

STRATEGY 2025-28

FROM COMPLIANCE TO CULTURE





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FOREWORD

Welcome to the first Strategic Plan for the Cricket Regulator, which we are calling **“From Compliance to Culture”**.

The Cricket Regulator was established by the ECB in December 2023, in response to the ICEC Report (Holding up a Mirror to Cricket; June 2023). This document is a milestone in our early stages of development. It sets out our vision “to be a leading and trusted regulator in sport”, and our mission to make cricket a safe, welcoming, inclusive and enjoyable game for everyone.

This strategy headlines the significance of culture across the game and is intended to support the ECB’s ‘Inspiring Generations’ strategy, ‘Raising the Game’ and the Equity, Diversity and Inclusion action plan by playing our role in ensuring cricket is safe, welcoming, inclusive and enjoyable.

We exist to ensure adherence to agreed standards and principles of fairness, relating to general misconduct, discrimination, corruption, doping, and safeguarding, and to do so in a way that meets the highest regulatory standards.

It is important to recognise much of what the Cricket Regulator is for, can only be achieved in close collaboration with all involved in the game, at the ECB, Counties and in recreational cricket. We will continue to work in partnership across the game to help everyone move from a position of compliance to one of cultural ownership, embedding and upholding the highest standards in sport. This is a key theme of our strategy. Investigation and prosecution of cases, making safeguarding decisions, are a core aspect of our role; but programmes of education across the game, and highlighting and promoting best practice, are core to achieving our goals and necessary change.

We have been established to be connected with the sport, but to be able to undertake our decision making in cases without undue influence and interference from the ECB or any other party in the game. Accountability for delivery of the Cricket Regulator is, therefore, separated

from the ECB Board, and has been placed in the hands of the Cricket Regulatory Board. In an independent review of the first year of operation of the Cricket Regulator, published in March 2025, Sport Resolutions concluded:

There is no evidence that the ECB has sought to, or actually exerted, influence or interference with the Cricket Regulator’s investigation, charging and/or disciplinary powers and rather the independent regulator has established the necessary standard operating procedures and control mechanisms to best ringfence and protect its independence. The team are professional focused on their unique governance and regulatory role and demonstrate strong behaviours in preserving that independence.

We, and our colleagues, are focused on delivering our role for the game as a whole in a way that, ultimately, enhances people’s enjoyment of it, in every way. This first Strategic Plan is our next step, and we look forward to delivering on what it sets out.



Chris Haward KPM
Managing Director of the
Cricket Regulator



Nic Coward
Chair of the
Cricket Regulatory Board



VISION, MISSION & PURPOSE

The ECB's mission is to inspire a generation to say that 'cricket is a game for me'. This can only be achieved through creating a game that is safe, inclusive and runs on respect. Our Mission and Purpose are fundamental to our role in supporting 'Inspiring Generations' and making cricket a safe game for everyone. This will be achieved by building trust and confidence so all individuals feel safe, welcome and included in the game. We aim to promote and uphold the highest standards in cricket to help develop strong, positive cultures within the professional and recreational game. We will listen to those with lived experience who may have suffered harm or experienced discrimination, using this to build our understanding and approach to making cricket safe, welcoming and inclusive.

OUR VISION:

Be a leading and trusted regulator in sport

OUR MISSION:

Cricket is safe, welcoming, inclusive, and enjoyable for all

OUR PURPOSE:

- Engage and educate participants to embed and uphold the highest standards within cricket
- Protect participants from discrimination, abuse and harm
- Prevent discrimination, abuse and misconduct through targeted interventions
- Hold to account those who fail to meet the standards, cause harm or bring the game into disrepute



OUR STRUCTURE

The Cricket Regulator will be structured across three business units to build resilience focussed on the core parts of our mission. The changes will bring closer alignment of the work within the Cricket Regulator with the three business units working collaboratively to make cricket safe, welcoming, inclusive and enjoyable.

EDUCATION & SUPPORT

The Education and Support team will be the proactive arm of the Cricket Regulator responsible for tackling discrimination, and embedding standards and good practice for Safeguarding, Integrity and General Conduct. They will support the game to develop positive cultures and practices where everyone upholds and drives the highest standards in cricket, shifting away from simple compliance and acceptance.

