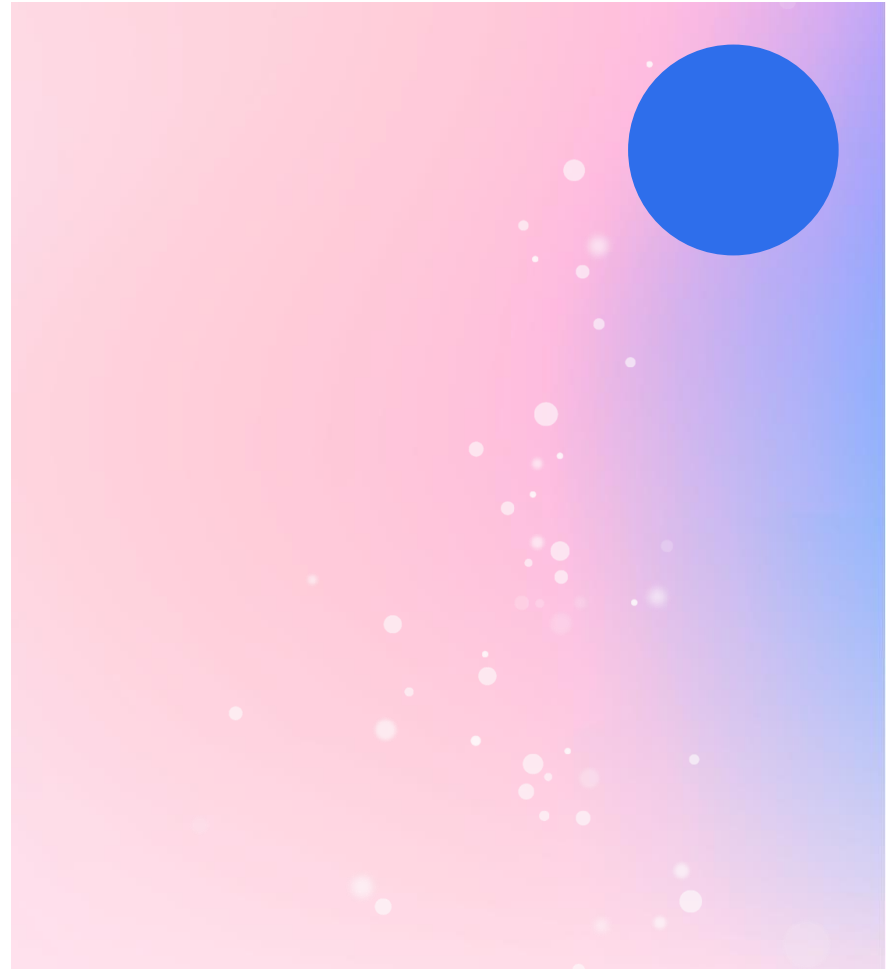


MEN'S HIGH PERFORMANCE REVIEW

Consultation Material

August 2022

**TWENTY
FIRST**
GROUP_





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ABOUT THIS DOCUMENT



This document has been prepared by [Twenty First Group](#), who are a Sports Intelligence Agency supporting the ECB, in conjunction with the group led by Sir Andrew Strauss that has conducted the Men's High Performance Review

This document is to be used as the basis for the upcoming consultations with First Class Counties (FCCs) and MCC on the emerging ideas and recommendations from the Men's High Performance Review

The recommendations and analysis contained within this document are presented to the men's professional game for discussion and feedback, and do not represent our final conclusions. We are excited to work together with the men's professional game to create a package of recommendations that enable a high performing men's England team, as well as a thriving domestic game

This review has not looked at, and will not seek to change, the number of FCCs

This document, and the following consultations, are intended to encourage open discussion and debate around how we can secure the future of English cricket for the long term

The scope of this review is the men's high performance structure. It does not look at the structure within the women's game or elsewhere

MEN'S HIGH PERFORMANCE REVIEW: INTRODUCTION

We have undertaken this review in the wake of a period of poor performance in test cricket, in the shadow of franchise cricket's rise, and in the knowledge that the status quo of our domestic game is not working for the majority of our players, supporters, or Counties

This review is committed to delivering the best possible outcomes for English cricket, with a view to ensuring that England are the #1 ranked men's team across all formats and that we have a thriving domestic game

Our ideas and proposals are the result of extensive consultation with experts from both inside and outside of cricket, and detailed, objective analysis, much of which is contained in this document

In particular, we have taken on board feedback from the Professional Cricketers' Association (PCA) consultations

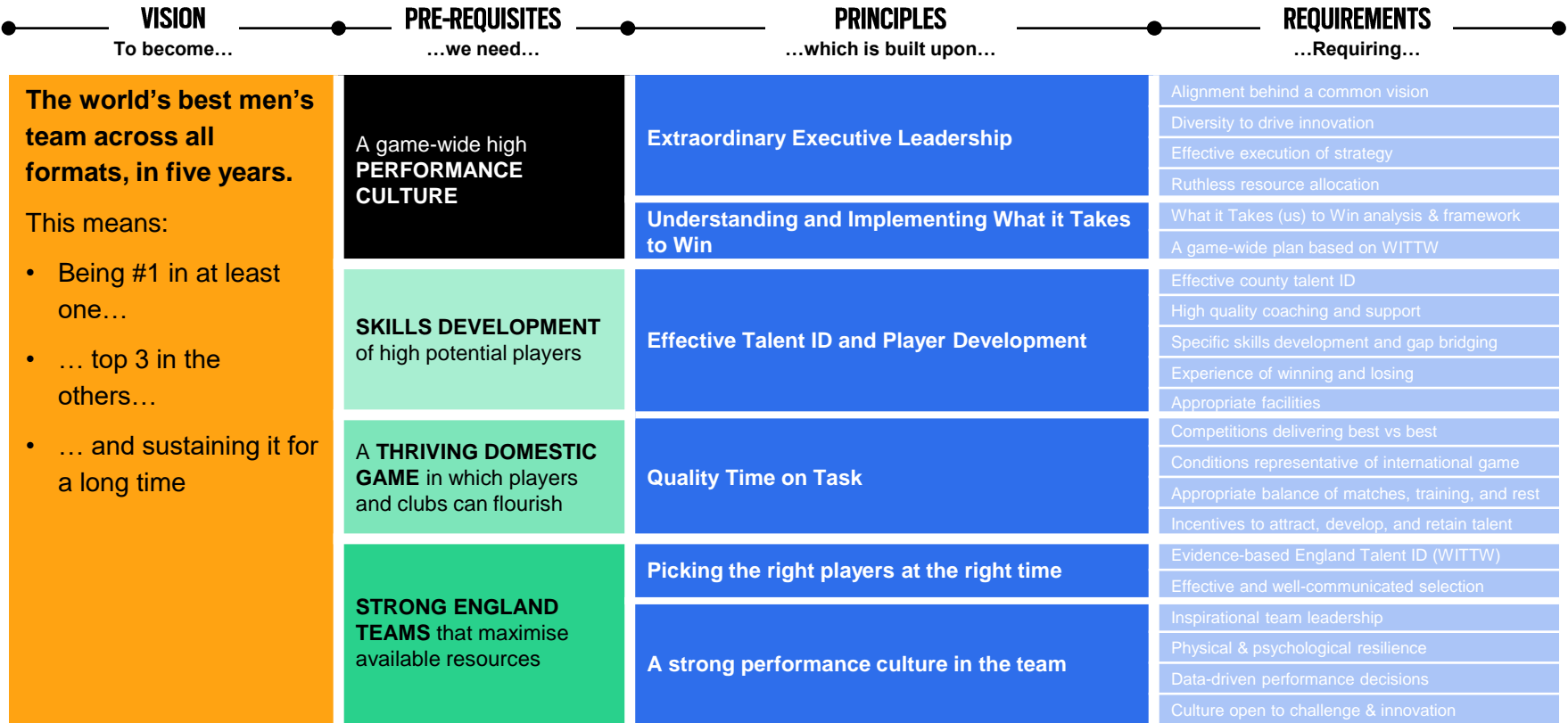
Our ideas and proposals reflect this feedback and our commitment to the high performance principles, and cover four areas: Performance Culture, Skills Development, Thriving Domestic Game, and Strong England Teams

As a game, we face some difficult decisions in a challenging context. In considering our ideas, we ask that you remain open-minded and cognisant of the bigger picture such that we can come together to secure a positive future for cricket in this country



PRINCIPLES AND OBJECTIVES OF THE REVIEW

WE ARE COMMITTED TO THE PRINCIPLES OF HIGH PERFORMANCE



WE ARE LOOKING TO DELIVER WHAT IS BEST FOR ENGLISH CRICKET



BEST FOR ENGLISH CRICKET

THE WORLD'S BEST MEN'S TEAM ACROSS ALL FORMATS

- *Being #1 in at least one*
- *Top 3 in the others*
- *Within five years, and sustaining it*



A THRIVING, FUTURE-PROOFED DOMESTIC GAME

- *Commercially viable*
- *Meaningful to players & supporters*
- *Respect for game's traditions*

The focus of the High Performance Review has always been to deliver the best game-wide system to support high performance. However, we recognise that any proposals to support England men's team performance must also deliver a wider benefit to the English game.

THE REVIEW WILL SEEK TO RECOMMEND IN FOUR KEY AREAS...

