



Operational Plan 2022

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TABLE OF CONTENTS

THE MAIN PRIORITIES OF FINNISH CRICKET FOR 2022:	4
1. OVERVIEW	5
2. RECREATIONAL SPORT	6
2.1. NON-COMPETITIVE RECREATIONAL CRICKET	6
2.1.1. <i>Children's and young people's cricket - more movement through cricket</i>	6
2.1.2. <i>Non-competitive recreational sport for adults - movement through all ages</i>	8
2.1.3. <i>Women's cricket</i>	8
2.2. COMPETITIVE RECREATIONAL SPORT.....	10
2.2.1. <i>Developing the balance of game formats</i>	10
2.2.2. <i>Development of league structures</i>	10
2.2.3. <i>SM Week</i>	11
2.2.4. <i>Licensing system and licenses for competitions</i>	11
3. HIGH-PERFORMANCE	13
3.1. WORLD CUP TOURNAMENT PATHWAY AND INTERNATIONAL VISIBILITY	13
3.2. REGIONAL WORLD CUP QUALIFIERS IN FINLAND!	13
3.3. GENERAL DEVELOPMENT OF THE NATIONAL TEAM	13
3.4. TOP INTERNATIONAL CLUB TOURNAMENT, EUROPEAN CRICKET LEAGUE (ECL).....	15
3.5. NATIONAL TEAM PRACTICE MATCH SERIES	15
3.6. WOMEN AND YOUTH JOIN THE NATIONAL TEAM PATHWAY	15
3.7. FINNISH PREMIER LEAGUE.....	15
4. CLUB DEVELOPMENT AND ORGANISATIONAL ACTIVITIES	17
4.1. STAR CLUBS - TÄHTISEURAT.....	17
5. ACCOUNTABILITY	18
5.1. ETHICAL VALUES OF PHYSICAL ACTIVITY AND SPORT	18
5.2. GOOD GOVERNANCE	18
5.3. EQUALITY AND NON-DISCRIMINATION PLAN	18
5.4. SAFE AND HEALTHY OPERATING ENVIRONMENT.....	19
5.5. ENVIRONMENTAL RESPONSIBILITY	19
5.6. ANTI-DOPING MEASURES	20
6. CRICKET INFRASTRUCTURE	20
6.1. KERAVA NATIONAL CRICKET GROUND.....	21
6.2. TIKKURILA CRICKET GROUND	21
6.3. KÄPYLÄ CRICKET GROUND.....	22
6.4. EERIKILÄ SPORTS INSTITUTE	22
6.5. OTHER DEVELOPMENT OF CRICKET INFRASTRUCTURE.....	23
7. INTERNATIONAL NETWORKING	23

8. MARKETING AND COMMUNICATION - FOCUSING ON RAISING AWARENESS	24
8.1. MARKETING.....	24
8.1.1. <i>Women's and junior cricket</i>	24
8.1.2. <i>National team</i>	24
8.1.3. <i>Finnish Premier League (FPL)</i>	24
8.2. COMMUNICATIONS.....	25
8.2.1. <i>Cricket community</i>	25
8.2.2. <i>Partners</i>	25
9. EDUCATION	27
9.1. OFFICIALS	27
9.2. COACHING AND INSTRUCTOR COIURSES	28
9.2.1. <i>New coaching programme</i>	28
10. ADMINISTRATION AND STAFF.....	29
11. FINNISH CRICKET STRATEGY 2026	31

The vision of the Finnish Cricket Association is to bring the joy of cricket to the whole of Finland in an innovative and sustainable way.

The main priorities of Finnish Cricket's for 2022:

1. TWO WORLD CUP QUALIFIERS IN FINLAND 2022 (TWENTY-20 WORLD CUP REGIONAL QUALIFIER)

- a) The Association shall secure the financial resources and the necessary staff required for the qualifying tournaments
- b) The Association works closely with the Ministry of Education and Culture and the cities of Kerava and Vantaa to ensure the success of the tournament
- c) Future access to infrastructures will be ensured

2. DEVELOPING WOMEN'S CRICKET AND JUNIOR CRICKET

- a) An official women's cricket league or tournament will be played in the 2022 season
- b) An official junior league or tournament will be played in the 2022 season
- c) Support for the club specialising in women's and junior cricket activities will continue and be strengthened
- d) Member clubs will be supported as they expand their activities into women's and junior cricket

3. REINFORCEMENT OF STRUCTURES

- a) As the Association's activities expand, it is necessary to further strengthen the number of committed volunteers and paid staff to safeguard the upward trajectory of activities that strengthen further development of cricket in Finland
- b) The need to update the Association's constitution will be reviewed, and governance structures will be clarified

4. STRENGTHENING THE ACTIVITIES OF THE MEN'S NATIONAL TEAM TO ENSURE SUCCESS, INCLUDING PLAYER PATHWAYS DEVELOPMENT

- a) The men's national team will be given the best possible preparation for the World Cup Qualifier tournament
- b) Building a sustainable player pathway from grassroots to national team level regardless of gender
- c) The Association ensures sufficient human resources (on the one hand to safeguard the activities of the national team and, on the other hand, to make the player pathway clearer)

1. OVERVIEW

The Purpose of the Finnish Cricket Association is to promote cricket among as many Finns and Finnish residents as possible at all levels of the sport and to act as a link between its member communities. In addition, the Association promotes and supervises the development of the sport in Finland and represents Finland in the international bodies of the sport.

The aim of the association is to create opportunities to people from different backgrounds, to experience the joy of physical activity through cricket as widely as possible and contribute to their well-being and health and to maintain and improve their physical performance. A particular focus of the association's activities is on guiding children and young people to the sport.

The Association will carry out its purpose by growing awareness of cricket as a sport in Finland, organising courses, assisting the founding of cricket clubs as well as supporting their internal development, by organising national competitions at all levels of the sport, and supporting non-competitive recreational cricket and by organising international competitions. The Association draws up and establishes the rules and championship regulations for cricket used in the sport and resolves disputes concerning them. The association also publishes cricket material, represents its members abroad and maintains contact with similar foreign organizations.



As a national sports' governing body, the Finnish Cricket Association promotes the interests of cricket in Finland and monitors compliance by the Governing body and its member clubs with the rules, regulations, obligations and ethical principles of the Finnish Olympic Committee, the International Cricket Council (International Cricket Council), the Marylebone Cricket Club (MCC), the Sports Act and Decree, and other guidance and ethical principles related to sport and physical activity.

Cricket is a unique sport in Finland in that it connects players from the world's second most popular team game originating from cricket playing countries to Finnish sports enthusiasts. This offers both the joy of physical activity and the opportunity to open to new cultural influences while developing their language skills. Playing the game together brings immigrants and the local population closer together, reducing inequalities due to different backgrounds. Through its activities, the Finnish Cricket Association is strongly involved in promoting the integration players with immigrant backgrounds into Finnish society and through the multicultural nature of the sport, while promoting equality and equality.

The 2022 Action Plan has been drawn up on the assumption that Covid-19 will not impose significant restrictions on operations.

