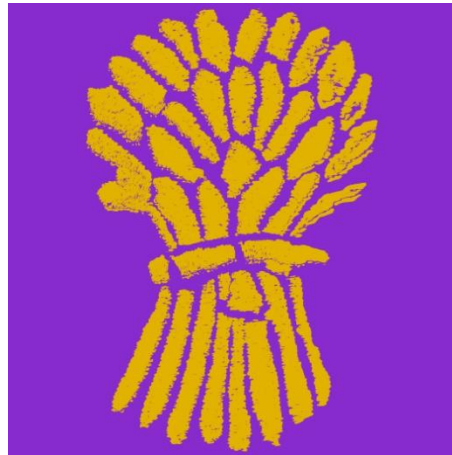


CHESHIRE COUNTY CRICKET CLUB



DEVELOPMENT PLAN 2015

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As envisaged at the time of the last revision of the Development Plan in 2006 it is now appropriate to review the Plan and report on present arrangements with regard to the running of the County Club, especially taking into account the changes in the economy, banking, administration and the need for succession planning.

The existing plan commented "As a development plan is a rolling organic creation each committee under the present and future approved development plan should approach their duties in a similar way. This would therefore require the creation of the relevant policies and guide lines by each committee."

It was considered that the proposals put forward in this regard had not been fully implemented and that reinforcement of these requirements, together with changes through the years, was required. The general committee policies will need to be created and approved by the main committee to ensure that they are in line with the overall needs and requirements of the County Club, the MCCA and the ECB.

The creation of individual committee development plans and budgets for each committee is still considered to be of considerable importance as a planned structure to enhance the workings of the committees and a means of providing the support necessary to the County Cricket club as well as providing useful information to the Finance and Marketing Committees in order that they can plan their own brief accordingly.

It is therefore considered, as a priority, that every committee produce their own development plan and that thereafter at each meeting (main and committees) the relevant Development Plans and budgets are always on the agenda for discussion and updating to ensure proper progress is maintained. The individual committees should always include a report on their plan progress at each of their own meetings and at each general committee meeting as under the existing agenda structure.

The individual committees of the County Club organisation considered suitable and beneficial for this approach are noted below. The annotations are purely to indicate some of the benefits that can be gained if each has its own structured policy and plan:

The Cricket Committee –

to provide detailed planning for cricketing activities.

The Finance Committee –

to aid wider and more detailed financial planning to enable the general committee to pursue its goals.

The Marketing Committee –

to provide a more elevated level of quality sponsorship and corporate associations including expanded usage of the website and the roadshow

The Membership Committee –

to improve Member relations & increase numbers under the auspices of the Hon. Membership Secretary.

The Liaison Committee –

to improve the relationship between the County Club and all Cheshire Cricket Clubs through greater awareness and sharing of information.

Cheshire Cricket Board - representation through a Representative of the Committee on the Board.

MCCA and ECB contacts - through the office of Chairman and Secretary and contact at Home and Away matches between active committee members.

General Committee along with all other Committees - to create, develop & continually improve contact inter county (e.g. Lancs. CCC), inter league, club and youth cricket throughout Cheshire.

The Development Plan sets out in its Cricket Committee section the policies for the next say four years. This time period is considered suitable in all the circumstances. To go beyond four years is unnecessary since, in every likelihood, there could be further requirements or changes from the MCCA or ECB within or toward the end of the period which would require change or amendment. It was considered sensible that all the proposed committee development plans should follow the same time scale.

Whilst the creation of any development plan outside the normal office environment may seem, on face value, a little heavy or 'over the top' it has become increasingly evident that those organisations with a policy and a structured approach create a healthy forward looking and achieving body. Targets and policies can readily be designated and time scales created for achievements that are considered sensible producing a positive reaction for the betterment of the organisation. A County or Local Cricket Club is no different and is equally capable of benefiting from this approach.

