MEASURING OUR SUCCESS

- In 2022 - BCB will identify our resources within the local schools (e.g. certified cricket coaches, fitness coaches) to assist schools and clubs
- In 2023 - Certified coaches will run a series of workshops and training sessions at schools and clubs
- In 2024 - BCB will increase the number of certified cricket coaches in the schools and clubs by 60% to provide quality coaching
- In 2025 - BCB will continue to support 70% of clubs and schools to produce quality players



PARTICIPATION

Encourage engagement & increase participation through specific programmes for girls & women by 2026

The BCB will introduce the ICC's Entry Level Curriculum into the elementary schools for boys & girls

WE WILL...

BCB will offer workshops to implement the ICC Entry Level Curriculum at the primary level to all schools implementing fun activities to keep children engaged. This entry level curriculum is designed to give teachers the knowledge, skills and confidence to coach cricket session that are purposeful, engaging and safe. The aim is to have 80% of the primary schools to implement the ICC curriculum by 2025.

MEASURING OUR SUCCESS

- In 2022 - BCB will offer workshops to implement the ICC Entry Level Curriculum to all primary schools
- In 2023 - 40% of Primary schools to implement the ICC Entry Level Curriculum
- In 2024 - 60% of Primary schools to implement the ICC Entry Level Curriculum
- In 2025 - 80% of Primary schools to implement the ICC Entry Level Curriculum

PARTICIPATION

Encourage engagement & increase participation through specific programmes for girls & women by 2026



The BCB will engage young players, inspiring a new generation of players & fans to develop a passion for cricket

WE WILL...

1. Increase the number of youth players playing cricket in the youth leagues working in collaboration with primary, middle and senior schools. This will provide an opportunity to inspire players to develop a passion for cricket. Focusing on what it takes to be successful in cricket, developing leadership skills, cricket skills and knowledge of the game.
2. Host youth cricket festivals U8's – U16's to identify potential players to be included in our pathway; emergent, fast track and elite programs
3. Host Super 8's Cricket Tournament 80% participation of primary, middle and senior school)
4. Talent ID U11's – U16's emergent, fast track and elite structured programs using the hardball to develop players mental, technical, tactical and fitness ability playing to their full potential.
5. See that players transition to the elite zone teams to filter into the U19's and the Senior National Teams

MEASURING OUR SUCCESS

- In 2022 - BCB will increase the number of youth players working in collaboration with the primary, middle, and senior schools
- In 2023 - BCB will host U8 - U16 youth festivals Super 8's to identify potential pathway players; emerging, fast track, and elite
- In 2024 - Talent ID pathway - grooming players from U11's - U16's in the emerging, fast track & elite structured programs using the hardball
- In 2025 - U13 - U16 will participate in overseas specialist camps and tours against the USA, Canada, Bahamas & Cayman
- 60% of players to transition to the elite zone teams to filter into the U19's and the Senior National Team

PARTICIPATION

Encourage engagement & increase participation through specific programmes for girls & women by 2026

The BCB will transform girls & women's cricket: Driving cricket's progress to becoming an all-inclusive, gender neutral sport

WE WILL...

1. Increase the number of girls playing cricket in the youth leagues working in collaboration with primary, middle, and senior schools. This will provide an opportunity to inspire players to develop a passion for cricket. Focusing on what it takes to be successful in cricket, developing leadership skills, cricket skills, and knowledge of the game.
2. Host girls youth cricket festivals U8's – U16's to identify potential players to be included in our pathway; emergent, fast track, and elite programs
3. Host Super 8's Cricket Tournament 80% participation of primary, middle, and senior school
4. Talent ID U11's – U16's emergent, fast track, and elite structured programs using the hardball to develop players' mental, technical, tactical, and fitness ability playing to their full potential
5. Transition players to the elite zone teams to filter into the U19's and the Senior National Teams

MEASURING OUR SUCCESS

- In 2022 - 4 girls teams in each age group U8 - U16
- Indoor cricket for middle, senior girls, and women
- In 2023 - BCB to host U8 - U16 girls festivals and Super 8's to identify potential players to be a part of the pathway; emerging, fast track and elite
- In 2024 - Girls talent ID pathway - grooming players from U11's- U16's in the emerging, fast track, and elite structured programmes using the hardball
- Elite girls to participate in the ICC U19 tournament
- In 2025 - U13 - U16 girls to participate in overseas specialist camps and tours against the USA, Canada, and Cayman
- U19 girls to transition to the National Women's team

HIGH-PERFORMANCE

The BCB will work with key stakeholders (ICC, other National Cricket Boards and ICC America's Regional staff) to provide a comprehensive and challenging playing and training programme for our Men and Women's National Teams to ensure we are consistently improving our competitiveness. It is critical that we maintain our position as an Associate member and team ranking (#30) and continually seek to improve our ICC ranking by 2025.

