

# WHCC DEVELOPMENT PLAN (ROLLING) 2012-16

2011  
VERSION 1.1

AUTHOR: NEIL INNES & ANDY VARLEY  
DATE: 8<sup>TH</sup> SEPTEMBER 2011

## CONTENTS

### Table of Contents

1. Introduction .....	2
2. Mission Statement, Aims & Objectives .....	2
2.1 Mission Statement .....	3
2.2 Aims .....	3
2.3 Objectives: .....	3
3. Current Structure & facilities.....	5
3.1 Committee & Roles & Responsibilities.....	5
3.2 Cricket Development Officer (CDO).....	5
3.3 Coaching & Colts .....	5
3.4 Membership 2011 .....	6
3.5 Facilities & Playing .....	6
4. Key 2011 achievements .....	8
4.1 Chance 2 Shine .....	8
5. Future Developments & Goals.....	9
5.1 Committee .....	9
5.2 Colts & Schools Partners .....	9
5.3 Talented Players and Long Term Athletic Development (LTAD) .....	10
5.4 Senior Membership & Recruitment .....	10
5.5 Facilities & Playing .....	11
5.6 Finance.....	12
6.1 Objectives New .....	14
6.2 Objectives achieved, yet ongoing in 2011 .....	14
6.3 Objectives achieved, yet ongoing in Earlier Years.....	14

## 1. INTRODUCTION

The history books record that in 1880, the Busk family owned the property in Winchmore Hill known as Ford's Grove. Their head gardener, John Moore, asked Mr. Busk for permission to play cricket in the grounds and Winchmore Hill Cricket Club was formed. W.T Paulin purchased the grounds when the Ford's grove estate was auctioned in 1920 for £8,000. His daughter, Irene, became president of the club and secured its future by directing in her will, upon her death in 1960, that a 99-year lease be granted to the club. The cricket club has since taken on sections for football, tennis, hockey and table tennis. The 'parent club' is managed by the management committee comprising representatives from each of the sports sections, which make up the club. The cricket club will run its' own matters and report into the parent club.

In 1970, sixteen senior Middlesex clubs formed the Middlesex County Cricket league, introducing competitive league cricket to the county. This had increased to 17 by 1995. The creation of the England and Wales Cricket Board and their desire to improve the standard of amateur league cricket led to the Middlesex League being granted ECB Premier status, beginning in the 1999 season. Initially Winchmore Hill CC qualified for the top division in each of the first three grades, with the 1st XI gaining runners-up in the inaugural season, denied the championship only by a technicality. More recently the 1st XI has played its cricket without threatening the leaders and was relegated in 2009, however strong performances in 2010 led to winning the league and promotion straight back up and was continued in 2011 with 3<sup>rd</sup> place in the league.

2004 saw significant improvement in facilities with a complete replacement of the training nets with 4 all weather surfaces with fully enclosed netting. This was supplemented by a multiple purpose all weather surface also fully enclosed providing additional training areas.

During the summer of 2011, the playing positions for our cricket sides are as follows;

Sat / Sun	Team	League	Division	Format
Sat	1 <sup>st</sup> XI	ECB Middlesex	Premier	100 over minimum
Sat	2 <sup>nd</sup> XI	ECB Middlesex – Second Team	2 <sup>nd</sup>	100 over minimum
Sat	3 <sup>rd</sup> XI	ECB Middlesex – Third Team	3 <sup>rd</sup>	100 over minimum
Sat	4 <sup>th</sup> XI	1987 League	3 <sup>rd</sup>	100 over minimum
Sat	5 <sup>th</sup> XI	Friendlies	-	Time
Sun	1 <sup>st</sup> XI	Chess Valley	TBC	45 overs
Sun	1 <sup>st</sup> XI	CCC	-	50 overs
Sun	1 <sup>st</sup> XI	National Knockout	-	45 overs
Sun	1 <sup>st</sup> XI	Middlesex Cup	-	45 overs
Sun	1 <sup>st</sup> XI	20Twenty	-	20 overs

## 2. MISSION STATEMENT, AIMS & OBJECTIVES

The aim of the development plan is to provide a roadmap of how we will achieve our objectives in the next 5 years. For each major category, we shall answer the critical questions that follow;

- What do we have now?
- What do we need to develop and deliver against our objectives?
- What do we need to do and who will do it?
- What are the cost implications and how will we fund it?
- Timescales?