2. RECREATIONAL SPORT

2.1. Non-competitive hobby cricket

2.1.1. Children's and young people's cricket - more movement with cricket

The development of junior activities and coaching is the cornerstone of the future of the sport. The association continues to invest significantly, both in the association's financial and human resources to this aim. The interest that arises through sports presentations is channelled into a hobby by guiding eager new players to clubs.



The main actions are:

- Development of club-based junior activities
- Training new coaches, instructors, and teachers in the primary stages of cricket
- Regular junior coaching, tournaments, and summer camps
- The Association provides special coaching support to the PlayCricket Finland foster club, which organizes regular junior coaching
- Coaching players under the age of 17 will be developed as part of the player pathway
- The CRIIO elementary program for schools and other beginner groups offers low-threshold familiarization with the sport – the start of this project, which has been identified as important, has been postponed due to the pandemic, but now it is hoped that we will be able to take new steps in organizing it.

Partners

The Cricket Association will focus resources on junior activities on more targeted partners. One of the cornerstones of the framework agreement with the Eerikkilä Sports Institute is to spread the familiarity of the sport through new channels. Among other things, there are plans to develop cooperation with larger sports federations, for example during their children's and young people's camp activities at Eerikkilä.

Some of the Cricket Association's member clubs, especially outside the Helsinki metropolitan area, continue to make sports presentations in cooperation with schools. The Association shall support this action with equipment and, where appropriate, by helping to plan these cricket demo events. Some regional sports organizations have also been supportive and cooperation with them will be intensified.

The Cricket Association encourages its member clubs to find partners in local clubs of other sports.

Low threshold sport

The threshold for starting cricket is kept very low. The association's introduction events are free of charge for children and young people. The prices of summer camps are also very affordable, mainly covering the cost of serving lunch during the days. The cost of these day camps will continue to be affordable.

The International Cricket Council has developed a form of play called "CRIIIO" that is targeted at beginners, and that is both simple, and fun CRIIIO aims at providing experiences of success right from the start. The game is flexible in form and can be played with teams of different sizes, depending on the situation. Due to the short duration of the game, it is also easy to organize a school cricket tournament within the framework of a sports lesson, for example.

A novice junior player does not have to purchase equipment. The association and member clubs have at their disposal the equipment needed to start the sport, so it is enough to start a hobby with normal sportswear. This equipment solution works for children and young people as well as adults.

In the summer of 2022, the Cricket Association will organize junior summer camps in Kerava and/or Tikkurila.

Juniors for member clubs, member club for juniors

In 2022, efforts will continue to be made to support member clubs that are ready to include junior players. This requires at least coach assistance and training support from the association.

The Association supports a foster club focusing on junior activities and women's cricket (PlayCricket Suomi ry). This support will help parents of children and young people, as well as their coaches, to strengthen the club's development on an increasingly solid footing. Strengthening junior activities and women's cricket is one of the most important priorities of the Association's strategy and one of the cornerstones of the future of the sport in Finland.



Regular junior training sessions have already reached the target group quite well. Regular training continues during the winter season 2021-2022. In autumn 2021, junior activities have also started at other clubs. The Association and organizing clubs actively market training opportunities with the aim of reaching enthusiastic families and players of different ages. This reinforces the association's low-threshold principle of starting cricket.

Player pathway

A clear player pathway from school age to adult players and national team activities is still under construction. However, based on past experience, the Association has decided to reduce the number of one-off school visits and focus its resources on more specific schools. The starting point is that cooperation will be established with schools that are willing to develop sustainable and longer-term cooperation, which can also lead from introduction events to intra-school tournaments and then to inter-school tournaments.

School cricket is an area of interest for both the Association and the clubs, as it is the tool to find potential new players to attend regular practice sessions in the clubs that have in place a programme for children and young people.

During 2022, the Association will organize junior cricket tournaments during both indoor and outdoor seasons together with the clubs that are now developing their junior activity. This has never happened before to the extent now planned, and the aim is to get back-up from the Association's management group as well.

2.1.2. Non-competitive amateur activities for adults - movement for all ages

Amateur events to be included in association activities - cricket suits all ages

The non-competitive hobby activities for adults continue as in previous years and is mainly run by clubs. Local and regional hobby tournaments will be included in the Association's activity calendar. Tournaments and mini leagues organized by clubs will be included, where possible, to the Association's league calendar so that as many players and supporters as possible can participate in these events.

The association encourages clubs to participate in sports events in their area. Such events may include e.g., "Dream sports day" or other municipal or regional sports events.

The Hobby Series, coordinated by the Association, offers a non-competitive low-threshold way to play cricket matches. The activities launched in 2021 will be extended better than in the start-up year to clubs outside league activities, especially in provincial centres, by removing obstacles to participation.

2.1.3. Women's cricket

One aspect of the development of cricket, perhaps the most affected by the pandemic, has been women's cricket. The game and training program, which had gotten off to a great start, was almost completely halted in November 2020 and did not recover fully even in the summer of 2021. For this reason, setting up of the women's league was postponed to 2022.



Women's cricket is growing in popularity around the world, including in our neighbours Sweden and Norway, so a new kickstart is being developed in Finland as well. The development of women's cricket is one of the association's most important goals for 2022, and two official women's indoor cricket tournaments will be played in the spring and two in the autumn. In addition to these, a women's tournament will be held in the summer of 2022 as part of the Finnish Championship Week in Salo, as well as other game events in June and August.

The Association will continue to support the organization of both regular exercises and games, which are increasingly directed into club activities. The PlayCricket Finland club serves as a model for organising women's activities and the club will be offered support especially in the organization of coaching.

In 2022, the FCA will invest in women's cricket in the following ways:

- organizing at least one basic course for women
- organizing indoor tournaments for both players from the basic course and women who have joined through different clubs
- arranging cricket activities in the summer
- marketing events as widely as possible
- supporting coach and instructor training for women and women's coaches

FEMALE CRICKET'S BEST ONTO THE PATHWAY TO THE NATIONAL TEAM

Due to the pandemic, the women's Nordic tournaments scheduled for 2020 and 2021 had to be postponed. However, it has been confirmed that, like other Nordic countries, players in Finland have an interest in international women's games. With this in mind, the plan for 2022 has been built as follows:

- players who have reached a sufficient skill level will be invited to join the men's national team, the Bears, at their training camp, during which the willingness of the players to commit to their own training programme will be confirmed.
- make it possible to hold a women's camp in Eerikkilä in connection with bears' camps at least once during spring 2022 and once in autumn
- regular exercises in addition to club exercises
- fitness program
- investing in social media visibility
- at least one international women's cricket match will be held

Specific objectives	Measures taken by the Association	Indicators
Resume regular exercises	ensuring qualified coaches	yes/no
Increasing the number of participants at training events to, at least 50 women by the end of the year	Coaches keep track of participant numbers Necessary coaching support	No. grown/ hasn't yes/no
Indoor tournaments in spring 2022 will be played with at least 4-5 teams; 8 teams in the autumn event 2022	Field/space reservations and game schedules Reserve the necessary operators	yes/no yes/no
Start women's national team activities	Organizing regular exercises Camps in connection with bears' camps in Eerikkilä Coach qualified for the women's team	yes/no yes/no yes/no
Finnish Championship Week Tournament 2022, 4–6 teams	Ensure a sufficient number of players Reserve the necessary officials	yes/no yes/no
Strengthening women's cricket's social media profile and other visibility	Ensure regular social media visibility and interesting content	yes/no
Summer 2022 game events	Taken into account in league match schedules and ground bookings	yes/no
	Ensure a sufficient player pool by supporting the foster club and other clubs by organising basic courses and by coaching support	Sufficient/not sufficient (Suomisport in use)

2.2. Competitive hobby

Competition activities organized by the association itself, complemented by competitions organized by member clubs and other parties, play the leading role in competitive hobby activities. The Association pays particular attention to fitting competitions organized by other parties into the official league and competition activities and to ensuring event organizers commit to maintaining a minimum level of safety in their competition arrangements.

