

To facilitate and promote participation of the whole community in the sports of cricket and tennis by:

- KEEPING COSTS LOW (BROADENING OUR INCOME BASE)
- GROWING PLAYING OPPORTUNITIES AND CAPABILITIES
- IMPROVING FACILITIES
- PROMOTING AND REWARDING PARTICIPATION
- BUILDING A WELCOMING AND INCLUSIVE CULTURE

**STAPLEHURST CRICKET & TENNIS CLUB
DEVELOPMENT PLAN 2016-20**

v25 January 2016

STRATEGIC OBJECTIVE	ACTION	SHORT-TERM	MEDIUM TERM
KEEPING COSTS LOW (BROADENING OUR INCOME BASE)	<ul style="list-style-type: none"> New Income streams 	<ul style="list-style-type: none"> Identify options for aligned business & franchise opportunities <ul style="list-style-type: none"> Food & drink retailing/Venue & ground/Coaching/Commercial cricket & tennis activity/Other sports 	<ul style="list-style-type: none"> Develop specific business proposals
	<ul style="list-style-type: none"> Bar business plan 	<ul style="list-style-type: none"> Extend opening hours profitably <ul style="list-style-type: none"> Small regular events programme 	<ul style="list-style-type: none"> Keep pricing and offer under constant review to attract members/guests <ul style="list-style-type: none"> Benchmark competitors and substitutes
		CASC Compliance <ul style="list-style-type: none"> Separate accounting – member/non-member sales 	<ul style="list-style-type: none"> Price differential member/non-member Review need for trading subsidiary
		<ul style="list-style-type: none"> Commercial license <ul style="list-style-type: none"> Marketing facilities for private use 	
	<ul style="list-style-type: none"> Events 	<ul style="list-style-type: none"> Major events programme 	<ul style="list-style-type: none"> Event specific working groups <ul style="list-style-type: none"> new events/formats/joint ventures
	<ul style="list-style-type: none"> Fundraising 	<ul style="list-style-type: none"> Systemise Gift Aid for donations <ul style="list-style-type: none"> Maximise tax efficiency of donations 	<ul style="list-style-type: none"> Explore replacing income where appropriate with donations basis
		<ul style="list-style-type: none"> Club development fund 	<ul style="list-style-type: none"> Legacy funding
<ul style="list-style-type: none"> Identify and Appoint Grants officer 		<ul style="list-style-type: none"> Systemise grant applications 	
<ul style="list-style-type: none"> Membership Recruitment 	<ul style="list-style-type: none"> Make joining easier <ul style="list-style-type: none"> Membership forms accessible in range of local outlets Introductory discounts for target people 	<ul style="list-style-type: none"> Member-get-member incentivisation scheme <ul style="list-style-type: none"> Discounted subscription or bar tokens for successful introductions 	
	<ul style="list-style-type: none"> Specific tennis recruitment strategy <ul style="list-style-type: none"> Increase tennis subscriptions by 25% per annum Day rate for casual non-member use of courts to incentivise joining 	<ul style="list-style-type: none"> Improve tennis member offer – play and facilities Activity to convert casual player to more organised social tennis <ul style="list-style-type: none"> Social nights Group coaching Matchplay/internal tennis ladder 	
	<ul style="list-style-type: none"> Sponsorship 	<ul style="list-style-type: none"> Enhance pricing structure of corporate sponsorship for combined and individual elements of package <ul style="list-style-type: none"> Demonstrable business case 	<ul style="list-style-type: none"> Enhanced payback opportunities for sponsors <ul style="list-style-type: none"> Business case Joint promotions Exhibitions and Trade Fairs Affinity schemes

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GROWING PLAYING OPPORTUNITIES AND CAPABILITIES	Cricket	Covers <ul style="list-style-type: none"> • Scope Efficacy/Cost • Funding - Maintenance/Security - Operation 	<ul style="list-style-type: none"> • Confirm business case
		Nets <ul style="list-style-type: none"> • Temporary portable 	<ul style="list-style-type: none"> • To be replaced by permanent outdoor cricket net
	Tennis	<ul style="list-style-type: none"> • Review tennis strategy: <ul style="list-style-type: none"> ○ Competition: other clubs and home courts ○ Differentiation – facilities, coaching, playing formats ○ Pricing 	Develop Tennis Investment Plan
	Develop range of CRICKET playing opportunities	<ul style="list-style-type: none"> • Review and confirm League priorities and ambitions • Review teams/playing formats <ul style="list-style-type: none"> ○ Sundays ○ T20 ○ Junior transition ○ Casual/occasional 	
	Develop range of TENNIS playing opportunities	<ul style="list-style-type: none"> • Adult tennis coaching • Social tennis nights 	<ul style="list-style-type: none"> • Intermediate/elite junior tennis coaching • Competitive league tennis
	Develop coaching infrastructure	<ul style="list-style-type: none"> • Head coaches integrated into Club management • Develop coach qualification conveyor belt - juniors, parents, adult cricketers 	Review Coaches' Continuous Professional Development processes
	Run cricket teams at relevant age levels	<ul style="list-style-type: none"> • Extend teams to all relevant age groups as numbers and coaching capacity allow <ul style="list-style-type: none"> ▪ U9, U11, U13, U15, U16/17, U19 	
	Youth/adult progression strategy	<ul style="list-style-type: none"> • Review playing formats and relevance for progression 	<ul style="list-style-type: none"> • Benchmark assessments at u15 • Develop 15+ career progression report cards
	School partnerships	<ul style="list-style-type: none"> • Work with local schools to develop cricket & tennis programme <ul style="list-style-type: none"> ○ Curriculum & After-school ○ Staplehurst Cricket Academy 	Identify long-term funding sources <ul style="list-style-type: none"> • Commercial • Chance to Shine