The team will work across the ECB and the recreational and professional game to provide support, resources and guidance to help embed positive cultures and behaviours in our sport ensuring everyone is aware of the safeguarding and regulatory standards required. We will also continue to work closely with key ECB and external partners to ensure players, volunteers and all participants know what is expected of them and are protected from harm.

INVESTIGATION & CASEWORK

The Investigation and Casework team have primary responsibility for the investigation into those who cause harm or fail to uphold the standards expected of them. The team have full independence in relation to the investigations they undertake and whether any charges or recommendations will be made with regular updates on case progression, trends and emerging threats reported into the Cricket Regulatory Board.

The scope of the Investigations and Casework team includes all investigations relating to safeguarding, integrity and conduct in the professional game as well as the most serious and complex investigations in the recreational game.

The team are also responsible for anti-corruption and anti-doping in the professional game, including match day security and prevention work. From April 2025 the team will undertake investigations relating to serious and complex discrimination cases from the Recreational Game.

STRATEGY, PERFORMANCE & OPERATIONS

The Strategy, Performance and Operations team provide intelligence and analytical insights to ensure effective, targeted interventions to achieve our mission and purpose. The team will lead programme and project delivery for the Cricket Regulator, including the ongoing roll out of CLUE, our new case-management system. They will also provide the business and performance analysis to assure the Cricket Regulatory Board and other key strategic stakeholders that the Cricket Regulator is providing good value for money and delivering tangible benefits within Cricket.

They will be the single point of receipt and triage for all reports of concern across the game, simplifying the methods and access points for those wishing to alert the Cricket Regulator to any concerns or wrongdoing where standards have not been met.

The team will support the Managing Director of the Cricket Regulator, providing appropriate monitoring and performance analysis to support delivery of this strategy.



OUR VALUES



INTEGRITY

We will be honest and consistent, upholding the highest ethical and professional standards.

We will act with openness and truthfulness, ensuring our independence and trust.



COURAGE

We will act with courage, showing the moral strength to confront malpractice, discrimination and corruption wherever it manifests, and will persevere where it is right to do so, even when faced with opposition and resistance.



FAIRNESS

We will treat people equitably and with respect, acting in a way that is right and reasonable. We will be proportionate and considerate in all our actions.



SUPPORTIVE

We will be approachable and offer support to people, clubs and organisations to embed the highest standards within cricket. Where those standards have not been upheld, we will offer support and guidance to those who have suffered harm.



