

WHCC DEVELOPMENT PLAN (ROLLING) 2015-20

2015
VERSION 15.1

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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 League 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 3rd 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 2015, the playing positions for our cricket sides are as follows;

Sat / Sun	Team	League	Division	Format
Sat	1 st XI	ECB Middlesex	3 rd	100 over minimum
Sat	2 nd XI	ECB Middlesex – Second Team	2 nd	100 over minimum
Sat	3 rd XI	ECB Middlesex – Third Team	3 rd	100 over minimum
Sat	4 th XI	1987 League	3 rd	100 over minimum
Sat	5 th XI	Friendlies	-	Time
Sun	1 st XI	National Knockout	-	45 overs
Sun	1 st XI	Middlesex Cup	-	45 overs
Sun	1 st XI	20Twenty	-	20 overs
Sun	U21	Middlesex Development	-	80 over minimum

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 4 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 4 core principles are designed to set the framework by which to address and achieve the stated aims of the ECB Club development plan.

1. **Support the MCC Spirit of Cricket and the Game of Cricket as a whole**
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. **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
4. **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 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 increase the number of women's games being played at the club to raise the profile of the women's game

to existing members, colts' parents and outside agencies including the local Cricket Boards and to engage further with Middlesex.

3. **Develop and strengthen the whole club environment, promoting cricketing opportunities for disabled people:** Ensure continued recruitment and encouragement of disabled persons, via both a positive and open environment for all players
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
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):**
 - Continue participation in the "Middlesex County Player Pathway" at borough and regional levels to ensure PE teachers have the chance to arrange coaching with our committee
 - Continue active engagement of ensuring open advertising to club events, particularly the summer camp coaching session
 - Actively engage parents to become 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 to return to premiership 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.
7. **Pathway for Colts Development:** Developing a clear and defined development pathway for our colts is vital for the future strength of the club. With this in mind, continued involvement in the Middlesex Borough Cricket competitions will continue with the club playing a major organisational role in the competitions.

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 2014). 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 to 2012 – David Alleyne, 2013 to 2014 - Scott Newman) 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.

In 2015 the cricket committee reviewed the formal appointment of a CDO but no suitable candidates were found. The committee, through the appointment of a new 1XI Captain and formalising the role of Team Secretary, that they would take forward the team development at all levels. It will allow our young cricketers to develop under the management of a level 2 or 3 ECBCA 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 Committee will also:

1. 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
2. Continue to be responsible for visiting these schools and providing coaching as well as bringing them to play and enjoy the facilities at WHCC
3. Encouraged to increase the participation levels in the 4-11 age groups
4. Increase 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 2014, WHCC continues 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 January 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 (U12-U15) Tuesday (U9-U11) and Friday (U17) nights at the club
2. Winter: Mid-January until end of March, weekly coaching sessions on Sundays for U9-U12 and U13-U15 colts age groups, plus u17 and Seniors
3. Fixtures: Arranged and played for all age groups during mid-week, but mainly on Sunday mornings. There are 150+ matches were scheduled for the 2015 season

Updates for the 2015 season:

The continued development of Cricket Summer Camps, under the WHCC banner, to be run Revolution coaching. This is to expand the provision of summer camps that can be held, enhance the expertise and provision of coaching provided and leverage the coverage and access to other local schools and areas that have children interested in cricket.

3.4 MEMBERSHIP 2015

Following table outlines the current membership view as at the start of the 2014 playing season. 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 subscriptions or match fees for the 2014 season for Intermediate or Senior members, discounts are offered to members who pay in full prior to May 31st. Note; last increases were for the seniors was in 2009 and Colts in 2011.

Member Category	Annual Sub	Target Members 2015
Colt (U8)	£90 (£60/£50)	160
Colt (U9-U15)	£120 (£90/£70)	
Intermediate	£120	30
Senior member	£175	35
Total	-	225

- 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 £30-£50
- Sibling Policy – There is a discounted rate for siblings within the colts, detailed in the bracketed figures in the above table
- Manager & Coaches Policy – those parents and playing members that are active non-paid managers and coaches of the colts age groups are entitled to a 20% discount on the annual subs of their own and their children’s
- 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 hosted Middlesex 2nd XI One-Day matches in the last 2011 and 2012 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 with winning the premiership league in 2012. The 2nd XI, having achieved consecutive promotions, were back in the 2nd division and are performing well though perhaps lower in the table than reflects the quality of the team. The 3rd team, having been promoted following the 2011 season, performed well in 2012 and maintained their position in the 2nd division of the MCCL 3rd teams. However, for a number of reasons both the 1XI and 3XI ended the 2013 in the relegation spots of their respective divisions, resulting in the 1XI demoted to the MCCL 1XI Division 2 and the 3XI being demoted to the MCCL 3XI Division 3. 2014 saw the 1XI relegate once again to the MCCL 1XI Division 3.

