

## VCC in 2020

### Recommendations

This paper outlines of the Board's plans to strengthen the club on its way to fulfilling the ambitions set for 2020. These are two-fold: to strengthen the club's culture and increase cricket skills at all levels of the club. To this end, the board makes six recommendations.

1. The appointment of a head coach from January till September who is responsible for the entire technical policy and ensures that VCC 1 and VCC 2 next year promote to respectively the "Hoofdklasse" and the Overgangsklasse (in the league structure as it existed in 2015)
2. Intensifying youth and other senior training by appointing qualified coaches under the leadership of the head coach
3. The appointment of a "club manager" who takes over the responsibility of running the club house from mid-April / mid September and a number of events
4. Setting up an events committee to get more events on the agenda and strengthen the club Culture
5. Setting up a PR and sponsorship committee to generate additional cash flow and enhance communication internally and externally
6. In the second phase (after two years) to invest in the ccommodation, where we will examine in an earlier stage if the city council can play a role in upgrading the nets. We also want to investigate how we can increase the number strips of the graswicket.

The Board proposes that the in the two seasons to come, an amount of € 15 000, - will be withdrawn from the accumulated reserves, knowing that after 2017 there is a structural € 11,000, - released to the profit and loss account. In October we want to get in touch with you via some roundtable discussions to hear your suggestions in order to arrive at a proposal that has full buy-in at the AGM in November. The following provides further substantiation of our considerations.

### Introduction

At a time when for a (sports) club consensus, like-mindedness and commitment no longer automatically is presen, in which the choices to do something in your free time have increased significantly, it is an increasing challenge for boards to actively involve members. This also applies to the Board of Voorburg Cricket Club. For cricket we have some additional challenges. You do not "just" play 2x45 minutes, followed by a shower and a drink, after which you go on your way home or somewhere else. Cricket takes time. So it better be nice, in whatever dimension you want to put "nice". Bind and connect is therefore the motto for club boards in 2015 and we have to be honest: we have not succeeded in doing that in recent years, despite many positive developments too. As a volunteer with busy jobs and family lives we often steered business through processes and

structures to achieve our objectives, but have found that the informal side of the organization, the club culture was sometimes forgotten. This has also led to people who felt unheard and therefore not called to commit themselves. That was not the intention. This year we have started to do differently and we have managed and taken execution in our hands. But, given the above, we see ourselves confronted with

- A performance culture that does not correspond to what many members would consider to be appropriate: one plays a kind of recreational cricket at a time that suits the individual, without recognising the team's or club's interest
- A lack of technical trainers
- The perception of the members that the board does not communicate sufficiently and effectively
- A clubhouse that is being explored by too few members and supporters, where the atmosphere is apparently not found
- A lack of (automatic) commitment to free up some time for the club and the responsibility that goes with will actually participate in an association task
- An aging volunteer base that continuously delivers a fantastic job, but questions can be asked about the long-term sustainability of eg the grass wicket

A reassessment is appropriate. That usually does not happen because everything is going so well. However, it should not be forgotten that in many ways volunteers have succeeded a further growth of the club. This document is certainly not written only because nothing works well. It is important to build on those things that are running smoothly and to satisfaction, where we find energy, camaraderie and conviviality. Rather than focus too much on what goes wrong. The Board has put in place a process in the spring of 2015 to find out with the members where we stand. What is the story of VCC in 2015? And how we would like it to be different in a few years. This document is believed to use the proceeds from the first meeting and the follow-up talks. We put it forward to our members again for further feedback.

It was mentioned often in recent months: club culture. What is it? Do we have it? And can we improve it? There is no such thing as the solution, but we can initiate a process that helps the process to strengthen the club culture. We have done this already with previous notes and a number of meetings and we now want to build on that. In order to be and build the club. It is also the reason that we want to start with this point. After a short review where we want to stand for (Mission and Strategy) we close in on two main areas:

1. Club life/culture
2. Technical plan

followed by a financial framework that dictates (in part) what investments we can do and an organizational framework that shows where we need (more) people.



## Mission and Strategy

### 1. Mission

It remains our mission to offer people an opportunity to practice the game of cricket so it can be enjoyed actively or passively

### 2. Strategy

VCC will provide cricket for everyone at all levels and in all seasons and develop club life, performance and facilities

The three main goals remain of the former strategy: Volledig (Complete), Children and Competitive. The reality check is visible in the heading 'Competitive'.

#### *Volledig*

The goals of VCC remain: For everyone, at all levels and in all seasons. This means that we:

- search for an indoor accommodation in the Hague area where we can work in nets, led by a competent trainer for juniors and selection.
- Increase use of our accommodation during the winter
- give girls' and women's cricket a place in VCC
- continue with company cricket
- seek attractive forms of recreational cricket (low-threshold, Friday Night Cricket, T20 tournaments etc)

#### *Children*

As this season has shown again the youth is an important source of life for the club. We have over 100 junior members and the growth of very young boys and girls is remarkable. We want to continue to invest with particular focus on recruitment (5-8 years) and retention (14-18 years). Many clubs have success in approaching schools. The older youth we want to keep, even when student life (elsewhere) comes in sight, by a thought-through (personal) program with many activities.

