



AVEBURY CRICKET CLUB, WILTSHIRE



CLUB DEVELOPMENT PLAN 2019

Contents

SECTION 1: Introduction and History	3
SECTION 2: Club Mission Statement	6
SECTION 3: Key Goals	7
SECTION 4: Three Year Objectives	8
Objective #1: Playing Objectives.....	9
Objective #2: Facilities objectives.....	10
Objective #3: Community Objectives.....	11
Objective #4: Organisation objectives.....	12
SECTION 5: Strategy and Competitive Positioning of the Club	13
Strengths.....	13
Weaknesses.....	14
Opportunities.....	15
Threats.....	16
SECTION 6: Club Structure	17
SECTION 7: Membership	18
SECTION 8: Facilities	19
SECTION 9: Equipment	20
SECTION 10: Finance	21
SECTION 11: Achieving Our Objectives: Actions, Responsibilities, and Performance Measurement .22	
Goal 1: Providing a safe and enjoyable environment for children and young people from Avebury, Kennet Valley and the surrounding area to learn and play cricket.....	22
Goal 2: Maintaining and Improving the levels of our Senior Cricket sides.....	23
Goal 3: Developing emerging talent and providing a supportive environment to integrate young players into weekend senior cricket.	24
Goal 4: Providing opportunities for women and girls from Avebury, Kennet Valley and the surrounding area to learn and play cricket.....	25
Goal 5: Ensuring Avebury Cricket Club and cricket generally are a positive force in our local community.	26
Goal 6: Maintaining a cash flow surplus through prudent financial management to repay the ECB Loan, and thereafter to invest in facilities, equipment and people.	27

SECTION 1: Introduction and History

Avebury Cricket Club

Cricket has been played on the sports field at Avebury, Wiltshire since just after the First World War, and has its origins in the workforce of Alexander Keiller. Keiller's mark on the village of Avebury is significant. A wealthy man and passionate archaeologist, whose money came from his family's marmalade business, he purchased the village of Avebury and part of the West Kennet Avenue in the 1930s. Inspired by the work of earlier archaeologists, he set about digging out the stones which had been buried, and restoring certain important buildings and other sites in and around Avebury. He became very involved in the local community, and this involvement extended to the sports field.

Keiller lived at Avebury Manor, and his head gardener, Mr Ben Windsor, was given the job of maintaining the cricket square and sports field generally. There was also a job on Mr Keiller's staff for a good sportsman, and many of the cricketers and footballers in those days were also the men employed by Keiller to carry out the excavations.



In addition to working on the ground, the cricket pavilion was acquired “second-hand” at around this time (1936/37) from the Bristol area by a Mr Hayes, a builder friend of Keiller, and was erected and painted by Keiller's men. The pavilion's position on Avebury sports field was unchanged until 2019, when a new building was erected at a cost of around £140,000.

The present incarnation of Avebury Cricket Club was re-formed in the late 1980s. Only a handful of Sunday matches were played in the first season, and the outfield and square were generally in poor condition. However, the Club continued to add to its fixture list and improve the quality of the square and outfield. The team's performances continued to improve, in 2000 reaching the regional finals of the National Village Knockout Championship and resolving thereafter to form a league cricket side as well as continuing its recreational Sunday fixtures.

In 2002 the team began life in Division 5 of the Wiltshire League, winning the division outright and doing the same again in Division 4 in 2003, rising quickly to Division 1, and hovering in a range between Divisions 1 and 2 ever since, and being promoted into the Wiltshire Division of the West of England Premier League in 2019. Avebury Cricket Club currently enjoys around 50 adult playing members and more than 50 active junior cricketers, playing around 70 games a year across a variety of Saturday (two teams), Sunday and mid-week friendly cricket, as well as participating in national village and club competitions.



Junior Cricket at Avebury

Junior cricket at Avebury was first launched in 2014 on the initiative of former Leicestershire County cricket Gregor Macmillan, now a housemaster at nearby Marlborough College, and his wife, Annabel. The key aim of the junior section was to develop cricket amongst the children and young people of the village and surrounding parishes, and this has since grown and flourished to over 50 junior members. This also resulted in a decision to bring in an overseas player to assist with the coaching of juniors and to offer specialist coaching to developing players.