The role of the national twenty20 (National League) as the indicator of the ranking of club teams is emphasized. The additional resources allocated to competition arrangements will also enable the national league's best performances to be better presented in the association's external communications. The importance of division one as the competition to feed teams to the Premier League is also emphasized in content production.

The clubs' second-team separate Twenty20 competition will be abandoned, and the participating teams will be integrated into the national Twenty20 League.

The official leagues and hobby series of the Ten10 game format will be separated so that the former is played in short tournament format and the participation of official league players in the latter is prevented, so that the hobby series becomes a fun experience for participants playing more for the joy of the game than for goal-oriented reasons. The official leagues is an important part of the player pathway and contributes to preparing the national team for the European Cricket Championship (ECC) tournament and the winning club for the European Cricket League (ECL) matches.

One-Day will host one series, with participation limited to clubs with the largest player pool and which participate fully in Twenty20 competitions.

The Association is also further developing its soft ball (tennis ball, light cricket ball, etc.) cricket. The soft ball lowers the threshold to start the sport and reduces equipment needs and the requirements for pitches. Soft ball modified cricket has also become part of the ICC's global development strategy. In this way, various groups of people who currently play the game and new groups and individuals from different ethnic backgrounds (including Finns) will be incorporated in the non-competitive hobby activities carried out within the framework of the Association.

Women's and junior tournaments will be included as a significant addition to the competition programme. These leagues play a key role in the association's strategy and in the International Cricket Council's growth strategy. The player pathway to the national team is through these leagues.

2.2.1. Developing the balance of game formats

After the changes in 2021, the Association is not preparing any further significant changes to the balance between the different forms of the game. The structure of the Premier League will be reviewed to improve the level of the league and thus best support the development of national team players.

The women's and junior's league will be launched in 2022. Preparations for the format of the game and the league structure will be defined early 2022.

2.2.2. Development of league activity structure

A mandatory club license for all clubs participating in competitions organized by the Association will continue to be used as in the previous years. Clubs playing in the Premier League will have to apply for a special Premier League license, the terms of which take into account the growing needs of media production of matches and the integrity risks highlighted by the publicity received by the Premier League.

The composition of the League Committee has been enlarged and its activities have been developed into a more independent and organised body. This development supports the Association's objective of independent and networked cooperation activities within the Association organization, the coordination of which takes place at management level (see 'Administration'). The committee's umpire activities will continue as a sub-activity of its own, led by a separate volunteer team leader.

The coordination of competition activities in different forms of the game has been improved by appointing format-specific league managers whose duties include the basic management of competition activities, and to whom disciplinary responsibility for the most minor offenses is also transferred. The chairman of the League Committee acts as the manager of the league managers.

2.2.3. SM-Week

The Cricket Association has tentatively decided to participate in the Finnish Championship Week in Salo in the summer of 2022. The Association is actively involved in the preparation of the event. The Cricket Association has been involved in all the events of the Finnish Championship Week so far. The plan for the SM Week tournament is to play the soft-ball semi-finals and final of the men's T10 game., The final will be shown live on YLE. A Women's Cricket Tournament will also be played during The Finnish Championship Week. Women's matches will also be shown in YLE's channels.



2.2.4. Licensing system and licenses for competitions

The importance of a well-functioning competition licensing system has increased as a result of attempts to organize unauthorized international tournaments elsewhere in Europe. The International Cricket Council requires its members license competitions organised in their country. In particular this aims to combat attempts at competition or match manipulation. For the Cricket Association, this is also the primary tool for ensuring player and spectator safety, as well as an important way to record all hobby cricket in Finland in the Association's statistics.

The authorization process for domestic competitions will be made simpler for the organizer by providing more information in advance on the established conditions for obtaining a license and by updating the online form used to apply for a permit.

As far as player licenses are concerned, there are no significant development needs. More attention will be paid to the marketing of the official's license, which will be better incorporated into the competition routines particularly of the highest league levels. Personal licenses engage their buyers directly in the Association's multi-level rule structure and in the transfers of rights required for live matches.

The introduction of the Suomisport -club services in clubs is strongly supported. Wider use of the Suomisport platform will facilitate some of the administrative work within clubs and, at the same time, provide the association with better quality and more reliable information on the players.

Specific objectives	Measures taken by the Association	Indicators
Short game formats (fewer than 30 input sets) are weighted in resource allocation	Resource usage focuses on shorter game formats	Share of long and short game formats in resource use
The role of the League Committee as an independent institution continues to strengthen and becomes more visible within the cricket community	Staff will be increased, internal division of labour clarified, and responsibilities and activities informed to the cricket community	Number of league committee staff in 2021 > 2022 The committee's job descriptions are documented (on/not) Information on the activities of the committee and staff is available on the website or the activities and job descriptions have been announced by e-mail (on/no)
The association has visibility into all cricket played in Finland and cricket played abroad by Finnish players	Sanctioning system is established	The process is understandably described and explained on the Association's website. Included in club training. Process permits/non-compliances
	Licensing system for licensed players to be established	Number of applications entered through the process/penalties imposed for unauthorized gaming
Cricket grows as a competition sport	Changing the emphasis on game formats and setting up new competitions will attract more players to competitive cricket	Number of licensed players in 2021 > 2022



3. HIGH-PERFORMANCE

3.1. World Cup tournament pathway and international visibility

Since the ICC renewed its membership category and the criterion for international cricket matches and its format-specific value tournament pathways, national team activities have become more goal-oriented and more goal-oriented for players in recent years.

The definition of international Twenty20 matches (T20I) that produce ranking points was broadened from the beginning of 2019 to all matches between ICC members. Each country match played in acceptable conditions is included in the Finnish rankings.

With the rankings achieved through international matches, the national team's games have gained significantly higher visibility than anticipated with the streaming of matches, which has also unexpectedly resulted in special betting value for domestic competitions. The acquired visibility will now be utilised within the Association's rights for all events of the year.

3.2. Regional World Cup Qualifiers in Finland!

The European Regional World Cup qualifiers originally planned for 2020 and 2021 and prepared in detail both years were cancelled due to the Covid-19 pandemic. As a follow-up, Finland has been asked to organize two regional qualifying tournaments in summer 2022. Although official decisions on the organizational responsibility will not be received until the end of 2021, preparations are already in full swing in autumn 2021.