(Therefore, the use of science and technology with the help of research must be incorporated in our physical and mental preparations)

Thus creating our HIGH-PERFORMANCE CULTURE with:

- Commitment to excellence
- Enthusiasm and passion
- Innovation and continual learning
- Teamwork and partnership
- Strong work ethic
- Balance in life
- Exemplary behavior
- Responsibility

HIGH-PERFORMANCE

To provide a comprehensive and challenging playing and training programme for our Men and Women's National Teams to ensure we are consistently improving our competitiveness

The BCB will provide high quality playing & training programmes

WE WILL...

1. Develop, monitor, and improve our elite player's performance and skillset (fitness, technical, tactical, and mental conditioning) through training and specialist camps home and abroad
2. Ensure that the right level of High-Performance coaching resources are in place to support our teams
3. Develop our talent through our National Academy Program and ensuring that our National Academy Program is at the forefront of the long-term strategy for producing international quality players for our Men's and Women's Programs
4. Develop a capacity for pre-match analysis and preparation (CricHeroes)
5. Ensure that National and Club coaches and support staff work closely together on aligned plans for player development
6. Set pre-season objectives and goals for the players and teams

MEASURING OUR SUCCESS

- In 2022 - Delivery of High-Performance coaching resources
- In 2022 - Full implementation of CricHeroes
- In 2022 - Re-establishment of a Women's National Team
- In 2022-2026 - Delivery of training and specialist camps (batting, bowling, fielding, mental conditioning)
- in 2022 - Delivery of Elite Coaching Course
- Improved Senior Men's ICC ranking (currently #30) by 2026

HIGH-PERFORMANCE

To provide a comprehensive and challenging playing and training programme for our Men and Women's National Teams to ensure we are consistently improving our competitiveness

The BCB will develop Elite & High-Level coaches

WE WILL...

1. Deliver Accreditation and Elite Coaching Courses Annually (CoachEd)
2. Develop a suite of coaching resources (online or hard copy) for our qualified coaches
3. Introduce mandatory coaching qualification requirements to coach at all levels (Youth, Senior & National Programs)
4. Leverage our High-Performance coaches to mentor and support new coaches.
5. Establish a Bermuda Cricket Coaching Association
6. Provide coaching education - Basic, Specialist, and Elite
7. Provide quality coaching in schools and clubs

MEASURING OUR SUCCESS

- Qualification of 1 Elite Coach per annum - CoachEd online platform (2022-2026)
- Deliver 1 Accreditation Coach Course annually - CoachEd online platform (2022-2026)
- Delivery of Umpire Education Courses annually
- Establishment of a Bermuda Coaches Association by 2022
- Delivery of coaching resources for all coaches (2022-2026)

HIGH-PERFORMANCE

To provide a comprehensive and challenging playing and training programme for our Men and Women's National Teams to ensure we are consistently improving our competitiveness

The BCB will deliver top class domestic competitions (Elite T20 & 50 Overs)

WE WILL...

1. Introduce a Men's & Women's High-Performance Series to include:
 - Men's High Performance (4 team) 50 over competition
 - Men's High Performance (4 team) T20 Competition
 - Women's High Performance (4 team) 40 over Competition
 - Women's High Performance (4 team) T20 Competition
2. Introduce meaningful incentives for the winners across our Domestic Competitions
3. Introduce a U17 Super-4 Series for Boys and Girls (40 over Competition)
4. Provide yearly training for those servicing the game including match officials, groundsmen, and volunteers in order to service more Domestic and International matches