Avebury Cricket Club now runs weekly summer coaching sessions for 5-8 year olds under the “All Stars” programme, Under-9s, Under-11s and Under-13s. In 2019 our Under-9s team played competitive cricket in a variety of local festivals, and our Under-11 team played competitive one-off fixtures against a variety of local teams. In 2020, our Under-11 and Under-13 sides will be playing in Wiltshire Youth Cricket League competitions.

Ladies Cricket and Disability Cricket at Avebury

In line with the objectives of our governing bodies, we aim to establish Ladies Cricket at Avebury in 2020/2021, and to participate in softball festivals and friendly matches against other local clubs. This will be augmented by a pre-season coaching programme, together with weekly training sessions throughout the summer.

Pavilion and Facilities

In 2019, the Club (in association with its sister organization, the Avebury Sports & Social Club, which is the main tenant of our sports field and with whom we are affiliated) completed the construction of a brand new pavilion, which represents the final piece in a jigsaw puzzle of improvement in facilities which has seen us, in a 10-year period, install artificial nets, sightscreens, water supply to the main square, wicket covers, a digital scoreboard and mains electricity. The total cost of the entire project (which included the installation of a full drainage system, soakaway, septic tank, the installation of mains water and the creation of a mains electricity supply) was £140,000.

Unfortunately, due to the timing of the project being in a Cricket World Club year, we were not able to secure any meaningful grant funding from the England and Wales Cricket Board (“ECB”) other than a £1,000 grant (less than 1% of the project total) towards the £4,000 kitchen installation.

However, we were able to secure an interested free loan, repayable over five years, for £15,000, from ECB. This was helpful in allowing us to complete the project but (clearly) places us under severe financial constraints in terms of needing to repay £3,000 per year over the next five years. This is dealt with in more detail in the “Risk” section below.

SECTION 2: Club Mission Statement

To create a thriving cricket club that promotes the best interests of the game to all levels and sections of the community in and around the village of Avebury, Kennet Valley and the surrounding area.

Our goal is to provide opportunities for playing cricket, and to facilitate cricket development irrespective of age, gender, disability, race, religion or sexual orientation, and make the club an inclusive social environment that welcomes playing and non-playing members alike.



SECTION 3: Key Goals

1. To provide a safe and enjoyable environment for children and young people from Avebury, Kennet Valley and the surrounding area to learn and play cricket.
2. To gain promotion and maintain a 1st XI in the Wiltshire Division of the West of England Premier League that becomes capable of challenging teams in this league, and to ensure the continuation of a competitive league 2nd XI that seeks to integrate young players into senior cricket and plays in Divisions 2, 3, 4 or 5 of the Wiltshire County Cricket League.
3. To develop emerging talent and to provide a supportive environment to integrate young players into weekend senior cricket.
4. To provide opportunities for women from Avebury, Kennet Valley and the surrounding area to learn and play cricket.
5. To ensure that Avebury Cricket Club and cricket generally are seen as a positive force in the local community.
6. To develop a cash flow surplus through prudent financial management to enable repayment of the ECB Loan, and thereafter to make investment in our facilities, equipment and people.



SECTION 4: Three Year Objectives

We divide our objectives into four categories:

Playing – what we aim to achieve as a cricket club “on the field” at all levels;

Facilities – objectives relating to the Sports field, the Pavilion, the Clubhouse and all our facilities on these sites;

Community – how we seek to engage with the Communities of Avebury, Kennet Valley and the wider parish; as well as the Wiltshire cricketing community more broadly; and

Organisation – how we want to run our Club, striking a balance between efficiency (small groups, fast decisions) and inclusiveness (larger groups, more consultation).

