

<p>5 Year Vision What do we want people to be saying about our club in 5 years time? That we have converted a high percentage of our youth members into senior members.</p> <p>What is the club's number 1 priority and why? (senior, women's, youth, facilities, finances etc)</p> <p>Our Youth is our number 1 priority as we believe this feeds into everything else especially women. We want to develop our own players and retain them.</p>	<p>Key Player Facts</p> <p>We have a diverse club comprising 42 Male and 18 Female cricketers over the age of 18 along with a Youth Section for both girls and boys.</p> <p>We want to focus on growing our girls into senior players, retaining the numbers we see at U9s levels.</p> <p>We would also like to grow the number of youth players we have in county representative sides.</p>	<p>Who is developing this plan? David Dunn – Club Chair Jody Lawrence – Club Captain Will Bathurst – Hon Secretary Agreed with Club Committee & Governing Trust</p> <p>What is our current club offer? (senior, women, youth (boys/girls), disability, league/festivals, training)</p> <p>We offer Senior Mens and Womens cricket, youth, training, cricket camps, league & social cricket</p>
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Organisation, Governance and Finance

What do we need to do to meet statutory and cricket related obligations?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
1.1	Return annual operating income to positive post COVID for three consecutive years to build reserves for expenditure	Further Develop Cash flow modelling, Expense analysis & Control, Efficient Income Collection, Budget forecasting and adherence. Sponsorship & Advertising.	Treasurer & Membership Secretary	2024	N/A
1.2	Increase non one-off 2021 Income to 16k (10k in 2020, 14k in 2019) for 2020/21 Financial year to match post covid cost Forecasts	Resurrect Allstars, increase Cricket Camp numbers, Effective Subs & Match Fees Collection and Management, Sponsorship	Treasurer, Secretary & Chairman	2021	N/A
1.3	Agree modified lease with Landlords in Poulton to improve club's position and enable further investment in pavilion & facilities via grants and funding	Take Legal advice for landlords and club, discuss with landlords.	Treasurer, Secretary & Chairman	2022	£500

1.4	Agree lease at new ground in Ampney Crucis to enable investment in facilities & Ground	Negotiate with Freeholders at Ampney Crucis	Secretary & Chairman	2022	£500
1.5	New website to help address club communication issues and serve as new platform for policies, governance and operations	Launch for 2021 Season along with team social media and integrate Stripe payment tools.	Secretary	2021	£480 then £240 p/a
1.6	Improve club presence with neighbours & village	Invite Poulton Council members to committee meetings/events and potentially onto committee as voting members. Village Media usage and Communication	Club Committee	2022	N/A
1.7	Develop centralised administration capability with officer access across club to share tasks with due dates and build calendar of required jobs for the year	Build & Implement Trello tool, then invite relevant officers over time	Secretary	Jan 2022	N/A
1.8	Remove Pitchero from club organisation following significant credit card fraud on club members and abject response of Pitchero to solve this	Select new availability software	Membership Secretary	Jan 2022	N/A

People

Do we have what we need? Club Welfare Officer, coaches, officials, committee members and volunteers.

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
2.1	Youth Section Management Structure	Replace Neil Cheesewright as Youth Section Manager with new Level 2 Coach. Identify & coordinate administrative burden (eg Use of Safe Hands Portal) to support successor.	Club Committee & Members	2022	N/A
2.2	Club President Succession planning	Look to move Dave Dunn into President role by 2023	Club Committee	2023	N/A
2.3	Club Chairman Succession planning	Tied with President, identify successor for Dave Dunn as Chairman by 2023	Club Committee	2023	N/A

2.4	Coaching Team Development & Succession Planning	Support two club members a year through at least level 1 coaching (with one to level 2) & at least two support coaches	Club Committee	2024	£680 Per Annum
2.5	Ladies Section Development Officer	Develop organisational structure to specifically support the retention of girls to turn them into Ladies members	Club Committee & New Appointee	2022	N/A
2.6	Replace Club Treasurer	Identify Successor for election at 2021 AGM	Club Committee	2021	N/A