As mentioned above, 2012 finally saw the 1st XI winning their league, which added to the 2nd XI, 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 2014 ACHIEVEMENTS

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

4.1 MIDDLESEX DEVELOPMENT LEAGUE

2013 saw Middlesex expand the number of teams within the Development League. The structure was regional based with top teams moving forward to knockout rounds culminating in a finals day. The match format is based upon the Saturday MCCL, albeit of a shorter duration. The objective of which is to introduce younger players to an extended format of the game, thereby bridging the gap between the 20 over Colt game and the Saturday 100 or 120 over format.

WHCC entered a team, who have achieved great success over both 2013 and 2014 seasons with the feedback from all the participating players being very positive.

4.2 MIDDLESEX BOROUGH CRICKET

With three seasons of Middlesex Borough/Regional Colts Pathway behind us, the system of selecting the progression of colts into the Middlesex squads is well established. Dates for 2015 are already arranged and the need for better quality players to continue their cricket in to August needs a culture change amongst clubs and parents. The cricket season is very short and in order for WHCC to establish itself in the county KO stages, players need to be available in August, in order to reach the highest levels.

We should point out that Middlesex do not recognise the London Schools Organisation and will not select any colts for the Middlesex squads outside the recognised pathway. There have been instances of players choosing to play these games, rather than club games.

4.3 LADIES CHANGING ROOM

2014 saw the completion of the complete re-development of the ladies changing rooms, toilets, medical room and club office. The objective being to enable greater use of the ground facilities by Ladies cricket. Currently Hampstead Ladies play at WHCC on Sundays when their home ground is unavailable.

5. FUTURE DEVELOPMENTS & GOALS

This section outlines the changes required in order for Winchmore Hill Cricket Club to fully adopt and adhere to 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 since 2008 and continued in the 2013 season 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 clubfaces.

2011 saw 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. This was further refined in 2012 with the split across two members of sponsorship and communications as more focus was required with sponsorship. This latter move saw considerable success with new sponsors coming on board and the establishment of multi-year engagements with sponsors. The creation of a dedicated sponsorship role has seen excellent results for the section and the parent club as a whole, with a number of high profile companies partnering with the club. These partnerships has seen benefits to both the partner and our membership, an example of this is the discount offer available to members at Jemca Toyota.

Further work is required on the recognising the need for second tiers 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 were an objective of 2013 that was achieved and was reflected in the details of their roles and responsibilities in the club document "WHSC Cricket R&R Organisational Chart – vxx.x". 2015 sees the expansion of roles on committee to include that of Chairman of Selectors and Team Secretary. This is a living document and the version number reflects this, the current version being v14.2.

5.2 COLTS & SCHOOLS PARTNERS

The aim of the section is to maintain the current number of approximately 120+ colts (which has fallen into line with our normal projection of colts) but for the second time in recent years, we have fallen short and seen a slight decrease in numbers during 2014. The objective in the club is to ensure we focus on gaining colts and also the support network to allow coaches and managers of the age groups to accommodate additional players when they appear. In addition, the focus remains to build out of the girls' colts section – and this did achieve momentum in 2012, continued through 2013 and will actively continue through 2014.

The key challenge over the next 5 years continues to be the need 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 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 was to have 1 coach for every 8 youngsters on average, which was achieved in 2014.

	2015	2016	2017	2018	2019	2020
Year	Plan	Plan	Plan	Plan	Plan	Plan
Level 1	20					
Level 2	8					
Level 3	2					
No. Of Coaches	32					
No. Of Colts	225					
Coach/Colts Ratio	1:7					

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 and winter nets continue to provide additional opportunities to both raise the profile of cricket within children and across the Enfield borough. There is an improved structure and quality in the coaching of the camps and nets, which has been further built upon for 2015 with Revolution coaching to enhance the quality of summer camp coaching and their additional coverage of local schools and clubs. In addition, the cricket centric nature of Revolution coaching continues to develop our camps as cricket centric camps. Specific drills being run on developing the attendees' cricket skills and opening up their exposure to what the sport is actually like and what it can bring to them.

5.4 SENIOR MEMBERSHIP & RECRUITMENT

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

1. Senior membership numbers are not strong 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. This has to be achieved with a degree of realism so in 2011 and 2012 the focus had 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.

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).

We recognise that the development of softball cricket at the U8 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.