This development plan was originally drawn up in conjunction with the Middlesex Cricket Board (MCB) WHCC Cricket Development Officer (CDO), and also embraces the England and Wales Cricket Board's (ECB) mission statement for clubs.

## 2.1 MISSION STATEMENT

WHCC fully supports the ECB mission statement as follows:

'To ensure that every person, including players of all experience and ability, has the opportunity to play and become involved in the game in a fully structured, organised and resourced club environment. WHCC will also endeavour to support full compliance with the policies of Health & Safety, Child Welfare and Equity

## 2.2 AIMS

Underpinning the mission statement are 3 core aims / principles, which will form the basis of the 5 year plan and on which each proposal is measured as to how it will help support or achieve these principles. These 3 core principles are designed to set the framework by which to address and achieve the stated aims of the ECB Club development plan.

1. **Ensure the structure of the club is designed to ensure the maximum success of the 1st team**
  - Assist by retaining players
  - Ensuring high profile and attractiveness of the club
  - Assisting in recruitment of senior players into the club
  - Setting the expectations and success in terms of attitude for the colts
2. **Support the development, structure and enrichment of the Colts section and cricket in local schools**
  - Will ensure high profile and attractiveness of the club
  - Will provide feeder players into the senior team
  - Provides a vibrant social element to the club and community
3. **Develop the facilities of the club environment, both in infrastructure and socially to achieve principles 1 and 2**

## 2.3 OBJECTIVES:

The stated 3 core principles of the club are designed to set the framework by which to address and achieve the stated aims of the ECB Club development plan and specifically their 6 objectives for clubs to aim for. These are detailed in summary below and with our high level response, which is broken out in detail in the following sections of this document:

1. **Harness and develop all young cricketers so they have the opportunity to contribute to the game of cricket at all levels and play a central role in club cricket life:** Continued active development of the colts and the continuation of the U8 through to U17 colts structure. In addition, continue the policy of active review of the development of the colts to ensure they are positioned within the senior colts teams at the right level and with right level of senior player support and experience.
2. **Develop and strengthen a structure and pathway for women and girls to actively participate in and follow cricket:** The WHCC cricket committee approved the go ahead to achieve the long-term objective of establishing a women's Cricket section. Open invites are already in place for girl cricketers to enter into the existing colts structure with the main objective to have this as a pre-cursor to the build out of a plan that will both map out how WHCC can establish a senior women's team playing at the ground. To further encourage this, it will be the aim of the fixture committee member to source at least one or more women's games to be played at the club to raise the profile of the women's game to existing members and colts parents.
3. **Develop and strengthen the whole club environment, promoting cricketing opportunities for disabled people:** Continue to ensure and fund the presence of a cricket development officer (CDO) within the club. This will assist in the development of the 1st team capabilities, as well as provide the opportunity of

increasing coaching quality within the colts' squads and build upon our links into near by schools. Focus should be on ensuring continuity of the role, and individual in the role and early confirmation of the person into that role.

4. **Develop and promote cricket for black and ethnic minorities:** Ensure continued recruitment and encouragement of black and ethnic minorities, via both a positive and open environment for all players. Build upon the potential opportunity of new players via our annual hosting of the Sri Lankan cricket festival and reaching out to ensure awareness of the opportunities for cricket planning at all levels.
5. **Ensure that our cricket club is an integral part of the local community, contributing an invaluable service to all sections of the local community, developing club members, supporters and volunteers (maximum five bullet points):**
  - Build upon the success of obtaining our partnership with the "chance to shine project" and ensure new players are introduced to the club as well as ensuring improved coaching abilities by teachers in the school system
  - Continue participation in the "Enfield cluster meetings" to ensure PE teachers have the chance to arrange coaching with our CDO
  - Continue active engagement of ensuring open advertising to club events, particularly the summer camp coaching session
  - Actively engage parents to be come participating members of the club and non-playing member
6. **Develop and strengthen senior playing teams, providing positive role models to all club members, leading achievement and success:** Success of the 1st team and ensuring that they remain competitive, continue to develop and strengthen their performance at the premierships level. This success and their positive role model and performance will assist in recruitment of new players, help attract and maintain depth and strength within the colts and success within all layers of the club.