Objective #1: Playing Objectives

- To provide both competitive **and** recreational environments in which all active members can enjoy the game.
- To develop the Club's playing strength to enable us to widen opportunities for competitive, recreational and developmental matches for all levels of ability throughout the club, including by:
 - maintaining two league sides in the Wiltshire County Cricket League competition and/or the West of England Premier League;
 - participating in friendly midweek competitions;
 - running a minimum of TWO Youth sides, participating in Wiltshire Youth Cricket League matches; and
 - continuing to run (and grow) Sunday friendly cricket, which remains the "core" of the Avebury cricketing spirit;
- Integrating and supporting junior players into senior cricket;
- Encouraging parents and other members of the community to "get back to cricket" or give it a try for the first time;
- To work with the Club's female members to determine the preferred future direction of Ladies and Girls cricket at Avebury;
- To maintain a structure that allows junior players to receive high quality coaching and develop their talent and interest in the game;
- To increase the number and quality of coaches available within the Club;
- To recruit and train umpires and scorers for the club; and
- To adopt the relevant standards when running the Cricket Club at all levels of the games.

Objective #2: Facilities objectives

- To maintain the pavilion (constructed in 2019) and the Clubhouse (as part of our agreement with Avebury Sports & Social Club to “affiliate” in 2016) to their current high standards;
- To improve playing facilities, including by:
 - Constantly monitoring the state of the cricket square and taking any necessary action to maintain its quality;
 - Investing in ground maintenance equipment that is consistent with our playing status and affordable to the club over the longer term (10 years); and
 - Improving the quality of practice areas and nets.
- To continue to pursue potential options to expand practice and playing facilities within the Avebury and Kennet Valley area, including:
 - (a) through links with local schools ; and
 - (b) through links with other nearby clubs such as Kennet Valley Cricket Club, whose objectives are complementary to our own.
- To continue to invest in facilities and equipment that will enhance our junior cricket programme and provide coaches with the tools that they need; and
- To continue to support our junior cricket coaching staff with paid coaches or appropriately qualified overseas or non-UK players.

Objective #3: Community Objectives

- To make the Club's facilities inclusive and welcoming to all playing and non-playing members of the village community;
- To ensure that the Sportsfield, Pavilion and Clubhouse are available for appropriate use by other interest groups within the village community at times throughout the year, whilst recognising the importance of cricket fixtures and coaching in the Summer months as vital to the financial wellbeing of all;
- To foster good relations and work for mutual benefit with local interest groups including the Circle Nursery; local primary schools (including Broad Hinton, Preshute, Kennet Valley and Marlborough St Mary's), the Avebury Parish Council, our landlord (The National Trust) and our affiliate organisation, Avebury Sports & Social Club;
- To contribute to village events such as Avebury Day as appropriate;
- To develop fundraising opportunities for the Club within and outside our community;
- To improve our communications with the wider local community, including through the development and enhancement of our website and social media operations.

Objective #4: Organisation objectives

1. To manage the Cricket Club professionally and in accordance with good governance and ethical standards.
2. Operate prudent and sound financial management, paying due diligence to regulatory and HMRC requirements.
3. To keep under review the management/committee structure of the club to maximise its effectiveness.
4. Develop a five-year fundraising plan to secure the financial structure of the club.
5. To abide by the guidance and governance of the game as set out by cricket ruling authority.
6. To secure, and subsequently maintain, ECB Clubmark status and observe all aspects of safeguarding, welfare and wellbeing requirements, particularly in relation to junior members.