OBJECTIVES

PROPOSAL



HIGH PERFORMANCE STRATEGY

PERFORMANCE CULTURE

Boost game-wide focus on performance, with accountability for delivery of an effective high performance system

SKILLS DEVELOPMENT

Evolve our player development system to produce players with key skills needed to succeed home and overseas

THRIVING DOMESTIC GAME

Guarantee every organisation and competition has a place and role that enables them and the overall system to succeed

STRONG ENGLAND TEAMS

Ensure England can win now and in the future through securing availability and access to players and maximising their performance



INSIGHT & DATA

The insights and data in this document relate to men's test, ODI, and T20I cricket, and men's domestic cricket

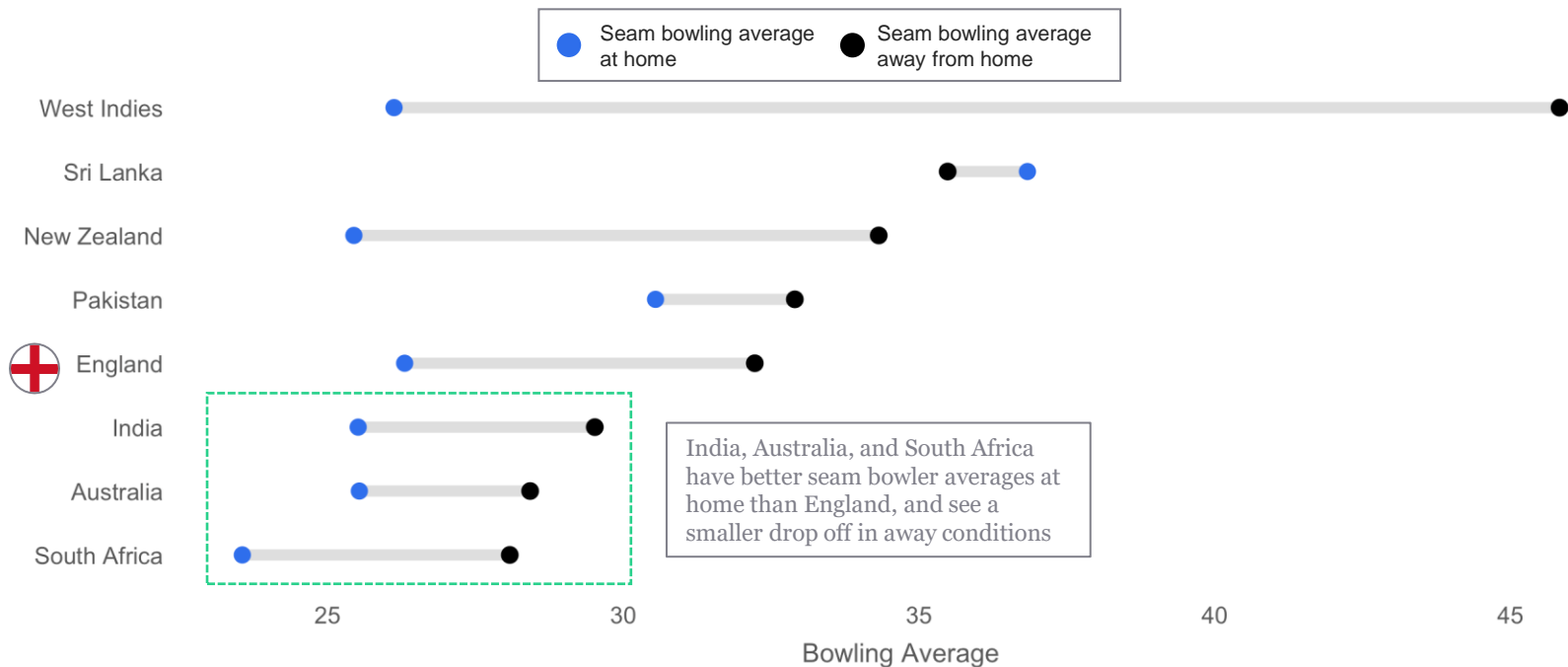


SKILLS DEVELOPMENT



ENGLAND SEAM BOWLERS DO NOT TRAVEL WELL

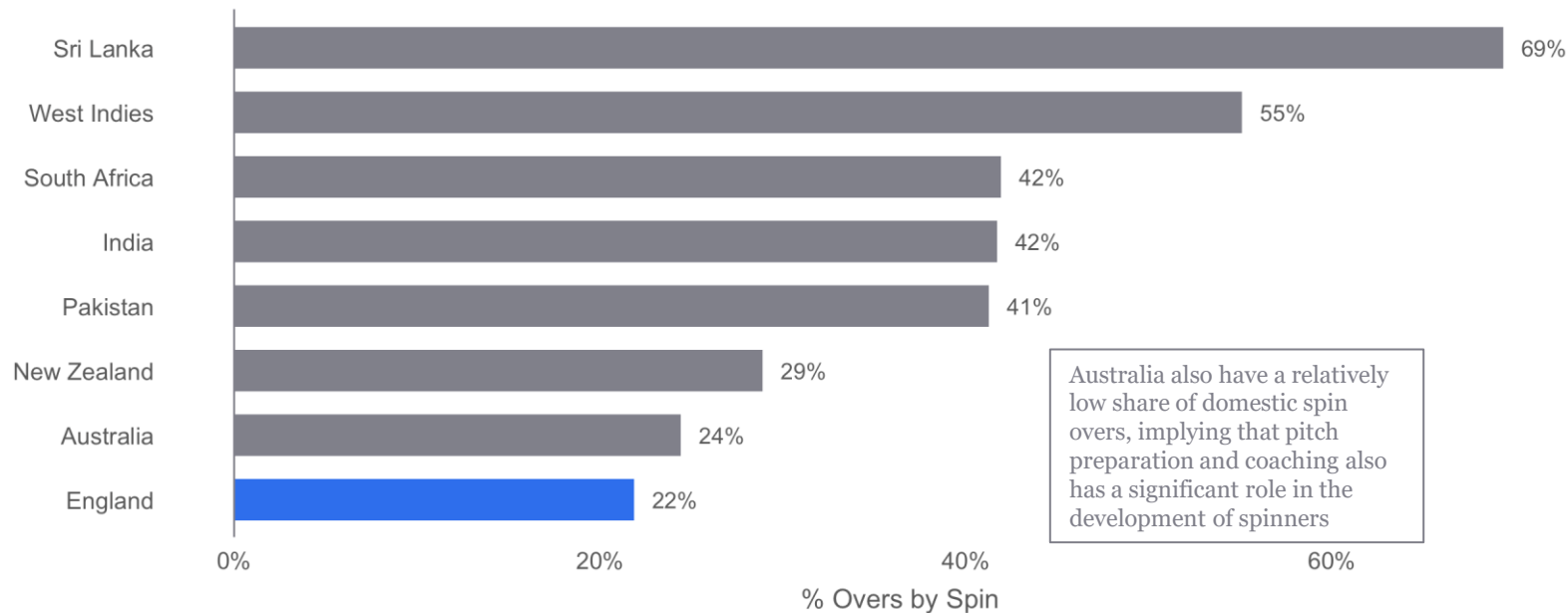
Only Pakistan and Sri Lanka have a worse seam bowling average at home than England, and only NZ and the Windies a bigger drop off away
 Test seam bowling average at home vs. away, 2014-2022, excluding matches against test playing nations not listed



SPINNERS HAVE LIMITED OPPORTUNITY TO DEVELOP IN THE DOMESTIC GAME

England's domestic system has the lowest share of overs bowled by spinners

% of overs bowled by spinners in men's domestic first class cricket, 2014-2022

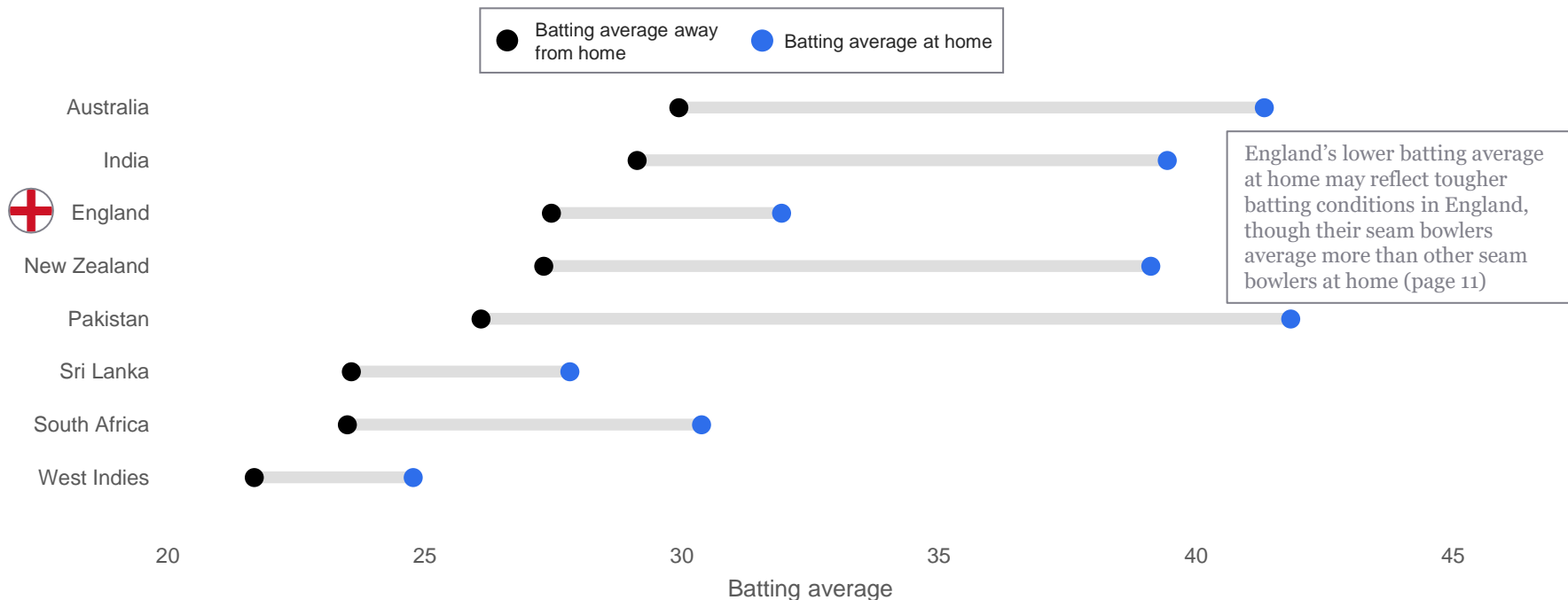




ENGLAND BATTERS ARE LESS DOMINANT AT HOME

England average lower at home with the bat than Australia, India, NZ, and Pakistan, but outperform most other nations away

