



**Clubmark achieved
January 2005
Full re-accreditation in 2013**

Ashford Cricket Club Development Plan



**160th
Anniversary
Year Celebrated
in 2015**



Issue 11 – September 2016

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A BRIEF HISTORY OF ASHFORD CRICKET CLUB

There is definite evidence that Ashford Cricket Club (ACC) has been in existence since the year 1855 and in all probability it was founded sometime before that date.

The Ashford Sports Club sold its small ground in Woodthorpe Road in the middle of Ashford in 1994 and with the aid of a substantial National Lottery Sport England Grant, ACC, along with Ashford Hockey Club, moved to the new, purpose built, multisport site in 1998. ACC first played cricket at the new ground in Short Lane, Stanwell in 1999.

Both Clubs have gone from strength to strength in the past 17 years at the new site and despite some teething problems; there is now a thriving membership and a stable financial footing. However, there is still work for ACC to do, as outlined in this document.

MISSION STATEMENT

ACC will foster and promote the sport of amateur cricket at all levels within the Community and within the sport, providing opportunities for recreation, coaching and competition.

ACC will ensure that all members, playing and non-playing, abide by the ECB Code of Conduct (which incorporates the Spirit of Cricket), by the Laws of Cricket and the rules of the competition relevant to a particular match.

ACC will ensure a duty of care to all members of the club by adopting and implementing the ECB 'Safe Hands – Cricket's Policy for Safeguarding Children' and any future versions of the Policy.

ACC will ensure a duty of care to all members of the club by adopting and implementing the ECB Inclusion and Diversity Policy and any future versions of the Policy.

ACC will encourage all members to participate fully in the activities of the club.

AIMS

Aim 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

ACC has a junior section open to all from the age of six through to eighteen. The Club will provide the opportunity for all young cricketers to participate through organised coaching carried out by qualified, insured, ECBCA coaches, in friendly and accredited competitive matches within specific age groups. ACC will also provide those who wish to progress to senior cricket with the opportunity to participate in open age league and friendly formats. This will be achieved by involving juniors actively in senior cricket on Saturdays and Sundays as appropriate. ACC will endeavour to further existing links with local Primary and Secondary schools and to establish links with other community groups. ACC will adhere to the ECB Codes of Conduct, Safe Hands and Inclusion and Diversity Policies at all times.

Aim 2: Develop and strengthen a structure and pathway for **women and girls** to actively participate in and follow cricket

ACC will continue to develop the ladies section of the club by encouraging the participation of girls within the junior section and ladies within the senior section of the club and by having a separate practice evening specifically for ladies and girls supervised by qualified coaches. ACC also has a dedicated qualified male coach plus qualified lady coaches to act as role models for female members. The section is now largely self-supporting. The ladies section has a team playing competitive league and friendly matches each Sunday throughout

the season to enable active participation. There is also a team in the Surrey Trust Development League. The Club would also like to commence a girls section when numbers permit.

Aim 3: Develop and strengthen the whole club environment, promoting cricketing opportunities for disabled people

Part of ACC's constitution is "Membership of the club shall be open to anyone interested in the sport of cricket on application regardless of sex, age, disability, ethnicity, nationality, sexual orientation, religion or other beliefs." The clubhouse and facilities were all compliant with the necessary building regulations at the time of construction. The club will assess the necessary requirements of anyone who has a disability to try to ensure that they are able to participate in as full a manner as possible. One club coach is experienced in coaching Visually Impaired people; the Club will explore further links with VI and disability cricket in the future, however, this is a longer term aim.

Aim 4: Develop and promote cricket for black and ethnic minorities

The Club's aim is to develop and promote cricket for all members of the community as stated in the membership policy. The Club's catchment area has increased in recent years and now extends as far as Hounslow; a significant proportion of the Club's membership both junior and senior is now of black and ethnic minority origin and the Club aims to maintain this position.

Aim 5: Ensure that ACC 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.

- To continue the Club's involvement with local schools including coaching externally, when possible, and hold an annual Kwik Cricket competition for local primary schools. The catchment area for ACC junior membership is wide and there are a large number of local state schools which ACC juniors attend. Unfortunately, due to a lack of Ashford coaches being available during curriculum hours, there has been little schools involvement in the last couple of years. However in 2012 ACC did provide a four week "Introduction to Cricket" course at a local secondary school. It is hoped to repeat this exercise in coming years.
- The club facilities are available to hire for local clubs, businesses etc. as well as being available to club members. Local schools also have the opportunity to use ACC's facilities. Thomas Knivett College played two key cup matches at the ACC ground in 2016.
- Continue to host Surrey District matches as and when possible.
- In recent years three separate staff teams from Heathrow played regular mid-week friendly and league matches at the ground.
- The club actively encourages members and volunteers to assist in the running of the club and to attend training courses.
- The club has managed to recruit more volunteers from the membership in recent years but there is also a regular drop out of volunteers.

Aim 6: Develop and strengthen senior playing teams, providing positive role models to all club members, leading to achievement and success

In 2008 the 1st and 2nd XI both won their respective leagues and the 1st XI also won the Surrey Championship 20/20 Competition. In 2009 the 2nd XI won another promotion while

all the other XIs finished high up their respective divisions. In 2010 the 1st XI won a further promotion. In 2011 the 1st XI reached the semi-finals of the Surrey Championship T20 tournament. This progress shows the ongoing development and strengthening of the senior section. Unfortunately, the 1st XI was relegated in 2013 but the aspiration to bounce straight back to the higher division was achieved in 2014.