### **3. CURRENT STRUCTURE & FACILITIES**

#### **3.1 COMMITTEE & ROLES & RESPONSIBILITIES**

These are clearly articulated and mapped out in the specific WHCC Roles & Responsibilities document, which is updated on an annual basis (reference: Policy - Roles and Responsibilities 2011). This document is provided with any required development and planning request. This document provides the roles and current names of the participants that are fulfilling those roles.

#### **3.2 CRICKET DEVELOPMENT OFFICER (CDO)**

The club has had a CDO in place from 2002, (2007 – Ingram Jones, 2008 - Darrel Brown, 2009 – David Burton, 2010 – David Alleyne) which has provided significant benefit in both supporting the 1st team squad, and further depth in the coaching experience and depth for the colts. It is recognised the 2009 appointment did not bring the benefit we expected and there was a more expansive search for suitable candidate for in the 2010 season. This resulted in the appointment of David Alleyne, a former player and colt. This has been built upon with the signing of a 3 year contract with David starting in 2011 which provides the ability to put longer term plans into play and ensure consistency in the clubs approach to cricket development.

This has seen a significant improvement both in the training and coaching of the 1st XI but also substantial uptick in the quality, guidance and training methods of the colts from the CDO. We have a sound basic volume of coaches and volunteers, which is improving year by year. The continuation of a CDO will give the club depth in the provision of technical expertise in the coaching that takes place. It will allow our young cricketers to develop under the management of a level 2 or 3 ECB CA coach, which is a desired criteria for selection of the CDO, with the responsibility for improving the technical, mental and physical aspects of cricket in the Colts section.

The CDO will also continue to have a remit to improve the culture of practice and preparation in the senior sections, whilst honing technical skills and discussing the mental approach with senior players.

The CDO will continue to be responsible for visiting these schools and providing coaching as well as bringing them to play and enjoy the facilities at WHCC.

Additionally, the CDO will be encouraged to increase the participation levels in the 8-11 age groups, including increasing the participation of girls in cricket. At present, we do not have a specific girls / women's team, so we would endeavour to develop a link with another established women's side, in order that there is a natural progression from junior to senior cricket.

#### **3.3 COACHING & COLTS**

The Colts' cricket section is co-ordinated by the Colts Manager, who sits on the main cricket committee, and has an organisational infrastructure of its own.

In 2011, WHCC continued its tradition of funding coaching courses for youngsters between the ages of 8 – 15 years of age, as well as running a specific weekly coaching clinic for 17 year-olds. Winter Coaching takes place from February to April at indoor nets in a local Secondary School. Coaching summary:

1. Summer: Mid-April until end of July, the Colts run weekly coaching sessions on Monday (U9-U11) Tuesday (U12-U15) and Wednesday (U17) nights at the club
2. Winter: Mid-January until end of April, fortnightly coaching sessions on Sunday alternating in U9-U12 and U13-U15 colts age groups
3. Fixtures: Arranged and played for all age groups during mid-week, but mainly on Sunday mornings. In total the Colts played in circa 150+ matches during 2011

Current CDO, David Alleyne, has made progress with London borough of Enfield sports unit to improve our connectivity with the local schools and leverage our recent engagement on the Chance to Shine scheme. We also have in place a 3-year contract with David Alleyne, which will provide stability, consistency and continuity with our plans around our coaching, and development plans.

2011 season has seen the introduction of the Colts Academy being run on a Friday night, which is an invited selection of players chosen by the CDO from U12 age group upwards. This runs the full length of the senior cricket season, which is substantially longer than that of the current colts season.

### **3.4 MEMBERSHIP 2011**

Following table outlines the current membership view prior to the closing of the accounts at the end of September 2011. In addition to the annual subscription fee there are match fees for those playing in a match with the exception of the colts where this is factored into the membership fee.

There are currently no plans to raise subscription or match fees for the 2012 season given the increase to the Seniors in 2009 and Colts in 2011.

