

CLUB DEVELOPMENT PLANNING: A GUIDE FOR CLUBS

DEVON CRICKET BOARD



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The Importance of Club Development Planning

What is a Club Development Plan?

A development plan is a written document which sets out a vision and specific goals for a club to achieve over a given period of time and identifies a framework for achieving this.

The plan looks at the future development of the club step by step and put simply looks at:

- Where you are now?
- Where you would like to be?
- How you will get there?

Why produce a Club Development Plan?

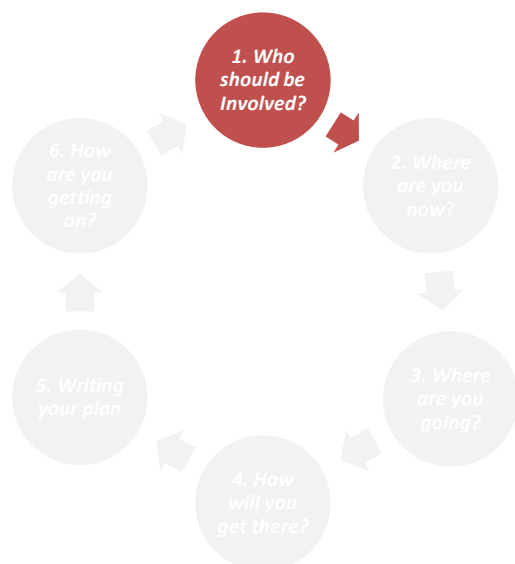
A development plan is an essential framework for a club to work to in order to be sustainable and to fulfil their full potential. Having a good club development plan in place allows clubs to:

- Effectively plan for the future, both in the short-term and long-term
- Review where they are and where they want to be
- Provide momentum and motivation for development
- Share responsibility amongst committee members and volunteers at the club
- Connect with members and key organisations
- Secure grant aid



Writing a Club Development Plan

Who should be involved in developing the plan?



The first thing you will need to consider when developing a plan is who will be the ‘drivers’ for writing and producing it. Although some may think it might be quicker for one person to write the plan, the key to success is having a dedicated group of people with a variety of skills and knowledge to pull the plan together. Therefore, you may decide to form a sub-committee for developing your plan. This small group will lead the development of the plan, but it is also vital to consult all sections of the club as well as external partners to inform your plan.

You should think about consulting:

- Club members – both adult and junior, playing and non-playing
- All volunteers – coaches, groundskeepers, bartenders, tea makers, umpires and scorers, and the rest!
- Parents
- Lapsed members
- External partners – schools, sponsors
- Leagues
- The Devon Cricket Board

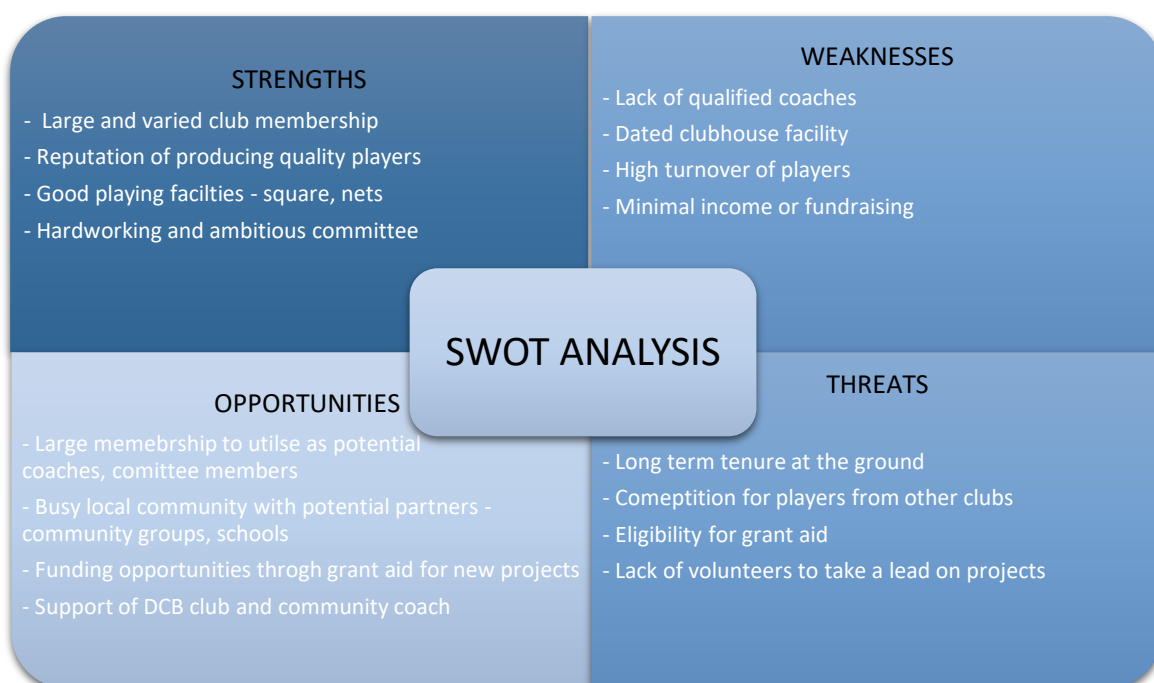
Once you have decided on the group to lead the plan and consulted with everyone involved with the club, you can start putting together the content.