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IMPROVING FACILITIES	<ul style="list-style-type: none"> • Ownership structure 	<ul style="list-style-type: none"> • Ensure fully protected Trust <ul style="list-style-type: none"> ○ Defined parameters/responsibilities of Trust/Trustees <ul style="list-style-type: none"> ▪ Review club constitution ○ Safeguarding assets ○ Protecting purpose for cricket & tennis 	
	<ul style="list-style-type: none"> • Asset disposals 	<ul style="list-style-type: none"> • Review options • Develop proposal 	Sheds/Tennis Pavilion <ul style="list-style-type: none"> • Review future usage • Rationalise surplus capacity • Identify productive use of space
	<ul style="list-style-type: none"> • Audit of facilities 	<ul style="list-style-type: none"> • Review of all major capital items to assess useful lifespan <ul style="list-style-type: none"> ○ Replacement schedule ○ Long-term depreciation plan ○ Account and budget for projected write-downs 	
	<ul style="list-style-type: none"> • Environmental sustainability 	<ul style="list-style-type: none"> • Calculate environmental footprint and remediate <ul style="list-style-type: none"> ○ Energy use reduction 	<ul style="list-style-type: none"> • Alternative energy sources • Reduce travel and encourage car-sharing • Explore practical water harvesting scheme
	<ul style="list-style-type: none"> • Property Management 	<ul style="list-style-type: none"> • Establish property working group <ul style="list-style-type: none"> ○ ongoing maintenance programme ○ improvements 	
	<ul style="list-style-type: none"> • Clubhouse 	<ul style="list-style-type: none"> • Improve Bar/Clubhouse facilities <ul style="list-style-type: none"> ○ Fixtures & furnishings ○ Kitchen ○ Heating & hot water efficiency ○ Viewing 	<ul style="list-style-type: none"> • Extension <ul style="list-style-type: none"> ○ Explore options/feasibility • Develop business plan
	<ul style="list-style-type: none"> • Tennis Courts 	<ul style="list-style-type: none"> • Review management of grass courts • Hard court refurbishment 	<ul style="list-style-type: none"> • Consider grass court alternative uses • New hard courts <ul style="list-style-type: none"> ○ Business case
	<ul style="list-style-type: none"> • Ground 	<ul style="list-style-type: none"> • Identify succession plan 	<ul style="list-style-type: none"> • Review long-term maintenance and improvement options/costs

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PROMOTING AND REWARDING PARTICIPATION	• Ownership	<ul style="list-style-type: none"> • Membership Owner/Customer differentiation <ul style="list-style-type: none"> ○ Subscriptions ○ Match fees 	• Eligibility for officer roles, sub-committee and AGM voting
	• Leadership	<ul style="list-style-type: none"> • Review functioning of sub-committees <ul style="list-style-type: none"> ○ Review club constitution 	• Develop succession planning for officers and sub-committee membership
	• Management	<ul style="list-style-type: none"> • Emphasis on delivery by projects led by individuals and working groups with defined remit and timescales 	
	• Involvement strategy	<ul style="list-style-type: none"> • Volunteering strategy • Member 'owner' time qualification: <ul style="list-style-type: none"> ▪ Committees ▪ Working groups ▪ AGM/Forum participation 	• Skills audit of members and matching to required jobs
		<ul style="list-style-type: none"> • Review effectiveness of <ul style="list-style-type: none"> ○ Club Forum ○ AGM ○ Recognition schemes 	
		<ul style="list-style-type: none"> • Suggestion scheme 	
• Internal communication	<ul style="list-style-type: none"> • Develop existing internal communications platforms <ul style="list-style-type: none"> ○ Develop club noticeboard sites ○ Email/Digest ○ Club website ○ Facebook network ○ Other social media – Twitter? • Build mobile-based platforms <ul style="list-style-type: none"> ○ Text ○ Proprietary text and mobile Apps – Teamer 	Build club specific App?	

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BUILDING A WELCOMING AND INCLUSIVE CULTURE	<ul style="list-style-type: none"> • Retention 	<ul style="list-style-type: none"> • Subscriptions <ul style="list-style-type: none"> ○ Standing order requirement for playing/family membership ○ Standing order for junior/social members reinforced by price differential ○ Communicate value of membership and benefits of increased engagement • Exit questionnaire to identify factors behind leaving and potential rectification 	
	<ul style="list-style-type: none"> • Induction 	<ul style="list-style-type: none"> • New members welcome pack • Assigned 'buddy' for all new members – to introduce club and maintain contact <ul style="list-style-type: none"> ○ Team member for new cricketers ○ Older established junior for new juniors in adult teams 	<ul style="list-style-type: none"> • Assigned 'buddy' for all new members – to introduce club and maintain contact <ul style="list-style-type: none"> ○ Social tennis co-ordinator ○ Social members peer groups
	<ul style="list-style-type: none"> • Family-friendly strategy 	<ul style="list-style-type: none"> • Family friendly impact to be considered in planning/approval of all club developments 	<ul style="list-style-type: none"> • Ensure family/social representation in all major committees and working parties • Identify need and format for junior club social activity
	<ul style="list-style-type: none"> • Welfare 	<ul style="list-style-type: none"> • Appoint Club Welfare Officer <ul style="list-style-type: none"> ○ Club Welfare Plan 	
	<ul style="list-style-type: none"> • Behaviour 	<ul style="list-style-type: none"> • Agree priorities and principles for required behaviour • Support Clubmark and new ECB 'Spirit of Cricket' rules 	<ul style="list-style-type: none"> • Review Club code of conduct for relevance and practical application • Develop implementation strategy including clear and applicable disciplinary procedure