Finland will therefore host two European Regional World Cup **Qualifiers** in the summer of 2022. The tournaments will be held in consecutive weeks from 12 July to 31 July 2022. A total of 20 European cricketing countries will play in the tournaments. By November 2021, the tournaments' match programmes and the split of participating countries between the two tournaments is not yet resolved. These decisions will be made by the end of the year. The tournaments will decide the countries that will qualify on the pathway leading up to the 2024 WC finals.

Qualifying tournaments will be played at the Kerava National Cricket Ground and Tikkurila Sports Park. These qualifying tournaments will be the biggest and most significant event ever held in Finland, the realisation of which will be a great effort for the Association. In addition to financial resources, implementation will require many skilled volunteers for numerous tasks. The tournament is offered to different educational institutions as one of the opportunities for training and development for students in the field of sports, communications, and sports facility management. This has been tentatively discussed with both Eerikkilä and Vierumäki Sports Institute.

The Cricket Association will receive financial support from the ICC for the costs of hosting the tournaments. The Association has also received special grants from the Ministry of Education and Culture to finance preparations and arrangements for a major sporting event (previously granted funding may be carried over to 2022). The Association will hire a Finnish event producer to lead the preparation and implementation of the tournaments. In addition, the Association is looking for commercial partnerships for the event.

For the Finnish national team, this tournament, and preparations for it will be the main theme of 2022. The national team's preparations for qualifying will be supported by playing a series of matches most likely against countries like Germany, Denmark and Spain in spring 2022.

3.3. General development of the national team

The priorities of national team coaching are to enhance individual skills, team building, and physical fitness.

The coaching team has succeeded in creating a culture of positive continuity and consistency in training. The team has also been supported by a professional fitness expert. All activities will continue and partly expand in 2022 as

part of the preparations for the World Cup qualifying tournament and at the same time as a basis for future development work.

In the 2021 season, the national team participated in the European Championship (ECC – European Cricket Championship) for the first time in the T-10 game format of the sport, the experience of which strongly supports the goals of the coaching team and development goals of the whole team. The players were able to concretely identify their own development needs and the team's development needs, but also to realise the growth potential. Positive experiences and successes motivate the national team in its development. The national team will also participate in this tournament in the 2022 season.

The national team squad will be expanded. After the training and selection events at the end of 2021, players with sufficient skill and fitness levels and motivated and committed players from the invited 10 potential national team players will be selected for the squad.

The training infrastructure and expertise at Eerikkilä are utilised in regular national team coaching and training camps. The coaching and training methods developed by the Finnish Football Association and the Floorball Association together with Eerikkilä will be utilised where appropriate. The strength and conditioning coaching utilise the cooperation agreement with StadiFit.

In addition to the above actions, the Cricket Association is deepening its work with the team sports manager of the Olympic Committee's High-Performance sports unit.

Specific objectives	Measures taken by the Association	Indicators
Development of individual skills	Update a player-specific development needs analysis	is/is not
	Specific training programmes for each player for the 2021-2022 winter season	is/is not
	Maximise benefit from the use of Eerikkilä indoor training opportunity	is/is not
Improving players' physical performance	Continue with individual players' fitness analysis twice per year	Every player's fitness level has increased
	Individual-level training programmes drawn up based on the above	is/is not
	Record each training session (centralized log)	is/is not
Strengthening the team's internal operations	The team internally supervises the training (quantity and quality)	Requires team management measures/does not require
	The team's internal communication process will be clarified	Message passes to everyone delay/ data outages occur
	Player engagement with shared values and functions	1) Discrepancies observed/not 2) Players participated in national team squad tournaments/ no / %
Raising the global ranking of the men's national team	Investing in coaching processes and the prerequisites for top-level sports activities	25.10.2021 ranking 57, aiming for a 10-place increase in 2022

3.4. Top international club tournament European Cricket League (ECL)

In autumn 2019, the Association signed a multi-year cooperation agreement with the founding company of the international European Cricket League tournament to participate in the competition. The tournament brings together the champion club teams of shorter formats of play in Europe's small and medium-sized cricketing countries to decide "the king of European cricket." Started in 2019, the tournament is like the Champions League of Football – the major difference being that it is played in one location during a few consecutive weeks – and it already attracted a lot of interest in its opening year. Unfortunately, COVID-19 forced the cancellation of the planned tournaments in 2020 and 2021.

The ECL tournament will continue during our 2022 winter season (February). The tournament will be attended by the country's best club teams from a total of thirty European countries. Participation in this tournament is expected to have an uplifting effect on the competition for the Finnish Twenty-20 national championship. For the first time, a domestic champion team can expect "Euro games", which serves as a motivating starting point for domestic games at the top league level in Finland. From Finland, the winner of the 2022 Twenty-20 Finnish Premier League will take part in the tournament in 2023.

3.5. National team squad (Elite) match series

If (when) the International Cricket Council confirms in late November 2021 that Finland will host two World Cup qualifiers in the summer of 2022, the Finnish Cricket Association will host at least one national team squad training match Elite series during May and June 2022. After the World Cup Qualifier, it will be decided whether an additional series will be played later in the summer.

The core goal is to get the best eligible players in Finland to play together and in the best possible operating environment. Practice matches form a key part of the national team's individual and team level coaching. This increases the quality of matches and raises the match levels towards international standards.

3.6. Women and youth join the national team pathway

The creation of the Finnish women's national team started in 2021 and there are tentatively several talented and enthusiastic players in the potential squad. Separate women's national team coaching will start no later than the beginning of 2022.

The young players' pathway to the men's national team runs through member clubs. There are currently no plans for a separate youth national team coaching squad.

3.7. Finnish Premier League

The Finnish Premier League (FPL) is being developed as the Association's main product, which aims to be a clear top level of the Finnish player pathway, a competitive calling card for the Finnish public, and a significant source of additional income and an enabler of other activities for the Association.

The FPL's electronic communication channels and look will be launched during the winter season 21-22 once content production policies have been established. The bilingual nature of electronic communication channels offers the Finnish-speaking public the first opportunity to familiarize themselves with top Finnish cricket in their mother tongue.

The league's fundraising is being developed especially in the direction of partnerships. Traditional advertising venue sales and functional partnerships for league matches, which also add value to match broadcasts.

The FPL's broadcasting rights will be sold within the limits of the Association's binding obligations. The aim is to improve the quality of match productions by adding value-added elements to the viewer, with the primary focus being on explaining and bringing the moving camera to as many matches as possible. The development of a Finnish-language narration competence will begin.

The playing challenge associated with the player pathway is the significant level difference between the teams participating in the FPL, which also affects the usefulness of the league in the training and development of national team players. This will be addressed by supporting the governance of all the Association's member clubs, then enabling them to grow more sustainably. The separate licenses of the clubs participating in the FPL contribute to ensuring that clubs playing at the top league level prepare in advance for the league series.



4. DEVELOPMENT OF CLUB AND ORGANIZATIONAL ACTIVITIES

At the end of 2021, the Finnish Cricket Association will have a total of 34 member clubs. The Association does not assume the number of members growing.

However, the development of the number of members of the clubs' places increasing quality standards on the activities and management of the clubs. Not all member clubs have still understood the central importance of club activities in the development of the sport. For example, the participation of women and children/young people in the sport can only be achieved with the support of clubs. Selected clubs will be supported to gradually launch these activities. Clubs will be offered support, especially to work with children and young people.