SECTION 5: Strategy and Competitive Positioning of the Club

Strengths

- ✓ **Facilities** – the club has worked hard over the last five years to ensure that its match facilities and post-match facilities are suitable for the future.
- ✓ **Attractive Ground and Location** – the club has the fortune to be located next to a prehistoric stone monument and world Heritage site in a very scenic part of the Wiltshire landscape. The Club sees this as a strategic advantage.
- ✓ **Outfield and Surrounds** – a programme of investment (through machinery, reseeding, and regular application of fertiliser) as well as the natural drainage of the land, mean that the outfield is one of the best surfaces in club cricket in Wiltshire. This has been further assisted by winter sports now being restricted on the field to youth and junior activities only, which has greatly reduced damage to the field and improve the quality and safety of the sward.
- ✓ **Friendly and Welcoming Club** – the cricket club has its social facility (the Avebury sports and social club) at the entrance to the ground, meaning that the club is able to position itself as first and foremost a social institution which greatly improves the appeal to families.
- ✓ **Senior friendly cricket** – the club has managed to stay true to its heritage as a Sunday cricket club, and continues to run a large programme of Sunday friendly fixtures throughout the year, which appeal to cricketers of all ages and abilities. Many clubs our area, in particular larger clubs, have given up on this form of cricket.
- ✓ **League Fixtures** – the club is affiliated to the Wiltshire Cricket Board, and plays cricket in the Wiltshire county cricket league and the West of England Premier League. Both are well-structured and well-run leagues, allowing teams to participate in 18 fixtures a year across the Summer.
- ✓ **Established junior coaching structure** – youth cricket at Avebury was fully developed in 2019, with sufficient coaches, assistant coaches, and parental support to allow us to run sessions at three different age groups (5-to-8 year-olds, 9-year-olds, and 11-year-olds) – with sessions becoming more (rather than less) popular through the course of the summer.
- ✓ **Expanding number of junior players** – our register peaked this summer when nearly 80 children attended a Friday evening coaching session, split approximately 50% All Stars, 25% U9s, and 25% U11s.
- ✓ **Involvement with other areas of the community** – In addition to running the “Avebury Day” village fête on a bi-annual basis, the club is working closely with local primary schools, and the Sports & Social Club, to run multiple events through the year. This also includes charitable events (e.g. auctions of promises) for which we are not the principal or primary beneficiary.
- ✓ **Supportive parents and volunteers** – growth in junior cricket at Avebury would not have been possible without the participation of parents and family members of cricketers at Avebury helping to organise coaching sessions.
- ✓ **Low Cost Base** – the club, in partnership with the Avebury Sports & Social Club, pays a very low annual rent for use of the ground, owns much of its own equipment, and has kept its borrowings to a minimum. This allows the club to charge low match fees, and keep its most expensive category of membership, “Full Adult”, to below £50.

Weaknesses

- ✘ **Location and Size of Village** – the village of Avebury is approximately 6 miles away from Marlborough, 7 miles away from Devizes, 10 miles away from Swindon, and 7 miles away from Calne. All these towns have their own cricket clubs, which will naturally attract both youth and adult cricketers. The village of Avebury itself is small, with limited membership coming from the village itself.
- ✘ **Playing depth and strength – senior cricket** – the club has grown relatively rapidly in the last couple of years from a relatively small base. This places significant short-term reliance on the senior playing group in order to maintain league positions and to fill league teams.
- ✘ **Lack of commitment from some senior players** – In line with demographic trends, a significant number of our members are unable to commit to regular cricket throughout the summer, preferring instead to play the occasional game.
- ✘ **Legacy Perception of Sports & Social Club** – whilst significant time and money has been spent on improving the interior of the Avebury Sports & Social Club, its legacy as a CIU-affiliated working men’s club means that very few people will naturally wander into the premises from the village or from the road. The building itself is structurally sound but cannot in any way be said to be pretty.
- ✘ **Over-reliance on a number of key people** – whilst the situation has improved markedly in the last 18 months, the club has historically been reliant on a very small number of people performing most of the roles within the club.
- ✘ **No umpires in senior cricket** – given the relatively young age of the club itself, we do not have a generation of older, retired cricketers who have taken up the challenge of umpiring. We are reliant on paid umpires and the goodwill of those who helped us along the way.
- ✘ **Ladies Section** – we have been slow to embrace the uptake of women’s cricket across the county, despite encouragement from our County Board.