SWOT Analysis

A good way of determining your priority areas for development as a club is to carry out a SWOT analysis. This looks at your club's Strengths, Weaknesses, Opportunities and Threats. It is beneficial to complete this SWOT analysis before starting your development plan and put it out to the wider membership. You may also choose to include it in the start of your final planning document.

SWOT Analysis example:



- *Strengths are things your club does particularly well or distinguishes you from others*
- *Weaknesses are factors your club can or needs to improve on*
- *Opportunities are openings or chances outside of the club you can take advantage of*
- *Threats are anything outside of the club that can negatively affect it*



The Content

No two club development plans will look the same as every club is different. A plan for a club with hundreds of members and numerous teams will look different to one for a single side club with a small facility. The content below highlights areas that should be considered although may not feature in every club's plan.

Overview and Objectives:

It is important to include in your plan a brief overview of the club in order to 'set the scene'.

This introduction should include:

- Basic history of the club
- Location
- Governance structure
- Club mission statement

Governance Structure example:

Executive Committee			
President	Chairman	Secretary	Treasurer Vice-Chair
Groundsman	Welfare Officer	Facilities Manager	Bar Manager Club Captain
<hr/>			
Fundraising Committee	Grounds Committee	Club House Committee	Cricket Committee
<hr/>			
			Junior Cricket
			Women's Cricket
			Men's Cricket

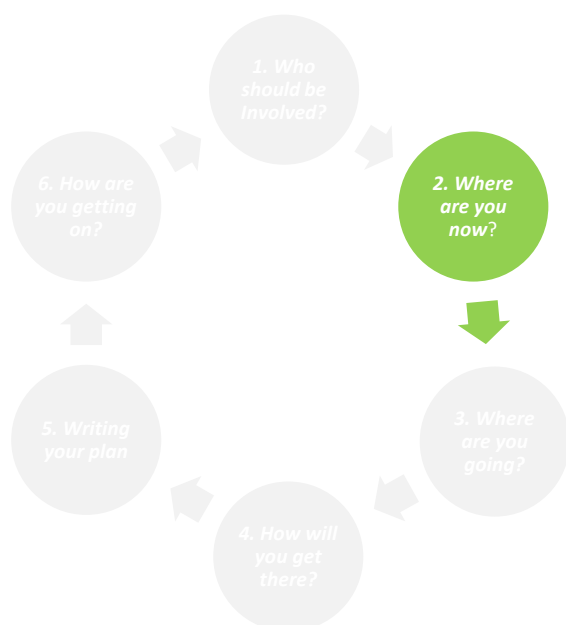
This is also a good place to set out your general objectives for the club, you can expand on these later in the plan.

Examples of some general club objectives:

- To provide a safe, welcoming and inclusive environment for all to enjoy cricket
- To have a club that is an integral part of the local community
- To provide a clear pathway for all to develop as players



Where are you now?



The first section of the plan should focus on where you are currently as a club. This allows you to assess your current situation and provides anyone reading your plan with some important information and context.

Membership

Outline how many members you have as well as any interesting trends, for instance, you may have many junior members at a certain age group but struggled for numbers at another. You may be a social club and have many non-playing members or you might be an adult only club with no junior section currently.