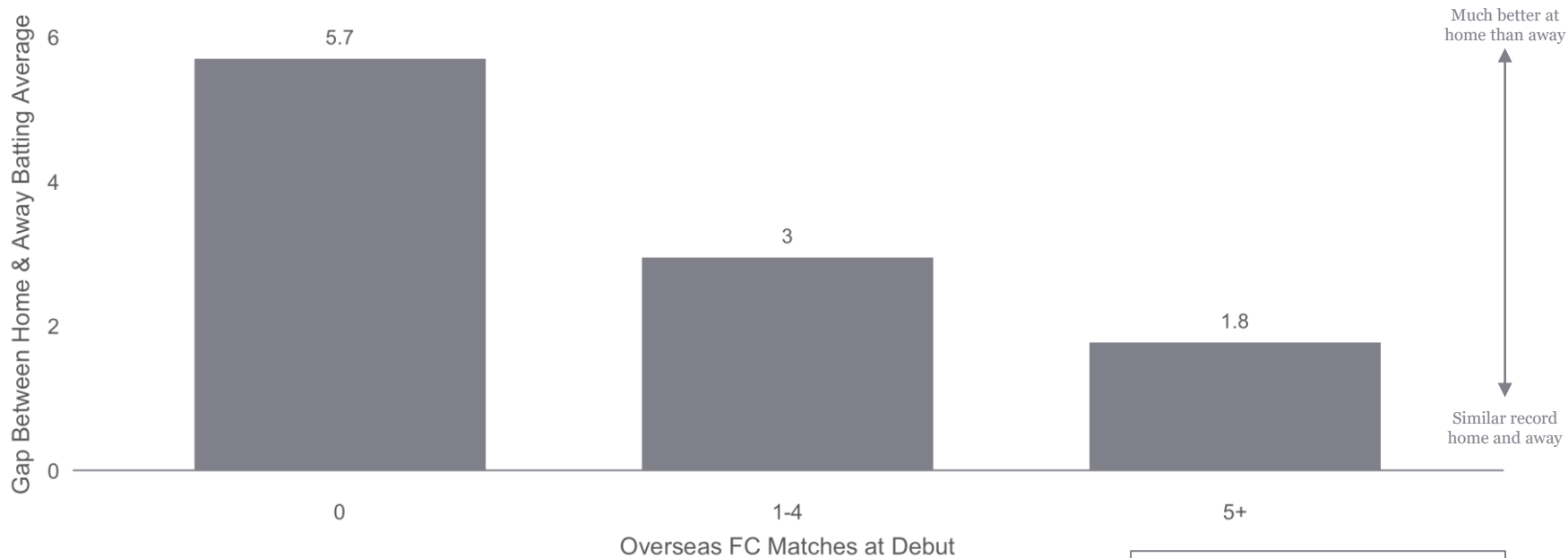
Test batting average at home vs. away, 2014-2022, excluding matches against test playing nations not listed



OVERSEAS EXPERIENCE TENDS TO AID TRANSITION TO INTERNATIONAL CRICKET

Players with no overseas first class matches before their debut saw the biggest gap between their home and away test batting average

Gap between home and away test match batting average, test debutants since 2016 by amount of first class overseas experience prior to test debut



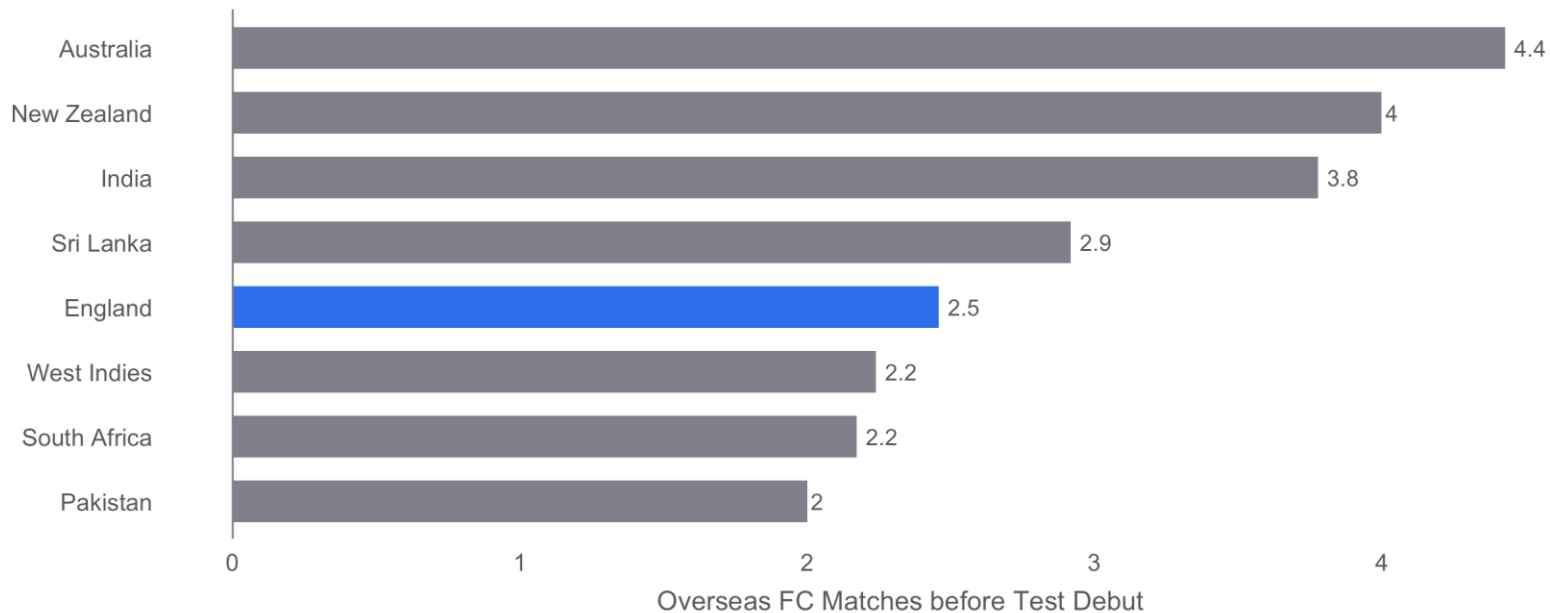
Note: the same trend does not exist for bowlers, suggesting that batters benefit more from overseas experiences



ENGLISH PLAYERS GET LESS EXPERIENCE OVERSEAS THAN OTHER NATIONS

The average English test match debutant has played just 2.5 first class games overseas

Average number of overseas first class matches before test debut, test debutants since 2016

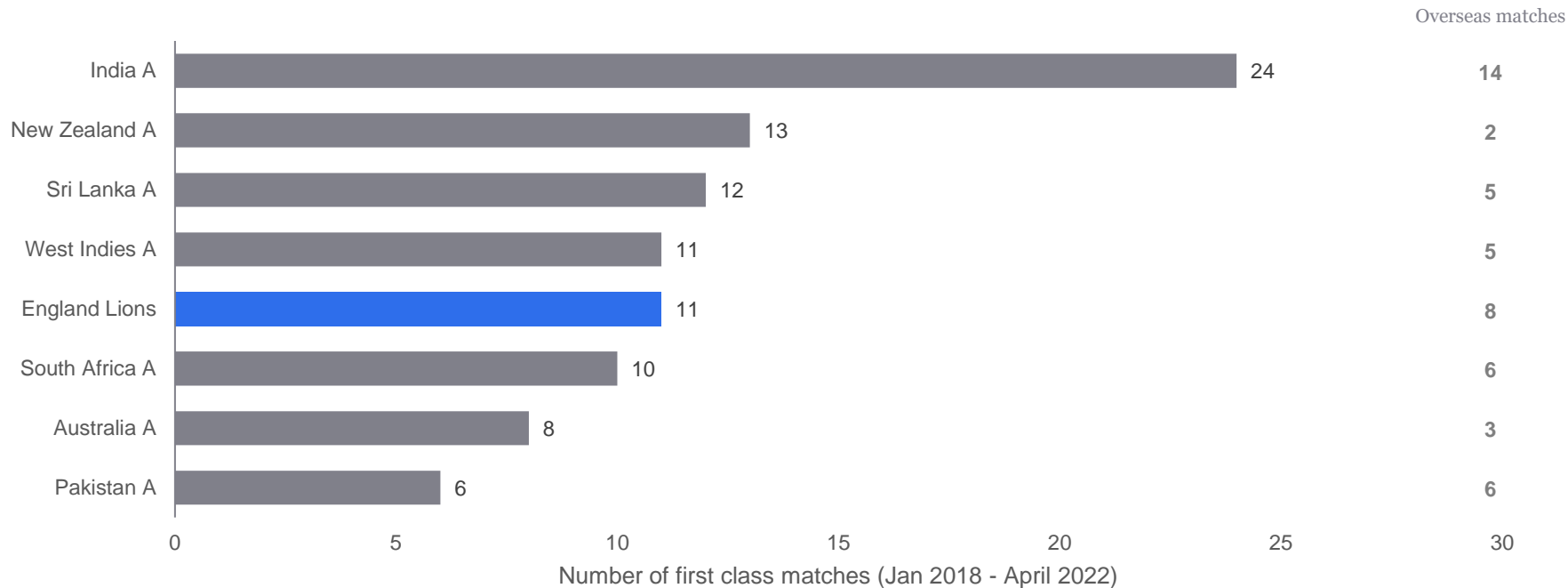




INDIA HAVE USED THEIR PATHWAY TEAM MORE THAN ANYONE ELSE

India A have played twice as many first class matches as other A teams since 2018, and much more overseas too

Number of first class matches, January 2018 – April 2022





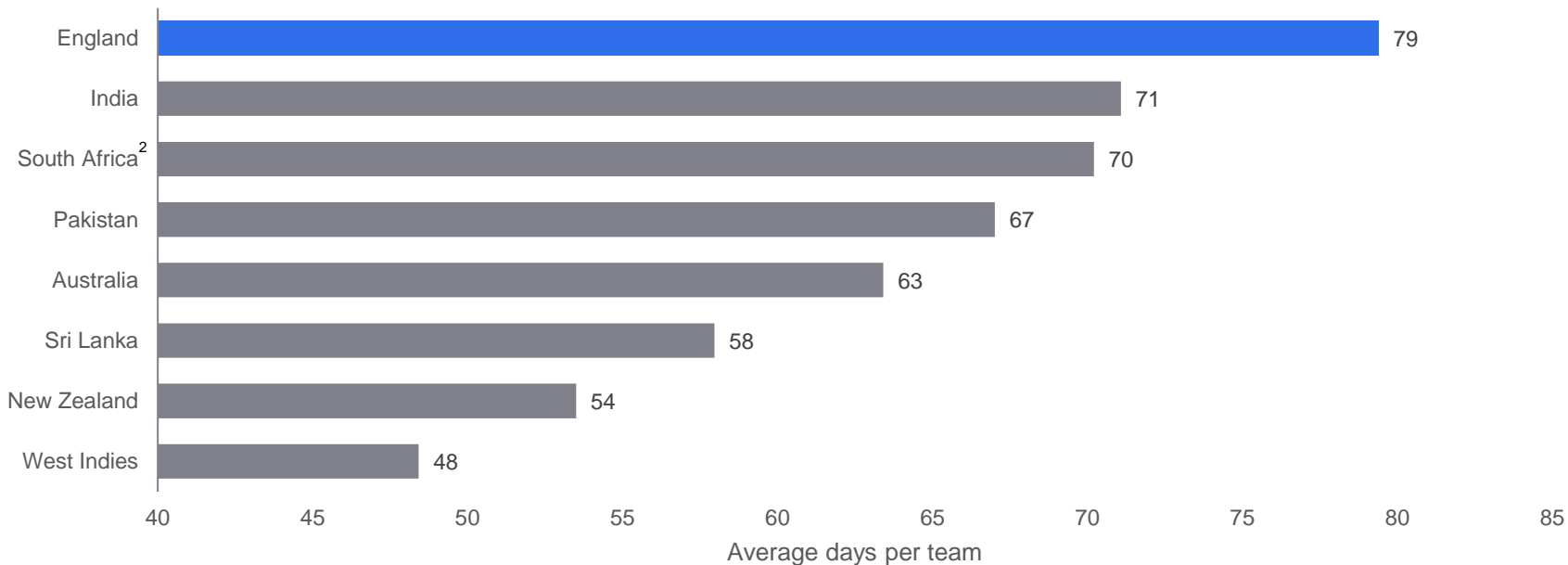
THRIVING DOMESTIC GAME



WE PLAY MORE DAYS OF CRICKET THAN ANYONE ELSE...