The ECB has adopted this approach throughout all its cricketing organisations. Above all, however, the development plans need to be regularly monitored to ensure progress is maintained and directions and policies followed. It is all too easy to let a development plan fall in to disarray. The creation of the plan is the first step – the difficult and brave step is following the plan regularly and making alterations along the way where some achievements or policies are found lacking or achieved earlier than expected. In those cases new objectives are set to ensure that a forward direction is always maintained. Once a plan is created it needs to be worked – it goes nowhere unless it is guided! Hence the need to include all Committees on the Agenda for each General Committee meeting.

The increased representation, as suggested in the 2006 review, of Cheshire playing cricketers in the County side has brought about considerable improvement in team spirit and a generally favourable improvement in the stature of the County team in the eyes of the cricketing public within the county. This policy should therefore be continued although in an ideal world the overall policy wish would be that all

cricketers playing for Cheshire would be playing in Cheshire. The reality is, as we all know, not as simple.

What we do know is that there are talented and suitable cricketers playing in Cheshire who would like to play for Cheshire. General standards have increased across the County. The Clubs, the County Cricket Board and the Cheshire Cricket League Committee and all others involved are to be congratulated for that.

The review suggests that we retain the squad selection policy which acknowledges this situation and indicates that Cheshire County Cricket Club should, wherever possible, field a team of players which are currently playing their cricket in Cheshire. It acknowledges that there may be some local difficulty with this from time to time and therefore suggests that the approved minimum of eight players playing in Cheshire continues to be used as the guide.

The plan also reaffirms that this policy should be supported by the appointment, when and where practicable, of a **suitable player coach** who will be able by his character and playing ability to further enhance the qualities of those representing the County as well as those whose future hopes are to represent the County. The major challenge will be one of finance so some sharing with a Premier League club could be considered.

The income of the County Club is, apart from the funds received through the MCCA, reliant on the proceeds from locally raised funds through membership, sponsorship, 200 club and other donations. It is considered that the income of the County Club needs to be increased considerably to avoid over reliance on funds from the ECB and advises that a full reassessment is undertaken by the County Committee along with others if felt necessary and prudent. A Corporate Membership with benefits was introduced in 2014.

At present there is an historical reliance on the host club to find sponsors to fund County matches played at their club. The host club is now encouraged to raise its own funding as a "reward" for the effort expended on hosting the match. The County Club is thus now required to organise its

own sponsorship support for all home matches ensuring that the host club is happy with any of the “on ground” activities that this may require.

Cheshire is a wealthy county and ‘**whole county representation**’ in the form of sponsorship should be actively pursued. Other current fund raising activities could also be extensively improved upon through proper structuring. These would be policy proposals for the Marketing committee to take on board.

Personnel Consideration needs to be given as to the optimum size of the General Committee to provide a balance between providing an effective and efficient administration but with sufficient personnel to undertake the required roles. This objective should encompass consideration as to how to provide an opportunity for those, with the requisite skills, willing to be involved in the County’s affairs, although not all would necessarily need to be Members of the General Committee. In this way the aims of the County Club can be achieved and the improvement of the contact with the cricketing grass roots will also be achieved and maintained.

Ideally, there should be an understanding that Officers and/or Members of the Committee need not necessarily have to serve in any one position for too long a time, so as to encourage others to become involved. This has to be balanced by the practical reality of identifying a suitable supply of personnel coupled with the need to avoid losing a critical level of expertise and experience. Change for the sake of change is no advantage if it leads to poorer administration.

Finance: Each sub-committee will have to apply for a working budget for each year so that proper assessments of expenditure and costs as well as their needs can be assessed and fed in to the overall scheme.

The reporting of detailed financial information and the method and viability of paying individual expenses to players and officials should be continually examined.

The 200 Club: The promotion and points of sale need to be increased across the county to take advantage of the potential improvement of relations with clubs and members and to maximise the potential income that this Club can raise.