4.1. Star clubs

The Finnish Cricket Association participates in the Finnish Olympic Committee's "Star Club" programme. Three cricket clubs originally signed up for the programme, two of which started the programme during 2020. However, the pandemic had such an impact on the clubs' operations that the programme has been on hold throughout 2021. It has already been agreed with all three clubs that the programme will be continued in 2022 with new efforts.

With the help of the Star Club pathway, clubs pilot the program in cricket, and the goal is to find possible additional needs for cricket clubs with strong immigrant backgrounds and thus some special needs compared to other Finnish clubs.

The programme will also help to strengthen communication between the association and the clubs, initially among a small group, and thus to build a toolbox for tried and tested practices.

Specific objectives	Measures taken by the Association	Indicators
Clubs involved in the star club program are progressing in the process	Encouragement and guidance	Advancing/not progressing
Clubs are confronted "face to face"	The team will face each club by the end of 2022	100 % is/is not All league clubs are/aren't 50 % is/is not
	The meeting will identify the main areas for developing the club's structures (jointly approved)	is/is not
	Providing templates for administration	Offered/not

5. ACCOUNTABILITY

5.1. Ethical values of physical activity and sport

The Association has codified its principles implementing ethical values in its code of conduct and the lower-level rules adopted on the basis of them. The "spirit of cricket" included in the foreword to the sport's universal rules serves as a guide for all cricket matches.

5.2. Good governance

The clarification of the roles of the Association's administration, which began with the establishment of a separate management team, will continue. The Association Board, which had been very operational in nature until 2017, will continue its transition to a clearly more strategic role. In connection with the strategy preparations carried out in 2020-21, responsible persons for the main and support functions identified will be searched for.



The Cricket Association constitution was last updated on 09 October 2020. Any further need to update the constitution will be reviewed in 2022.

The administration of the Association is governed by the following rules below the code of conduct:

- Ethics Policy
- Code of Conduct and Spirit of Cricket
- Anti-Corruption Code
- Disciplinary Guidelines

The Association's anti-competitive manipulation programme will be approved, and implementation will begin in 2022. The programme complements the practical Anti-Corruption Code by clarifying the preventive part of the fight against competitive manipulation, such as training, communication, cooperation models and the importance of work for the development of the sport.

The Finnish Premier League and other senior league matches are expected to remain the targets of international betting. For this reason, the risk profile of cricket differs from other sports that are still growing in Finland. According to the first Finnish national situational review of competition manipulation, cricket is one of the few sports where the risk of competitive manipulation attempts has increased. The Association's own reporting and intelligence activities confirm the assessment. The Association actively participated in the preparation of the national situational review and will continue operational cooperation with the Finnish Centre for Ethics in Sport and the International Association's Anti-Corruption Unit. The Association will develop reporting channels to be easier to use and invest especially in reminding people of reporting obligations in the run-up to the summer season.

The need for the Association's Board of Directors to be provided with best practice good governance & administration training and the possibilities for organizing such in bilingual form will be investigated.

5.3. Equality and non-discrimination plan

In the Finnish sports sector, an exceptionally multicultural group of licensed players and club-actives is the best way to maintain the Association's activities as a factor that recognizes and responds to cultural sensitivities and, if necessary, responsive to them, but preserves the universal nature of the sport and the integrity of competitions. The association is sensitive to the discrimination it suspects based on gender, ethnicity, religion and other reasons, both at and outside match events. The competitions organized by the association are open to everyone,

but the need (from the point of view of licensing player demographics) for women's own series is obvious according to statistics.

Most concretely, the Association's goal of gender equalization of the sport is reflected in the strategic support for women's training and playing, as in previous years. This is best seen in the women's league starting in 2022.

The Association's Equal Opportunity and Equality Plan has been updated in autumn 2020.

Support for immigrant integration

The sport participates in lowering cultural boundaries by allowing an immigrant who has played the game to participate in activities with a wide range of players from Finland as well as from different countries of origin and background. This allows a recent immigrant to Finland to participate in activities where he/she can feel that they belong as an important part of the Finnish sports community.

Reducing regional inequalities

Although cricket is widely played across the country, the game is largely concentrated in the metropolitan area. To support the participation of clubs outside the Helsinki metropolitan area in the national leagues, the Association will continue to maintain the league travel fund that offsets such clubs' extra travel costs. Under the scheme, clubs that must travel well beyond others will receive support for their extra costs from those that travel significantly less.

The Association will continue to carry out well-established activities to support the development of the sport throughout the country, even if the local club does not participate in the official leagues. Within the framework of the activities, clubs outside the Helsinki-Turku-Tampere triangle will also be encouraged to participate in the competitions of the Association by organizing a match programme so that all matches of a team travelling from afar can be played, for example, for one day or a weekend. The Association will also intensify cooperation with its geographically peripheral clubs by providing more assistance in organizing mutual series.

5.4. Safe and healthy operating environment

The Association has drawn up the first internal code of conduct for tackling cases of discrimination and harassment, including the principles of crisis communication. ***The guide has been approved at the Board meeting on 23 November 2021.*** The guideline will be included in the training and information provided to the clubs and will be updated based on feedback from member clubs.

5.5. Environmental responsibility

The Cricket Association drew up its first environmental programme in autumn 2021 ***and was approved at a board meeting on 23 November 2021.***

The aim of the Cricket Association's first environmental programme is to create an understanding in the Association's administration and membership that the activities of the sport and the solutions and procedures that apply to it have an environmental impact. The programme aims to identify the areas of the Association's activities that have the greatest environmental impact, and which can be most effectively addressed through the Association's measures.

The Association will recruit a volunteer from its community to focus on environmental issues. During spring 2022, this person will draw up a detailed environmental plan leading to practical action, which will be approved by the Association's Board of Directors. The aim is that the measures in the plan will have an impact already in the summer season 2022.

5.6. Anti-doping measures

The association is bound by the Finnish Anti-Doping Code and disciplinary authority in anti-doping cases has been transferred to the Anti-Doping Disciplinary Committee. The bindingness of the code has been chained through the Association's licensing and licensing system to all levels of operations and to all types of operators.

Anti-doping training is organized in cooperation with SUEK for the national team and for clubs participating in the Cricket League. The association also organizes its own training for other actors and encourages players to apply for online training at SUEK and the International Cricket Council.

The Association's anti-doping programme will be updated in 2022.

Specific objectives	Measures taken by the Association	Indicators
Inclusion of the sustainability programme as part of club development	Build a simple scorecard (based on the Swedish model) to monitor the development of clubs	scorecard is/is not
	Training clubs to use a scorecard to develop their own operations	training is/will not be arranged
Prevent match manipulation	Continuation and development of the confidential reporting procedure	yes/no
	Information to clubs	informed/not
	Developing match reporting	developed/not
Draw up an environmental plan	Recruiting a person to lead the process	Plan drawn up and approved by the Board of Directors yes/no
		Plan actions started yes/no
	Adding topic to club training	Added/not added
Reducing discrimination and harassment	Guidelines for tackling cases of discrimination and harassment will be added to the training of clubs	Added/not added
Promoting equality and equality	Continue raising the topic in internal information	yes/no

6. CRICKET INFRASTRUCTURE

In connection with the strategy work of the Association under preparation, three key areas for infrastructure development were highlighted: the possibility of batting and bowling training during the winter season, the lack of indoor game space and the need to increase the number of outdoor fields suitable for cricket (size and grass outfield).