The average English team will play 79 days this season (excluding The Hundred teams)

Average days of cricket for a domestic team¹



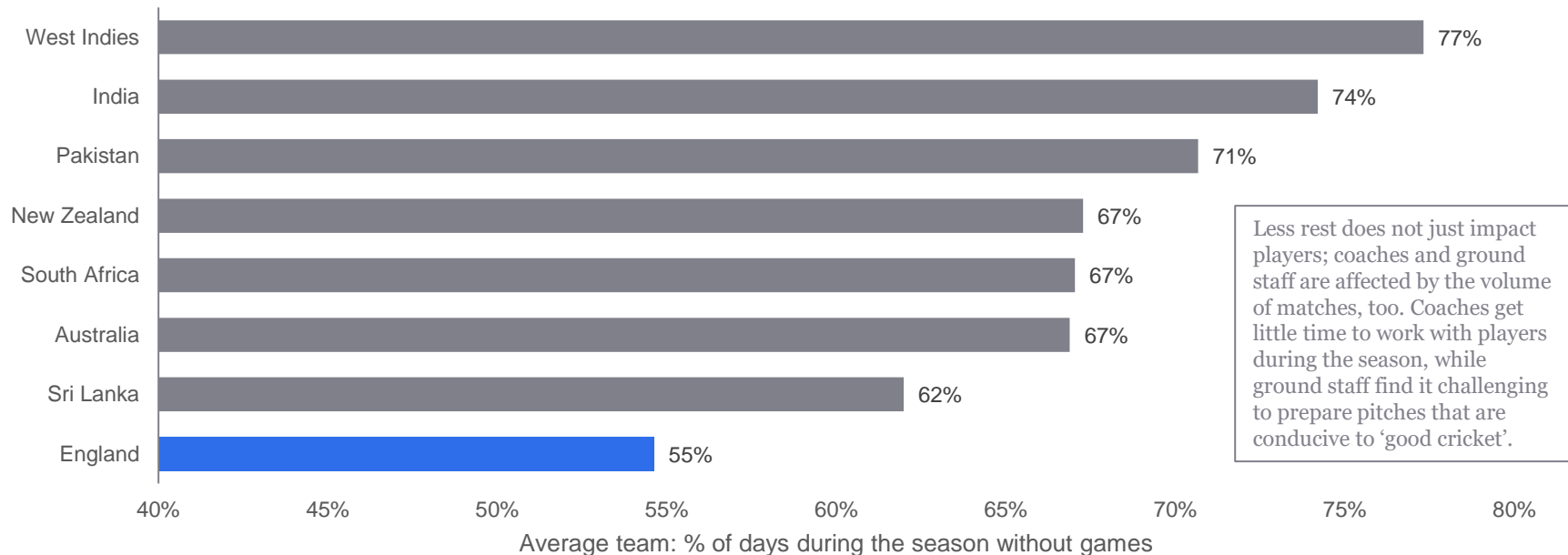
¹2022 for England, excluding The Hundred. 2018 and 2019 average for other nations (to eliminate effect of Covid)
²South Africa's volume of days has since decreased from 2018 and 2019, with the number of first class matches reduced
 Sources: Cricket Archive, TFG Analysis



... WITH LESS TIME FOR REST AND TRAINING THAN ANYONE ELSE

The average team is playing on 45% of games during the season, or resting/training on 55% of days

Average team % of days during the season without games¹, excluding The Hundred teams for England

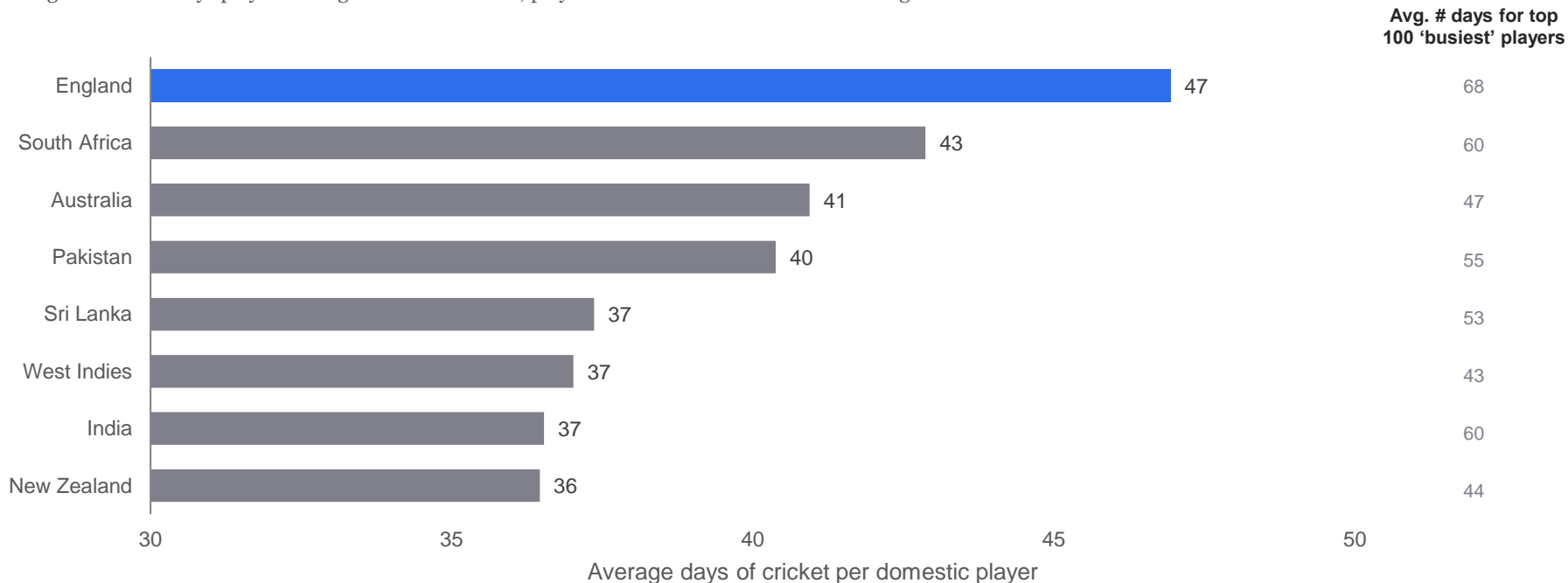




MORE DAYS FOR TEAMS TRANSLATES TO MORE DAYS FOR PLAYERS, TOO

The average English domestic player played 47 days of cricket in 2021

Average number of days played during a domestic season, players with a minimum of 10 domestic games and no international matches¹



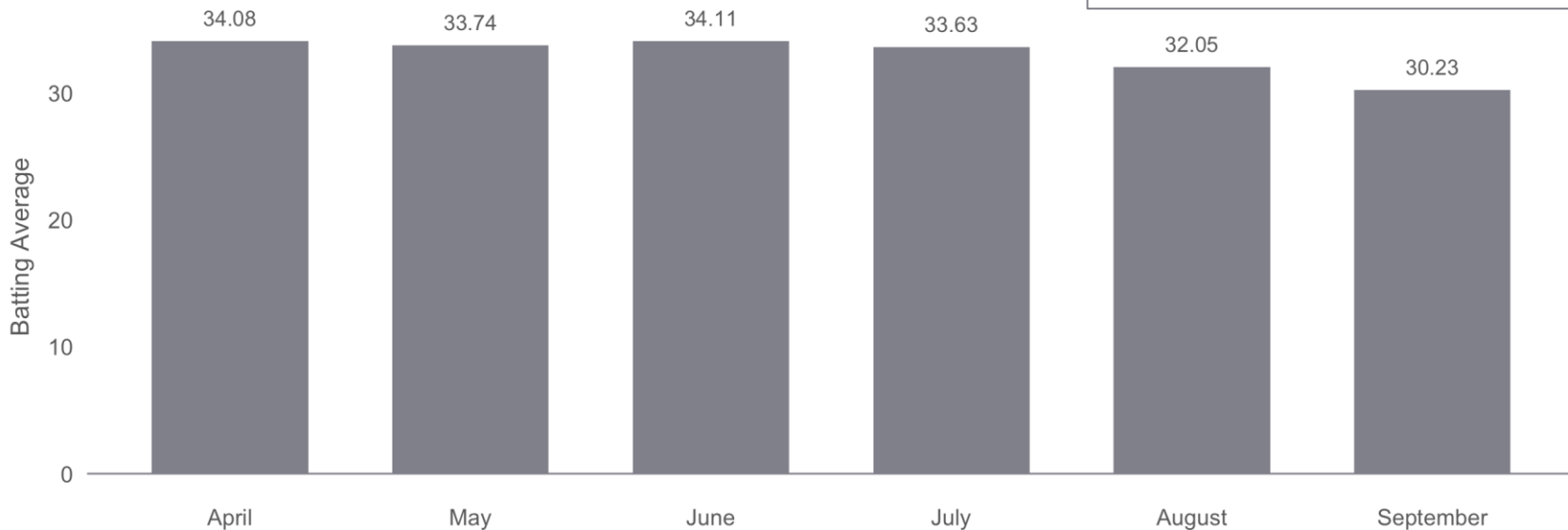
¹2021 for England, as the 2022 season is yet to be completed; players are currently tracking for similar workloads in 2022. 2018 and 2019 average for other nations (to eliminate effect of Covid)
 Sources: Cricket Archive, TFG Analysis



BATTING AVERAGES ARE RELATIVELY CONSISTENT THROUGHOUT THE SEASON...