Membership: The membership provides a stable income that has not grown to any degree over the years. It seems likely that if the position of the members is elevated through better information and an improvement in contact throughout the year that this could well lead to an increase in numbers. This may also justify an increase in membership subscriptions in due course! Increased use of electronic communications may help to give Members “Value for money”.

Web site: There is a need to expand further the use of the web site. This so far has been a growing success used more each year and being gradually improved upon. It is considered that greater benefit financially could be obtained from this source by introducing subscription based information for general use but using the cricketing network as a basis for user confidence. Online facilities for the sale of RoadShow leisure wear and Cricketing Kit are being assessed before being hopefully processed for members’ use. The flow of information on a variety of matters relevant to the County Club is being actively introduced and has, indeed, started in a small way. Hopefully this will lead to greater involvement across the membership and general cricketing public. The use of the social contact methods of twitter, facebook etc were evident as a plus factor during 2013 with an increasing activity as the season reached its winning climax. It is important we keep this going in a positive way!

CHESHIRE COUNTY CRICKET CLUB DEVELOPMENT PLAN AND MISSION STATEMENT

To be the pinnacle of Cheshire cricket competing at the highest possible level in MCCA Competitions in accordance with the rules of the various competitions, ECB guidelines and the ECB Strategic Plan for Cricket (Building Partnerships) whilst at the same time providing development opportunities for young players of the requisite ability and commitment to progress to play First Class Cricket and, if good enough, to represent England.

1 Ensure that an appropriate programme of adult County representative cricket is scheduled.				
WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
1.1 to remain a member of MCCA and participate in the championship	By fulfilling obligations and retaining standard required with the guidance and recommendations of MCCA & ECB	Treasurer/ Committee	Ongoing	Continuation of membership
1.2 contribute to the discussions on developments in MCCA	Ensure attendance at meetings representing the mandate for the club	Secretary	Ongoing	100% attendance at MCCA meetings
1.3 Play home matches throughout the county at grounds to publicise the county team	Have a plan to ensure that suitable and available grounds are used so ensuring that more people are aware of the county club.	Cricket Committee	Ongoing	A published programme showing that the 1XI plays in different geographical areas of the county.
1.4 Establish communication with clubs and their officers before during and after 1 day and 3 day county matches held at their grounds.	Maintain regular liaison with clubs to ensure they feel important and part of the county structure.	Liaison Committee	Ongoing	Those clubs with pitches and facilities for 1 day and 3 day County matches, which meet the County's specification, competing for the prestige of hosting County matches.
1.5 Consider and if required establish a Management Committee for the regular control of the administration of the County Club	To comprise the Principal Officers of the club, Chairmen of the Committees and others as and when approved	General Committee	Ongoing	The General Committee need then only meets some three or four times a year. For approval of policies Development plans and other such matters.
1.6 to establish Committees for the principal workings of the County Club, co-opting members to the individual committees for more efficient operation.	Appoint Chairmen of the various committees with the mandate to utilise general committee members and co-opted non committee members.	Finance Membership Marketing Cricket Liaison Committees	Ongoing	The creation of each committee, the approval of their policies and the production of their individual budget and development plan.

2. To ensure that representative cricket not only acts as an incentive to Cheshire club cricketers to strive for excellence but also plays an important development role

WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
2.1 to provide jointly with the County Cricket Board a programme of Development XI cricket with particular emphasis on young players who wish to represent the county and play within the County	Develop a strategic and planned programme of matches and coaching sessions with the selection of the Dev XI chosen from players of ability from clubs throughout the county.	Cricket Committee Selection sub Committee Development XI Manager/Admin	Ongoing	A published programme which is met and evaluated at the end of each season. Have closer contact with Club Captains and Chairman regarding potential players. Maintain continuous contact with CCCB as joint managers.
2.2 to provide the bridge between County age group representative teams and the County 1XI via the Development XI	Maintain the link between CYC The CCC Board and the County Club which will maintain regular contact with all Cheshire representative teams from youth cricket to 1 XI	All Committees	Ongoing	An identifiable process which gives real and visible opportunities for Age group players of suitable ability, commitment and availability to join the county team set-up. It is a major objective of the County Club to achieve the MCCA average age criteria at the end of each season
2.3 to monitor the progress and performance by Teams and players	By acquiring and maintaining an overall knowledge from qualified sources of the performance of teams and players at all levels throughout the County.	Cricket Committee	Ongoing	An integral part in evaluating the team and players performances throughout the season, which will eventually give confidence to all sections of Cheshire's cricket structure that selection is based on fairness and factual knowledge, transparent to all. The goal is to get cricketers striving to play for the County, which must be the ultimate pinnacle of all Cheshire cricket.
2.4 to ensure a route stays open for late developers	Monitor performances in Cheshire Clubs Cricket (see 2.3 above)	Cricket Committee	Ongoing	A network in place which alerts the selection Committee to excellent performances.
2.5 monitor the progress of the 'young' players representing the county	Introduce a process which monitors progress from U17 to 1XI, with regular liaison between all the team selectors.	Cricket Committee	Ongoing	Will be reflected in the success of the County Team.

3 Manage the finances to ensure the County Club not only continues but thrives				
WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
3.1 increase level of revenue by changing to a "Whole County" approach to appeal to affluent regional and national corporate companies with new membership style in mind.	by increasing the size and style of the membership, to have more fund raising activities to increase sales points for the 200 Club across the county, and, creating new ways of publicising the County Club to attract more sponsors and Members Create Corporate Membership	Marketing Committee	Ongoing	A plan prepared to address the issues by the Marketing Committee and used as a measurement technique to maintain focus. Consider the use of the Web site as a fund/advertising source through corporate membership.
3.2 Examine in detail all costs to ensure that they are essential or attract additional income.	To require each committee to prepare their own development plan with budget between the end of the season and Christmas each year.	Finance Sponsorship Cricket Members and Liaison Committees Road Show	Ongoing	Production of a development plan prepared by each committee which includes an annual budget to satisfy the achievement of the proposals contained therein in the required time scale for the General meeting prior to end of January each year.
3.3 Examine in detail all costs relating to officials at Home and Away games	To require a proposal for the proper expenditure of club funds covering any payments made and to ensure that expenses are paid where relevant to those officials continuously involved in the running of the County Club	Finance	Ongoing	Payments should reflect the need to meet the aims of the County.

4 Improve liaison within Cheshire Cricket				
WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
4.1 to liaise closely within the Cheshire Cricket Board over the development of senior recreational and representative cricket	Through the Liaison Committee	Appoint County Club rep to the CCB	Ongoing	Consensus and regular contact on the processes within Cheshire cricket which result in harmony at all levels
4.2 to publicise activities in conjunction with other constituent members of the Cheshire Board.	Through regular meetings and conversations and the web site	Press Office Membership and Marketing Committees and web site	Ongoing	A united approach to all Cheshire cricket activity with more regular information circulated to Members.
4.3 to attract the best players to play cricket in Pyramid.	By ensuring that the whole of Cheshire cricket meets the requirements of the better players	Cricket Committee	Ongoing	County teams at all levels achieving standards which meet the aspirations of the ECB
4.4 through working with the Cheshire Clubs Committee provide mutual assistance and help to establish closer relations between all clubs and the County Club	Cross co-option onto relevant committees and going to meet the clubs	County Club rep Cricket	Ongoing	A better understanding throughout the Cheshire cricket community of the roles of both the clubs and the County Club in ensuring that all aspects of Cheshire cricket are successful and held in the highest esteem throughout England & Wales
4.5 Ensure regular communication with the members to increase interest in County Club's activities (past, present and future).	Enhance the Membership Committee and to Utilise electronic communication (and where appropriate by newsletter) to provide regular information to clubs and members	Members Committee Liaison Committee	Ongoing	Increase in the Membership and increasing use of email facilities for information circulation.
4.6 Facilitate opportunities for persons of the requisite ability and willingness to join the Committee	There being no expectation that persons need serve for long periods of time	General Committee	Ongoing	Improved member contentment
4.7 Non elected sub-committee members	To enhance the Membership Committee	General Committee	Ongoing	Specialist interest not necessarily duplicable in the shorter term. Increase in Membership
4.8 Web Site	Continue its expansion and improvement	Webmaster and all Committees responsible for passing information on	Ongoing	Greater awareness of public and use of Social Network facilities