MEASURING OUR SUCCESS

- In 2022 - The delivery of the Senior Elite T20 and 50 Over competitions
- The delivery of U17 Boys 40 Over Super-4 series
- The delivery of a Women's T20 competition
- In 2023 - The delivery of U17 Girls 35 Over Super-4 series
- The delivery of a Women's 40 Over competition
- Delivery of yearly training for those servicing the game including match officials, groundsmen, and volunteers in order to service more domestic and international matches (2022-2026)
- Delivery of incentives for winners across our domestic competitions (2022-2026)

INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities, are in accordance with BCB and/or ICC international standards

1. The BCB will invest in multiple facilities for training our National Teams in accordance with international standards
2. Assist member club grounds with curator support assistance
3. Provide enhanced internet and network infrastructure to member club grounds
4. Upgrade BCB ICC accredited international match fixture grounds

INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities, are in accordance with BCB and/or ICC international best practice standards

The BCB will invest in multiple facilities for training our National Teams in accordance with ICC International Standards

WE WILL...

1. Conduct site visits to assess and select suitable grounds to host National Team training
2. Upgrade the pitch and batting cages at selected grounds
3. Upgrade the playing field and assist with any other required maintenance where possible
4. Review the current set-up and commence planning for future upgrades

MEASURING OUR SUCCESS

- In 2022 - We will select grounds for infrastructure upgrades and sign partnership agreements
- In 2023 - Pitches and batting cages will be enhanced for training and match fixtures
- In 2024 - The playing field will be enhanced, offering improved match results for both players and spectators
- In 2025 - Annual site assessments and infrastructure upgrades will take place to reduce costs and ensure the partner grounds are maintained at best practice standards



INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities, are in accordance with BCB and/or ICC international best practice standards

The BCB will assist member club grounds with curator support assistance

WE WILL...

1. Conduct an assessment on the infrastructure at each BCB member ground
2. Select two grounds per year to upgrade and assist with certified curators
3. Conduct an assessment and write a report on the current state and any needs for future upgrades
4. Meet with club executives and establish a plan for the implementation of future upgrades/club needs

MEASURING OUR SUCCESS

- In 2022 - Present each member club with an infrastructure report on grounds
- In 2023 - Commence with infrastructure upgrades at two-member club grounds
- In 2024 - Revisit grounds and complete report on the status of completed upgrades and maintenance of work completed
- In 2025 - Present a report to each selected club on future upgrade initiatives



INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities, are in accordance with BCB and/or ICC international best practice standards

The BCB will provide enhanced internet & network infrastructure to member club grounds to increase fan engagement & commercialisation

WE WILL...

1. Source a network vendor to provide internet capacity (wireless streaming) to club grounds and present the proposal to all member clubs
2. Select club grounds to phase in network installations and stream match fixtures from those grounds
3. Select club grounds to phase in network installations and stream additional match fixtures
4. Seek to enhance hardware support (equipment/staging) for member clubs

MEASURING OUR SUCCESS

- In 2022 - Receive the support of member clubs to proceed with the proposal and sign a contract with a network provider
- In 2023 - Establish a timeline for clubs to be set up on the network for live streaming
- In 2024 - Establish a timeline for additional clubs to be set up on the network for live streaming
- In 2025 - Review the network platform and hardware at the selected clubs to assess the need for upgrading



INFRASTRUCTURE

Investing in infrastructure development, to ensure that our member clubs, accredited grounds and national team training facilities, are in accordance with BCB and/or ICC international best practice standards

The BCB will upgrade ICC accredited international match fixture grounds

WE WILL...

1. Conduct an assessment on the listed ICC accredited grounds to ensure they meet current ICC standards
2. Provide pitch and playing field assistance where needed
3. Provide potential assistance on other needs as per ICC guidelines
4. Provide assistance on their pitches and other needs as per ICC guidelines

MEASURING OUR SUCCESS

- In 2022 - Complete assessment on all clubs
- In 2023 - Have field curators visit all ICC accredited grounds
- In 2024 - Provide additional assistance where necessary (scoreboards/staging)
- In 2025 - Present an updated infrastructure report on the next steps for all ICC accredited grounds



FINANCE

To enhance our financial position by building additional revenue streams & partnerships that supplement the ICC & Bermuda Government contributions, being cognisant of the unique local business & donor environment

1. Maintain the highest standards of financial management to enable financial stability and sustainable profitable operations
2. Increase sponsorship and donor funding with consistent marketing and PR
3. Achieve growth through a sustainable stream of resources
4. Create new income streams and opportunities for investment

CHUBB

FINANCE

To enhance our financial position by building additional revenue streams & partnerships that supplement the ICC & Bermuda Government contributions, being cognisant of the unique local business & donor environment

The BCB will maintain the highest standards of financial management to enable financial stability & sustainable, profitable operations

WE WILL...