Facilities/Ground

What do we need to do to improve our facilities to ensure they meet league standards and create a welcoming environment?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
3.1	Investment in Second Ground at Ampney Crucis	From date of lease agreement, Invest 3,000 a year for three years in upgrading the pavilion facilities and playing surface. Year 1 - Purchase covers, grind tree stump, phase 1 of ground improvement pending lease signing	Treasurer, Grounds Team, Chairman, Committee	2024	£9,000
3.2	Continue investment in the Englands Facility to maintain current standards	Maintain Englands investment budget at £1,500 per annum	Treasurer, Grounds Team, Chairman, Committee	Annual	£1,500-3,000 pa
3.3	Build cash reserves for future Roller replacement/purchase as next major capital project	Leverage gift aid, adjust member subscriptions if appropriate, cost reductions, efficient collections, fundraising, budgeting.	Treasurer	2026	£9,000
3.4	Investment in Englands pavilion to offer proper changing facilities for our ladies XI	Adjust internal changing room for shower cubicles and female appropriate changing. We need to design, seek freeholder consent and fund the project.	Treasurer, ladies sub committee, club committee, Freeholder	2023	£10,000

3.5	Internal adjustment of Kitchen & Bar Area to create a more functional space.	Seek designs, costings, approval of freeholder, budget and execute	Treasurer	2024	£8-12,000

Senior Cricket

What do we need to do to develop a playing offer which meets the needs of our playing members?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
4.1	Replace Storm Damaged Nets for 2022 Season	Identify Vendor, Raise Funds & Project Manage for 2021 Delivery	Club Committee	May 2021	£30,000
4.2	Complete first full season of new 3 rd XI Fixtures in CDCA League	Raise weekly sides for every fixture through the summer.	3 rd XI Captain, Club Captain, Playing Membership	2021	N/A
4.3	Promotion for 3 rd XI	continue team environment development, move additional older 2 nd XI squad members down in order to provide backbone, develop youth, recruit players	3 rd XI Squad	2023	N/A
4.4	Grow the Senior Cricket Playing Membership to 70 (42 men, 18 Women in 2021)	Market the club. Grow local presence. Leverage social media.	Every Player & Committee	2023	N/A
4.5	Recruit First XI Squad members, consolidate position in GCCL Division 1	Seek Overseas player as replacement for club coach Liam Smith. Seek additional four members to join first XI squad to increase numbers and consolidate	1 st XI Squad, Captain/Vice Captain	2022	N/A
4.6	Develop Squad for Fourth XI entry into county league	Secure Ampney Ground with lease, Invest in in it and pavilion, grow playing membership	Club Membership	2027	N/A
4.7	Promotion for 2 nd XI back to County League	Rebuild 2 nd XI squad in 2022 to consolidate position in Div 1 of district and then pursue promotion in year 2	2 nd XI Squad	2023	N/A

4.8	Use of Sunday and Midweek teams for development	Appoint U19s squad members to Captaincy positions so they can start acquiring the skills for Saturday league cricket	Club Captain, Selection Committee, Club Committee	2022	N/A
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Women and Girls Cricket

What do we need to do to create and develop a playing offer for Women and Girls? How will we develop this going forward?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
5.1	Develop longer format games for Women at weekends	Arrange Fixtures, Raise Sides. One fixture in year 1 with 3 in year two.	Ladies XI, Club Captain, Ladies Coaches	2023	N/A
5.2	Begin Annual Ladies Tour	Tour associated tasks – location, squad, transport, duration, funding.	Ladies Captain & Coach with support of Committee and Ladies Squad.	2022	£1,000
5.3	Target Women's 2 nd XI	Grow squad, target 2 nd XI to be more social and 1 st XI to be more competitive	Club Committee & Membership	4 years	N/A
5.4	Develop Girls sides such as u11s and u13s creating pathway to senior ladies sides	Conversion of dynamos/allstars girls into older age groups. Member retention and recruitment through social events, marketing to Dynamos/Allstars and cost suppression for parents. Encourage interactions between ladies members and girls. Grow girls specific coaching from female coaches	Club Committee, Club Captain, Coaching Staff.	2023	N/A
5.5	Adjust coaching plans in line with feedback using existing resources	More qualified coaches at sessions, multiple training nights a week offering wider variety of training in line with differing abilities	Ladies Coaches	2022	N/A