Member Category	Annual Sub	No. of Members 2010	No. of Members 2011
Colt (U8)	£70 (£50)	31	29
Colt (U9-U15)	£100 (£70)	118	142
Intermediate	£100	14	19
Senior member	£150	26	38
<b>Total</b>	<b>-</b>	<b>189</b>	<b>228</b>

- Colts – These are schoolchildren, generally up to the age of 17 years old. The coaching and playing of this section is organised specifically by the Colts infrastructure. Sibling rates are reduced by £20-£30
- Sibling Policy – There is a discounted rate for siblings within the colts, detailed in the bracketed figures in the above table
- Intermediate – This category caters for those young players who have left the Colts section, but that we are keen to introduce to adult cricket and coaching. It also caters for students and the unemployed
- Senior – This category is for a working adult
- Social membership – This category exists within the club and is open to all. Currently there are circa 50+ ‘non-playing’ members, who join in club life and organise a variety and is managed separately to the of the cricket section as is managed by the WHSC “non players” section

### **3.5 FACILITIES & PLAYING**

At the Paulin Ground, WHCC has the use of 3 turf cricket squares and a 4-lane artificial practice facility. The turf squares are all over 100 years old and as a result of years of repair and maintenance they now have marked raised areas/‘saddles’ at each wicket end. The pitches themselves have played excellently over the last 7 summers, thanks mainly to the dedicated work of our current grounds man Martin Charters, who has also increased the volume of cricket played on the three squares. The main square, in particular, is in fantastic condition and as a result we have hosted Middlesex 2nd XI One-Day matches in each of the last two seasons. We are extremely keen to increase the number of MCCC matches held at the Paulin Ground. This was also keenly supported in playing members feedback.

We have a 4-bay artificial practice facility, which was upgraded to a significantly high standard in 2007. This requires maintenance, in particular heavy rolling

On the playing side, the 1st XI had established their status in the Middlesex MCCL Premier League until relegation in 2009, swiftly followed by promotion back into the Premier league. The 2nd XI, having achieved consecutive promotions, are now back in the 2nd division and though relegated in the 2010 season were provided a reprieve with the closure of a club and reinstated in the 2<sup>nd</sup> division of the MCCL 2<sup>nd</sup> team section. The 3<sup>rd</sup> team were also relegated in the 2010 season and are in the 3<sup>rd</sup> division of the MCCL 3<sup>rd</sup> teams. In terms of success, the 2nd XI is our only ever league champions, having won the title for three consecutive years 1998-2000. The 1st XI has won the Middlesex Federation Cup on three occasions in 1997, 2002 and 2005.

We have the use of a large pavilion, which services our three cricket pitches, tennis courts and football pitches. Development of the pavilion will normally fall under the responsibility of the 'parent club' however it is strongly recognised that the development of the pavilion is important in showing what the club stands for and that is serious about the future poor facilities do not generate success.

## **4. KEY 2011 ACHIEVEMENTS**

This section outlines key achievements that have been achieved since the publication of the last development plan.

### **4.1 CHANCE 2 SHINE**

The club has also worked with Middlesex on being selected to participate in the "Chance to Shine" scheme, which commits the club to providing coaches into local schools to both promote and raise the profile of cricket – as well as high quality coaching in the process. This is a 5-year commitment and a steadily increasing number of coaching hours being provided up to year 3 and then tapering off.

- Year 1: 120 hours
- Year 2 & 3: 280 hours
- Year 4: 200 hours
- Year 5: 100 hours

This is a substantial commitment and depends largely on the commitment of the club CDO and supporting coaching in order to meet the hours of coaching. This does however provide additional revenue for the club in its participation but also for the CDO and associated coaches that are paid by the ECB via the C2S charity structure.

The required target for year 1 was achieved and we began to see interest out of the C2S kids that were coached in the schools attending the Cricket Summer Camps. Hopefully, this will lead in the coming years to direct engagement of the kids into the WHCC colt's set-up. It is also hoped that this will also provide an opportunity to build out a girl's colt's section within WHCC.