Batting averages hover around 33 in most months of the season

Batting average by month of the season, 2014-2021



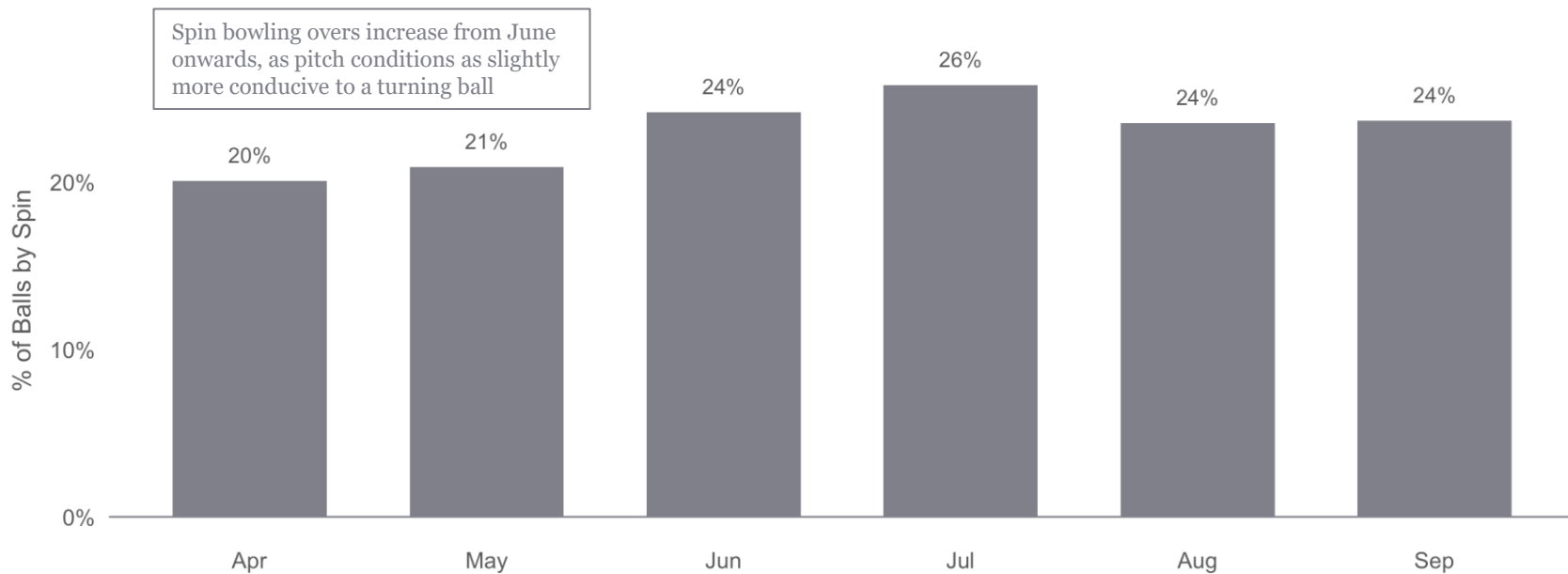
Averages are lower in September, which is likely a combination of pitches being harder to bat on due to conditions, and more teams preparing pitches that are more likely to generate a result



...SPINNERS BOWL ONLY SLIGHTLY MORE OFTEN FROM JUNE ONWARDS

% of overs bowled by spin is lower in April and May, but only marginally so

% of overs bowled by spin by month of the season, County Championship 2014-2021

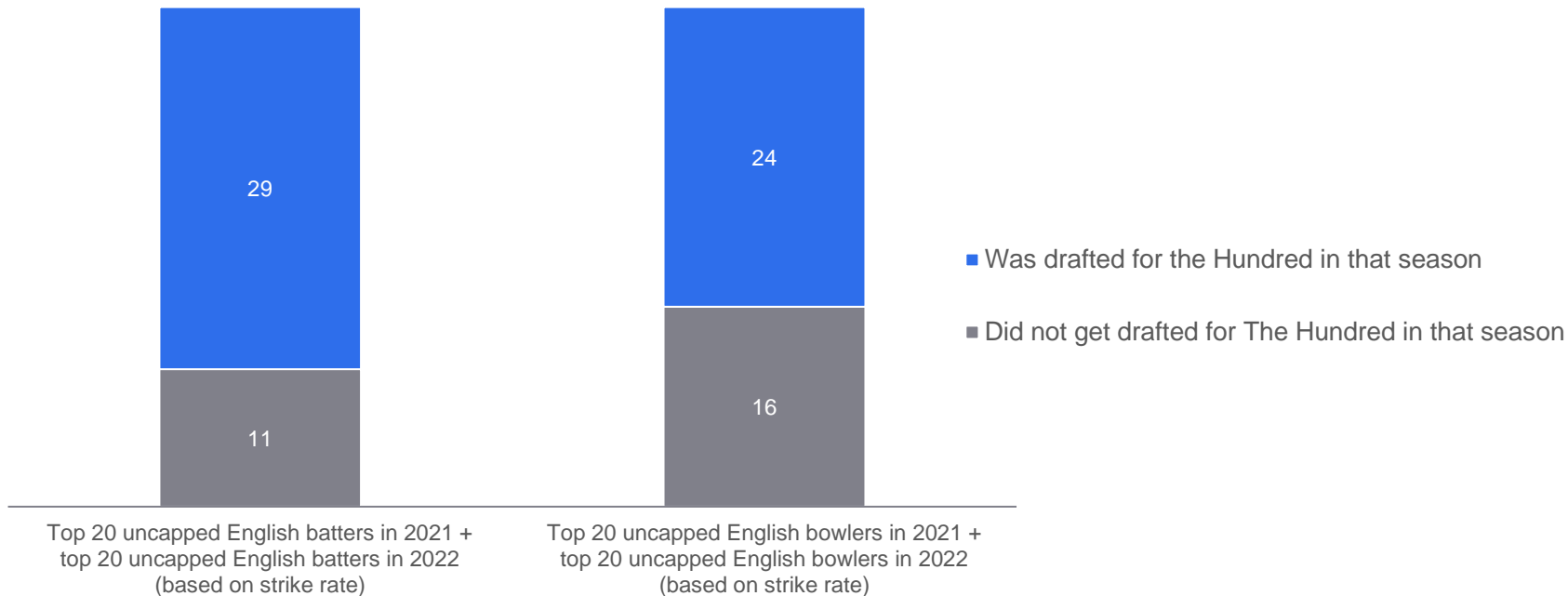




SOME LEADING BLAST PERFORMERS MISSED OUT ON HUNDRED CONTRACTS

There have been 16 high-performing Blast bowlers who did not get Hundred deals, but may have done with more wildcard places

of the best uncapped English players who were selected for the Hundred in that season, top 20 in T20 Blast in each of 2021 & 2022¹

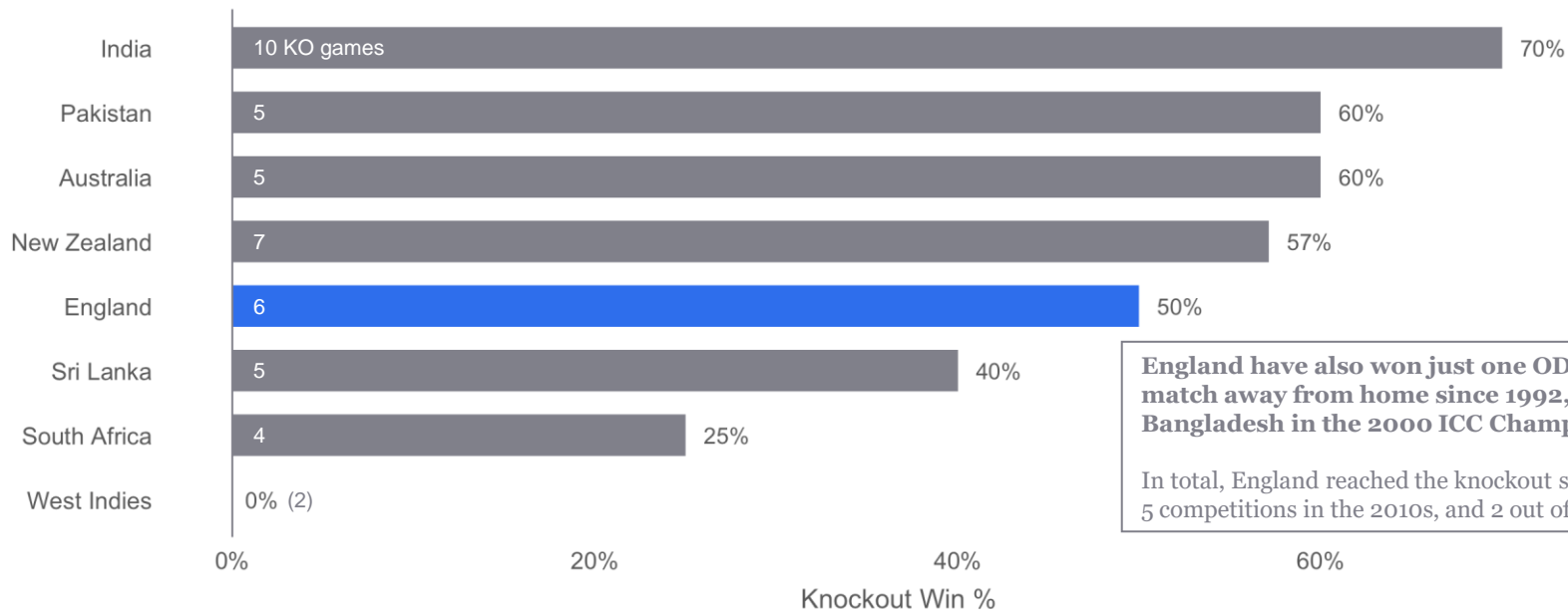




ENGLAND HAVE A MIDDLING ODI KNOCKOUT RECORD, ESPECIALLY AWAY

India have won 7 out of their 10 knockout matches since 2010

Knockout win percentage in global ICC ODI events since 2010 (World Cups and Champions Trophies)



England have also won just one ODI knockout match away from home since 1992, against Bangladesh in the 2000 ICC Champions Trophy.