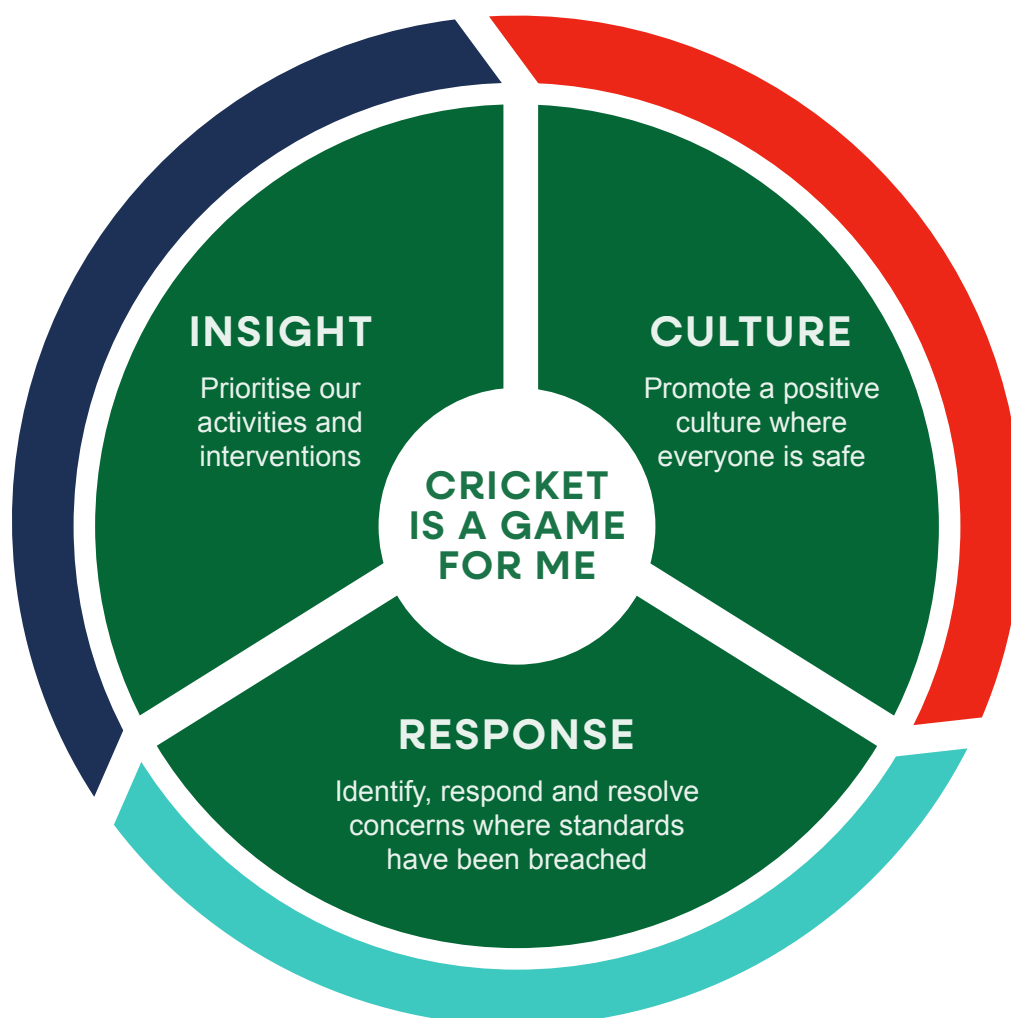
REFLECTIVE

We will continually seek to improve our service, learning from stakeholders, individuals and through independent assessment of our work.



OUR STRATEGIC OBJECTIVES

Our mission is for cricket to be safe, welcoming, inclusive and enjoyable for everyone who wishes to play, participate or support the game. Our objectives are underpinned by 'Inspiring Generations' to make cricket the most inclusive sport where everyone can say ***“cricket is a game for me”***.



Through this approach the Strategic Objectives support the values of the ECB by promoting a game that *Runs on Respect, Builds Belonging, Progresses with Purpose and Embraces Enjoyment*.



INSIGHT

We will be intelligence focused, prioritising our activities where they are most needed to prevent harm and protect the integrity and reputation of cricket. We will use intelligent insights to help protect our participants from coming to harm.

We will develop strong strategic and tactical threat and risk assessments to inform our decision making. This will be shared with key stakeholders including the ECB to inform future regulatory changes and resourcing requirements. With the increasing globalisation of the game and the development of the Women’s Professional Game such insights and trend analysis will help protect participants from potential corruption, discrimination and abuse.

We will develop a clear performance framework to bring transparency and trust to the work of the Cricket Regulator. This will include developing a baseline assessment of demand coming into the team and the effectiveness of our response to that demand.

STRATEGIC PRIORITIES

- To develop an effective and resilient operating model for the Cricket Regulator
- To provide intelligence driven insights to help prevent harm and protect participants from harm
- Protect the integrity, trust and reputation of cricket in England and Wales
- To improve the transparency and trust in the work and role of the Cricket Regulator
- To ensure the day-to-day operations of the Cricket Regulator provide good value for money
- Promote the work and brand of the Cricket Regulator to build trust and confidence

KEY DELIVERABLES

- Implement the ‘Principles of Good Regulation’ (National Audit Office 2021)
- Baseline assessment of the demand and work undertaken by the Cricket Regulator
- Strategy and Delivery Plans in place with clear monitoring of delivery
- Performance Framework embedded
- Strategic and Tactical Risk and Threat Assessments embedded
- Project management controls embedded
- Regular communications and bulletins published to drive improvements within cricket



CULTURE

We will work in partnership with key stakeholders to create an environment where everyone feels safe and able to enjoy cricket.