Playing/Training offer

Outline what cricket you provide including seniors, juniors, girls and women as well as how many teams and squads belong to each section, including appropriate age groups. For example:

Number of Junior Teams:

Age	Mixed	Girls
U10s	1	1
U11s	2	1
U12s	1	0
U13s	2	0
U15s	1	0
U19s	1	0



Facilities and Equipment

Outline what facilities you use, where they are and your tenure (e.g. own, lease, rent).
Include:

- Playing and training facilities such as the number of pitches and nets
- Ancillary facilities such as changing rooms
- Social facilities such as clubhouse, bar and function room.

If you do not own any facilities simply outline where your organisation plays, such as the local leisure centre, sports hall or astroturf pitch.

You should also include what equipment you have such as grounds maintenance, covers, sightscreens, scoreboards and coaching equipment.

Leagues and fixtures

Outline what leagues and fixtures you take part in. E.g.: 2 x Devon Cricket League (DCL) teams, 4 x South Devon Youth League (SDYL) teams, 1 x women's softball team etc.

Volunteers and staff

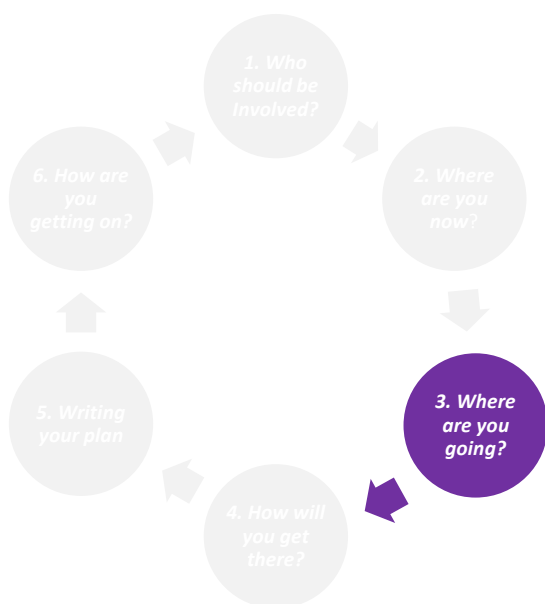
Outline how many people are involved in managing the club, their roles, qualifications and whether they are volunteers or paid staff.

Finances

Highlight the club's income streams and main expenditure costs and summarise the financial stability of the club.



Where do you want to be?



Following your consultation with key stakeholders, a SWOT analysis and establishing 'Where you are now', you will be shaping an idea of where you want to be and your vision for your club's development. At this point it is a good idea to establish your priority areas and an overall goal for each which can then be broken down into smaller, more manageable objectives that are realistic and achievable.

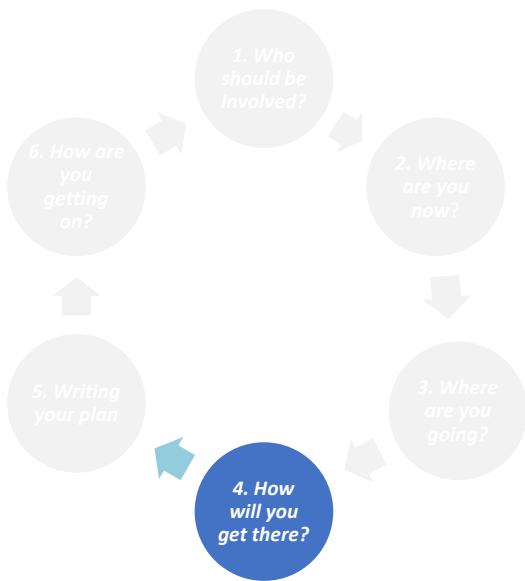
Some examples of priority areas for development:

- Club Management
- Safeguarding and Welfare
- Coaches
- Volunteers
- Junior Development
- Adult Development
- Community Links
- Facilities & Equipment
- Communication and Marketing

Priority areas can be grouped in a variety of ways. For example, a club might want to join junior development and adult development under one heading of player development or split club management into finances and governance. Alternatively, a club might wish to create additional sections for performance and elite development, officials, competition and leagues. At the end of the day it is your club development plan and should be laid out to suit your club needs and requirements!



How you are going to get there?



The next stage is to focus on how your club is going to achieve its vision and goals. This can be done by breaking down each priority area into objectives.

When setting objectives try to think about the SMART principle:



Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.