The 2015 season saw the 1st XI relegated back to Division 3. The 2nd XI finished mid table as did the 4th XI. The 3rd XI won the Western Division having won 14 out of the 16 matches and have achieved promotion accordingly.

The 2016 season saw the club stabilise with all sides "holding their own" in their respective division.

The Club playing strength will continue to be developed by supervised, organised practice sessions and encouraging younger people (U15s - U17s) to get involved in senior cricket through active participation in practice and competition. The Club's current target is to run five sides on Saturday and two on Sundays. During the 2014 season ACC fielded 4 XIs on Saturdays and one side on a Sunday. This was repeated in 2015 and 2016 although in each season, on one occasion, there were enough players for a second team on Sunday. The Sunday XI was used as a development XI on a number of occasions when there were friendly matches and a number of younger (U21) players played regularly in these matches. The Club aims to increase the playing membership, improve the standard and ACC will continue to target the same number of sides in future years. The promotion of teams to higher divisions within the Surrey Championship will assist in the Club's ability to attract new playing members of all abilities.

During 2012 the ladies team finished third in their Division and qualified for Finals Day of the Surrey Trust League, a development league which the Club entered for the first time. Progress was continued in 2013, with the team also finishing third but this time being promoted to Division 1 of the Women's Southern Cricket League. The team also finished 2nd in the Surrey Trust League. During the winter Ashford Cricket Club competed in, and won, the Juniper Green Surrey Indoor League and thereafter represented Surrey in the 2014 National Finals where they finished as runners up. The Ladies Coach was named Surrey Coach of the Year in 2013 and was short listed for the 2014 UK Coach of the Year. Seasons 2014 and 2015 have also seen the Ladies in contention for promotion from Division 1. 2015 saw the Ladies finish as runners up in the Women's Southern Cricket League and win the Surrey Trust Development League. During the spring they also won the Juniper Green Indoor Cricket League and went on to represent Surrey in the South East Regional Knock Out reaching the semi-finals..

There are continuing promising signs both in terms of membership and playing ability within this section of the club.

One of ACC's mission statements is "To ensure that all members, playing and non-playing, abide by the ECB Code of Conduct, which incorporates the Spirit of Cricket, by the Laws of Cricket and the rules of the competition relevant to the particular match." ACC has a robust disciplinary process should members not adhere to this, hopefully ensuring that positive role models are being provided to all members; it is encouraging that it has not been necessary to implement this process in recent years.

PURPOSE

This Development Plan is a formal statement of the aspirations of the Club and will provide a framework for club activities over the next 5 years. The plan has been prepared from a consideration of the following areas with specific development areas identified in each section.

The objectives listed at the end of the document are those identified by the Committee to fulfil the development areas identified.

1. Social
 - a. People
 - i. Senior Playing Members
 - ii. Junior Playing Members
 - iii. Social Members
 - iv. Volunteers
 - v. Coaches
 - vi. Officials
 - b. Playing
 - i. Mens League Cricket, Friendly Cricket, Other Cricket
 - ii. Junior Cricket
 - iii. Ladies Cricket, Girls Cricket
 - c. Social
 - i. Club Events
2. Economic
 - a. Funding
 - b. Fundraising
 - c. Club Management
 - i. Management
 - ii. Clubmark
3. Environmental
 - a. Facilities
 - i. Outdoor
 - ii. Indoor
 - iii. Project Development
 - iv. Pavilion and Clubhouse
 - b. Ground Care

SOCIAL

People

Senior Playing Members

What we have now

	Senior
Boys/Male	47
Girls/Female	13
Disabled	
BEM	22

What we would like to have

An increased number of fully paid-up adult playing members giving the club enough players to run:

1. Occasional Saturday 5th XI
2. An increased strength in both Ladies and Mens 1st XI
3. Regular Sunday 2nd XI
4. Occasional Ladies 2nd XI

Target numbers

	Senior
Boys/Male	60
Girls/Female	25
Disabled	
BEM	25

What do we need to do?

1. Improve practice/training facilities to ensure we retain existing members
2. Encourage older members to continue playing a little longer
3. Recruit new members from outside the club
4. Encourage younger players (U14 – U17) to continue playing cricket and become senior members
5. Develop more juniors to play cricket at the weekend especially at 1st and 2nd XI level

What is the cost?

Major cost will be incurred in creating a new outdoor nets facility – see separate section

Other areas will be relatively small costs.

In place by?

For season 2017

Junior Playing Members

What we have now

	U7	U8	U9	U10	U11	U12	U13	U14	U15	U16	U17	TOTAL
Boys/Male	5	6	11	3	8	6	10	9	0	5	3	66
Girls/Female	0	0	1	1	2	0	0	2	0	0	0	6
Disabled								1				1
BEM	5	5	8	2	7	5	7	10	0	0	2	51

What we would like to have

Sufficient junior members at all age groups to ensure all fixtures can be fulfilled.