Continued investment in ensuring a strong committee and with a priority to provide the players with as much support as possible both with reduced logistical challenges and supportive coaching this attitude has significantly changed. The 1st XI bouncing back into the Premier division in 2011 and significant success across other teams also brought promotion for the 4's and 3's in 2011. This cumulated in the 1st XI winning the premiership in 2012. However their fortunes were reversed in 2013 and 2014 with the 1XI relegated in consecutive seasons and 3XI relegated to Division 3. This type of performance cannot be continued and expectation has to be raised. We must:

1. Aim to return to the 1st XI ECB Middlesex County Premier League within 3 years
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

2013 saw the establishment of a WHCC U21 side who entered into the Middlesex Development League. This league, played on Sundays, is based upon the senior Middlesex County Cricket League format in that all matches are played over a minimum of 80 overs. Feedback from the players who took part in these has been very positive and we will look to continue this initiative through 2015.

Within the 5-year plan, initiated in 2010 and to be continued into 2015, is for the club to continue to perform more consistently in the cup competitions. To this end, by 2015, WHCC 1st XI aims to have won a cup competition from the following; Middlesex Cup, National Knock-out, Middlesex 20/20 and beyond. In addition achieve promotion so to return to the Premiership league. Such success can only be achieved on a sustained basis if:

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 1XI Captain and senior members. It has been decided that focus should be put on a smaller group, identified by 1st XI captain, who will form the core of a Sunday side to play competitive competition, captained by a senior member and to include at least 2-3 further adults. 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 and going forward to 2014 WHCC have appointed an ex-1XI captain to chair these. (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 (DD) scheme in 2010 and attempts have been made to ensure early and prompt payment of subscriptions. This continued to be a problem in 2012 (though less outstanding payments than in 2011), and the recommendation of the committee for 2013 is that the club introduce a penalty payment if subscriptions are not fully paid, or started to be paid by DD in May 2013. 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.

2011 saw an uptick in subscriptions of the colts moving from £80/year to £100/year though this did include a WHCC club shirt. No changes were made for 2012 but for the 2013 season an uptick from £100/year to £120/year was made. No changes were made for the 2014 season and it is envisaged that no changes will be made for 2015 although some changes are being considered to match levies.

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 contribute significantly 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 & OUTSTANDING TO BE ACHIEVED

OBJECTIVE	WHO	£ COST & ACHIEVED BY DATE	ALIGNS WITH PRINCIPLE?
Flatten the front square	Chairman	Estimate: £25k	1 st Team Success & Facilities
To provide an all weather pitch surface on the backfield. Ideally in area between 1 st XI and junior football pitch.	Chairman	Estimate: £15k On hold whilst ground lease is negotiated	Colts & Facilities
Sunday League	Chairman	2015 / 2016	1 st Team Success & Colts

6.2 OBJECTIVES ACHIEVED, YET ONGOING INTO 2015

OBJECTIVE	WHO	£ COST & ACHIEVED BY DATE	ALIGNS WITH PRINCIPLE?
Ground to host Women's and Girls Cricket Matches	Club & Ground	None 2014	Facilities
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 st Team Success & Colts
Launch WHCC Girls Cricket	Colts	Summer 2011	Colts Development
Confirmation of the Services of a Cricket Development Officer – Multiyear Contract	Chairman	On-going dependant upon candidate applications	1 st 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)	On-going dependant upon candidate applications	1 st Team Success & Colts Development
To increase and maintain the number of colts in line with plan	Colts Manager (2008)	Circa £200 per annum in advertising Rolling Annual Review	1 st Team Success & Colts Development
To increase and maintain the	Colts Manager	Circa £100 per coach	1 st Team Success &

number of coaches in line with plan	(2008)	in coaching fees Rolling Annual Review	Colts Development
4 sightscreens on 1 st 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 st team success
To increase the use of our ground and facilities by local schools	Colts Manager (2010)	Via Enfield Council and now part of Borough	Facilities
Membership – To increase and maintain the playing membership in line with plan	Social & Membership (2010)	Circa £300 per annum in advertising	1 st 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 th 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
V12.0	1 Oct 12	Neil Innes	First draft update for the 2012 required updates for 2013-17 planning
V13.1	24 May 13	Iain Phillips	First draft for the 2013 required updates for 2014 to 2018 planning
V13.2	21 Sept 13	Neil Innes	Second draft for the 2013 required updates for 2014 to 2018 planning
V14.1	23 May 14	Iain Phillips	First draft for the 2014 required updates for 2014 to 2019 planning
V14.2	29 June 14	Neil Innes	Update to the draft for 2014
V51.1	27 Dec 15	Iain Phillips	Update to the draft for 2015