Opportunities

- ? **Widen recruitment paths** – we continue to broaden the appeal of the club outside of the parish of Avebury and taking into account the nearby towns of Devizes, Marlborough, Swindon, and Calne.
- ? **Better links with local SENIOR schools** - we already have decent links with Marlborough College, and would like to have a better relationship with St John’s comprehensive in Marlborough.
- ? **Sponsorship/collaboration with local business** – this year, for the first time, we have secured sponsorship from two local businesses in addition to our main sponsor and second sponsor. As our club grows, these conversations become easier to have as people recognise what we are achieving in the community.
- ? **Fundraising** - many members of the cricket club are also members of the sports and social club, and so fundraising activities tend to be split between these two organisations. In addition, a separate committee of the sports and social club runs the sports field itself, for which we also help to fundraising. However, outside of all this, there is still an opportunity to do more direct fundraising for the cricket club itself, with proceeds being directed to its own bank account exclusively.
- ? **Improvement to Practice Facilities** – at present we have a decent quality single bay practice facility. However, as our junior section increases, the need for a two-bay facility becomes ever more pressing.
- ? **Website and Social Media Developments** – we currently run Facebook, Instagram, Twitter feeds, as well as our own website and a play cricket website. Having put this infrastructure in place, we should be looking for ways to make it more efficient in terms of how it is administered, and to improve the level and quality of the content, in particular on the website which has been significantly deeper with the advent of new forms of social media.
- ? **Club consolidation/rationalisation** – there are a number of smaller village clubs within a 5-mile radius of our ground. At some point, and notwithstanding the wish of every village to have its own cricket club, we should consider whether consolidation would actually help save money, administrative time, or pain in terms of recruitment.
- ? **Potential new ground-sharing opportunities** – as our junior section grows, we will need to consider the possibility of renting nearby grounds such as Kennett Valley in order to stage junior cricket matches alongside our existing calendar of fixtures.
- ? **Better use of the goodwill of parents by translating this into formal roles within the Club** – as we have found in winter nets this year, plenty of parents are willing to help become involved in the coaching of the junior section. We need to find ways to formalise this for the 2020 season and beyond.

Threats

- ✘ **General interest in the game at club level** – the national governing body for cricket, as well as county boards, are rapidly changing a number of structures in cricket in order to broaden the appeal of the game to a wider audience. However, we are also very conscious that our two main senior teams play in 45 over and 50 over leagues, which do not appeal to all players, junior cricketers, and families.
- ✘ **Large number of village cricket clubs in a small area** – plenty of clubs in the area run the same programs, the same events, offer the same types of cricket, and compete with each other for fundraising. This does not always feel like a sustainable path forward.
- ✘ **Larger clubs siphoning emerging talent** – we are now playing senior cricket seven divisions above where we formed the league sides some 15 years ago. Despite this, we still run the risk of losing younger cricketers to larger clubs on the basis that they think that the opportunity will be somehow better for them in a larger club, despite the level at which we are playing senior cricket.
- ✘ **Failing to retain/recruit sufficient coaches** – as mentioned elsewhere, we have historically been over-reliant on external coaches, and need to convert some of our existing junior player parents, as well as some of our adult cricketers, into coaches for the 2020 season and beyond.
- ✘ **Sustainability of friendly cricket** (and related opportunities to enter senior cricket) - we have been incredibly lucky that we have never had to cancel fixtures in the last two years due to lack of players – but we are also conscious that organising Sunday cricket requires a far larger player base given the general non-availability of most people. This creates a significant admin burden on the club, and it is an open question as to whether this time could be better spent focusing on more important club issues.

SECTION 6: Club Structure

The Club, which is affiliated to the ECB through Wiltshire County Cricket, is run according to its constitution by an elected committee that is responsible for all aspects of the club's activities. The committee consists of:-