There has been a significant drop in junior numbers in the last three / four years. This is a trend that must be reversed.

The Club needs an increased number of coaches regularly available on Fridays to improve the standard of cricket in the existing junior membership. A good number of Ashford's existing coaches who regularly train the juniors on a Friday evening are (very) senior members of the club who do not always make the best coaches. Ideally some of these new coaches should be from the 20 – 30 age range who will be much better “role models” for the juniors.

Target numbers

	U7	U8	U9	U10	U11	U12	U13	U14	U15	U16	U17	TOTAL
Boys/Male	6	10	10	12	15	15	15	15	15	10	10	133
Girls/Female	0	0	3	2	2	2	2	2	2	1	1	17
Disabled												
BEM	3	5	5	6	7	7	7	7	7	5	5	64

What do we need to do?

1. Re-establish links with local primary schools
2. Target local community groups (beavers, brownies, cubs, guides, scouts, etc.) by offering cricket-themed activities to fit in with their programmes.
3. Build links with local community groups.
4. Continue to improve practice facilities available at ACC
5. Target Ashford Hockey Club (AHC) juniors
6. Provide regular and improved off season indoor training for juniors
7. Instigate “open days” when the club provides a free coaching session for potential new recruits
8. Improve the Junior Membership process to ensure more subscriptions are collected and on time
9. Target ATJs

What is the cost?

Hire of sport's hall during spring to enable off season training for juniors

Other areas will be relatively small costs

In place by?

For season 2017

Social Members**What we have now**

Social	16
Disabled	
BEM	0
	16

What we would like to have

A much larger social membership making use of the facility throughout the week

Target numbers

Social	25
Disabled	

BEM	5
	30

What do we need to do?

1. Leaflet campaign in the locality
2. Target local Businesses
3. Target Heathrow Airport staff etc.
4. Target ATJ parents
5. Ongoing promotion of the club and its facilities through social media, word of mouth, functions etc.

What is the cost?

Relatively small as it probably only involves the production of flyers and their distribution

In place by?

For season 2017

Volunteers

What we have now

The Club has a large number of Club Members who volunteer regularly.
Number of volunteers = 47 including black and ethnic minority = 5

What we would like to have?

A larger pool of volunteers to ensure it is not the same old faces volunteering all the time.
Fewer members performing multiple roles.

Immediate requirements:

- Junior Team Manager (x3)
- Fund raiser (x2)
- General maintenance (x2)
- Volunteer Co-ordinator (x1)
- Club website Administrator (x1)
- Voluntary bar staff (x5)

What do we need to do?

1. Incentivise volunteering by offering non-cash “rewards”. Committee to come up with some ideas.
2. Target the junior parents
3. Encourage club members to take ownership of the club and assist in its running with the variety of skills they possess
4. Improve the membership database to include professional skills. There is already a field in our membership database for this but very few complete it.
5. Reverse the “turn-up-and-play” trend which has occurred since ACC moved to Short Lane

What is the cost?

This will be minimal depending on any incentive scheme which is implemented.

In place by?

For season 2017

Coaches

What we have now

Old Level 1 – 3

Old Level 2 – 2

UKCC1 – 1

UKCC2 – 9

Unqualified helpers - 7

The above total includes 3 coaches who are of black and ethnic minorities

What we would like to have

A larger number of qualified coaches, including more from the 20 – 30 age group:

- ECB Coaching Assistant (CSW) (2 new coaches)
- ECB Coach Course (CCC or CYA) (4 new coaches)

What do we need to do?

1. Identify interested senior players and proactively pursue them
2. Target the junior parents
3. Persuade old coaches to return to Friday night training sessions – this might be the most rewarding action.
4. Consider some form of non-cash incentives for coaches. Committee to come up with some ideas.
5. Encourage playing members to consider taking a coaching course for personal improvement and to assist the club

What is the cost?

The coaching courses cost £325.00 each.

Surrey refunds 50% of the course cost on completion. The cost to ACC is therefore 50% of the coaching course cost which is refunded to the member when he or she starts coaching at Ashford. It should be possible to get grant support (e.g. Spelthorne Sports Council) to cover the remaining 50%.

In place by?

For season 2017

Cricket Officials

What we have now

Qualified Umpires – 4 (*ECB ACO*)

Qualified scorers - none (*ECB ACO*)

What we would like to have

A larger number of qualified officials:

- Qualified Umpires (3 new umpires)
- Qualified scorers (3 new scorers)

What do we need to do?

1. Identify interested senior players
2. Target recently retired players
3. Target the junior parents
4. Persuade juniors to do some scoring at weekends

What is the cost?

Scorer costs for matches – the 1st XI gets fined £25.00 per game if there is no scorer. Fortunately, the club has a regular 1st XI scorer.

Course costs

Qualified Umpires – 3 x £50.00 = £150.00

Qualified Scorers – 3 x £40.00 = £120.00

In place by?

For season 2017

Playing

Men's Cricket, League Cricket, Friendly Cricket, Other Cricket

What we have now

1st XI – playing in Surrey Championship Division 3

2nd XI - playing in Surrey Championship Division 3

3rd XI - playing in Surrey Championship Division 2

4th XI - playing in Surrey Championship Division 1

What we would like to have

1st XI returning to and become established as a Division 2 side. There is a certain reluctance among members to play all day cricket which is required in Division 1 and Premier Division.