## 5. FUTURE DEVELOPMENTS & GOALS

This section outlines the changes required in order for Winchmore Hill Cricket Club to fully adopt and adhere our mission statement.

### 5.1 COMMITTEE

It was recognised during the 2008 season that the committee needed to be more flexible and evolve with changing demands on the club and to successfully support the future development of the club. This has been progressively addressed in the 2009, 2010 and continued with the 2011 seasons with a review of the roles and responsibilities of each committee member and validating, challenging both the relevancy and necessity of their current roles and the overall success of the club. These reviews continue to recommend both significant and refined changes in the committee roles to adapt to the challenges the club faces. This is illustrated during 2011 with the introduction of specific committee member role of "sponsorship and communications" to address the continual financial pressure being exerted on the club as a whole, resulting in significantly better awareness within the club, better attended social events and uptick in player recruitment. In addition, rather than quite large and expansive committee roles, recognise the need for a second tier of individuals that take specific key roles though have direct line responsibility into the appropriate committee member. For instance an individual is to be assigned as "data manager" reporting into the "sponsorship and communications" committee member, and the "long term planning officer" reporting into the chairman. These changes and the new structure along with details of their roles and responsibilities can be found in the club document "Policy - WHCC Roles and Responsibilities 2011".

### 5.2 COLTS & SCHOOLS PARTNERS

The aim of the section is to maintain the current number of approximately 150+ colts (which has fallen into line with our normal projection of colts) and was again successfully achieved in 2011. The objective in the club is to maintain this going forward with any additional up tick due to the formation and build out of the girls colts section – maintaining this number will also ensure higher quality target coach / colt ratio can be maintained. Also achieved in 2011 was the launch and introduction of girls cricket, though with minimal success at the moment it is now actively known about in the club and in the community and is very much a multi-year programme initiative.

The key challenge over the next 5 years is to address the inconsistency in quality of the squads and improve across all age groups both the quality of play both in technique and in game awareness. This must be matched by a growth in the number of active and qualified coaches at the club and achieve a better ration of kids to coaches and further improve the consistency in approach of the coaches in how they coach their squads. To support this, the role of the 'CDO' will be moved to have direct reporting responsibility to the "colts manager" to ensure that consistency and alignment with the colt manager's vision is established. To further assist continued and to date successful liaison with the MCB to secure course places for prospective WHCC coaches and reach out to the parent community of the colts and to assist in sponsoring their coaching course at ECB Level 1. The aim is to have 1 coach for every 8 youngsters on average.

	2011		2012	2013	2014	2015	2016
Year	Actual	Plan	Plan	Plan	Plan	Plan	Plan
Level 1	12	10	13	14	14	14	14
Level 2	6	6	7	7	8	8	8
Level 3	2	2	2	2	3	3	3
No. Of Coaches	20	18	20	21	21	21	21
No. Of Colts	170	155	180	190	190	190	190
<b>Coach/Colts Ratio</b>	<b>1:9</b>	<b>1:9</b>	<b>1:9</b>	<b>1:8</b>	<b>1:8</b>	<b>1:8</b>	<b>1:8</b>

Whilst hoping to increase the amount of coaching, we also hope to expand the substantial training facilities, which are up-to-date and fully enclosed practice facilities. Supplements to this, which should enable better use of coaching equipment and methods (bowling machines [achieved], slip cradle [achieved], fielding drills etc) would be to provide flat and maintained grass fielding and throw down areas. Such facilities would be positioned so they can be utilised for County Academy squad training sessions, as well as provided for use by schools in addition to the two that currently use them (Keble and Grange Park).

Summer camps have also provided an additional opportunity to both raise the profile of cricket within children and across the Enfield borough. With the assistance of the CDO and the high qualification – there is an improved structure and quality in the coaching of the camps. This has moved it from an assortment of cricket themes and sport events into a true cricket focus. Specific drills being run on developing the kids cricket skills and opening up their exposure to what the sport is actually like and what it can bring to them. In 2011 the opportunity with the C2S also brought new kids into the summer camps and in addition, the club invested in providing reduced rates for children that participated in the C2S scheme.