AVEBURY SPORTS & SOCIAL CLUB			AVEBURY CRICKET CLUB		
MANAGEMENT COMMITTEE			COMMITTEE		
<i>Elected Representatives</i>					
Secretary: Alan Blake			Secretary: Henry Fry (Fixtures); Graeme Mattocks (Club Administration)		
Treasurer: Kate Fry			Treasurer: <u>Shivan Vaya</u>		
Welfare Officer: •			Welfare Officer: Henry Fry		
Committee Members	<u>Helen Lockey</u> <u>Roly Lockey</u> Steve Byatt Helen Oakey Mark Paradise		Committee Members	Graeme Mattocks Ross Haines Greg Dix <u>John Rheinberg</u> Rob Gater Mark Paradise (PROPOSED)	
<i>Sub-Committees</i>					
FINANCE	BUILDINGS	SPORTFIELD	SELECTION	JUNIORS	LADIES
Kate Fry Alan Blake Dominic Fry	Mark Paradise Alan Blake Dominic Fry	<u>Lynzey Paradise</u> Di Gater Bruce Crook Alan Blake Dominic Fry Stephen Stacey Mike Bedford	Graeme Mattocks Ross Haines Greg Dix <u>John Rheinberg</u> Dominic Fry	Henry Fry Greg Dix Dominic Fry Josh Milton Admin Officer: <u>Lynzey Paradise</u>	Kate Fry <u>Lynzey Paradise</u>
			GROUNDS		
			Bruce Crook Greg Dix		
<i>Paid / Part-time Employees</i>					
General Manager: Pete <u>Durnford</u>			Groundsman: Bruce Crook		
<i>Quersight</i>					
Chairman: Dominic Fry					

In addition, the Club has three ECB qualified coaches whose primary focus is on the junior development programme, but whose knowledge and skills can be utilised by all sections of the club. Our Coaching capabilities are augmented by the use of overseas players with professional coaching qualifications that have equivalence under the ECB system.



SECTION 7: Membership

For the 2019 season, our membership was split as follows:

Category	Number
Mens Seniors	24
Mens Young Adult / Concessions	6
Associate & Vice Presidents	10
Juniors	36
ECB Qualified Coaches	2
Coaches with Overseas Qualifications (UK ECB CC2 Equivalent)	2
Registered First aiders	6
Scorers (for 1 st XI)	1
Groundsmen	2

Following a period of reduction and retraction between 2010 and 2013, we have seen our membership base grow in a number of different ways.

First, we recognise that there is a large population of first and second-generation Indian families in Swindon, who need a family style environment in which to play and encourage their children to play. We believe that we can help support this community and further their enjoyment of the game in the UK.

Second, having started the junior section, we continue to believe that this will bear fruit for us in the future and will allow us to grow our adult membership base as these children get older.

Third, have seen a number of parents of junior cricketers become more involved with the club, both on and administrative and on a playing basis.

Fourth, as some of our older cricketers retire, we still have the possibility of allowing them to find ways to stay involved in the club, through associate ship, vice presidency, or other forms of assistance and involvement.

Clearly, and in line with our objectives, one of the major goals of the next five years will be to increase the women and girls component of this membership.

SECTION 8: Facilities

All of our senior and junior home matches are played at our ground located at Avebury sports Field, Beckhampton Road, Avebury. This ground has been leased by the Avebury Sports & Social Club from the National Trust for a 50-year term, which commenced in 2018. The rent is approximately £50 per annum, and is paid by the Sports & Social Club, with whom the cricket club is affiliated. The costs of this rent are not passed on to the Cricket Club.

The main square has been extended over the past five years and now contains 11 playing strips, allowing us to cope with the increased volume of matches with which we now have to content. We tore down and completely rebuilt our pavilion in 2019, and now have a facility of which we can be very proud. We also have a number of machine storage units located to the rear of the pavilion (all metal, and all fully locked), and have added a number of other items described in the machinery and equipment section (see section 9 below).

The ground is maintained by our volunteer ground staff with the assistance of contractors who cut the outfield and expert advisors on winter renovations.

A single strip practice net and cage is located on the perimeter of the ground, with a further mobile cage available for practice on the square. We are currently looking at opportunities to improve our practice facilities.