More younger playing members introduced to afternoon league cricket

In general, more cricket played at Ashford

1st XI – stabilised in Surrey Championship Division 2

2nd XI - playing in Surrey Championship Division 2

3rd XI - playing in Surrey Championship Division 1

4th XI - playing in Surrey Championship Division 1

What do we need to do?

1. All members to make a determined effort to improve current availability
2. Captains who better understand the needs and wishes of higher XIs – remove the 4th XI “club within a club” problem
3. Increase playing membership
4. Increase number of juniors playing at senior level to gain experience
5. Ensure two Sunday XIs to give seniors and juniors more experience of senior cricket
6. Have a development side on Sundays whenever possible
7. Introduce some mid-week T20 matches and investigate setting up a local mid-week T20 league

What is the cost?

Very little

In place by?

For season 2017

Junior Cricket**What we have now**

Regular Friday night training for all age groups except U17s
 U17s training with seniors on Tuesday evening
 All junior XIs struggling to field enough players to fulfil fixtures
 Junior league and cup fixtures for U10, U11, U12, U13, U14, U15 & U17 in the Middlesex Colts West Area

What we would like to have

Ability to fulfil more of the arranged fixtures
 Add fixtures for U9s
 Add fixtures for U19s

What do we need to do?

1. All junior managers, coaches and parents to make a determined effort to improve current availability
2. Try to arrange U17 games after GCSE exams
3. Ensure an U16s/U17s register is kept on senior training nights
4. Further separate the training nights to allow coaches to coach additional groups
5. Target specific juniors to attend Surrey arranged winter coaching courses
6. Introduce one-to-one coaching for selected juniors
7. Make better and more structured use of the club's bowling machine.

What is the cost?

Cost of Surrey winter coaching courses

In place by?

For season 2017

Ladies Cricket, Girls Cricket

What we have now

One Ladies team playing in the WCSL
 One Ladies team playing in the Surrey Trust Development League
 Essentially these are the same team

What we would like to have?

Start a Ladies 2nd XI
 An established girls' team which can feed into the main ladies side and helps build into the other aim of a Ladies 2nd XI.
 Promotion to the WSCL Championship and to become an established team within the Championship.

What do we need to do?

1. Advertise more widely in the local Community
2. Target AHC members
3. Target Ashford Town Junior Football Club (ATJs) sisters and mums
4. Entry into schools to "sell" cricket and the club
5. Continue to coach girls cricket for the Surrey Youth Games
6. Appoint Coach(es) for the girls side
7. Encourage more ACC lady members to take their Coach Education courses
8. Encourage ACC lady coaches to coach in local schools

What is the cost?

Very little for publicity material
Cost of Coach Education courses - £325.00 each

In place by?

Some for season 2017
Other objectives are longer term – say 2020

Social***Club Events*****What we have now**

A limited social calendar which tends to attract the same few loyal faces to each event

What we would like to have?

A more diverse calendar which is attractive to the whole membership
More members attending social events
More members suggesting social events
More members prepared to help organise social events

What do we need to do?

1. Survey the membership to understand what social events are required. A questionnaire was used during 2014 to solicit views about the Club and its facilities etc. Another survey in the near future could concentrate on social events and, maybe, fund-raising.
2. Encourage members to take ownership of their club and initiate some fresh social events
3. Consider social events which might be attractive to our BEM membership

What is the cost?

Very little for publicity material

In place by?

For season 2017

ECONOMIC

Funding Support

What we have now

Healthy Bank Balance with reserves

Recent successes with Grant Funding - Jewson Privilege Account Scheme, SITA, Community Foundation for Surrey, EWCB Trust, ECB, etc.

Potential opportunities for Future Grants – see Sources of Grant and Funding for Cricket Clubs

Potential problem with ongoing funding of the club relying solely on Match Fees and Subscriptions

What we would like to have

A number of major sponsors of the club to allow the club to be financially secure and plan accordingly

What do we need to do?

1. Identify likely sponsors and offer a suitable package for those sponsors to want to be involved with the club.
2. Identify suitable people within the club to approach and secure such sponsorship.

What is the cost?

Minimal administration costs for printing etc. There could be a possible outlay for advertising banners, boards and other materials but largely self-funding.

In place by?

For season 2017

Fundraising

What we have now

Easyfundraising.org.uk

The ACC 200 Club which is a major fundraiser

Donations from members (especially Life Members)

Social Events

What we would like to have

The Club would like to have another reliable source of funding through additional external sponsorship.

What do we need to do?

1. Engage with members, local community and sponsors to raise funds
2. Create partnerships with charitable organisations to encourage more Community and Business support for the Club.
3. 2015 saw some initiatives in relation to fundraising and raising the club's profile with the local community. An online auction raised over £2,300 in April, The club held the SC T20 Finals Day which, although severely hampered by the rain, showed the level of voluntary commitment within the club and was highly commented upon by the Surrey Championship and the participating clubs. There was an August Bank Holiday Family Fun Day organised with a Ladies 8 a side tournament featuring 8 teams. Again, the rain caused a complete washout but the

fundraising stalls were held within the club house and £1,000 was raised. This tournament was repeated in 2016.

