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# Strategic plan VCC 2020-2025

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**The Board of VCC**

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Voorburg Cricket Club

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# 1. Introduction

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# INTRODUCTION



VCC's newly installed Board has embarked on a fresh way forward, building on the foundation that their predecessors laid so successfully. As we are adverse of hiding in dark rooms flipping through too many words on screens, we produced this slide-doc, which should make it easy for all members to understand more about our ambitions, our plans, our beliefs, and our dreams for the club.

The strategy is based on conversations we have had, on-line surveys we have conducted, and our knowledge of the club and the cricket environment in The Netherlands. We want to be open and transparent and spend time with people 'in the field,' where eye contact, genuine conviction, and trustworthiness are in full evidence. We don't believe in lengthy documents, but at the same time believe a strategy is needed as a framework for everybody to be on the same page. It should prevent ad-hoc thinking because we have our value-framework that guides us in our decisions.

The strategic plan for 2020-2025 is written in English, although we are and always will be a Dutch club. However, writing this in Dutch will imply that we automatically exclude more than 50% of our members and that's the last thing we want to do. We wish to be at all times an inclusive club. Anyone struggling to understand this document is warmly invited to ask one of the Board members to help him or her understand our strategy.

A leading theme in all we do is "developing together" as we are all keen to develop ourselves and the club we are part of. The club has made massive progress already and is flourishing. We want to make it the best cricket club in The Netherlands, in many respects. We trust we can count on your support on that journey.



## – The Board of Voorburg Cricket Club



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## 2. Mission, Vision, Values

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# Mission, Vision and Values explained

Knowing why VCC is doing what it is doing (our mission), where VCC is trying to go (our vision), and how VCC is going to go about it (our values) are the glue that holds the club together

## Mission

A statement about our core purpose, why we exist, stated in the present tense

## Vision

A statement about our desired state, where we want to go, stated in the future tense

## Values

VCC values delineate the guiding principles of the club; how we want our members, fans, players and officials to behave and interact



# Mission

**“VCC wants to promote cricket and its values by offering to anybody (irrespective of gender, religion, age, skill, etc.) as much cricket as possible, in a family-like and enjoyable environment”**





# Vision

**“In 2025 VCC will be the best club in The Netherlands when looking at performance, infrastructure, youth development, member satisfaction and participation (member involvement)”**





# VCC Values



The VCC Values are the beliefs that guide the conduct, activities and goals of the club. They establish why we do what we do and what we stand for. Values are deeply held convictions, priorities, and underlying assumptions that influence the attitudes and behaviors of the club.

## **INCLUSIVE** **BIJBEHOREND**

We welcome all genders, nationalities, skill levels, etc. and respect and appreciate differences in customs.

## **INVOLVED** **BETROKKEN**

We are involved in everything we do. We do not take things for granted but understand that rights come with obligations, and we take pride (and have fun) in fulfilling them.

## **INSPIRING** **BEVLOGEN**

We are inspiring others and want to develop initiatives together. We express our ambitions as we believe it brings energy and we believe together we can achieve more.

## **INTEGER** **BETROUWBAAR**

We are reliable and transparent in the way we act and behave



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## 3. Strategic Analysis

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# Strategic Analysis



## Strengths

- Multi-cultural, family-like
- Accommodation
- Youth academy (coaching)



## Opportunities

- Development of “de Binckhorst” to residential area
- Available subsidies
- Use of international network (coaching, sponsors)