SECTION 9: Equipment

The club possesses the following equipment for care of the sports field at Avebury:

Outfield

- Jacobsen Tri-King 1900d Triple Head Ride-on Cylinder Diesel Mower, Reg RG53 HJE, acquired October 2018 from Marlborough College (£2,250).
- John Deere Tractor, reg N559 YNU, acquired April 2017 from Keith Carter Turf Machinery (£5,500).
- Powerroll Club roller, acquired November 2008 from Powerroll (£6,294).
- Towed 6ft Slitter / Aerator, acquired June 2016 from R Marsh Design (£1,050).
- As backup, we also possess a set of three heavy duty Toro Reelmaster gangs with towed framework, acquired January 2015 from Keith Carter Turf Machinery (£895).
- Chain Harrows (donated by Chairman, 2010).
- 2 towed outfield rollers (donated by 2 club members, Mark Paradise and Robin Rogers)
- 1 hand-pulled roller (present on ground from original club operating in the 1970s era)
- 1 small ride-on mower for orchard and pavilion areas (donated by Avebury Youth Football Club)

Square and Wickets

- Ransomes Super Certes cylinder mower (and other cassettes) acquired October 2018 from Marlborough College (£750).
- Allett Tournament Cylinder Mower.
- 36" Ransomes Mastiff cylinder mower, acquired April 2017 from Keith Carter Turf Machinery (£1,500)
- Mobile covers, acquired March 2016 from Durant Cricket (£4,300).
- Sisis Rotorake, acquired through merger with Cherhill Cricket Club (replacing original Mk II Rotorake acquired March 2013 from DJ Phillips Garden Machinery (£750).
- Ancillary equipment for the maintenance of the ground (flat hoses, sprinklers, boundary rope, etc.)

Other

- We purchased a new electronic scoreboard in April 2018 from ElectroVista (£2,730).
- The Club purchased new 4x4m sightcreens in March 2014 and March 2015 at a cost of £2,160.
- As at 11/2019 the Club is in the process of acquiring a grass trailer.

We provide from club funds and resources basic equipment for use by all the members during coaching and practice sessions, including a BOLA bowling machine (acquired June 2015 from BOLA Manufacturing (£1,600)).

We have also continued to invest in equipment and coaching aides for our junior section, with the aim of providing high quality practice sessions.

We are currently exploring the opportunities to install new, high-quality practice nets at the cricket ground and are also intending to install an AED defibrillator at the Cricket Club in 2019 for the benefit of members and the wider community.

SECTION 10: Finance

We operate a low-cost club structure. We took out a £15,000 loan to help complete the pavilion, which was the first (and hopefully the last) time we have ever had to borrow money as an institution.

In general, outside of such projects, our overheads are modest and through subscriptions, fundraising and marketing plus grant applications, we are able to maintain the Club's financial viability as well as overseeing a substantial investment in infrastructure and grounds equipment.

We aim to run a current account surplus on an annual basis.

SECTION 11: Achieving Our Objectives: Actions, Responsibilities, and Performance Measurement

Goal 1: Providing a safe and enjoyable environment for children and young people from Avebury, Kennet Valley and the surrounding area to learn and play cricket.

Detail:

- (a) Recruit new coaches, and fund existing members through their formal coaching qualifications.
- (b) Develop our existing coaches.
- (c) Encourage supportive parents to take on more formal roles with the Junior Section.
- (d) Undertake a programme of improvements to our facilities to improve junior coaching sessions.
- (e) Pursue potential options to expand practice and playing facilities within the Avebury Parish, including through links with local schools and other cricket clubs.
- (f) Continue to invest in new equipment and coaching aids for the junior section.

Measurement:

- Number of junior members.
- Number of qualified coaches.
- Number of volunteers with formal Club roles.
- Increased capacity/venues for playing matches and coaching sessions.
- Maintained level of investment in junior equipment.

Accountability:

- Chairman
- Treasurer
- Groundsman/Secretary
- Junior Cricket Coordinator



Goal 2: Maintaining and Improving the levels of our Senior Cricket sides

Overview:

To gain promotion and maintain a 1st XI in the Wiltshire Division of the West of England Premier League that is capable of maintain a competitive position in these leagues.

To ensure the continuation of a competitive league 2nd XI that seeks to integrate young players into senior cricket and plays in Divisions 2, 3, 4 or 5 of the Wiltshire County Cricket League.