### **5.3 TALENTED PLAYERS AND LONG TERM ATHLETIC DEVELOPMENT (LTAD)**

The identification and development of talented young cricketers is essential. It is imperative that we have the infrastructure in place to allow the elite to improve at a pace that allows them to develop to their full potential.

The CDO will go a long way towards achieving this. As a level 3 coach, the CDO will have the technical expertise to guide the elite after their initial coaching from our base of level 1 and level 2 coaches. Once identified, the CDO will have responsibility to plan the progression of talented young players, from practice methods, to training methods, the mental preparation and advancing through youth cricket and into adult cricket,

The 1st steps towards this has been taken in the 2011 season with the introduction of the Colts Academy being run on a Friday night which is an invited selection of players chosen by the CDO from U12 age group upwards. The aim is to have this run the full length of the senior cricket season, which is substantially longer than that of the current colts season though this was not achieved in 2011.

### **5.4 SENIOR MEMBERSHIP & RECRUITMENT**

At present there are two challenges to the club associated with playing membership.

1. Senior membership number of 26 is not large enough to sustain 5 Saturday XI's and 2 Sunday XI's.
2. Lack of consistent availability sometimes seriously jeopardises our ability to field this number of sides

It still remains the aim of the Cricket committee to be able to field, with consistency, 4 Saturday XI's and 2 Sunday XI's by 2006. This has to be achieved with a degree of realism and in 2010 and 2011 the focus has been on ensuring 4 Saturday teams and 1 Sunday team. To re-establish our original objectives going forward we need to increase our membership levels in all categories, particularly in the senior category.

The number of intermediate members, at any given time, will remain relatively flat as it is a small age bracket. We do not envisage significant growth rates in this category. Any reduction in numbers in this section will be a failure, however.

What is required to achieve this goal is a small increase in both intermediate and veterans membership numbers and a more significant increase in senior playing numbers (as long as they pay their membership fees).

Member Category	2011		2012	2013	2014	2015	2016
	Act.	Tgt.					
Under-8	29	30	30	30	30	30	30
Under-9	26	24	24	24	24	24	24
Under-10	23	20	20	20	20	20	20
Under-11	17	15	20	20	20	20	20
Under-12	23	24	24	24	24	24	24
Under-13	18	18	20	20	20	20	20
Under-14	8	12	15	20	20	20	20
Under-15	17	18	20	20	20	20	20
Under-17	10	12	12	12	12	12	12
<b>Colt</b>	<b>171</b>	<b>173</b>	<b>185</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>190</b>
Intermediate	19	30	25	35	35	35	35
Girls Cricket			12	12	12	12	15
Senior member	38	45	45	50	50	50	50
<b>Total</b>	<b>228</b>	<b>248</b>	<b>267</b>	<b>287</b>	<b>287</b>	<b>287</b>	<b>290</b>

We recognise that the development of softball cricket at the U-8 age group combined with structured training has resulted in both increased levels of participation and carry on into the older age groups as well as allowed early work on technique of the children.

Recruitment is an important part of our development. To this end, we will continue to appoint a club-planning officer as well as continue to push opportunities of recruitment with the events taking place in the club. The establishment of a recruitment plan will be the primary role of this committee position. We have access to a large number of sports people playing other, predominantly winter, sports and we strive to attract as many footballers and tennis players as possible into the section. The players meeting made it clear that each member has a responsibility to drive recruitment to the club.

### **5.5 FACILITIES & PLAYING**

During 2010 it was thought that could be said that there is not a culture of trophy winning within the club and that we need to be more competitive in all leagues in which we compete, as well as the major knockout challenges in the county and around London and the Home Counties. This attitude is slowly being eroded with the 1<sup>st</sup> XI bouncing back into the Premier division in 2011 and a significant push and expectation across our other teams to beginning to win and come top of our divisions. This is having a varied impact at the moment, but we still must:

1. Aim to be consistently in the top 5 of the 1st XI ECB Middlesex County Premier League and win the title
2. Aim for the 2nd XI to be consistently in the top half 1st division and win the title
3. Gain promotion for the 3rd XI to 1st division and develop our younger players in as high standard as achievable, on a sustainable basis
4. Gain promotions for the 4th XI to higher divisions of the 1987 league and develop our younger players in as high standard as achievable, on a sustainable basis

Within the 5-year plan, initiated in 2010 and to be continued into 2012 is for the club to continue to perform more consistently in the cup competitions. To this end, by 2014, WHCC 1st XI aims to have won 2 cup competitions from the following; Middlesex Cup, CCC, National Knock-out, Middlesex 20/20 and beyond.