What is the cost?

Minimal admin costs for printing etc. Possible outlay for advertising banners, boards and other materials but largely self-funding

In place by?

For season 2017

Club Management

Management

What we have now

Solid Club with long history

Clubmark Accredited

Strong Committee but too many people doing multiple tasks. An effort to assign more tasks to more people was undertaken in 2015 but more work on this is required in the coming years to further spread the load

A large Committee which consequently means long meetings which are not always constructive

What we would like to have

Ensure the Club is sustainable, both financially and membership.

Maintain Clubmark Accreditation

Achieve Community Amateur Sports Clubs (CASCs) status

A more streamlined Executive Committee with stronger sub-committees and individual Committee appointments for roles/tasks to enable the club to run more efficiently

Ensure that the club's Development Plan is owned by the whole club and is the basis upon which the elected Committee acts

What do we need to do?

Possible amendment to the wording of constitution regarding the makeup of the Committee

What is the cost?

Minimal

In place by?

For season 2017

Clubmark

What we have now

Clubmark Accreditation was last achieved in 2013 – reaccreditation is due in 2017 but Clubmark is currently being revamped and the club is awaiting the new “specification”.

What we would like to have

More than one person involved in the Clubmark Accreditation process.

Increase Club involvement in the Clubmark process.

Increased understanding from the Committee in the Clubmark process.

Increase support from Committee and ordinary members to check and maintain the Clubmark requirements.

What do we need to do?

Identify a sub-committee to generate the Clubmark Evidence File

Ensure all the members are clear on the various Directives, Policies and Codes of Conduct included within the Clubmark package

Ensure the Committee is fully aware of Clubmark – give a presentation of the Clubmark Evidence File to the Committee

What is the cost?

Minimal

In place by?

For season 2017

ENVIRONMENTAL

Facilities

Outdoor Facility - Ashford Sports Club

What we have now

The Square & Outfield at your club

- Total number of pitches on your square? - 22
- Quality of these pitches? – Excellent
- Quality of the outfield? - Excellent

Square Synthetic Pitch

- Total number of match play pitches on the square? – 1 (not actually n the squares – on the outfield)
- Quality of this pitch? - Poor

Practice Facilities (off the total playing area)

- Number of fine turf practice pitches – 0
- Number of Synthetic practice pitches – 4
- Quality of these pitches - Poor

Changing Rooms at your club

- Total number of team changing rooms – 6
- Total number of umpire changing rooms – 1
- Do your changing rooms comply with ECB standards (TS5) – Yes
- Total number of shower heads? – 26
- Total number of toilets? - 11

The Ancillary Facilities at your club

- Total number of sight screens? – 7
- Quality of the sight screens – Average to poor
- Total number of covers? – 7
- Quality of covers – One set excellent, the second set is very heavy and in need of repair.
- What type of scoreboard or box do you have? – One digital, and one manual which is in need of some maintenance.

What we would like to have

Better quality practice facilities in a more appropriate location relative to the Clubhouse and the cricket facilities.

A suitable “shelter” for use on the second pitch so that teams can have some shelter from the elements when the weather is poor and also for kit storage etc.

One additional sight screen so that both pitches have four screens

Scoreboards and sight screens repaired.

What do we need to do?

1. Implement the planned 3-lane outdoor net facility. This has already been designed, planning permission received and approved by overall Sports Club Management Committee. Implement funding through grants and once funding in place instruct preferred supplier to undertake development.
2. Find an agreed design for a second pitch shelter/store to give those playing on the pitch some protection. Establish costs; obtain funding (externally, if necessary), planning permission etc. and build.

3. Carry out regular maintenance on the scoreboards and covers.
4. Repair damaged sight screens.

What is the cost?

1. £65,000 inclusive of VAT which is probably not reclaimable. The Sports Club has been unable to reclaim the VAT from the recently re-laid Astro pitch.
2. £10,000 inclusive of VAT which is probably not reclaimable.
3. £500 estimated
4. £500 (available through Jewson grant)

In place by?

For season 2017

Indoor Facility - Matthew Arnold Sports Centre

What we have now

This site is: Rental

- How many net lanes at this site – 4
- Do you have priority booking per annum? - No
- What lighting quality do the Lanes have: Poor - 0 - 500 lux, Satisfactory (501 - 750 lux), Good (751 - 1000 lux) - Poor
- Does the flooring system meet your requirements? - Yes
- Do you use Mats? - Yes
- Is the netting system more than 7 years old? - Yes

What we would like to have

Better quality indoor practice facilities available at a reasonable price in the locality.

What do we need to do?

Investigate alternatives such as Staines Preparatory School, Hampton School and Cleves School, Weybridge

What is the cost?

Current costs are ~ £100 per 2 hour session with 4 nets on Sunday afternoons from January - March. Normal booking period is 10 - 12 weeks.

These are partially funded by the members who attend

Better facilities may be more expensive

In place by?

Close season 2016/17 onwards

Pavilion and Clubhouse

What we have now

A fine Clubhouse built in 1998/99 – the envy of many. However, being 18 years old now it is showing its age in a number of areas which require attention. These are the responsibility of the parent Company but still require funding.

A parent Company which manages the Building using bar proceeds etc.