1. Use financial management strategies through:
 - i. Comprehensive financial controls
 - ii. Sound budgeting and budget tracking
 - iii. External audits
 - iv. Spending in line with strategic objectives
2. Develop a sustainable funding model

MEASURING OUR SUCCESS

- Annual approved budget (2022-2025)
- Monthly and/or quarterly financial reporting (2022-2025)
- Annual external audit with an unqualified (clean) opinion (2022-2025)
- Robust financial policies and manual (2022-2025); review and update in 2023 and 2025



FINANCE

To enhance our financial position by building additional revenue streams & partnerships that supplement the ICC & Bermuda Government contributions, being cognisant of the unique local business & donor environment

The BCB will increase sponsorship & donor funding with consistent marketing & public relations

WE WILL...

1. Achieve funding flexibility through revenue diversification and commercialisation of assets
2. Grow new sponsors with innovative initiatives and retaining existing sponsors by showing value and recognising their important contribution
3. Maximise sale of merchandise through marketing efforts

MEASURING OUR SUCCESS

- Increase the number of corporate sponsors (both local and international companies)
- Increase the number of individual donors
- Increase the number of merchandise sales



FINANCE

To enhance our financial position by building additional revenue streams & partnerships that supplement the ICC & Bermuda Government contributions, being cognisant of the unique local business & donor environment

The BCB will achieve growth through a sustainable stream of resources

WE WILL...

1. Increase ICC funding while decreasing the percentage contribution to annual revenue
2. Increase Government funding for operations and specific programmes

MEASURING OUR SUCCESS

- Amount of ICC support
- Amount and percentage of non-ICC funding
- Amount of Government funding



FINANCE

To enhance our financial position by building additional revenue streams & partnerships that supplement the ICC & Bermuda Government contributions, being cognisant of the unique local business & donor environment