1. To increase the volume of Colts players progressing into senior membership

What measures can we introduce to assist in attaining these goals?

- We have a wonderful ground and with our new practice facilities we now have the facilities that can assist in an attitude change towards practice and development of all the senior sides, but particularly the 1st XI. Adult members must continue to improve all aspects of their game if the senior section is to become more successful. The key change needed to develop a successful senior playing section, is the attitude to senior coaching and selection. Senior members must accept being selected, or dropped, on merit. The committee has responsibility to ensure selection is open and fair and communication is clear and honest
- We provide coaching to our Colts up to the age of 17, but thereafter-senior members are left to their own devices and there is little structured coaching available, only regular practice, as organised by the captain. One method to improve individual performance and coaching is for senior and intermediate members to become qualified coaches themselves. Whilst this will clearly assist in our aim to increase the number of coaches at the club, it has the added incentive of improving basic cricket skills for the individual.
- An additional approach would to ensure a more structured approach to continued development through adult coaching. It is the aim that this responsibility of player transition is part of the role of the CDO and senior members. It has been decided that focus should be put on a smaller group, identified by 1st XI captain and CDO, who will form the core of the Sunday Chess Valley XI, captained by a senior member and to include at least 2-3 further adults, including CDO. In addition, we will introduce a mentoring system to enable our better younger players in this category to have some guidance in their transition to adult cricket.
- The 3rd, 4th and 5th XI squads should recognize this is where young players develop their basic skills in an adult environment and the club should ensure via selection that adults are made aware of this and support this approach. In addition, we need to ensure the colts are provided a chance to show their ability to perform and should be given the chance within the match. It is imperative that young players are allowed to play a role in the match; otherwise we will lose them to computer games and shopping arcades. The development of young players in all Saturday XI's will continue to be an agenda item in each selection meeting for the 2009 season. (The 3rd, 4th and 5th X1 captains are pivotal in colt integration and development in terms of their adult and colt cricketing paths)

## 5.6 FINANCE

The cricket section is keen to grow its own efficiency organically, whilst recognizing the parent club needs at any given time. The committee is empowered to act upon and deliver any financial targets from the parent club.

With the plans around both desired growth in membership across the senior and colts membership, expected levels of investment to achieve the required coaching ratios and where known facilities improvements, then an estimate can be achieved on the Finance P&L.

Membership is given upon receipt of a subscription. The club's single most important source of income is subscriptions and members are notoriously poor and providing this on time and actually becoming members of WHCC. This was addressed very clearly at the players meeting and attitudes must change in order for the club to survive. The committee has created direct debit scheme as well as discounts for early payment. The objective is that all players must have paid by end of May each year and though not 100% achieved in 2011 the % of payments at this time was substantially better than previous years. Without doubt the early payment of subscriptions by the colts parents – approaching 90% in the first month of the colts season does indicate what can be achieved when there is a sense that not paying will result in not having a place within the club. The additional incentive of including a club playing shirt in the subscriptions to help mitigate the pain of the up tick in colts subscriptions in 2011 may also have contributed to this!

2011 saw an uptick in subscriptions of the colts moving from £80/year to £100/year though this did include a WHCC club shirt. The objective is that the subscriptions will not change in 2012.

The cricket section has generated substantial income from external lettings, sponsorship and 6-a-side events over the last 5 years. We have consolidated these efforts and now add c£25k to the club and continue to exceed our targets by 5%.

## 6 HOW WE GET THERE MATRIX

To ensure clarity on what the club is attempting to achieve over the next 5 years, the following matrix summarizes these objectives. The approach and the subsequent plan to achieve these goals will be help separately and owned by those committee members who are listed with each goal. Though there may be multiple committee members that will help deliver the goal, ownership and responsibility is only assigned to a single committee person.