The ability to address maintenance and equipment issues as they arise but there is no solid “sink fund” available for a rainy day.

What we would like to have

Sufficient funds available for the continued upkeep and improvement of the facilities.

What do we need to do?

Increase fundraising as mentioned previously to enable future planning of improvements

What is the cost?

Our current rental payment to the parent company is £15,000 per annum. Additional ACC funds may be required to cover increased rent to allow maintenance of the premises to the current standard.

In place by?

For season 2017

Ground Care***Ground Care*****What we have now**

The Machinery at the club:

- A wicket roller in good condition
- An outfield mower in good condition – however, regular maintenance and repair has proved necessary recently
- An aerator in good condition
- A scarifier in satisfactory condition

What we would like to have

The only major requirement is a new powered scarifier to assist with pitch maintenance and to save annual hire charges for end-of-season work

What do we need to do?

1. Apply for suitable funding for a power scarifier

What is the cost?

An estimated £2,000.

In place by?

For season 2017

FIVE YEAR PLAN

Participation

- Plans to increase by 30% over 5 years
- Continued promotion of all aspects of the club via local schools and other community links. Ensure as much press coverage as possible for the Club and the available facilities.
- Organise an early season Kwik Cricket competition for local schools at Ashford.
- Advertise the facilities in the local papers and flyers etc.
- Establish the club as a true Community club with increased membership and Community usage
- Arrange junior summer camp weeks

Club Membership

- Plans to increase membership by 30% over 5 years
- Encourage new members of all ages and abilities by promoting the club in local community. Encourage junior players to continue membership into the senior section by participation in matches. Emphasis on increasing girl membership through work in the local schools, if coaches can be made available during curriculum hours.
- Possibility of running Sunday non-league development team. Encourage more members of existing member families to participate.
- Increase membership by word of mouth.

Coaching Roles

- Plans to increase by 30% over 5 years
- Aim for two members to attend the CCC/CYA winter's coach education program plus two on the Coach Support Worker course each year. This is equally applicable to men and ladies.
- Also encourage more senior players and parents to get involved and become "helpers".

Volunteer Roles

- Plans to increase by 10% over 5 years
- Identify areas of weakness within the club structure and approach suitable candidates to volunteer. Encourage active voluntary participation among all members particularly junior's parents. Ensure volunteers are suitably trained, thanked and rewarded for their efforts each year.

Five Year Plan

1. To achieve ongoing playing success at all levels. The 2014 survey of members showed this to be of major importance.

- All XIs to resume playing in the higher divisions of Surrey Championship by on-field success / promotions. Within the 5 year period the 1st XI to become a strong, established SC Division 2 side. At the 2013 AGM the membership decided that improving the strength of the 1st XI was a priority for the 2014 season. Promotion was achieved but subsequently

relegation. The membership will again have the chance to decide in November's AGM as to the ongoing policy of recruitment for the 1st XI.

- Add more structure to the men's training nights to ensure training is targeted at the needs of individuals and / or teams. Encourage the members to attend training with the view to collectively improve, not simply individual enjoyment. Investigate the feasibility of having a club coach / training organiser.
- Increase playing membership year on year to regularly run 5 men's sides on Saturdays and 2 on Sundays.
- The Ladies team to gain promotion to the WSCL Championship and become an established team within the division.
- To establish a girls section which would then feed players into the main Ladies side, this would go hand in hand with another long term aim of fielding two senior sides.
- To run at least one team at each junior age group and possibly two teams at certain age groups in the section. To have a dedicated manager and at least one coach for each age group. The 2014 survey of members identified the coaching and development of the junior players to be one of the main issues facing the club and its development.

2. Develop our training facilities to enable better practice / playing success. Again, this is another area identified as a concern by the members in the 2014 survey.

- Consider a mobile net for use on the squares to be purchased or made by volunteers in consultation with the groundsman who is concerned about excessive square usage.
- Relocate the practice nets to a more suitable location whilst at the same time substantially improving the facility. There is a sub-committee in place within ACC addressing this need. An area between the clubhouse and hardcourt has been identified and grant funding applied for. Unfortunately, this was turned down initially in 2015 and will need to be resubmitted.
- Consider the possibility of developing some grass nets. This remains a key longer term objective.

3. Develop ground facilities and equipment to encourage talented players to join and stay at club and to enable the Club facilities to be used for more representative cricket.

- In association with the parent company continue to review the club's security arrangements. A new boundary fence was completed during 2012/13 which has substantially improved the site security and markedly reduced vandalism.
- Consider the construction of an appropriate shelter for use by members and visitors playing on the second cricket square.

4. Ensure financial stability for the club through strong membership, sponsorship and sound financial management.

- Work with the parent Company to maximise usage of the facilities wherever possible; encourage members to use the facility other than on match days, actively seek sponsorship packages, minimise wastage through careful resource management.

5. To develop the club as a centre of local school and community use plus the possibility of links with disability sport. Continue the charity partnerships with Princess Alice Hospice and Motor Neurone Disease Association that were started in 2015 so the club is able to show a good level of social responsibility

CONCLUSION

The Cricket Club has now been in residence at the ASC Short Lane site for eighteen seasons so the time is right for the Club to consolidate the existing membership and to investigate all avenues for recruiting new members. This will, hopefully, secure the longer-term future of the Club and ultimately the future of the game of cricket in Ashford.