Youth Cricket

What do we need to do to improve our youth section for boys and girls enabling them to have a brilliant experience and reach their full potential?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
6.1	Improve training offering	Re-introduce Nets booking functionality with bowling machine and option to book available coach for sessions	Club coaching Team, Youth Manager	2022	N/A
6.2	Equipment procurement	Purchase Second Bowling machine.	Club Committee	2023	£2,100
6.3	Foster Squad cohesion	Pre-Season get togethers of the junior squads ahead of the playing season at the club	Club Coaching team and Committee	2022	£600
6.4	Reduce costs for large families	Bring in Family membership tier to cap costs for large families of playing/non-playing members	Membership Secretary	2022	N/A
6.4	Lead coach, support coach and manager for each age group team	Increase numbers of club reaching Level 1 & 2. Centralise to collate roles and then delegate administrative responsibility for running sides. Target of three volunteers per age group will improve offering and share load across more shoulders	Club coaching Team	2024	Covered above in costs in 2.4
6.5	Increase focus on Batting Coaching	Parents & Player surveys reveal need to spend more time focussing on developing batting coaching to a higher standard. Bowling and Fielding are felt to be excellent	Club Coaching Team	2022	£500

6.6	Increase focus on Parents as valued members of club as well	Create Parent packs for each member parents at the start of the season, introducing the club, fixtures, procedures and officials. Organise pre-season social for parents to meet wider club officials	Secretary, Membership secretary, club committee	2022	£600
6.7	Target State Schools as source of local players	Focus on Chance to Shine in both 2022 and 2023 seasons	Club Coaching Team	2022 & 2023	N/A

Social/Fundraising

What do we need to do to run a wide-ranging social programme?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
7.1	Professionalise advertising offering and generate more income	Target £1000 in 2022, £1500 in 2023 & £2000 in 2024	Treasurer Club Committee	2022-2024	500
7.2	Team organised club events throughout playing summer to generate bar revenue and club ethos	Each playing squad to organise and run a social at the club through the summer for the rest of the club. 76% of the club felt this a priority for the club to focus on in 2022	Club Membership	2022	N/A
7.3	Secure new Shirt Sponsor	Target £4000	Club Committee	2022	N/A
7.4	Introduce new set of VPs	Target donation generation of £100 in 2022, £300 in 2023 and £500 in 2024	Club Committee	2024	N/A
7.5	Increase non-playing membership at the club including life membership numbers	Introduce non-playing membership tiers	Membership Secretary	2022	N/A
7.6	Large Event Fundraiser	Plan next large club fundraiser for 2023	Club Committee and Event Committee	2023	N/A

School/Community

What do we need to do to maintain and develop relationships with local organisations and cricket bodies?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
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8.1	Adjust Club secretary role to that of sole point of contact for all organisations and cricket bodies.	Establish dedicate email to survive succession of incumbents and communicate this to cricket bodies as first point of contact for any communication	Club Secretary	2022	N/A
8.2	Organise events at Poulton with Local schools	Chance to shine and discussion with school PE teachers on possibility of events on the ground at the club.	Club Coaching Staff	2023	N/A
8.3					
8.4					
8.5					

Marketing/Promotion

What do we need to do to maintain effective communications with our membership and key stakeholders?

Code	Objectives	Actions	Who	When - (1/3/5 years)	Cost
9.1	Increase Social Media use as tool for marketing the club and club communication	Team accounts, collated into sole feeds on new club website.	Membership Secretary	2022	N/A
9.2	Simplify communication channels with all members and stakeholders	Reduce reliance on WhatsApp as the primary driver of club news and communication and improve quality and content on new website	Secretary	2022	N/A
9.3	Proactively communicate a minimum of once a month with village bodies on events at the club	Invite village representatives to committee meetings. Engage with Village communication methods and New Villager welcome events.	Club Committee	2021	N/A