An example of a how one of your priority areas of ‘Volunteers’ could be broken down:

Priority Area	Objectives	Actions	Who	When (1/3/5 years)	Cost
Volunteers To have a well-run club run by valued volunteers who are dedicated, supported and recognised.	Increase number of qualified volunteer coaches by 3	Identify willing volunteers through face to face discussions, advertising, and incentives	Volunteer coordinator and current coaches	1 year	Subsidise Level 1 - £150pp
	Recognise and reward volunteers	Utilise free Somerset ticket offers from DCB, shoutouts on social media, volunteer socials	Committee	Yearly	Subsidised social - £15pp
	Upskill grounds staff	Show others how to uses mowers, roller. Sign up to GMA level 1.	Groundsman/ volunteer coordinator	2 years	GMA course - £25pp



Writing your plan



As previously mentioned no two development plans will look the same. How you put your plan into a document is up to you, but it should be easy to understand, use and review. Ideally it should:

- Be linked to the overall ‘mission statement’ or ‘vision’ for the club
- Review the current position and health of the club
- Highlight key short-, medium- and longer-term goals
- Highlight objectives and the resources, finances and timescales to achieve these
- Allow for a review of progress and outcomes throughout the year

You may choose to format your plan so that each priority area of the club has a section with the ‘Where you are now’ followed by the plan. Alternatively, you may have the first section as the ‘Where you are now’ across all areas followed by plan for all of your priority areas. Your development plan will probably contain a lot of detail so it is good practice to produce a summary document that can be easily shared at your club and on social media. Make sure this summary document contains the key points and is eye catching and easy to read.



Example formats and templates:

[ECB Club Development Plan Template](#)

Club Support – Creating Our Future

5 Year Vision: What do we want people to be saying about our club in 5 years time?

How do we communicate this to our members?

How do we engage with our local community?

Key Player Facts:					
	No. Players		No. Teams		No. Coaches
	M	F	M	F	
U9					
U11					
U13					
U15					
U17					
Senior					
Disability					

Our Key Volunteers: Who are the key people in our club?

Our Finances:

- Annual turnover
- Profit or Loss?
- Good level of reserves?

What do we need to do to achieve our vision?					
	Objectives	Actions	Who	When - (1/3/5 years)	Cost
Players, Members and Volunteers What do we need to do to improve their experience at our club?					
Facilities What do we need to do to improve our facilities?					
Finances How can we save and make money to invest back in our club?					

CLUB SUPPORT – PLANNING FOR THE FUTURE

CLUB SELF ASSESSMENT - UNDERSTANDING OUR STRENGTHS AND WEAKNESSES

CHARACTERISTIC	WHAT DOES GOOD LOOK LIKE?	ACTION REQUIRED? Yes or No	PRIORITY Top 5?
PURPOSE	Our committee is representative of our club (includes junior/senior players, parents, volunteers etc.)		
	Our committee takes time to ensure it has a clear understanding of where we want to be in 5 years		
	We always let our members know what we are trying to achieve as a club		
SOCIAL	We work proactively with our members to improve their experience		
	We are innovative in how we attract new members to our club, ensuring we create a welcoming environment		
	We understand the importance of retaining our existing volunteers/players/members and take time to understand their motivations for being part of our club		
	We are innovative in how we attract new volunteers to our club, utilising the skills, knowledge and attributes of our members effectively		
	We recognise the need to reduce bureaucracy and administration for our volunteers e.g. maximising the use of new technology, influencing leagues etc.		
ECONOMIC	We are innovative in increasing our income streams ensuring we can proactively plan for the future		
	We work to reduce our running costs and redirect funds into the player experience		
	We manage our finances effectively and are compliant with tax legislation		
	We work proactively with the leagues to reduce travel costs		
	We produce an annual budget to ensure we are in control of our finances and are sustainable in the future		
ENVIRONMENTAL	We work to improve access to better indoor facilities for our members		
	We work to improve access to better outdoor facilities for our members (practice and match play facilities)		
	We manage our energy and water use effectively to help reduce our costs		
	We are prepared for changing climate patterns and to reducing the impact that drought and flooding may bring to our club		
	We continuously monitor the usage of our facilities and our membership levels and look to source alternatives / new facilities		
	We work proactively with our community to open up our facilities creating a warm, welcoming environment and help raise money		



Club Support – Planning for the Future

Who Do We Engage With?