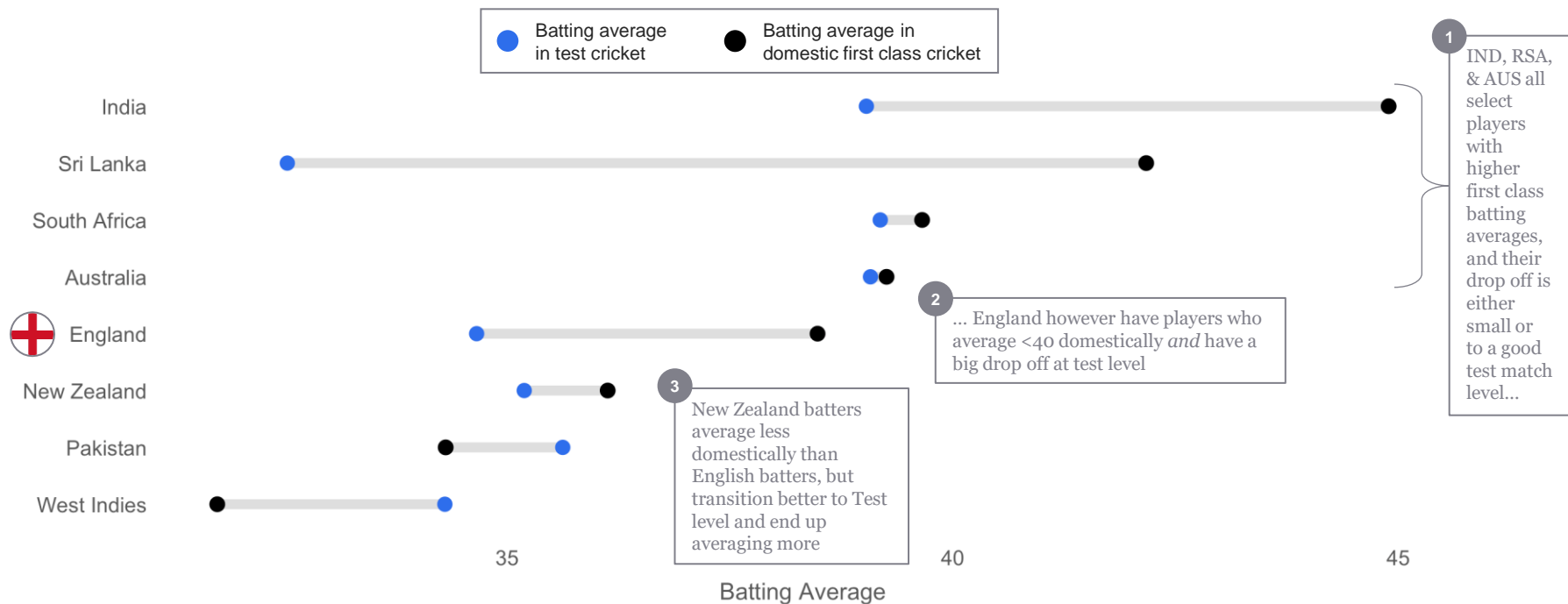
In total, England reached the knockout stages in 4 out of 5 competitions in the 2010s, and 2 out of 6 in the 2000s.



ENGLISH BATTERS' AVERAGES DROP OFF SIGNIFICANTLY IN TEST MATCHES

Australian batters average virtually the same domestically and in their initial test innings, suggesting that the standard of play is close

Batting average in test cricket (first 10 innings) and domestic first class cricket, batters making test debuts since 2010

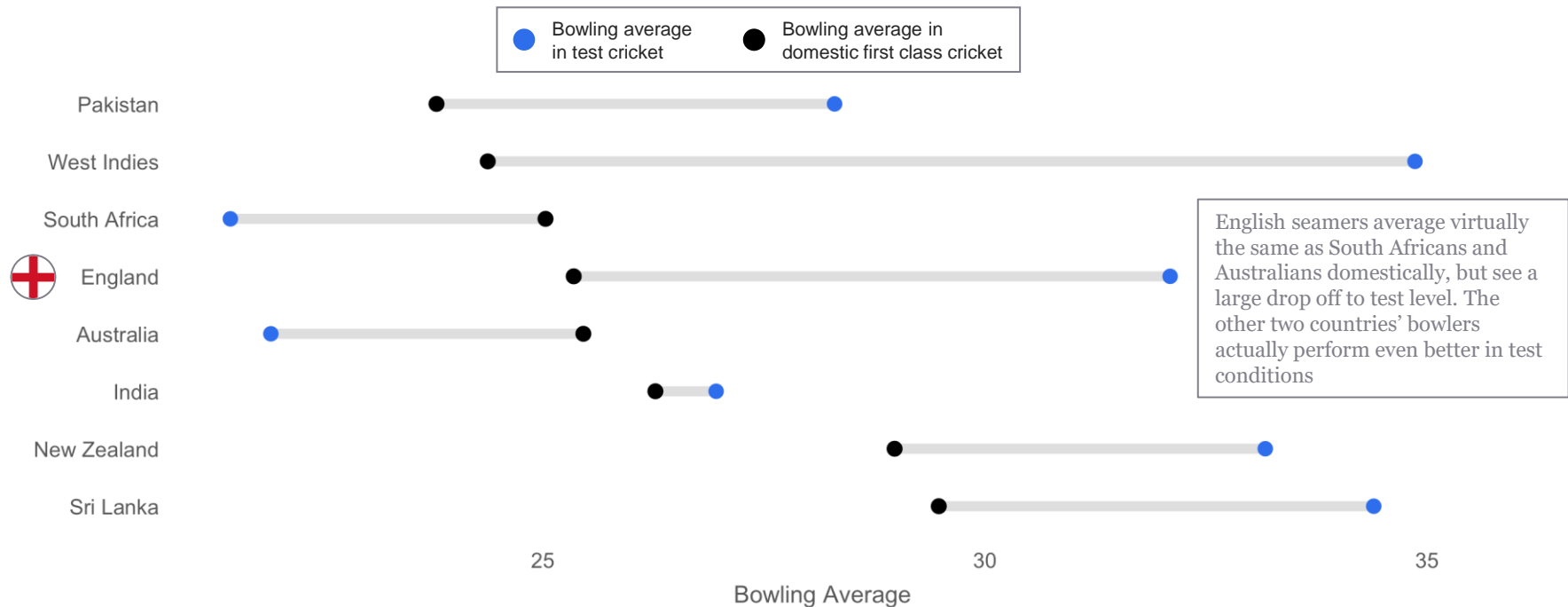




ENGLISH SEAM BOWLERS ALSO SEE THEIR AVERAGES RISE SIGNIFICANTLY IN TESTS

Indian seam bowlers average more at home than English bowlers, but have a less severe drop-off in tests

Bowling average in test cricket (first 10 innings) and domestic first class cricket, seam bowlers making test debuts since 2010

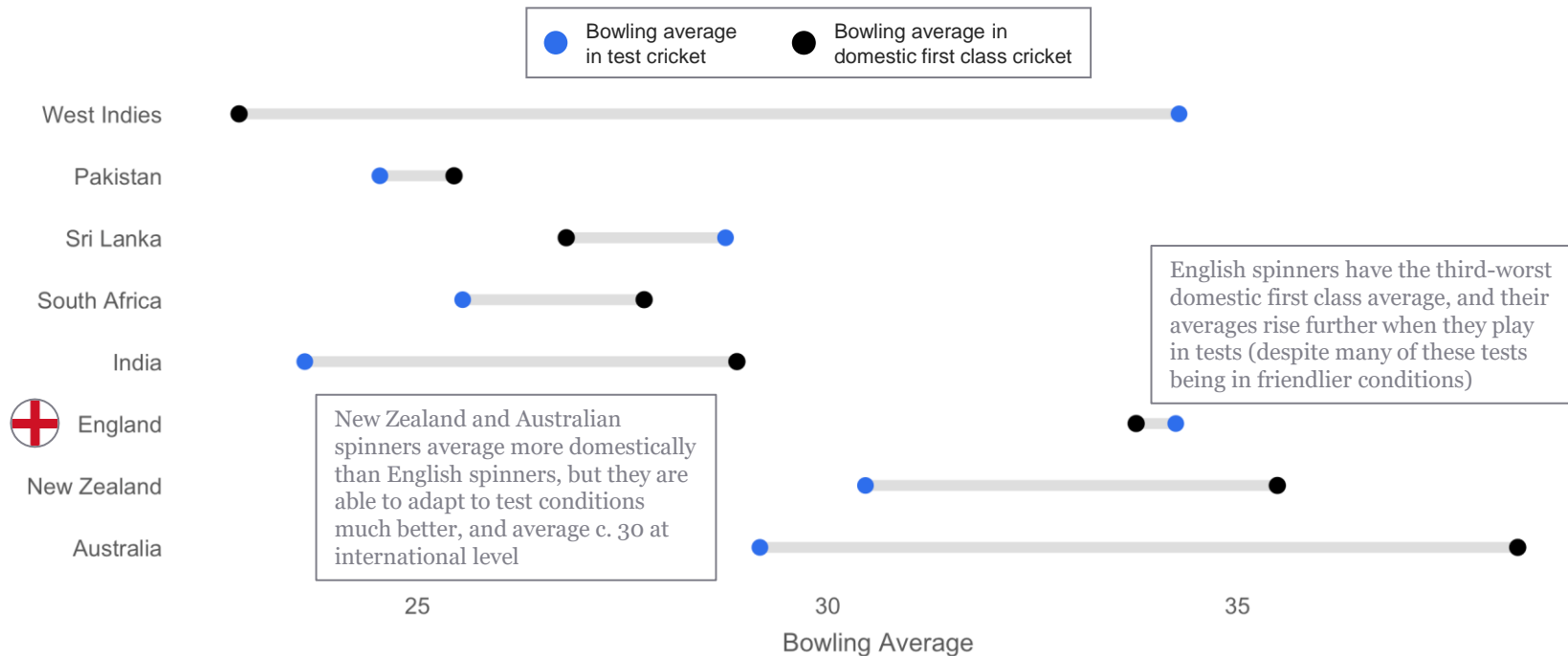




ENGLISH SPINNERS HAVE HIGH AVERAGES DOMESTICALLY AND IN TESTS

The best test nations' spinners actually do better at test level than domestically

Bowling average in test cricket (first 10 innings) and domestic first class cricket, spin bowlers making test debuts since 2010

