**Cornwall Cricket Board Ltd**

**Creating your Club Development Plan – Guide**

The Cornwall Cricket Board Ltd (CCB) has pulled together this resource to support community cricket clubs in producing a club development plan. It is suggested that your business is split into four key areas and CCB would suggest that clubs follow these four simple headers.

**People** – Players, Volunteers, coaches, umpires, Groundsmen, etc.

**Places** – Facility, pavilion, Fine turf square and outfield, Practice facility and ancillary etc.

**Play** – Junior league and Senior League completion etc.

**Policy** – Governance of the club, ClubMark, structures etc.

The purpose of a club development plan is to give a club and its workforce a focus for development. There is a large number of clubs which annually meander along and never purposefully progress, they become stale and consequently begin to lose membership, jeopardise their facilities or volunteers become disenchanted. Is this you or your club? If yes then I would suggest that your club needs to complete a club development plan and reignite enthusiasm and focus. Development plans allow clubs to create momentum and develop opportunities for funding and grants, through the National Governing Body and other partner organisations.

This document follows a series of steps, with a template to help you as a club to get started.

**Step 1 – A Strengths, Weakness, Opportunities, Threats or (SWOT) analysis, Where are you?**

As a club you will need to complete a SWOT analysis to determine the priority areas for development. This will identify the clubs areas of strength and areas of weakness, opportunities and threats. It will help your club to identify the key areas to focus your efforts and resources.

It is vital to include as many members from your organisation as possible, from young and senior players, volunteers, parents, the local community etc. This way you will get a very clear picture of everyone’s opinion from the club. Club plans need to be owned by the whole club and not just committees. If your club has sub committees then you will need to bring all together or challenge sub committees with completing the SWOT analysis. The main committee needs to set the framework for these SWOT meetings with key deadlines.

Strengths and Weaknesses relate to the internal happening of the club. The recommendation is that clubs look at four main headings to develop the strengths and weaknesses, they are People, Places, Play and Policy;

|  |  |
| --- | --- |
| **People** | |
| Strengths  Broad Club membership in terms of age ability and gender  Each official has a clearly defined role and responsibilities document  Coaches are all highly qualified  All abilities of player receive a structured coaching programme  There is a sustainability plan for volunteers | Weaknesses  Playing membership gap between 25 and 40  Very limited number of qualified coaches  Confusion over purpose on junior section  Few volunteers to manage the facilities |
| **Places** | |
| Strengths  Modern Pavilion open to the membership and community  Playing surface is gaining high league marks  Location is central to the community  Roller is very new and excellent quality | Weaknesses  Pavilion is wooden and has holes in the roof and floor  No sight screens  No covers  Too many games are being cancelled due to the weather |
| **Play** | |
| Strengths  We have our 1st and 2nd X1 in the Premier and County 1 League  Our Junior under 11s and 15s won their junior leagues  The senior and junior teams are getting an excellent coaching programme  The training programme | Weaknesses  Struggling to get 11 players out in our 2nd team  Playing a lot of under 11s in under 13s teams  Players turning up late for fixtures  Losing all matches |
| **Policy** | |
| Strengths  Very good communication through main committee  Good website that gets a lot of hits  Open membership policy  Well-developed club selection policy | Weaknesses  Clubmark is not being managed properly  The newsletter is not getting out to people  Membership fees are not being paid on time  Confusion over links with junior section to senior section |

**Opportunities**

What does the local environment offer your club? Examples

* Large catchment area, potential for increased junior and senior membership
* Rural area, with a large number of farms, potential for use of machinery subject to brokering relationships
* Large number of businesses who could offer skill or financial support
* Availability of sports facilities could benefit our youth sections

**Threats**

Within any development plan there are threats that may hinder progression, some examples are listed below;

* Competition from other sports
* Relationships within the club, un-collective approach
* Lack of personnel and financial resource
* Club’s tenure is running out or does not allow for development
* Local politics

**Assembling the SWOT Analysis**

This is as vital a part as the SWOT itself, as it will ensure that everyone who should be has been involved in the process. To keep it simple the four key headlines of **People, Play, Places** and **Policy** should remain and from the key messages under these headings should come the most common statements and priority areas. It is the main/sub committee’s responsibility to analysis and then prioritises its key focuses and put them forward to the club plan.

**Step 2 – Creation of the Club Development Plan**

There needs to be a purpose or a vision developed by the club. Everything your club does you should ask the question, what is its purpose? If you as a club can’t work out what the purpose is then the suggestion is there is no need to do it.

You need to take your SWOT analysis and work out your vision for the defined period of time you want the plan to live. The information held from the SWOT could guide you in this decision.

You will need to create an introduction, outlining the purpose of the development plan, how it has been collated and the management structure for using and evaluating it. Within the introduction there needs to be some history, date founded, ownership and tenure, as well the current situation of the club system and structure, playing and social membership, number of coaches, facilities etc.

**Step 3 - The Development Sections**

You will need to include the priority areas and the areas that need to be maintained within the deliverable sections.

These sections will be specific to the club and driven by the priorities set out from the SWOT analysis.

An example is shown below under the four headings

**People**

Taken from the Weakness - ‘Playing membership gap between 25 and 40’ the club develops an aim

1. AIM – general statement to meet the priorities set in the SWOT analysis.
2. Objective – A more specific statement which breaks down the general statement, what are you going to do to achieve?
3. Actions – What are you going to do to achieve the objective?
4. Outputs – Specific targets, number of adults playing in the sessions etc.
5. Timescale – start and finish date, with frequency if applicable.
6. Key partners – Who is responsible and needs to be part of achieving the objective?
7. Resources – What finance is needed from the club to make it happen?

**Evaluation of the Development Plan**

It is important that the development plan does not just sit on the shelf! The document has to be live and referenced at each meeting to evaluate and check for progress. The only way the club can be sure that plans are progressing is by reviewing, checking and questioning the people involved in delivering the plan.

The plan should be evaluated as a whole after each year to amend or add as the situation requires. When the development plan has one year left, the club should start the process all over to make sure there is a continued process of development focused on outcomes and actual need not necessarily nice to haves.

**Key Contacts**

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**Useful Websites**

Cornwall Cricket Board Ltd [www.cornwallcricket.co.uk](http://www.cornwallcricket.co.uk)

England and Wales Cricket Board [www.ecb.co.uk/development](http://www.ecb.co.uk/development)

Club Maters [www.sportenglandclubmatters.com](http://www.sportenglandclubmatters.com/)

**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 |  |  |  |  |  |  |