We want at least a certified trainer per age group, preferably supplemented with an older or younger senior player. The youth must be able to play many matches. We want to work with (freshly appointed) Youth Council.

#### *Competitive*

We aim for a place in the top half of the Hoofdklasse with our first team, but in a responsible way.

We want a recognizable first team that gets a boost from a coach who focuses exclusively on the development of the selection teams, ideally complemented by a seasoned (overseas) cricketer who coaches junior players through the innings. We want (youth) internationals to make it to the national teams.

The country championship -the competitive goal that was spoken of for 2020 is not on the agenda.

We want to use this season to create a technical plan for 2016 and beyond, to return as soon as possible in the Hoofdklasse with VCC 1 and the Overgangsklasse with VCC 2. What is needed to



ensure a winter of good training, how do we find a good manager for the first team etc. We want the selection in the autumn at the table to discuss these plans. This will require financial efforts from VCC.

## Focal points

### *Club life*

The clubhouse and the activities surrounding it are seen as key connectors, as the most important elements to maintain an active club. As was indicated, there is room for improvement here and the following examples show that: the turn-up in VCC 2, last-minute cancelations, bar manning, muttering culture, perceived insufficient (visible) involvement of board members, increased differences in game and club attitude by influx of members that do not have strong ties with VCC or clubs in general. This may lead to the members being reluctant to do volunteer work or to youth members leaving (because of study or other reasons). Also the sound of parents of new members that it is difficult to "fit in" is disturbing. There is a really important job waiting for us. At the same time, if you see the national women's T20 finals and the atmosphere at the MvM team, if you experience the cricket week, the Friday training of youth in June and the use of our field for international competitions, culminating in the four-day against Scotland in September 2015, if you see the commitment shown in the clubhouse of people called in last minute, the joy of playing in VCC 3, the wonderful annual report that is produced: all that is also very typical of VCC. People recognize the team work, being part of something and commit to that. Then it suddenly runs smoothly and many hands make light work. Moreover, we have a great accommodation (where more activities are possible), where twelve months per year activities can take place on a "dedicated" cricket pitch.

That increases the pressure to manage the clubhouse properly, and present an assortment that actually invites you to stay. The brainstorming sessions in the spring show that the need is felt to professional the management of the club house, not only to secure things like hygiene and certification, but also to improve bar manning and the assortment of food and drink. Full outsourcing to a professional party did not get much support. So, we're looking for an part-time employee, preferably existing member of the club who as a spider in the web runs procurement, bar, bar manning, in collaboration with volunteers. That also means that we know that making better use of our accommodation is possible. Hence we plead for the establishment of an event committee that will work on this. There are plenty of suggestions made previously and with more days and nights with fun out we'll probably see more.

### *Technical policy*

The Technical Policy extends across four areas:

- I. Selection (VCC 1)
- II. Other seniors
- III. Ladies / girls
- IV. The development (juniors)

### *The selection*

Relegation of VCC 1 and VCC 2 this season was extremely disappointing for players, members, spectators and board. There were complaints about the lack of commitment from players, but it



must be acknowledged that we do not have been able to enforce this either. The mostly young players got too little support to work as a team, required to play at Hoofdklasse level. The much desired senior players were not there and the lack of team management was felt. Training attendance was low, players seemed to have different priorities in a key phase of the competition. The many changes in VCC 1 also had an impact on the second team, with all its consequences.

We want our better players to have a perspective that makes it attractive to stay at VCC. The attempt in the final games of the season to turn the tide with an external coach because was widely seen as very positive. We want to enter into a mutual commitment: we will provide better training and playing conditions, we expect the players to use them, act as a team and thereby improve performance.

The board of VCC believes that a head coach can be a great value-add. That coach can make the team, on the pitch or along the boundary. It is not so much the runs / wickets from that coach, but mainly the transfer of knowledge and experience in playing and experiencing cricket. That coach should get going well before the start of the season.

We do not exclude we (still) find an overseas player; it may be more attractive if he also can coach during the season, for example the juniors. However, it will be clear that this does not have our priority, in addition, the financial resources are limited, and the (labor) conditions complicated.

VCC boasts rightly so on the large number of talents (at least for Dutch standards) in its junior department. The large numbers of Dutch Lions and Lionesses and the Dutch national title for the U16 are proof of this. This group will become part of the technical policy for the selection. The need for a team manager at VCC 1 and VCC 2 this season once again became apparent.