The World Cup qualifying tournaments in preparation for 2022 will impose requirements for further development of selected playing fields (Kerava National Cricket Centre and Tikkurila Cricket Ground). In this respect, preparations are already in the final stages in late 2021.

The lack of suitable infrastructure for the sport remains a limiting factor for growth. Although there have been positive developments in the Helsinki metropolitan area, a significant number of leagues matches still must be played on undersized sand fields. For this reason, the development of full-fledged playing fields is a lifeline for the development of the sport. In addition to dimensioning, the aim is therefore to get more grass-surfaced fields (natural grass or artificial grass) into use. Good experiences with the multi-sport use of grass fields with the

Vantaa model serving as a starting point for future projects. The Association participates in discussions on the construction of new suitable playing fields with cities such as Espoo and Turku.

The conditions/objectives for the development of cricket's infrastructure consist of the ICC's ground requirements for playing international matches.

Discussions with the City of Salo will continue in the direction of Southwest Finland to implement the framework required for the 2022 Finnish Championship SM-Week Cricket Tournament.

The Association will also keep in touch with the City of Tampere so that the field needs of the clubs operating there can be clearly presented and considered in the planning of sports facilities in cities. The multi-sport solution made in the development of the Tikkurila field is a good example of how cooperation can also take the development of cricket forward without negative impact on other sports with relatively small investments.

6.1. Kerava National Cricket Ground

The Kerava Cricket Ground is the "jewel in the crown" of Finnish Cricket and the Association will continue to invest in the development and maintenance of the facility in 2022.

The World Cup Qualifiers required the further development of the Kerava ground. During the ICC inspection visit in 2019, the development areas were identified, the implementation of which is a prerequisite for the organization of the Qualifier tournaments. Almost all these items have been implemented by autumn 2021 in good cooperation with the City of Kerava.

There's still work to be done:

- Increasing safety by also building a ball net at the southern end of the field (Keravantie 148 end). At the end of the residential area of the field, this has been carried out using old power poles. It was vital to extend the height of these ball-stop nets to increase the safety of the residential end of the ground.

The Kerava ground is used to play and practice to the extent permitted by the condition of the grass surface. The most efficient use of the field is important both for the development of the sport and for the Association's finances. In addition to international matches and league games, the field is used for national team and club training and school cricket events, and there are also Association junior camps.

The Association is looking for ways to make better use of Kerava's infrastructure even during the winter season.

6.2. Tikkurila Cricket Ground

League matches have been played at the Tikkurila Cricket Ground throughout the whole of 2018 after the Finnish Championship SM-Week and it has become the second most important playing field after the Kerava ground. Cooperation with the City of Vantaa has been very positive. The field will also be used in combination with football to the extent permitted by grass wear in the 2022 season.

The World Cup Qualifying tournament set development requirements, especially for the Tikkurila field. The most important work has been done in 2021. The development work carried out in connection with the tournament will permanently serve the further use of the cricket ground in future.

Still to be concluded in 2022:

- **Safety:** Safety must be improved by adding a protective net about 10 metres high to the south of the field (residential buildings end). Fixed structures are already installed, but the final safety net is waiting to be installed in spring 2022.
- **Sightscreens:** An easy solution at both ends of the field that is located off the field and can be moved away after each game, without disturbing other players.
- **Rain covers:** The necessary purchases have been made and the final assembly of the covers will be done in spring 2022.

6.3. Käpylä Cricket Ground

In 2019, effective cooperation between the City of Helsinki and the Cricket Association led to the installation of a permanent artificial cricket surface at Käpylä sand field at the beginning of the summer season. For three summer seasons, the field has proved to be the best sand-based cricket ground in the country.

Discussions on the development of the field are continuing. For the summer season 2022, there may be additional storage facilities and possibly a protective space suitable for the scorers. Along with storage facilities, one or more member clubs will adopt Käpylä as their "home field".

Future development targets include the construction of batting cages and the installation of natural or artificial grass in the area of the existing sand field.

6.4. Eerikkilä Sports Institute

The Eerikkilä cricket training facilities have proven to be very functional in use. The Association invests in the most efficient use of the built facilities for the development of both national teams and clubs. Further research will be done on the possibilities of organizing outdoor training infrastructure for cricket before the 2022 World Cup qualifiers.



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6.5. Other development of cricket infrastructure

Like in recent years, the 2022 winter league will be played in the Pallomylly indoor hall in Helsinki. This will create a game format that is more suitable to help develop short format match play in the same way as the short game formats of the outdoor season, which thus supports the development of skills for the summer season.

A workable cooperation solution for playing indoor cricket – or even caged cricket – is still being sought. Indoor cricket training nets/batting lanes make it possible to use the space for training other sports as well. If possible, the cricket cage would be placed in the same hall as the batting lanes.

7. INTERNATIONAL NETWORKING

The need to develop cooperation with other national cricket Associations, and between European ICC members in roughly the same position, is obvious, because, unlike other global sports, cricket does not have a European umbrella organization, which has led to a near total lack of continental action.

Effective regional cooperation will continue with the national Associations of Sweden, Denmark, Norway, and Germany. The 2022 cooperation focused on working on the Erasmus+ sport project application, as other plans were blocked by the pandemic. At the time of writing, a response to the application is awaited. If we get a positive response, the Nordics+ group in the Nordic countries and Germany will be able to develop cooperation to a whole new level. The programme focuses on strengthening women's and junior cricket while building a model for stronger club activities.

Financial support distributed based on the International Cricket Council's (ICC) member scorecard and the Ministry of Education and Culture strongly guides the Association's activities.

International positions of trust

The work of **Andrew Armitage**, chairman of the Finnish Cricket Association, as the European non-voting Associate representative of the International Cricket Council (ICC), will continue until summer 2022. This important task makes it possible for the Finnish Cricket Association to network internationally and gain valuable insights into how cricket develops as a sport worldwide. Intensified contacts have also become a channel for gaining greater awareness within the international network of the Association's expertise and best practices.

8. MARKETING AND COMMUNICATION - FOCUSING ON RAISING AWARENESS

Cricket competes both for visibility and for the use of people's time, not only with traditional Finnish sports, but also with the entire digitalizing entertainment field. The number of followers of cricket and its events has increased sharply over the past few years, particularly with the streaming of matches. The Association invests in continued growth in different ways.

It is particularly notable that in spring 2021 the Cricket Association published a refurbished website after significant amount of preparation. The content and appearance of the modernized pages serve different target groups and are a very important information and marketing channel for them. The website is constantly updated, for example, with topical bulletins and guidelines related to cricket development.

New partners are actively sought. The opportunities for cooperation cover the entire league activity, from name rights to advertising packages and on to various club-specific fan products.