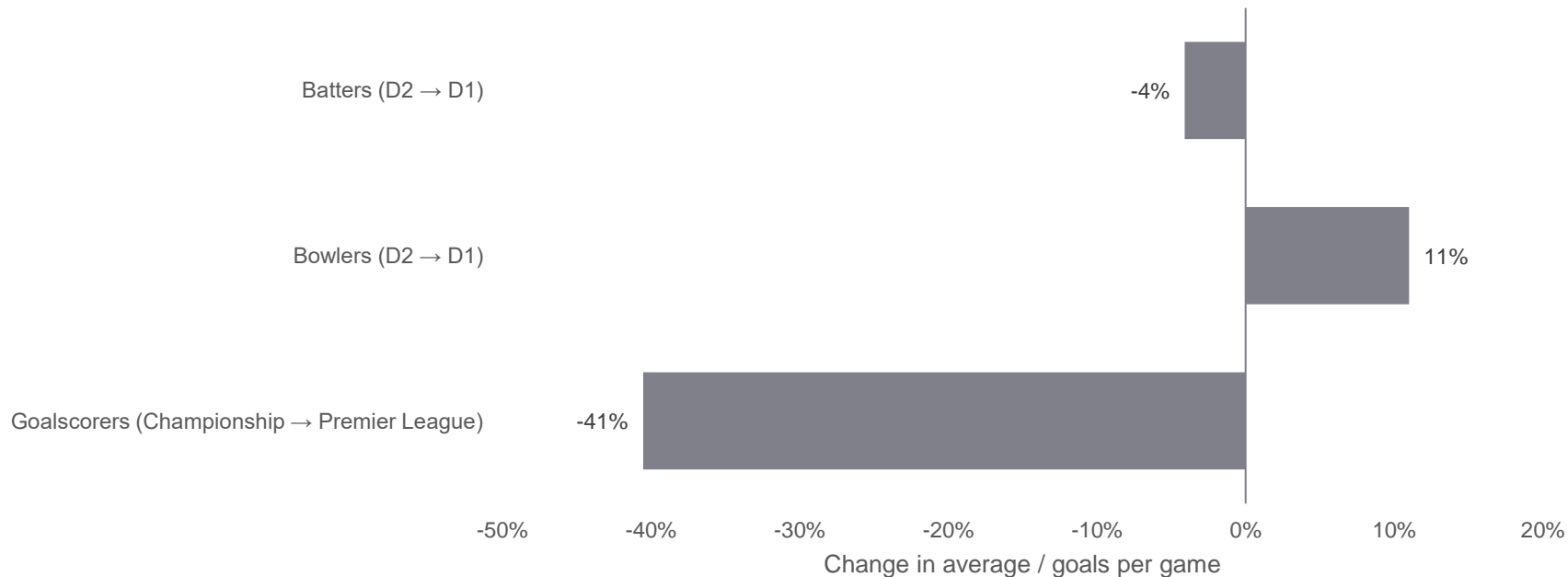




PLAYERS WHO HAVE PLAYED IN BOTH DIVISIONS HAVE HAD SIMILAR AVERAGES IN EACH

In football, goalscorers moving up from the Championship see their goals rate fall 41%, reflecting the quality of the top flight

Calculation of the batting and bowling averages of players who have played in both division 1 and division 2 since 2014, and then calculating the average difference in average (in percentage terms) for players with minimum of 1800 balls (bowlers) or 20 dismissals (batters) in each division. Drop in goalscoring rate based on analysis of strikers playing in both divisions, since 2010

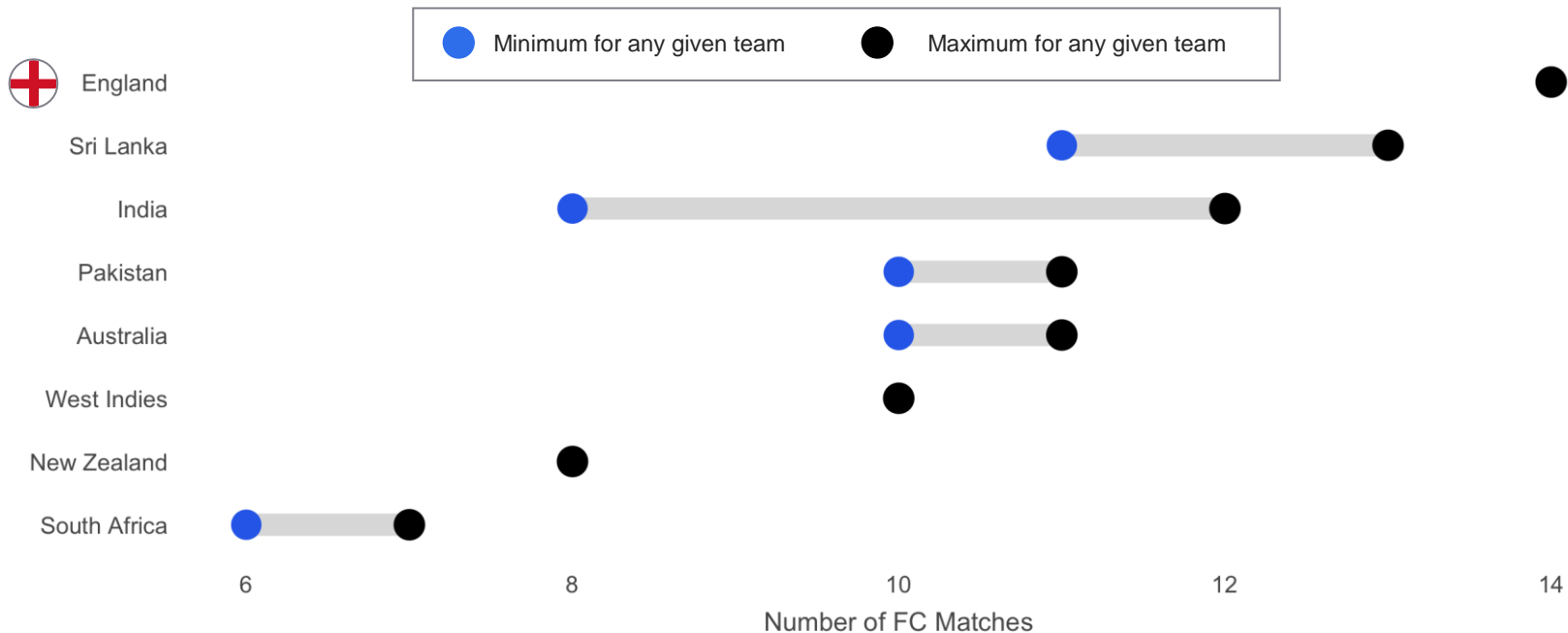




WE PLAY MORE FIRST CLASS GAMES THAN OTHER COUNTRIES

In India, teams play anywhere between 8 and 12 matches

Typical minimum and maximum number of first class matches in a season for any given team

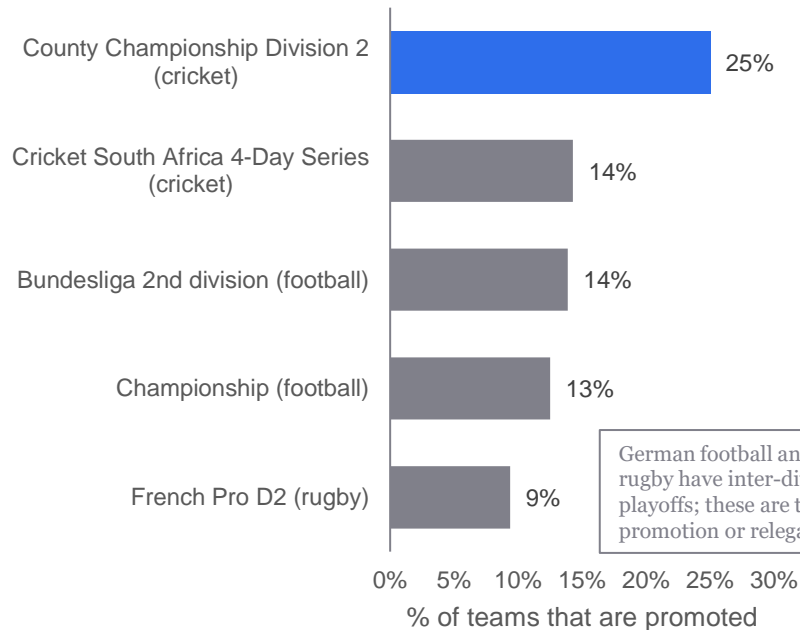




STANDARD PRACTICE IN OTHER COMPETITIONS IS TO PROMOTE AND RELEGATE 10-15% OF TEAMS

Benchmark leagues promote 9-14% of teams in a 2nd division...

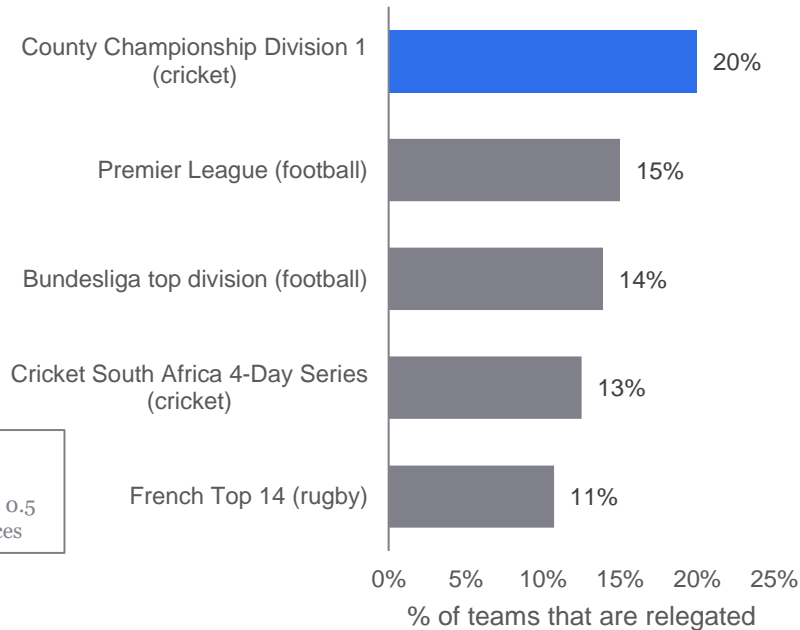
% of teams that are promoted in a typical season



German football and French rugby have inter-divisional playoffs; these are treated as 0.5 promotion or relegation places