Who should we engage with <i>internally</i> ? e.g. players, parents, coaches	Do we currently? (Yes / No)	How regularly?	Is this engagement one way or two way?	Do we engage effectively? Do we understand the impact we are having?	Any improvements we could make?
Who should we engage with <i>externally</i> ? e.g. schools*, businesses, community groups					

[Sport England Club Matters template:](#)

How will we get there? (See section 4 of the guide to creating a club development plan)

Action Plan – what are the actions you need to undertake to meet your objectives? Consider the areas below or others that are more relevant for your club.

Objective	Actions	Resources	Lead / Supported by	Timescale / Deadline	Progress
Club Management and Governance					
	•				
	•				
	•				

Objective	Actions	Resources	Lead / Supported by	Timescale / Deadline	Progress
Welfare – Safeguarding/Equity/Grievance					
	•				
	•				
	•				

Objective	Actions	Resources	Lead / Supported by	Timescale / Deadline	Progress
Workforce – Coaches/Officials/Volunteers					
	•				
	•				
	•				



Club Example extracts:

PLAYERS & TEAMS

Playing member numbers are as follows:

Adults (18+)	Men	Women
Adult	44	16
Adult Casual*	70 (approx.)	25 (approx.)
	114	41 Total 155

*Men's Community League players and Women's Softball players

Juniors (Under 18)	Boys	Girls
Under 18	1	0
Under 17	3	0
Under 16	3	0
Under 15	8	1
Under 14	8	2
Under 13	6	8
Under 12	28	7
Under 11	21	2
Under 10	19	1
Under 9	15	7
Under 8	19	5
Under 7	17	10
Under 6	19	4
Under 5	12	1
	179	48 Total 227

} All Stars Cricket

Team numbers are as follows:

Open aged	Mixed	Women
Hardball weekend	4**	1**
Mixed mid-week	1	
Community League teams	6	
Softball Festivals		1
	11	2 Total 13

Juniors	Mixed	Girls
Under 19	1	0
Under 15	1	0
Under 14	0	0
Under 13	1	1
Under 12	1	0
Under 11	1	0
Under 10	2	0
	7	1 Total 8

** x2 teams Devon Cricket League (Sat)
 x2 teams North Devon Cricket League (Sun)
 x1 team Devon Women's Cricket League (Sun)

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Planned

Playing member numbers are as follows:

Adults (18+)	Men	Women
Adult	60	25
Adult Casual*	70 (approx.)	25 (approx.)
	130	50 Total 180

*Men's Community League players and Women's Softball players

Juniors (Under 18)	Boys	Girls
Under 18	5	0
Under 17	5	0
Under 16	5	0
Under 15	15	10
Under 14	15	5
Under 13	15	10
Under 12	15	5
Under 11	15	15
Under 10	15	15
Under 9	15	10
Under 8	15	10
Under 7	15	10
Under 6	15	10
Under 5	15	10
	175	110 Total 285

} All Stars Cricket

Team numbers are as follows:

Open aged	Mixed	Women
Hardball weekend	4**	1**
Mixed mid-week	1	
Community League teams	6	
Softball Festivals		1
	11	2 Total 13

Juniors	Mixed	Girls
Under 19	1	0
Under 15	1	1
Under 14	1	0
Under 13	1	1
Under 12	1	0
Under 11	1	1
Under 10	2	1
	8	4 Total 12

** x3 teams Devon Cricket League (Sat)
 x1 teams North Devon Cricket League (Sun)
 x1 team Devon Women's Cricket League (Sun)

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FACILITIES

Sandford Cricket Club was established in 1949 and has always played in the Creedy estate. The current clubhouse was built in 1999, replacing various previous versions. Over the past 20 years the club has purchased additional land to increase the size of the playing area and regularly invested to the playing and practice facilities.

We currently have:

Clubhouse

- X2 changing rooms with x3 showers in each
- An official's changing room with x1 shower
- Male, female and disabled toilets
- X3 storage spaces (inc plant room)
- X1 kitchen
- X1 bar, bar store and drayman's room
- X1 open function space with skittle alley
- Outdoor viewing area and patio.
- X1 groundsman's garage
- Car parking for 55 cars on hard standing, plus 100+ on grass and overflow carpark

Other buildings

- X1 large groundsman's shed
- X1 scoreboard and electronic scoreboard

Practice facilities

- X2 non-turf practice nets
- X1 mobile net cage

Playing facilities

- X1 non-turf pitch
- X12 pitches on the square
- X1 sightscreen (one end not required due to pronounced slope of ground)
- Various pitch covers, both roll-on and sheeting

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Planned

Our facilities are classed as very good. Our pitch is rated very highly by umpires and used for Minor Counties cricket and County Age Group cricket. However, there are some key developments required to the facilities due to the age of the club house and the growth of the playing membership.