9.4	Annual surveys	Each year, survey playing membership, collate analyse and publish responses, adjusting Club development plan as required	Secretary	2021 and then Annual	N/A
9.5	Increase AGM participation	Online voting for officer positions and matters. Consultation periods on club development plans. AGM becomes decision confirmation meeting.	Secretary	Annual	N/A

Action Plan and Monitoring Progress

Short-Term (1-12 months)						
Code	Objectives	Progress	Timescale	Action	Who	Cost
1.3	Agree modified lease with Landlords in Poulton to improve club's position and enable further investment in pavilion & facilities via grants and funding	Underway with initial conversations held. At Legal advice stage	8 months	Continue conversations, agree new language and sign new lease	Secretary & Chairman	£500
1.4	Agree lease at new ground in Ampney Crucis to enable investment in facilities & Ground	Conversations to restart now 2021 season is over	6 months	Agree first lease at Ampney Ground	Chairman	£500
1.5	New website to help address club communication issues and serve as new platform for policies, governance and operations	Will Launch Nov 1 2021	3 months	Finalise design, technical details, serve notice on Pitchero site, convert membership. Build social media profile	Secretary & Membership Secretary	£240
1.6	Improve club presence with neighbours & village	Joined Village committees and social media outlet, updated club presence on website, Villagers	12 months	Continue progress here at end of year village meetings and into 2022 season. Committee to consider inviting member of village onto Committee	Club Committee	N/A

		invited to the few events				
1.7	Centralise and Plan club administration	Underway, completion scheduled for appointment of new committee	5 Months	Consolidate club administrative responsibilities, add due dates where appropriate and extend access to delegated members	Secretary	N/A
1.8	Remove Pitchero from club organisation following significant credit card fraud on club members and abject response of Pitchero to solve this	Spond Selected. GTCs for Pitchero Reviewed. We exit at end October	3 months	Develop Spond for club, adjust squads	Membership Secretary	N/A
2.1	Restructure Youth Section management	Incumbent has given notice, replacement identified.	In time for 2022 Season	Replace Neil Cheesewright as Youth Section Manager with new Level 2 Coach. Identify & coordinate administrative burden (eg Use of Safe Hands Portal) to support successor.	Club Committee & Members	N/A
2.4	Coaching Team Development & Succession Planning	Three potential coaches signing up for 2021-2 training at Level 1 & 2 level	In time for 2023 Season	Support two club members a year through at least level 1 coaching (with one to level 2) & at least two support coaches	Club Committee	£680 Per Annum

2.5	Ladies Section Development Officer	Role marketing process to start in September 2021	At 2021 AGM	Develop organisational structure to specifically support the retention of girls to turn them into Ladies members	Club Committee & New Appointee	N/A
4.5	Recruit First XI Squad members, consolidate position in GCCL Division 1	Needs to Start	For 2022 Season	Seek Overseas player as replacement for club coach Liam Smith. Seek additional four members to join first XI squad to increase numbers and consolidate	1 st XI Squad, Captain/Vice Captain Club Committee	N/A
4.8	Use of Sunday and Midweek teams for development	Initial discussions underway	At AGM for 2022 Season	Appoint U19s squad members to Captaincy positions so they can start acquiring the skills for Saturday league cricket	Club Captain, Selection Committee, Club Committee	N/A
5.5	Adjust coaching plans in line with feedback using existing resources	Not yet Started	2022	More qualified coaches at sessions, multiple training nights a week offering wider variety of training in line with differing abilities	Ladies Coaches	N/A
6.1	Improve training offering	Not Yet Started. 2021 Survey Objective	2022	Re-introduce Nets booking functionality with bowling machine and option to	Club coaching Team, Youth Manager	N/A

				book available coach for sessions		
6.3	Foster Squad cohesion	Not yet Started 2021 Season Survey Objective	2022	Pre-Season get togethers of the junior squads ahead of the playing season at the club	Club Coaching team and Committee	£600
6.4	Reduce costs for large families	Preparing proposal for voting at 2021 AGM	2022	Bring in Family membership tier to cap costs for large families of playing/non-playing members	Membership Secretary	N/A
6.5	Increase focus on batting coaching	No yet started – 2021 Season Survey Objective	2022	Parents & Player surveys reveal need to spend more time focussing on developing batting coaching to a higher standard. Bowling and Fielding are felt to be excellent	Club Coaching Team	£500
6.6	Increase focus on Parents as valued members of club as well	No yet started – 2021 Season Survey Objective	2022	Create Parent packs for each member parents at the start of the season, introducing the club, fixtures, procedures and officials. Organise pre-	Secretary, Membership secretary, club committee	£600