There are two tables, one outline the new objectives post the original 5 year plan, the second those objectives that are a continuation of the early original 5 year plan that require constant monitoring and support.

### 6.1 OBJECTIVES NEW

OBJECTIVE	WHO	£ COST & ACHIEVED BY DATE	ALIGNS WITH PRINCIPLE?
Flatten the front square	Chairman	Estimate: £25k March 2012	1 <sup>st</sup> Team Success & Facilities
To provide an all weather pitch surface on the backfield. Ideally in area between 1 <sup>st</sup> XI and junior football pitch.	Chairman	Estimate: £15k March 2012 On hold whilst ground lease is negotiated	Colts & Facilities
Ground to host Women's and Girls Cricket Matches	Club & Ground	None 2012	Facilities

### 6.2 OBJECTIVES ACHIEVED, YET ONGOING IN 2011

OBJECTIVE	WHO	£ COST & ACHIEVED BY DATE	ALIGNS WITH PRINCIPLE?
Apply and achieve Chance to Shine	Chairman & CDO	£0 2011 (run's to 2015)	CDO and improving schools partnering & coaching
Implement maintenance program for existing training surfaces [mainly 4-bay nets] and create sink fund to re-surface in 8-10 years	Club & Ground	£2k per annum as of 2011 now as recurring budget item of WHSC	1 <sup>st</sup> Team Success & Colts
Launch WHCC Girls Cricket	Colts	Summer 2011	Colts Development
Confirmation of the Services of a Cricket Development Officer – Multiyear Contract	Chairman	£10k + per annum 2011-2014	1 <sup>st</sup> Team Success & Colts Development

### 6.3 OBJECTIVES ACHIEVED, YET ONGOING IN EARLIER YEARS

OBJECTIVE	WHO	£ COST & ACHIEVED BY DATE	ALIGNS WITH PRINCIPLE?
Confirmation of the Services of a Cricket Development Officer	Chairman (2009)	£6k-£10k per annum January of the Cricket year	1 <sup>st</sup> Team Success & Colts Development
To increase and maintain the number of colts in line with plan	Colts Manager (2008)	Cira £200 per annum in advertising Rolling Annual Review	1 <sup>st</sup> Team Success & Colts Development

To increase and maintain the number of coaches in line with plan	Colts Manager (2008)	Circa £100 per coach in coaching fees  Rolling Annual Review	1 <sup>st</sup> Team Success & Colts Development
4 sightscreens on 1 <sup>st</sup> XI pitch to assist over-rates and quality of cricket attracted to Paulin Ground	Club & Ground (2010)	New sight screen obtained in 2011 and recurring £2k provision in Cricket section budget	Facilities & 1 <sup>st</sup> team success
To increase the use of our ground and facilities by local schools	Colts Manager (2010)	Via Enfield Council and now (2011) part of C2S	Facilities
Membership – To increase and maintain the playing membership in line with plan	Social & Membership (2010)	Cira £300 per annum in advertising	1 <sup>st</sup> Team Success
Revitalize the format of Cricket Week	Vice Chairman (2009)	On-going review and improvements year on year	Facilities
Maintain Clubmark Accreditation	Chairman (yearly)	Circa £200 for mandatory courses	Facilities
Explicit management and support for the 15+ talent colts in their promotion into the senior teams by selection and winter coaching	Colts Manager (2010)	Active principle of the CDO and all captains of the Cricket Section	All Team Success

## 7 VERSION AMENDMENTS

VERSION	DATE	AUTHOR	PURPOSE
DRAFT	5 <sup>th</sup> Sep 08	Neil Innes	Publication for review to Cricket Committee and as part of ECB Self Certification Review
V8.1	23 Nov 08	Neil Innes	Following input from committee members updated and published to cricket members
V9.1	17 Sep 09	Andy Varley	Following 2009 season, input from 5-year plan sub-committee and players development planning feedback session.
V10.1	17 Aug 10	Andy Varley	Draft version during 2010 season, input from chairman and CDO.
V10.2	21 Sep 10	Andy Varley	Final published version for our 2010 ECB Self Certification review
V11.1	1 Sep 11	Neil Innes	Final published version for our 2011 ECB Self Certification review