CHESHIRE COUNTY CRICKET CLUB
THE CRICKET and SELECTION COMMITTEE DEVELOPMENT PLAN

MISSION STATEMENT

To ensure that Cheshire County Cricket Club is considered the pinnacle of Cheshire cricket and to provide a transparent pipeline through which all cricketers playing within Cheshire can enjoy continued success in the Club, League and MCCA competitions

WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
1. to ensure the county clubs that representative Cheshire County cricket teams are recognised as the current pinnacles of achievement for all cricketers playing within the county.	By constant awareness through the due process of all those cricketers aspiring to play for their county at the various levels	cricket committee & selection sub committee development xi	Ongoing	By regular contact with the clubs and players on the ground during the season and in the off season.
2. to ensure that the selection process is transparent	Appointment of a sub committee for selection purposes.	cricket committee selection sub committee Dev XI	Ongoing	By providing a preseason list of those players registered with the ECB to play for Cheshire by regular contact with the clubs and players on the ground during the season and in the off season.
3. to form a squad of players registered with the ECB who are available for selection in MCCA matches	After consultation with the selection committee as part of their due process.	Selection sub-Committee	Annually and ongoing as form requires	Registration of players with ECB to be made before the commencement of season
4. An annual preseason meeting	Nets & Socialising	Cricket	Every April	1 st XI & Dev XI invitations
5. Player Coach. To make every effort to secure the services of a suitable Level 3 qualified coach, subject to available finance, with a track record who is of at least Minor County Standard to oversee / captain the County side and to attend net sessions for the County squads and wherever of benefit to other Club or representative teams within the County.	By diligent enquiry through all channels available to the Cricket Committee	Cricket & Sponsorship Committees	As appropriate	Suitable appointment
6. to maintain and update the ages of the registered player members of the County	Maintain an annual listing of ages against registered players	Cricket Selection Dev XI	Before Each season	A list is produced at the general committee meeting before the season starts.

WHAT	HOW	WHO	WHEN	SUCCESS CRITERIA
7. Retain Development XI to create a transparent pipeline from schoolboy cricket to MCCA and then First Class cricket	By utilising the younger players within the county and through direct cooperation with the Cheshire Youth structure.	Cricket Selection Development XI	Ongoing	Maintaining a good and plentiful fixture list
8. to prepare an initial selection policy and process for the Selection Committee to follow.	In each 1 st XI match, where practical, a minimum of 8 players currently playing their cricket within the Cheshire cricket umbrella.	Cricket committee	As current	To enhance the standards and support for the players and to encourage expectations from within the county
9. to make Cheshire cricket visible and acceptable	to play home matches at a variety of Focus Club grounds throughout the county	Cricket committee	Ongoing	Continue to upgrade the list of expectations for the facilities required for a three day match and a one day match.
10. make arrangements to enable home fixtures to run smoothly	create a communications plan for ongoing discussions with the Host Club	Cricket committee	Ongoing	Follow, through the communications plan, the schedule of requirements of the County Club to the Host Club and enter discussions for the arrangements well in advance of the games.
11. create a willing collection of volunteers to assist in some of the day to day operations at County matches	by advertisement within the County umbrella for volunteers to assist in the various aspects of match days as and when required	Cricket committee	Ongoing	The creation of the list.
12. to prepare a budget plan for the General Committee	By discussion with the selection sub-committee and finance committee	Cricket committee	Ongoing	Provision of the budget plan for approval within the required time scale.