				season social for parents to meet wider club officials		
6.7	Target State Schools as source of local players	To Focus in 2022 Season	2022 & 2023	Focus on Chance to Shine in both 2022 and 2023 seasons	Club Coaching Team	N/A
7.2	Team organised club events throughout playing summer to generate bar revenue and club ethos	2022 Season Objective as result of 2021 Survey	2022	Each playing squad to organise and run a social at the club through the summer for the rest of the club. 76% of the club felt this a priority for the club to focus on in 2022	Club Membership	N/A
7.3	Secure new Shirt Sponsor	Not yet Started	2022	Identify new shirt sponsor and agree multi-year deal	Club Committee	N/A
7.5	Increase non-playing membership at the club including life membership numbers	Underway	2022	Introduce non-playing membership tiers for consideration at AGM	Membership Secretary	N/A
9.1	Increase Social Media use as tool for marketing the club and club communication	To begin in 4q21	2022	Team accounts, collated into sole feeds on new club website.	Membership Secretary	N/A
9.2	Simplify communication channels with all members and stakeholders	Underway as result of 2021 Survey	2022	Reduce reliance on WhatsApp as the primary driver of club news and communication and	Secretary	N/A

				improve quality and content on new website		
9.3	Proactively communicate a minimum of once a month with village bodies on events at the club	Underway	2021	Invite village representatives to committee meetings. Engage with Village communication methods and New Villager welcome events.	Club Committee	N/A
9.5	Increase AGM participation	Online voter software selected, Nominations being called for first week Sept	Annual beginning 2021	Online voting for officer positions and matters. Consultation periods on club development plans. AGM becomes decision confirmation meeting.	Secretary	N/A

Mid-Term (13-36 months)

Code	Objectives	Progress	Timescale	Action	Who	Cost
1.1	Return annual operating income to positive post COVID for three consecutive years to build reserves for expenditure	Preparatory Year complete. Cash flow modelling built and simplified. Ready for 2022 Start	Treasurer & Membership Secretary	Further Develop Cash flow modelling, Expense analysis & Control, Efficient Income Collection, Budget forecasting and adherence. Sponsorship & Advertising.	Treasurer	N/A
2.2	Club President Succession planning	Discussions underway	2023 Season	Identify successor(s)	Club Committee	N/A

2.3	Club Chairman Succession planning	Discussions underway	2023 Season	Identify successor(s)	Club Committee	N/A
3.1	Investment in Second Ground at Ampney Crucis	Covers Purchases, Stump Ground but lease progress has slowed	2024 Season	Get Lease discussions back on track.	Treasurer, Grounds Team, Chairman, Committee	£9,000
4.3	Promotion for 3 rd XI	First season complete	2023 Season	Increase competitiveness of 3 rd XI in 2022 Season, promotion target for 2023	3 rd Captain & Squad	N/A
4.4	Grow the Senior (defined as 18+ year old) Cricket Playing Membership to 70	2021 membership is 60	2023 Season	Word of month, social media presence, club marketing	Entire Club	N/A
4.7	Promotion for 2 nd XI back to County League	Finished 3 rd bottom in GCCL Division7, Relegation pretty certain	2023 Season	Rebuild 2 nd XI squad in 2022 to consolidate position in Div 1 of district and then pursue promotion in year 2	2 nd XI Squad	N/A
5.1	Develop longer format games for Women at weekends	Yet to start	2023	Arrange Fixtures, Raise Sides. One fixture in year 1 with 3 in year two.	Ladies XI, Club Captain, Ladies Coaches	N/A
5.2	Begin Annual Ladies Tour	Yet to Start	2022	Tour associated tasks – location, squad, transport, duration, funding.	Ladies Captain & Coach with support of Committee and Ladies Squad.	£1,000