8.1. Marketing

The Association markets different aspects of its activities in a multi-media way. In addition to its established digital channels, the association aims to gain active media exposure. The Cricket Association also uses the visibility offered by partners to share its content.

The social media dialogue, which has become the Association's strength, will continue to be used and developed to become more active. Selected volunteers are guided to the production of content, thus ensuring that the sport is diverse, and views are sounded out. The association also recognizes that the logic of algorithms on social media channels requires that, in addition to earned visibility, the marketing budget should be channelled to some extent into these channels.

The opportunities offered by the Kerava Cricket Ground to organize different activity days will be productized into clearer packages, while utilizing the product experiences found to work for Eerikkilä.

8.1.1. Women's and junior cricket

Supporting the growth of women's cricket and junior cricket is the most important marketing challenge for the growth of the sport. The aim of the association is both to increase the number of enthusiasts in these categories and to establish the hobby for those who have started earlier.

The Association cooperates well in marketing with PlayCricket Suomi ry, which develops women's cricket and junior cricket, and other clubs that regularly organize similar activities. The association also aims to display the women's and junior cricket activities of clubs in its own channels.



8.1.2. National team

Men's national team the Finnish Bears is the pinnacle of Finnish male cricket. For the Cricket Association, the national team is a strategic brand element in making the long-term work of the association and clubs visible. Tournaments for the Finnish Bears (home and foreign tournaments) feed interest in the sport and provide an important channel for partners through their own visibility. The Association aims to commercialize the Finnish Bears more efficiently and will seek to create fan products for supporters to buy. This activity requires the discovery of a suitable partner.

8.1.3. Cricket Leagues

The country's top league, the Finnish Premier League, is an important "product" in the Association market, along with the national team. The communication objective of the Premier League is to make competition a recognized

domestic major league in the sports media as well. In terms of the Association's activities, this means better background for competition, teams, and players before and during the league season, as well as passing interesting narratives to potentially interested media. The league is an essential source of content for communication, representing the best of Finnish cricket and a wide range of background cooperation between the Association and the clubs.

8.2. Communications

The main aim of the association's communications is to communicate the sport extensively, thus reaching different target groups. Successful communication requires content production that encourages the sharing of target groups, topical and the Association's main messages.

8.2.1. Cricket community

A key objective of the Cricket Association is to communicate openly, effectively and in a timely manner to the domestic cricket community. In this way, the association reaches the licensed players who are contracted to it and the club trustees. The Association has identified a wealth of development in internal communication. This challenge has been tackled by hiring a part-time communications officer late in 2021.



Internal communication will be developed in such a way that messages related to sharing playing and community experience will also reach other people related to club activities more widely. For example, the decision-making process of the association will be communicated more effectively towards member clubs and key Association-level actives. There is also a desire to develop communication on activities and opportunities for participation in it, so that an organization that is largely voluntary has part-time human resources throughout the year. A voluntary service specifically focused on communication has also been recruited to the League Committee.

8.2.2. Partners

The development of external partnerships is central to the resourcing of the Association's activities. New partnerships are constantly being explored. The building of partnerships emphasizes both the credible marketing of each brand to target audiences and the provision of visibility options that interest partners.

The Association's existing advertising partnerships will be developed in a more productive direction by renewing the expired contracts. Partners will be offered new ways of exploiting existing and new opportunities for cooperation.

Operational partnerships take particular care of the timeliness of the products or services received by the association and the accuracy of the visibility received by the partners in return.

In autumn 2019, the Association signed a multi-year cooperation agreement with the founding company of the international European Cricket League tournament. The tournament brings together the champion teams of short forms of play in Europe's small and medium-sized cricketing countries to decide on "the king of European cricket."

The 2021 Finnish Premier League winner will play in the early spring of 2022 against the champions of rival countries. The tournament will be streamed worldwide, and this visibility will be used to promote and increase the visibility of the association.

The European Cricket Championship tournament ECC, which was played for the first time in autumn 2021, is the European Championship between the national teams in a short Ten10 format. The tournament is annual and provides match play on an important platform for the Finnish Bears to assess their level of performance. At the same time, it is an important channel for the Association in terms of marketing. An example is the tactical game placements of the Finnish Bears against the England team - which came up extensively in the international media (Wisden and Daily Mirror, etc.) as well as on social media. The video of the start of the match had already been viewed 200,000 times in a couple of days, and various memes were also seen:

<https://finlandnewstv.com/2021/10/09/twitter-reacts-to-finland-placing-8-slip-fielders-on-the-first-ball-of-the-innings-vs-england-xi/>

Special developments in marketing and communications in 2022 include:

- producing high-quality content that speaks to different target audiences for selected channels
- enabling dialogue with different audiences; a particular priority is the development of internal communication, including by involving volunteers in producing relevant content for different channels.
- serving the media by providing content related to cricket that is of interest to Finns
- activating volunteers to enable, among other things, major events
- developing partner communications; developing dialogue with the International Cricket Council (ICC) and with representatives of the cities of Kerava and Vantaa, Eerikkilä and others.
- strengthening business cooperation; The Cricket Association's value base resonates with many corporate sustainability programs, as well as providing national and international visibility. The aim is to resolve the strengthening of business cooperation with its own committed working group.
- developing and marketing the cricket community's service production to various stakeholders, for example for recreation/wellness days
- development of paid sponsorship cooperation in order to support the awareness-oriented marketing of the sport also through more paid advertising.
- coordination of the whole programme.

9. EDUCATION

Training activities in their various forms strongly support the activities of member clubs. The primary objective is to safeguard the basic training of the Association and the clubs. Basic training includes the training of cricket coaches, league umpires and game scorers, as well as the training of a children's and young cricket coaching. In addition, clubs are supported in the development of governance.

The challenge of the training provided by the association to its member clubs is the training of volunteers in the administrative tasks of the clubs. For example, in addition to the more advanced clubs participating in the Star Club programme, there are several clubs in need of assistance in the basics of club administration, for which English-language material must be produced to guide routine work. In the absence of ready-made materials guiding the basics of Finnish association activities in English and external training opportunities, the association itself must provide the necessary guides and guide clubs in good practices.

9.1. Officials

The training of umpires will continue in an online course during the winter season, during which the Association's extensive video footage will be used to review the universal rules of the sport under the leadership of the Association's chief umpire. Internationally unique online training serves both the training of experienced umpires and the training needs of umpires dedicated to the position of trustee for the next term.

The completion of internationally uniform umpire training and classification has moved to 2022. Until the start of the ICC global Umpire Training Programme, the Association will organize umpire training nationally.

The association requires umpires during the summer season to participate at least online in an upgrade course to review the rules that have changed over the past few years. Top league umpires are selected from a panel of the most qualified umpires.

Continuous learning of new umpires in development will be supported by inviting them to regular officials' meetings during the summer season and by offering the most distinguished umpires during the winter season positions at international matches held in Finland.

As the number of trained and experienced umpires increases, there will be national top-level umpires for almost all top-level matches, and most matches at subsequent league levels may already be overseen by a single neutral umpire appointed by the Association.

The development of independent scorers will continue. At the highest league level of the Twenty20 league, the provision of mandatory scorers has significantly reduced the problems identified in the scoring compared to previous years.