The Club is now working together with its sister club, Ashford Hockey Club; having developed an Association with agreed processes and procedures to successfully manage the Short Lane site for the benefit of both clubs and their members. The primary aim of Ashford (Short Lane) Sports Limited is one of financial stability, followed closely by the provision and development of equipment and facilities appropriate for each club. The recent trend shows significantly increased facility usage for external bookings etc. and bar turnover which indicates that the Association is moving in the right direction but we cannot be complacent; there is still much work to do.

The Cricket Club aims to provide facilities to cater for all standards of cricket from the grass roots level right through to the prospective County player. Membership is currently available to all, no matter what their background or their playing level and this openness must **never** be restricted.

A survey of members was undertaken in 2014 to establish the main issues affecting the members. Areas of strength were: approach to child welfare; the clubhouse facilities; communication and value for money of membership. The main areas of weakness identified were: engaging with the local community; safety and security of the site; clarity of the club's vision and objectives; attitude to on field success, training, development of juniors and practice facilities. Improvements to some of these concerns have since been initiated.

The Club established links with the local community through the 'Chance to Shine' initiative which started in 2006 and continued for three years. 'Chance to Shine' created links with one secondary school, The Ash Technology College (now Thomas Knyvett College) and the following Primary Schools; Clarendon, St Michael's, Stanwell Fields, Ashford Park, Our Lady of the Rosary and Kenyngton Manor. Links with three of these schools have continued very informally since the end of the Club's involvement with 'Chance to Shine' and these links must be fostered in the coming years. The club did link up with Magna Carta secondary school in Egham in 2012 but unfortunately the school was unable to continue with this the following year. The Club will need to be more proactive in these arrangements with the Schools and not simply pay lip service to them.

The club initiated charity partnerships in 2015 with Princess Alice Hospice and MNDA and will endeavour to continue with these partnerships in future years.

The aims, outlined in this plan, provide stability and ensure progress is made towards a return to the top flight of Surrey League cricket soon, whilst still providing facilities for players of all standards and abilities. There have been some promising signs over the last 8 years with promotions and T20 successes. However, there have also been relegations when the club hasn't been able to improve the playing standard to a suitable 1st XI level. The ongoing development and strengthening of the ladies section within the same period has been one of the outstanding successes of the club and should act as a template for ongoing success of the men's and junior sections.

The Club must plan its own future. It will need to enlist the help of existing members plus other organisations and governing bodies to ensure the continuing development of the Club.

This plan is a living document. It must be revisited and reissued regularly and progress against its aims and targets must be owned by and monitored by the Committee. The objectives listed at the end of the plan must be developed by the individual owners and progress regularly reported to the Committee.

The old on-line Development Plan has now been withdrawn by Surrey Cricket as part of on-going improvements, so the Club's original bespoke plan has been revived and restructured. The last major review was held in October 2014, with a subsequent minor review held in September 2015 and September 2016.

Minor reviews of the objectives in this plan must occur regularly with an update on an annual basis and a major review held every two years. Another major review is now due.

OBJECTIVES

Development Area	Objective	How	Who/Owner	When	Cost	Measure
1. Social	Fully understand why there is a natural attrition? from the membership	Questionnaire, discussion with members	Club Captain	As soon as possible. Preferably before the start of 2017.	Very little, if any.	A measurable increase in the retention of players from one season to the next
2. Social	Encourage members to play more, play longer and play on Sunday	Individual discussions, captains who encourage availability	Club Captain	As soon as possible. Preferably before the start of 2017.	Very little, if any.	A measurable increase in player availability and the reintroduction of a Sunday 2 nd XI
3. Social	Re-establish formal links with local Primary Schools. Establish links with other Community groups.	Actively speak to the local schools / Community groups to see what they really want or need	Junior Co-ordinator and Ladies Co-ordinator	As soon as possible. Preferably before the start of 2017.	Very little, if any. Possibly some flyers or other publicity material.	An increase in the number of school / Community group sessions conducted by ACC
4. Social	Provide improved junior training plans, including targeting promising youngsters	Regular meetings between coaches, manager and co-ordinator. Session plans reviewed and kept, if successful.	Junior Co-ordinator	For the start of the 2017 season	Very little, if any.	Improved attendance at junior training sessions and increased attendance
5. Social	Continue to promote the Club with a view to increasing social membership	Questionnaire, survey of members views on types of social events.	Membership Secretary	As soon as possible. Preferably before the start of 2017.	Very little, if any. Possibly some flyers or other publicity material.	An increase of 20% in the social membership, especially those regularly attending the facility
6. Social	Target specific junior parents for specific vacancies.	End-of-season circular. A concentrated pre-season phone around	Secretary	For the start of the 2017 season	Very little, if any.	All junior manager and coach position filled. No one person with more than one role.
7. Social	Identify four members to attend CCC / CYA and two members to attend CSW courses.	Target individuals who have shown an interest (from mens and ladies sections)	Junior Co-ordinator and Ladies Co-ordinator	As soon as possible as courses fill up very quickly	£325 per course. 50% refunded by Surrey on completion of the course. 50% refunded to the individual when they coach for Ashford	An increase in the number of coaches regularly available on training nights
8. Social	Persuade old coaches to coach again	Identify those concerned and speak to them	Junior Co-ordinator	For the start of the 2017 season	Very little, if any.	An increase in the number of coaches regularly available on training nights