We will do this by engaging with those who participate in cricket to help us understand their needs, experiences and how we might improve cricket for everyone. We will use their feedback and intelligent insights to focus our activity in the areas of greatest need so that cricket is seen and trusted as a safe space for everyone.

We will develop partnerships and collaboration across sport to help identify good practice and bring consistency across a network of sporting bodies, simplifying how all participants can access support, help and guidance when needed.

STRATEGIC PRIORITIES

- To make cricket a safe environment for all
- To promote good practice within cricket
- To ensure legal and regulatory requirements within cricket are understood and implemented
- To build partnerships and collaboration across professional sporting bodies to identify and embed good practice
- To build trust and confidence with cricket's participants

KEY DELIVERABLES

- User experiences and feedback captured and used to drive improvements
- Suite of education and guidance products developed and accessible to all participants
- App based learning and reporting mechanisms developed and implemented
- Training and engagement events and initiatives delivered
- Collaborative ventures across sport initiated and active



RESPONSE

We will identify and respond to incidents and reports of wrongdoing and concern in a timely, professional and compassionate way. We will have the courage to stand up for what is right and conduct our investigations diligently, without fear or favour. We will be proportionate and balanced in our approach seeking the most appropriate outcome based on the evidence at hand.

We will assist, direct and support investigations and reviews in the recreational game together with safeguarding concerns that fall below the threshold for full, regulatory breach investigations. We will do this in a supportive way helping to develop the most appropriate resolution or recommendations for improvement.

We will use our experience and case history to develop our practices, ensuring we are reflective and learn from our experiences. We will share this learning within cricket and with other sports regulators to help build best practice and consistency across sport.

STRATEGIC PRIORITIES

To pursue and hold to account those who fail to meet the standards, cause harm or bring the game into disrepute

To provide high quality and timely investigations where regulations and standards are breached

To support victims and those who come to harm

To drive improvements and uphold the highest standards within cricket

To build trust and confidence in the role of the Cricket Regulator

KEY DELIVERABLES

Service Level Agreements developed for professional game investigations and recreational game reviews / resolutions

Performance framework embedded

Learning and recommendations from cases published within cricket

Improved and simplified reporting mechanisms in place for those raising concerns

Targeted, intelligence driven interventions

KEY SUCCESS FACTORS

This strategy sets out the high-level objectives and direction for the Cricket Regulator. It will be supported by a more detailed **'SMART'** delivery plan setting out how we will implement this strategy. The delivery plan will set out the time frames of each part of the strategy and the actions required to do this. The strategy will also continue to develop as the Cricket Regulator matures and grows. The baseline assessment referenced above will be a critical product to help shape the Cricket Regulator in the coming years.

Despite being very early in the life of the Cricket Regulator it is important our development and activity is monitored, transparent and gives our stakeholders confidence in the work and the direction we are taking. The critical strategic success measures are:

		MEASURED BY
INSIGHT	>> Early identification and targeted interventions to prevent harm	<ul style="list-style-type: none"> • Improvements in 'low-level' concern reporting • Analytical insights and interventions • Preventative measures embedded within cricket
	>> Demonstrate the independence of the Cricket Regulator	<ul style="list-style-type: none"> • Governance and performance framework • Annual independence review • Stakeholder surveys and feedback
CULTURE	>> Trust and confidence in the Cricket Regulator	<ul style="list-style-type: none"> • Increased reporting • User and stakeholder surveys • External review and media reporting
	>> Improved compliance with standards and regulations	<ul style="list-style-type: none"> • Safeguarding assessments • Recreational and Professional Game discipline cases • Education and training delivery and attendance
RESPONSE	>> Cricket is safe from harm and abuse	<ul style="list-style-type: none"> • Incident reports received • Clear outcomes and resolutions • Participant feedback and surveys
	>> Holding to account those who cause harm	<ul style="list-style-type: none"> • Cases undertaken • Outcomes and resolutions achieved • Confidence surveys



**CRICKET
REGULATOR**

OUR VISION

Be a leading and trusted regulator in sport

To share a concern with the Cricket Regulator visit:
cricketregulator.co.uk/share-a-concern