... and relegate 11-15% of teams in a 1st division

% of teams that are relegated in a typical season

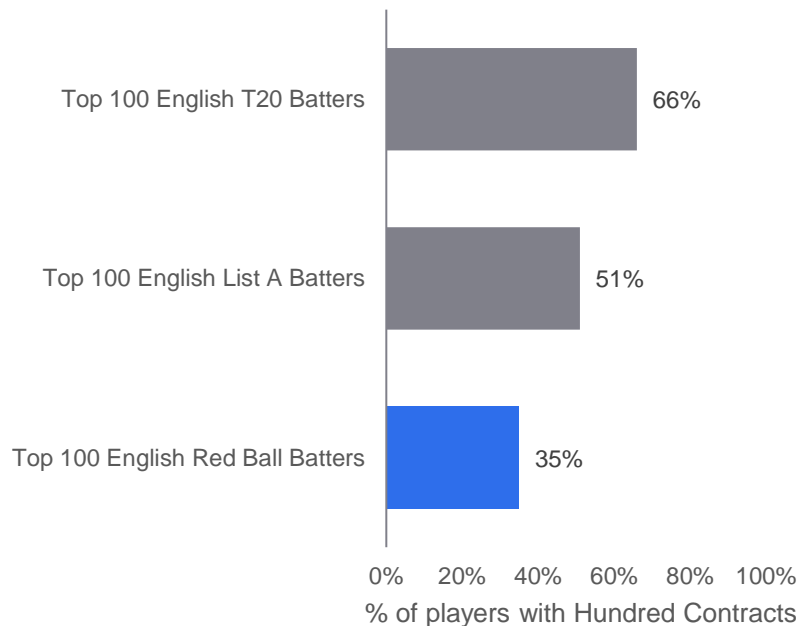




THE MAJORITY OF THE BEST RED BALL PLAYERS ARE NOT IN THE HUNDRED

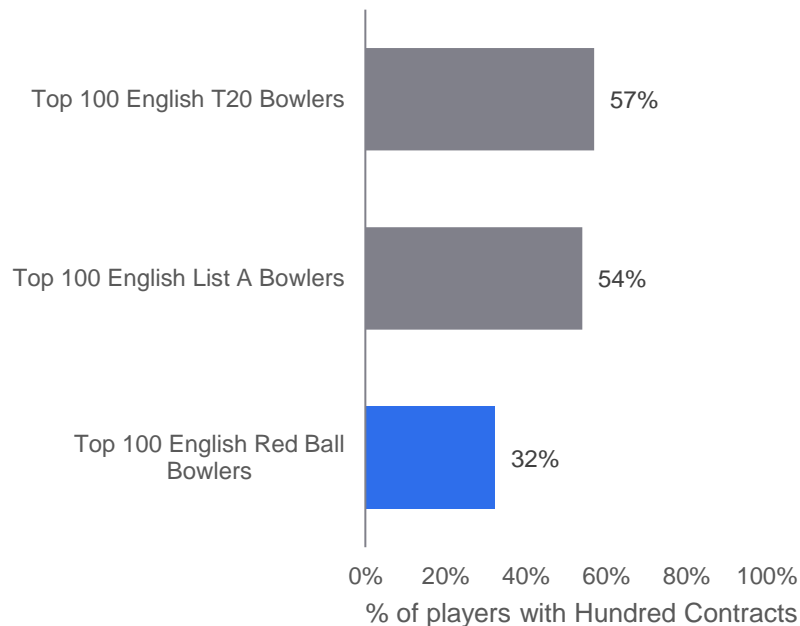
A lower share of the best red ball batters have Hundred contracts...

% of top 100 red/white ball batters¹ who have Hundred contracts, 2022 season



... And the same is true for bowlers

% of top 100 red/white ball bowlers¹ who have Hundred contracts, 2022 season



¹Top red ball players defined by their Division 1 average, or their predicted Division 1 average based on historic 'exchange rate' between Division 1 and Division 2. Top white ball players defined by a combination of players' averages and strike rates. The latest season of The Hundred has been chosen as performance for batting and bowling has been assessed over multiple seasons, rather than in individual seasons. Sources: TFG Analysis, Cricket Archive.



EMERGING IDEAS AND PROPOSALS FOR DISCUSSION



WE WOULD LIKE TO DISCUSS A BROAD SET OF IDEAS AND PROPOSALS

AREA OF HIGH PERFORMANCE STRATEGY	AREA OF EXPLORATION
PERFORMANCE CULTURE	<i>Boost game-wide focus on performance, with accountability for delivery of an effective high performance system</i> <ol style="list-style-type: none"> 1. Accountability for men’s high performance ... through performance-focused NED¹ & an evolved PCC² 2. Understanding ‘What it Takes to Win’ (WITTW)... through relevant data analysis on international success 3. Game-wide performance dialogue ... through communication plan that helps embed WITTW in the game 4. Diverse skills in performance roles... through development for broader performance roles (e.g. DoCs³) 5. Impact-based reward ... through FCCs being rewarded based on alignment with the game’s strategic priorities
SKILLS DEVELOPMENT	<i>Evolve our player development system to produce players with key skills needed to succeed home and overseas</i> <ol style="list-style-type: none"> 6. Developing the right skills ... through coach development & trial use of another ball 7. Opportunities to experience overseas conditions ... through overseas games & warm weather facilities 8. Early international benchmarking ... through maintaining U19s and reinstating U17s international cricket 9. Elevate the Lions ... through formalised, consistent schedule and selection influenced by Lions performance
THRIVING DOMESTIC GAME	<i>Guarantee every organisation and competition has a place and role that enables them and the overall system to succeed</i> <ol style="list-style-type: none"> 10. Best v best competitions ... through reform of domestic competitions, with high performance in mind 11. Coherent domestic schedule ... through fewer days of cricket and a better season narrative 12. Appropriate pitches ... through bonus points, the schedule, and continued collaboration and accountability 13. Contracts, loans & transfers ... through flexibility and fair compensation for development
STRONG ENGLAND TEAMS	<i>Ensure England can win now and in the future through securing availability and access to players, and maximising their performance</i> <ol style="list-style-type: none"> 14. The right ‘shop window’ ... through clearly defining how England want to play and win 15. Suitable incentives to represent England ... through evolving central contracts 16. England player availability ... through focus on physical and psychological resilience

AIM: BOOST GAME-WIDE FOCUS ON PERFORMANCE, WITH ACCOUNTABILITY FOR DELIVERY OF AN EFFECTIVE HIGH PERFORMANCE SYSTEM



ACCOUNTABILITY FOR MEN'S HIGH PERFORMANCE



UNDERSTANDING WHAT IT TAKES TO WIN (WITTW)



GAME-WIDE PERFORMANCE DIALOGUE



DIVERSE SKILLS IN PERFORMANCE ROLES



IMPACT-BASED REWARD

KEY QUESTION

How do we ensure accountability for HP extends across English cricket?

How do we better understand what it takes to win in international cricket?

How can we create a rich performance dialogue across the game?

How do we create opportunities for career development in performance?

How do we fairly reward FCCs for their contribution to English cricket?

PROPOSALS

- High performance NED¹
- Performance Cricket Committee to be singularly focused on England performance
- Creation of Performance Advisory Board
- MDs Eng. Cricket to execute

- Research into WITTW (red + white ball)
- Definitive WITTW report
- Exploration of mobile ball tracking
- Roll out WITTW scouting system

- Formal, game-wide communication plan (goals, WITTW, feedback etc)
- Annual performance summit bringing together English game (players, coaches, DoCs, sport science, ground staff etc)

- Broaden development curriculum (DoCs etc)
- Proactive scouting of players to transition to performance roles
- More quality & opportunity in existing roles, not 'new' roles

- Review of CPA² from 2025
- Potential reward based on impact: performance, inspiring generations, talent development etc to align with English cricket objectives

BENEFITS

- Tone set from top
- Clear accountability for outcomes + responsibility for execution

- Better inform skills dev.
- Better talent predictions
- System feedback to evaluate success of initiatives

- Greater alignment
- Knowledge-sharing
- Enhanced relationships across stakeholders

- Greater focus on performance across game
- Talented people to remain within the game

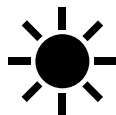
- FCCs given flexibility to pursue own purpose
- Aligns interests across game



AIM: EVOLVE OUR PLAYER DEVELOPMENT SYSTEM TO PRODUCE PLAYERS WITH KEY SKILLS NEEDED TO SUCCEED HOME AND OVERSEAS



DEVELOPING THE RIGHT SKILLS



OPPORTUNITIES TO EXPERIENCE OVERSEAS CONDITIONS



EARLY INTERNATIONAL BENCHMARKING



ELEVATE THE LIONS

KEY QUESTION

How do we develop players that will help England win at home & away?

How can we give players good overseas experience to help us win outside of England?

Do we see the benefits of giving players early international experience?

How do we make the Lions work for all parties?

PROPOSALS

- Coach development to adopt WITTW framework
- Practical coaching opportunities, including leadership exposure
- Trial use of different balls to develop variety of skills

- North vs South red ball match in UAE during pre-season
- Explore warm weather training facility partnerships
- Formalise overseas club programme for selected players

- Continuation of the U19s programme
- Reinstate international matches at U17 level

- Stronger comms to players and game on Lions role
- Formalise consistent schedule
- 80% focus on red ball, remaining 20% on 50 over cricket
- Explore triangular series

BENEFITS

- Rounded coaches targeting skills that help England win
- Bowlers developing skills more suited to overseas conditions

- Enhances red ball pathway
- Provides meaningful experience in overseas conditions

- Aids early talent ID
- Allows players personal benchmarking
- Touring experience

- Competitive overseas opportunities
- Clearer pathway to England
- Better informed selection

AIM: GUARANTEE EVERY ORGANISATION AND COMPETITION HAS A PLACE AND ROLE THAT ENABLES THEM AND THE OVERALL SYSTEM TO SUCCEED



Note: the below are performance-first options that have emerged from consultations and data analysis, and will be discussed in detail with the men's professional game. Ultimately decisions over the domestic structure will be for the FCCs to make; but we believe these ideas could help deliver the high performance principles

EMERGING IDEAS

The Hundred is committed through to 2028, and is a clear best vs. best competition

Fewer days of cricket, to aid player performance

T20 Blast schedule optimised to maximise narrative and attendances

Strongest possible 50 Over competition in April, with a smaller group stage and emphasis on KOs

Smaller top division in County Championship

A bonus points scoring system to incentivise better pitches

Meaningful compensation for counties who develop elite players

QUESTIONS

Are there ways other than wildcards to connect the T20 Blast to The Hundred?

How do we get there, from 79 today?

What is the appropriate scheduling and number and frequency of group matches in order to do this?

Is this preferable to alongside the Hundred? If so, should a form of red ball cricket played in August?

What is the optimal number of teams to deliver best vs. best?

Do we agree with this in principle?

Do we agree with this in principle?

AIM: ENSURE ENGLAND CAN WIN NOW AND IN THE FUTURE THROUGH SECURING AVAILABILITY AND ACCESS TO PLAYERS, AND MAXIMISING THEIR PERFORMANCE



THE RIGHT 'SHOP WINDOW'



EVOLVE CENTRAL CONTRACTING



PHYSICAL & PSYCHOLOGICAL RESILIENCE

KEY QUESTION

How do we create an aligned, aspirational England environment?

How do we efficiently incentivise players to prioritise England?

How do we best look after England players, and maximise their availability?

PROPOSALS

- Clear principles to defined how England want to play and to win
- Clear, consistent communication of selection criteria aligned with WITTW

- Higher allocation to multi-format players, multi-year deals
- Match fees to cover higher % for red & white ball specialists
- Maintenance of fast bowler central contracts

- Athlete monitoring system
- Improved profiling, screening, and surveillance of athlete workloads
- Individualised programmes
- Recruit & retain quality people

BENEFITS

- Incentive to play for England
- Stability & consistency across coach tenures
- Alignment across the game

- Efficient resource allocation to players in highest demand
- Greater security for key players
- Manage fast bowler load

- Better player availability, leading to fielding of strong England teams
- Enhanced player wellbeing