## *Other seniors*

The other seniors are largely self-sufficient, but also need expert training and mention that often and justly as an important condition to justify the dues they pay. VCC 3 and Zami have become this year's champion. Close-knit, well-run senior teams play with fun and can be a good breeding ground for the training of young talent. It turns out that "fixed" teams (with perhaps 20 members) shed solidarity (which partly explains Zomi's success and Zami's). It is clear that they, too, should benefit of the to be appointed technical staff.

## *Ladies / girls*

The start of a women's team in 2011 to accommodate the (many) girls that play in VCC was a plan to offer these girls a future in our club and has worked out well. Together with HCC, this year we have played a team in the T20 league. It is the general opinion that this is an enrichment for the club and the ladies fully deserve their place within VCC. For the girls it appears often interesting to play along with the boys, especially when two or more girls can join a boys' team, something we encourage. We aspire to have a VCC girls / women's team in the league and our continued efforts to recruit youth members also focus on that.

## *Youth*

Although the youth department academy is quantitatively well in terms of organization and involvement there is also room for improvement. The previously-noted fact that for (parents of) youth members it is sometimes perceived as difficult to be part of the club is an issue. The aim is to



have trainers and team managers for each age group and ensure clear communication at the start of the season on expectations, program, etc. Then there is the desire to train our own technical staff enhancing links between juniors and seniors. Because the current members of the youth committee step down, new people are needed here to shape all this.

One of the main intentions is to give the Friday again the atmosphere and attendance which it had until recently. Attend training, followed by drinks and a meal on the terrace. For these members, we strive for the appointment of a part-time trainer who together with the head coach will develop and deploy the technical policy for players from five to fifty years (and older). The support of a stronger technical committee and team managers is essential.

## Financial Framework

*What are important financial factors to take into account?*

1. Member ship fees and donations (including company cricket);
2. Income from the grass wicket (from the KNCB);
3. Income clubhouse (food & drinks and rental);
4. Rent from accommodation, dressing rooms and main field (via SMSW);
5. Costs utilities (via SMSW);
6. Rent grass wicket (via SMSW);
7. Rent fields 2 and 3 (via SBSW);
8. Maintenance turf wicket and nets;
9. Remittances to the KNCB for leagues and umpires.

*Contributions and donations*

The fixed income VCC consist of membership fees from members, from company cricket teams and some modest sponsorship revenue. Together in 2015 this is approximately € 42 000, -.

*Grass Wicket*

The grass wicket yields about € 6000, - per year, depending on the arrangements with the KNCB. The rental and maintenance amounts to € 11 000, - and € 3000, - respectively.

To understand the rent a small piece of history: to finance the grass wicket, members and supporters in 2007 brought together a small Euroton via the Guus Kors Foundation (hereinafter GKS). Because the complex's manager, the Foundation Multipurpose Sports Westvliet (hereinafter SMSW) had insufficient cash for the construction of the turf wicket, VCC and GKS (as a bank) advanced the money to construct and procure materials and machinery to SMSW. VCC (as a club) now pays annual rent for use of the turf wicket and machines to SMSW which is deducted from the redemption of the loan so that the loan is in fact converted into money in the bank. Moreover, VCC gets a portion of the VAT paid on the construction and purchase back.

By the end of 2017, the loan will be repaid and the rent can also been brought down drastically.

*Clubhouse*

The bar revenue including sales at events, is about 30,000 euros annually, but declining. Opposite are the bar costs (purchase of food and drinks) and cost of events of about 20,000 euros. The profit margin is under pressure because of outsourcing of catering and because of less efficient

# Voorburg Cricket Club

management. It will be clear that we want to see an upward movement there again, allowing more financial headroom.

## *Other fixed expenses*

The other fixed costs such as rent from the field and clubhouse, energy utilities, cleaning costs, cricket equipment, rent of fields at Wilhelmus, management costs and payments to the KNCB total around € 46,000, - per year. Here is an overview:

	<u>Euro's</u>
Membership fees	37.213
Company cricket	3.000
Sponsoring	1.915
<b>Total fixed revenue</b>	<b>42.128</b>
Rent ground & club house	14.940
Utilities	5.247
Rent ground 2 & 3	5.770
Costs KNCB	8.295
Cleaning costs	5.575
Management costs	2.000
Cricket material	4.289
<b>Total fixed costs</b>	<b>46.117</b>
Net	-3.989

	<u>Euro's</u>
Fee grass wicket	5.500
Rent graswicket	11.168
Maintenance	3.000
<b>Saldo</b>	<b>-8.668</b>

	<u>Euro's</u>
Bar revenue	28.500
Clinics	5.500
<b>Total income</b>	<b>34.000</b>
Bar purchases	17.623
Costs clinics	3.298
<b>Total costs</b>	<b>20.921</b>
Net	13.079

As the tables above shows, the profit on the bar of € 13 000, - plus some smaller income is needed to pay for the deficits in the fixed costs, the turf wicket and various other expenses. Therefore, there is relatively little money for coaches, volunteers, club house, etc. The more we earn in the bar, the more head room we have to pay for other things. In recent years the sponsorships have also declined, and it is the desire to improve that by some targeted actions. Running the show is more or less budget neutral and basically gives no room for major setbacks. It should be noted that over the past three years we budgeted conservatively and no deficiencies were accepted.