ClubHouse

- Kitchen replacement / refurbishment
- Redecoration throughout club house
- New carpet throughout clubhouse
- Toilet refurbishment (Men, Women & Disabled)
- LED lights throughout to improve energy efficiency
- Develop additional storage space
- Enlarge social space and improve accessibility
- Develop separate / third changing area to use as flexible changing space
- Develop an area to use as an office
- Provide an AV area and quality sound system for use at functions
- Car parking - tarmac hard standing with spaces, especially disabled and caters allocation
- Investigate the potential of purchasing overflow parking area.
- Replace patio around clubhouse

Other buildings

- Scorebox - needs servicing and some digits replacing
- Security fencing behind clubhouse

Practice facilities

- Add an 3rd lane to the non-turf practice nets

Playing facilities

- Access to second pitch when 3rd team in place
- Additional NTP in outfield or grass pitch to enable multiple games to be played
- Replace ageing perimeter fencing to ground

Machinery

- Replace pitch mower in next 5 years

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General Examples:

Template Example

XXXXX Cricket Club Development Plan

Priority Area: People						
Aim:						
Objective:						
1.						
2.						
3.						
4.						
Ref	Action	Outputs	Timescale	Key Partners	Resources	Progress Monitor
1.1						
1.2						
2.1						
2.2						
2.3						
3.1						
3.2						
3.3						
4.1						

Example 1

CLUB DEVELOPMENT TEMPLATE

Club Logo

State your clubs overall mission or purpose here:

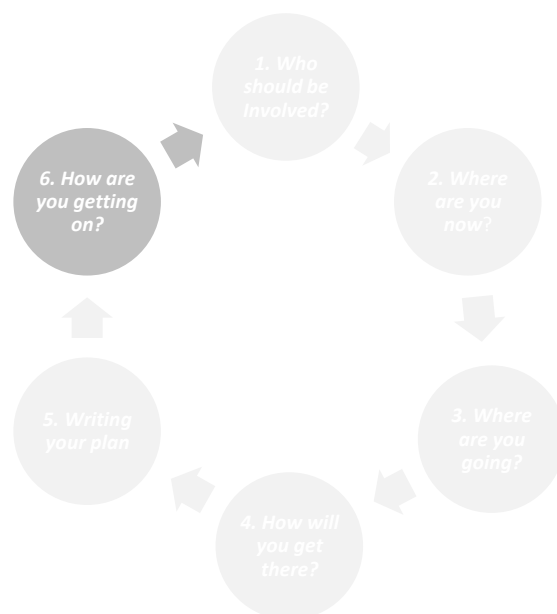
+					
Objective	Action	Responsibility	Timescale	Cost	Progress



How are you getting on?

It is essential to regularly refer to your club development plan and be able to review and amend it where necessary.

Clubs often put together a club development plan and then don't actually use it, or just write one as a requirement for funding. Time and effort will have gone into the plan, which should provide a framework for the club's development, so make the most of it!



The plan should be reviewed at least annually, and it is a good idea to include it as an agenda item at your AGM, so members are able to understand plans and voice their opinions.

Furthermore, your Club Development Plan is an excellent tool to update local sports networks and funding agencies of your club's intentions and aspirations and regular review can help to keep a club moving forward.

Provided that the targets set in the plan are measurable, the reviewing process should be quite straightforward.



Resources

- [Sport England Club Matters](#) – Includes a full template, short guide and club improvement tool as well lots of other club management advice and support.
- [ECB Club Development Plan Template](#) – ECB template as seen above
- [ECB Club Support Pages](#) – including club funding, events, management, ground care and safeguarding
- [Devon Cricket Club Support Pages](#) – including affiliation, funding and digital marketing.
- [ECB Game Wide Strategic Plan](#) - *Inspiring Generations* is the game-wide five-year strategic plan to grow cricket in England and Wales from 2020-24.

Contact Details

For further support in developing a Club Development Plan, contact:

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Clubs & Programmes Manager
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'A Game for Me'

Placing cricket at
the heart of our
communities

For developing a specific Women's and Girls' Development Plan, contact:

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