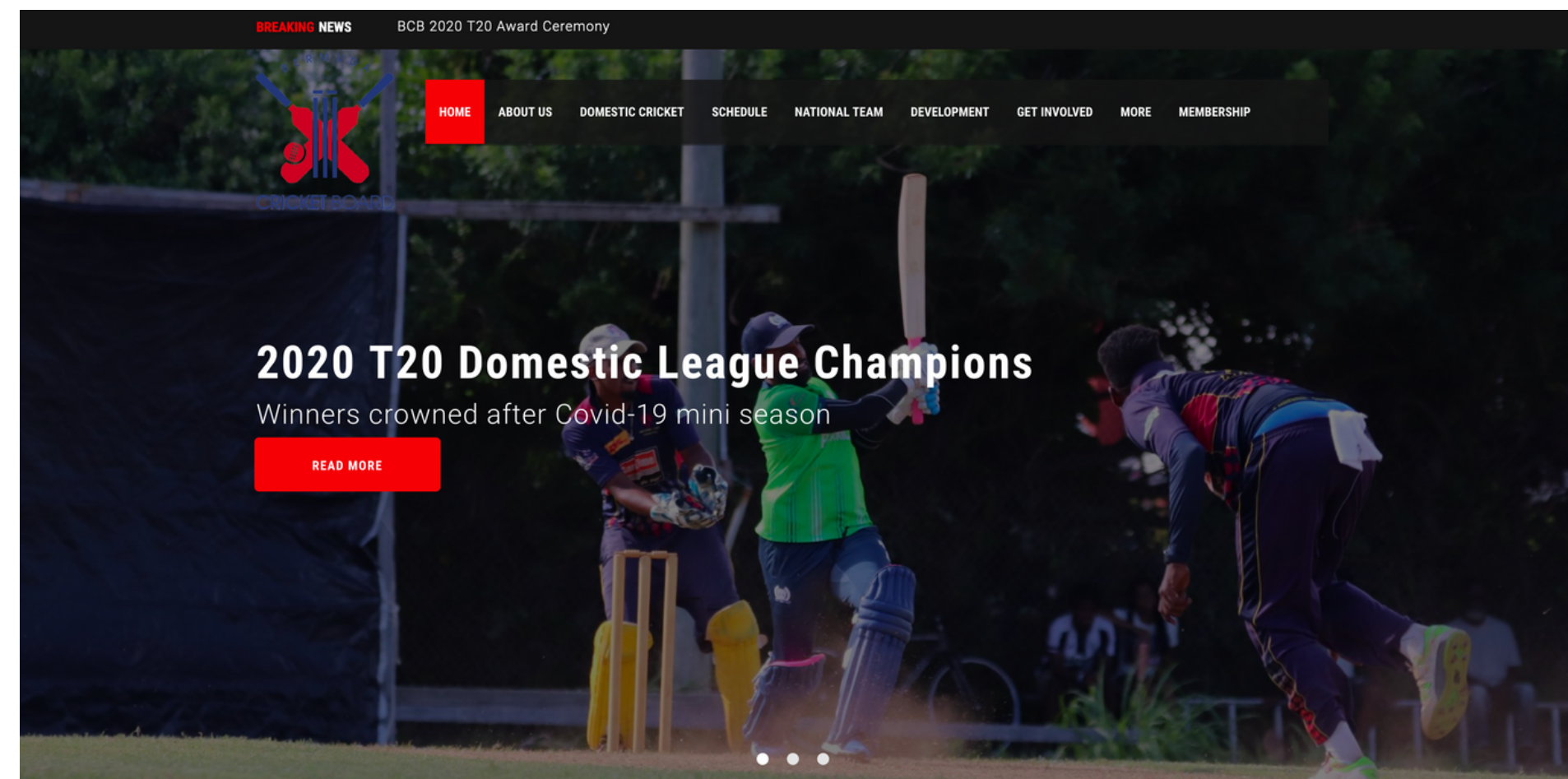
The BCB will create new streams of income & opportunities for investment

WE WILL...

1. Review, revise and extend BCB's reserve policy to identify and unlock excessive reserves which hinder investment into cricket in Bermuda
2. Establish the Bermuda Cricket Foundation to encourage financial support for dedicated cricket initiatives
3. Increase funding from social and other activities

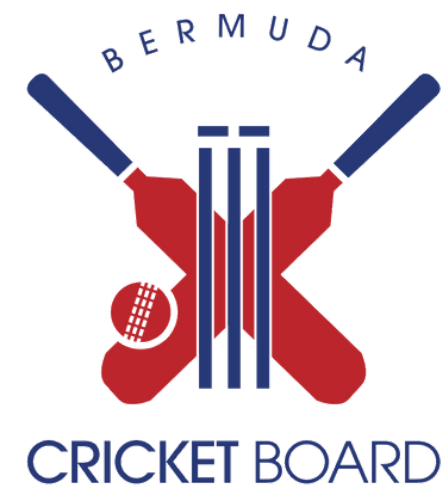
MEASURING OUR SUCCESS

- Minimum of \$300,000 in accumulated surplus (2022-2026)
- Allocation of reserve in accordance with established policy
- Funding for Bermuda Cricket Foundation
- Increased funds from fundraising and other activities



SPONSORS & PARTNERS:





www.cricketbermuda.com

2022 STRATEGY

Participation

1. Increase the number of female playing members from age 5 to adulthood (ICC mandate)
2. Increase the number of youth club teams participating in our league competitions (sustainability of cricket for future generations)

High-Performance

1. Deliver Accreditation and Elite Coaching Courses Annually (improve domestic club cricket)
2. The delivery of a Senior Elite T20 competition – Bermuda Premier League (enhance preparations for ICC 2023 T20 qualifiers)

Infrastructure

1. Assess and select suitable grounds to host National Team training (fixed scheduling & programming for high-performance teams)
2. Upgrade the pitch and batting cages at selected grounds — 2 per year (enhance club grounds for training & competition)

Finance

1. Establish a fiscally responsible budget through the strategic plan and comprehensive financial controls (financial prudence)
2. Increase the number of corporate partnerships by 25% (increase funding for grassroots & high-performance programs)