The commitment of all parties to competition rules and other Association rules is ensured on a rules-based and/or contractual basis.

The plans for the development of umpires in 2021 had to be cancelled due to the pandemic, when the planned training process was postponed until the following year.

For 2022, an experienced external umpire is planned to be hired for the duration of the match season - specifically tasked with training and supervising umpires provided by the clubs, but also to officiate in the most important matches at the top league levels. In addition, there are plans to move two more experienced umpires to act on a retainer fee-based basis, then to wider support the development of umpire activities.

For all official league matches (One Day, T20 or T10) of the Association 2022, the umpire must:

- have passed an umpire course determined by the Association (at least a beginner's course)
- a course successfully completed entitles you to act as an umpire only if the umpire has already stood as an umpire in a sufficient number of matches (activity criterion). If the activity criterion is not met, the course must be renewed.
- the activity criterion will be defined by the League Committee (LC – League Committee) during January 2022 to give clubs time to plan their umpires' training arrangements

9.2. Coaching and instructor activities

A sufficient and competent coaching pool for the development of the sport plays a key role. Quality coaching is especially important with novice juniors.

The International Cricket Council's revamped coaching training system has been completed and the lowest-level web-based material became available at the end of 2021. The Association will implement the new programme by the beginning of 2022 at the latest. The Association has focused on coaching the national team, women's cricket and junior players in coach training, and the ICC has been actively involved in supporting this development of skills.

At the end of 2021, the previous coaching course programme, which has been run with varying degrees of success together with the England and Wales Cricket Board (ECB), will be discontinued under the ICC Europe development programme. Seven coaches from Finland were admitted to one of the most recent level 2 coaching courses, which were organized together with the Norwegian Cricket Association, partly as an online training programme due to the pandemic but ending with a joint examination weekend in Oslo.

There is now a conscious need to develop the coaching skills of the clubs, and this will be started within the framework of the ICC programme. The aim is to strengthen coaching expertise in clubs, allowing the clubs' own training culture to develop further. In addition, the Association is looking for partners through sports instructors and training, with the aim of further expanding the awareness of the sport, while seeking more experts for a cooperation school project to be drawn within the framework of school sports.

9.2.1. New coaching programme

After a few years of work, the International Cricket Council has completed a new global coaching programme. This program includes continental trainers, who then coach local coaching tutors to lead coach training in their own countries.

Four coaches have been provisionally included in the tutor programme from Finland, who will be admitted to training in 2022. After this, our own tutors will be able to lead level 1 coach training in Finland.

The global programme is based on the Cricket Foundation Certificate (ICC Foundation Certificate), which is entirely web-based. This course provides good background information about the sport for both novice and those who have become familiar with the sport, and the course is also a great guide for potential coaches, instructors, and officials. The Basics course is also the basis for a level 1 coach course. This course will also be fully implemented in Finland in early 2022. The language of the course is English, but the possibilities for translating it are being explored.

10. ADMINISTRATION AND STAFF

The Association has identified that neither the scale nor the quality of operations can be developed without strengthening administration and structures. The Association's Board of Directors has not been able to maintain its strategic level while the operational management has committed itself to even very detailed tasks and has not been able to focus on the most important areas for development.

The volunteer search in 2021 improved the situation, so the search for additional resources will also continue in the coming operating period.

A Management Group has been established for the Association, including the National Director of Sport Development, the Executive Operations Director of the Association and the leaders/leaders of key teams and working groups. The Management Group's task is to transfer the strategy guidelines of the Association's Board of Directors to practical actions in the field, then support the Association's senior management and free up its resources to promote key objectives. The Board of Directors of the Association has delegated the necessary powers to the Management Group.

The Association's Board of Directors and operational management need support in at least the following areas:

- Managing the various functions of leagues (LC – umpiring, game scorers, rules, etc.)
- Organization of the international qualifier tournaments in preparation
- Developing women's cricket and junior cricket
- Internal and external marketing and communication and business cooperation
- Club development
- Coaching development
- Integrating softball cricket into the Association
- Development of national team activities
- Eerikkilä steering group
- Kerava field maintenance team and development of other infrastructure
- Maintenance and development of technical infrastructure
- Event arrangement team

Disciplinary activities will continue to be carried out by a separate group.

In accordance with the Association's rules, the Board of The Association will determine the tasks and powers of the various committees.

The senior operational management consists of part-time employed personnel. For the time being, the part-time job descriptions of the Director of Sport Development and the Executive Operations Director will continue as they are, but soon the extension of their terms of office will be essential for strengthening the further development of the sport. Since autumn 2021, a bilingual expert has been hired for internal communications for ten hours a week.

The increase in the importance of women's cricket and junior cricket requires significant human resources input. PlayCricket Suomi, a women's cricket and junior cricket foster club, still needs administrative and educational support from the Association.

Support for the development of existing member clubs is linked to the Star Club programme. Internally, the piloting of the programme will continue with the help of two member clubs. This is an attempt to find the specific support needs of cricket clubs to direct development work in later years.

The new member clubs will be supported in internal governance methods and documents, and cooperation with regional sports organizations will continue. This will support the new member clubs in their development.

As in previous years, a part-time groundsman and an assistant will be hired at the Kerava Cricket Ground for the summer season (April to October). This is especially important when hosting World Cup qualifying tournaments.

The members of the Association's Board of Directors carry out active and valuable voluntary work to move the Association's activities forward. Similarly, the professional team that supported the national team has acted on a voluntary basis. However, the intention is now to move on to developing the duties of the national team's coaches on a retainer fee basis.

The Cricket Association's office is located in Sporttitalo in shared office space with a few other small Associations. The Association extended the lease from 2020 onwards. The Sporttitalo facilities and new operating models will continue to increase cooperation between sports and save management costs.

Specific objectives	Measures taken by the Association	Indicators
The Management Group's operations will be established and further developed	Roles have been defined and suitable people for them have been found. Schedule of meetings agreed. The leader of each area is building his/her own team.	is/have not is/have not Yes/No
The Association's operations are more systematic	Annual activity calendar set by annual meeting	is/have not
	Annual activity requirements and schedules communicated to the community	is/have not
	The collection of the objectives contained in the action plan will be brought forward and systematic by involving the operational areas more closely in setting the targets;	preparation of the action plan will begin at the turn of August-September with the collection of targets
KNCG groundsman	Hire a groundsman and an assistant before the start of the summer season	yes/no

11. FINNISH CRICKET STRATEGY 2026

The updated strategy of the Finnish Cricket Association will be submitted to the 2022 Annual Meeting in spring for approval. Before the annual meeting, there is still a round of comments and opinions from stakeholders.

No new guidelines have been identified to significantly change the functioning of the work, but changes and clarifications are expected to be made to the objectives and priorities of the activities.

One of the questions of strategy work is the gradual change of the Association's main language of use during the strategy period from English to Finnish. In the other Nordic countries, the local national language is used as the administrative language, but the structure of the cricket community in Finland still differs significantly from our neighbour Associations.

The strategy's time span is planned to be five years, when this update will extend until 2026. In the future, the target is a three-year update period, when the next update will begin in 2025.

**Finnish Cricket Association Board,
23 November 2021**

Operational Plan 2022

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