To consider over time the addition of a 3rd XI.

Detail:

- (a) Obtain greater commitment from playing membership to sustain teams throughout the season.
- (b) Improve formal practice and coaching for senior playing membership, including through pre-season practice sessions.
- (c) Recruit new players to the club through:
 - (i) introductions and referrals;
 - (ii) advertising through the Club's website;
 - (iii) advertising and articles in free local publications and social media;
 - (iv) phased integration of junior cricketers into senior cricket.

Measurement:

- Promotion of the 1st XI to West of England Premier League in 2020; and maintaining that status for the following three years, with a view to improving the team to challenge for further promotion.
- Year-on-year increase in the number of junior players representing senior 1st and 2nd XIs.
- Ensure that no matches are conceded by the 2nd XI.
- Creation of a 3rd XI.

Accountability:

- 1st and 2nd XI captains
- with support of Committee

Goal 3: Developing emerging talent and providing a supportive environment to integrate young players into weekend senior cricket.

Detail:

(a) Through increased coaching numbers and more effective deployment, to provide appropriate and improved support to develop emerging talent.

(b) Where appropriate, to provide financial support to enable young players to attend relevant County coaching programmes.

(c) To integrate junior cricketers into senior cricket.

Measurement:

- Improved coach player ratios and honest self-assessment of coaching quality for stronger players.
- Number of juniors encouraged and/or supported to attend Surrey coaching programmes.
- Year-on-year increase in the number of junior players representing senior 1st and 2nd XIs.

Accountability:

- Chairman
- Treasurer
- Junior Cricket Coordinator

Goal 4: Providing opportunities for women and girls from Avebury, Kennet Valley and the surrounding area to learn and play cricket.

Detail:

- (a) In consultation with female players, determine the form and direction for the future of Ladies and Girls cricket to achieve a balance between engagement and competition.
- (b) Deliver training and playing opportunities to meet the needs of the range of abilities and preferences.
- (c) Seek to develop a Ladies hard ball team for the most enthusiastic members playing competitive matches against other clubs.
- (d) Continue to provide opportunities for female members to play in fun softball festivals and friendly matches.
- (e) Use the Ladies Section as a vehicle to improve the retention of girls playing cricket.

Measurement:

- Number of female members.
- Establishment of a Ladies hardball team.
- Number of fixtures and festivals played.
- Number of teenage girls joining the Ladies section.

Accountability:

- Chairman
- Ladies Cricket Coordinator

Goal 5: Ensuring Avebury Cricket Club and cricket generally are a positive force in our local community.

Detail:

- (a) To make the Club's facilities inclusive and welcoming to all playing and non-playing members of the village community.
- (b) To contribute to village events as appropriate.
- (c) To develop fundraising opportunities and sponsorship within the local community.
- (d) To improve our communications with the wider local community, including through the development and enhancement of our website and articles in local publications.

Measurement:

- Number of community events hosted by the Cricket Club.
- Number of community events supported by the Cricket Club.
- Levels of fundraising and sponsorship.

Accountability:

- Chairman
- Junior Cricket Coordinator

Goal 6: Maintaining a cash flow surplus through prudent financial management to repay the ECB Loan, and thereafter to invest in facilities, equipment and people.

Detail:

- (a) Retain low cost base of the Club.
- (b) Maintain fundraising programmes and sponsorship arrangements.
- (c) Explore all avenues for grant funding as deemed appropriate. In particular, continue to engage in dialogue with the ECB to see whether there is any possibility of converting an existing loan into a grant.
- (d) Keep tight management on all aspects of expenditure, as well as prudent management of maintenance expenditure.

Measurement:

Produce cash surplus through subscription, match fees, fundraising and grant applications each year for next 5 years (2020 to 2024) whilst continuing to invest in the facilities of the club.

Accountability:

- Treasurer
- General Committee



*Draft Completed September 2019
Compiling Author: Dominic Fry, Chairman Avebury C.C.
Reviewed and approved at Committee 03 October 2019*