Development Area	Objective	How	Who/Owner	When	Cost	Measure
9. Social	Identify two members to attend ACO courses.	Target individuals who have shown an interest	Secretary	For the start of the 2017 season	Cost of the courses.	Able to cover more matches with qualified umpires and scorers
10. Social	Ensure reliable consistency between junior registers and membership lists.	Membership secretary, junior register taker and treasurer to sit down and refine the process	Membership Secretary	For the start of the 2017 season	Very little, if any.	Consistency between all lists – ideally one list. Improved retention of junior members. Clear data available for Development Plan and Clubmark use.
11. Social	Target AHC and ATJ to generate interest in a girls section.	Make contact with AHC's and ATJs' managers and ask to add a paragraph to their next circular	Ladies Co-ordinator	For the start of the 2017 season	Very little, if any.	A noticeable increase in the number of ACC girls training. If numbers are sufficient start a separate session
12. Social	Plan a more universally attractive social calendar.	Actively speak to the full spectrum of the membership to see what they actually want	Social Chairman	For the start of the 2017 season	Very little, if any.	Significantly improved attendance at social events. Members attending who would not normally come
13. Social						
1. Economic	Identify likely and potential sponsors	By word of mouth. Business contacts. Actively going out into the Community	Treasurer	As soon as possible. Preferably before the start of 2017.	Very little, if any. Possibly some quality publicity material.	Sponsors appointed for ACC
2. Economic	Investigate 'Achieve Community Amateur Sports Clubs' (CASCs) status	Investigate what is required and complete all the necessary paperwork	Treasurer	As soon as possible. Ideally before the start of the 2017 season	Very little, if any.	Increased fund raising as a direct result of gift-aid etc.
3. Economic	Maintain Clubmark Accreditation – better control of DBS checks	Keep on top of all the necessary record keeping required	Welfare Officer / Clubmark Officer	On-going but certainly before the next re-accreditation in 2017	Very little, if any.	A volunteers list with all the necessary DBS checks completed. Coaches and managers with all the necessary qualifications.
4. Economic	Consider restructuring the Club Committee to improve focus.	Decide what is required. Talk to the Committee. Discuss at the AGM.	Chairman	Probably for the 2017 AGM	Very little, if any.	A stream-lined and more efficient Committee with active sub-committees reporting to the main Committee.

Development Area	Objective	How	Who/Owner	When	Cost	Measure
5. Economic	Ensure that the club's development plan is owned by the whole club and is the basis upon which the elected committee acts	Make the document a living document. Refer to it on a monthly basis throughout the year. Make is readily available to the whole membership.	Chairman	For 2017 season	Very little, if any.	Club progress is being directed or steered by the Development Plan which is being updated throughout the season.
6. Economic						
1. Environmental	Develop a new net facility	Decide what is required. Agree the specification. Apply for planning permission. Agree with A(SL)S. Agree with and seek support from SCCC. Seek funding.	Treasurer	As soon as possible but realistically for the start of the 2018 season.	£65,000 inclusive of VAT which is probably not reclaimable. Grant funding will be necessary to achieve this aim.	A new net facility with improved usage leading to increased membership.
2. Environmental	Investigate a suitable "shelter" for use on the second pitch	Decide what is required. Agree the specification. Apply for planning permission. Agree with A(SL)S. Seek funding.	Keith Manning	As soon as possible but realistically for the start of the 2018 season.	A guesstimated £10,000 inclusive of VAT which is probably not reclaimable.	An attractive versatile shelter / storage facility for use by teams using the second pitch. For obvious reasons this must be a substantial construction that is vandal resistant.
3. Environmental	Identify a better quality indoor practice facility	Actively look around to see what is available. Consider Staines Preparatory School, Hampton School, Cleves School, etc.	Secretary	Before the 2017 pre-season training starts in January. (From September 2016).	The club may have to accept an increased cost for winter nets.	General feedback from the players regarding the quality of the nets being used.
4. Environmental	Work with the parent Company A(SL)S to ensure a solid financial foundation	Regular communication between ACC and A(SL)S. There is probably insufficient at present. Both parties need to better understand the needs of the other	ACC Representatives on A(SL)S Board	As soon as possible.	Very little, if any, initially. However, increased rents may be required.	The two parties working more closely together.
5. Environmental	Work with the groundsman to identify what new machinery is required – scarifier?	Nominated Committee member to act as spokesperson for the ground.	Ground Chairman	As soon as possible.	Very little, if any. If a suitable funding source can be identified. Apply for funding.	A successful grant application and the purchase of a new powered scarifier.

Development Area	Objective	How	Who/Owner	When	Cost	Measure
6. Environmental	Ensure cricket square usage is only as necessary and essential	Limit the amount of (or ban altogether) casual square use.	Ground Chairman and groundsman	As soon as possible	Very little but will lead to improved match facilities in the longer term.	Ensure all playing members and coaches have a better understanding of the task of the groundsman.
7. Environmental						