5.4	Develop Girls sides such as u11s and u13s creating pathway to senior ladies sides	Yet to start. Objective identified in 2021 Surveys	2023	Conversion of dynamos/allstars girls into older age groups. Member retention and recruitment through social events, marketing to Dynamos/Allstars and cost suppression for parents. Encourage interactions between ladies members and girls. Grow girls specific coaching from female coaches	Club Committee, Club Captain, Coaching Staff.	N/A
6.2	Purchase Second Bola Bowling Machine	Yet to Start	2023	Begin Budgeting in 2022 Season with aim to purchase in 2023	Club Committee	£2,100
7.1	Professionalise advertising offering and generate more income	Underway with audit of existing boards and repackaging of website	2022-2024	Target £1000 in 2022, £1500 in 2023 & £2000 in 2024	Treasurer, Club Committee	£500
7.4	Introduce new set of VPs	Not yet started	2022	Target donation generation of £100 in 2022, £300 in 2023 and £500 in 2024	Club Committee	N/A

7.6	Large Event Fundraiser	Not yet started	2023	Plan next large club fundraiser for 2023	Club Committee and Event Committee	N/A
8.2	Organise events at Poulton with Local schools	Not yet started	2023	Chance to shine and discussion with school PE teachers on possibility of events on the ground at the club	Club Coaching Staff	N/A

Long-Term (3-5 years)						
Code	Objectives	Progress	Timescale	Action	Who	Cost
3.2	Continue investment in the Englands Facility to maintain current standards	Come in under budget in 2021	3 years	Identify investments needed for 2022 and any long term requirements	Treasurer, Grounds Team, Chairman, Committee	£1,500-3,000 pa
3.3	Build cash reserves for future Roller replacement/purchase as next major capital project	Not yet started	2026 Season	Leverage gift aid, adjust member subscriptions if appropriate, cost reductions, efficient collections, fundraising, budgeting.	Treasurer	£9,000
3.5	Internal adjustment of Kitchen & Bar Area to create a more functional space.	Begun initial design phase Sept 2021	2024 Season	Seek designs, costings, approval of freeholder, budget, fundraise and execute	Club Committee	£8-12,000
4.6	Develop Squad for Fourth XI entry into county league	Not yet time to start	2027 Season	Secure Ampney Ground with lease, Invest in it	Club Membership	N/A

				and pavilion, grow playing membership		
5.3	Target Women's 2 nd XI	Beginning Developing Girls Section	2025 Season	Grow squad, target 2 nd XI to be more social and 1 st XI to be more competitive	Club Committee & Membership	N/A
9.4	Annual surveys	2021 Survey Completed	Annual	2022 onwards on annual basis	Secretary	N/A

Completed					
Code	Objectives	Date	Action	Who	Cost
1.2	Increase non one-off 2021 Income to 16k (10k in 2020, 14k in 2019) for 2020/21 Financial year to match post covid cost Forecasts	01 Sep 21	Target Surpassed but highest earnings since 2015 with effective cash collection methods employed. Costs will be halved for this in 2022	Treasurer/Secretary	N/A
2.6	Identify Replacement for Club Treasurer	16 Jun 21	Successor identified, will be put forward for Election at AGM	Club Committee	N/A
4.1	Replace Storm Damaged Nets for 2022 Season	06 Jun 21	Project delivered on budget in first part of 2021 Season. Two net facility to ECB standards installed following successful fund raising campaign.	Treasurer/Chairman/ Club Members	£30,000
4.2	Complete first full season of new 3 rd XI Fixtures in CDCA League	28 Aug 21	Sides raised for every weekend of the 2021 Season despite several COVID issue and poor availability in 1 st and 2 nd XIs at times	Selection Committee	N/A
8.1	Adjust Club secretary role to that of sole point of contact for all organisations and cricket bodies.	July 2021	Email In operation, Organisational bodies aware	Club Secretary	N/A

9.4	Annual surveys	2021 Survey Completed	Record results in Club Docs	Club Secretary	N/A
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