# Voorburg Cricket Club

---

## *How are we doing?*

As of December 31, 2014 VCC had equity of 94 000 euro (rounded). A part of that can only be spent in consultation with the Guus Kors Foundation (8000 euros). Additionally, the equity consists of a long-term receivable of 38,000 euros SMSW. As previously indicated, this claim will be repaid by offsetting of the rent that VCC pays annually for the turf wicket.

As a part of the income in 2014 the 4,000 euros in donations also can be spent only in consultation with Guus Kors Foundation.

	<u>Euro's</u>
<b>Equity per 31-12-2014</b>	<b>94.761</b>
Beheer Guus Kors Stichting	7.850
Vordering SMSW	38.099
Giften GKS 2014	3.830
<b>Vrij beschikbaar Eigen vermogen per 31-12-2014</b>	<b>44.982</b>
Cash and banks per 31-12-2014	49.225

The distributable reserves at the end of 2014 are approximately € 45 000, -. Between 2015 and 2017 it will grow with the aforementioned € 38,000 – (the rent we have to pay, accumulating to a distributable reserve of about € 82 000, -.

Since there are no specific reservations done in previous years, this equity is a buffer for all sorts of contingencies, like e.g. the machines for the turf wicket, as GKS does not have sufficient capacity to replace all machines, major maintenance of the turf wicket, replacing the scoreboard or perhaps a year with no or little bar revenue.

## *Future vision*

Investment in the accommodation will happen as much as possible via the local municipality. In the past larger investments could also be done via the GKS but the donations have more or less come to an end. Here too we see a steep decline in income. The Club of 100 contributes to a.o. junior coaches, but has lost a few generous donors as well.

The current P&L leaves little or no room for extra investments, expensive trainers or unexpected major expenses. If we continue in the current way, the freely disposable equity at the end of 2017 is around 82 000 euro, ceteris paribus. After 2017 the claim on SMSW is fully received and also the rent is much lower. From that moment annually around 11,000 euro will be freed in the P&L for alternative spending.

The grass wicket is currently in excellent condition and would be good with regular maintenance over the next 10 years, hence does not directly require major maintenance. The machines in the coming years will require greater maintenance and repairs. The current freely disposable equity of 45 000 euros plus the funds under management of GKS are sufficient to accommodate this.

The board would like to argue to give the club a boost along the lines as previously outlined by anticipating on the € 11,000 - in 2018 and onwards that will become available. We would propose to free an amount of € 15,000, - in 2016 and 2017 rather than adding this to our equity. This would



mean that the next three years we are willing to accept a loss; In our view, the urgency is high enough to justify it. We have an expectation that the cost of the club manager - and always in conjunction with the other plans in the areas of social life and culture - will lead to a higher net proceeds from the bar.

We will always maintain a buffer for a possible (partial) replacement of machines, materials or renovation of the turf wicket. If the grass wicket indeed is in top condition and will last at least 10 years, we have enough time after 2017 to create a buffer for this.

The possible costs of additional requests would have to be brought together by a to be nominated sponsoring committee that will look for resources from external parties in exchange for e.g. clinics and exposure. As mentioned, extra requirements may be in the accommodation: is it possible to expand the number of strips, can we - with or without support from the municipality - improve the quality of our nets - More strips means more matches on grass, also for the other teams, better training facilities and can give an extra boost to the club.

## Organizational framework and follow-up

It's been mentioned a couple of times that the board cannot achieve the objectives outlined only by itself. Besides the help of some part-time remunerated resources we need the help of members and supporters on a voluntary basis

Hence we strongly urge the members to help VCC on the way to 2020. We have started that journey already. At our next meeting we would like to make an inventory of those willing to join us on that journey. During that meeting we would also like to discuss at various roundtables topics like:

- Technical selection policy
- Technical policy women, youth and other senior teams
- The club manager, associations and activities committee
- The financial policy, sponsorship
- Accommodation

After this round, we will work towards a proposal for the AGM in November. We hope at that time we will have had interviews with candidates for the various vacancies. We also do that with the candidates for the positions of head coach, trainer and club manager.

The time between this round and the GMA will also be used for the preparation of the financial frameworks. Thus for 2016 we want to close a difficult phase for our club and create the conditions for a bright future of what is perhaps the greatest cricket club in the Netherlands.

# Voorburg Cricket Club

---