## Weaknesses

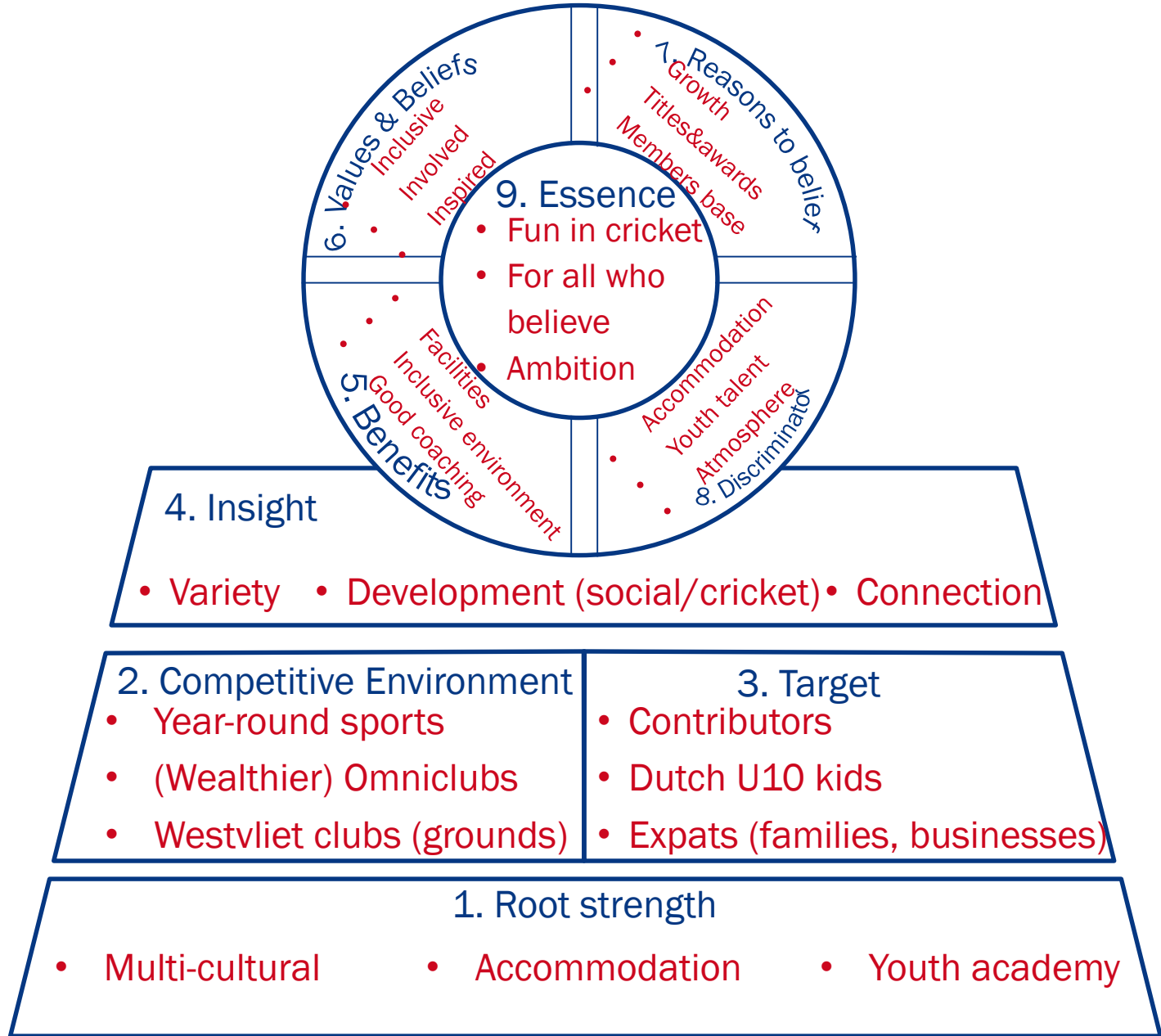
- Membership involvement
- Bar exploitation
- Get structurally juniors into senior teams



## Threats

- Ground availability (rugby, longer seasons)
- Finances (clubhouse, main ground)

# VCC Brandkey



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## 4. Strategy & Tactics 2020-2025

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# How did we get to a plan?

Via an online survey across all members and with the help of Paul Donders, an expert in strategy creation, the Board has brainstormed, structured and identified strategic areas for the years to come.

Initially we worked on identifying who we are and what we stand for. Before diving into a new strategy we have reviewed what worked and what did not work if we look back at the plan 2015-2020.

Next, we brainstormed freely to identify areas we would like to work on

Although typically these came from the idea to improve things (how can we better...?), we have also made sure we keep investing in those areas where we believe we are doing well.

This has resulted in many initiatives, ideas, dreams etc. and we have grouped them and mapped them over the course of time, as we can not do all at the same time.

This section is an overview of all our planned initiatives for the years 2020-2025. The next session will give more detail for the period 2020-2021.

**This section gives an overview of the areas we want to focus on in the period 2020-2025**

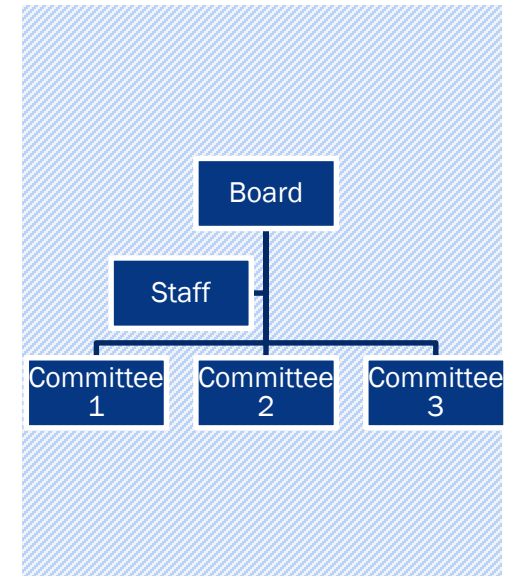




# 1. Powerful organisation

In line with our belief that we want as many members to be actively involved (and hence make it easier to operate) we'd like to structure our club in committees and populate them with people from our diverse membership base.

We do realise that involving more people also requires more communication and more structure. So apart from our search for young and fresh people we also want to work on descriptive processes and calendars to make this work



# Action Plan 1: Powerful organisation

OBJECTIVE	Make VCC more resilient and less individual dependent
OVER-ALL RESPONSIBLE	Kobus Nel

ACTIONS	WHAT	WHO	WHEN	STATUS
	Structure VCC in board and committees			✓
	Create year calendar			✓
	Describe processes and interaction			✓
	Fill all vacancies			✓
	Streamline systems (∞ KNCB)			✓
	Develop plans per functional area for 2020-2021			✓
	Modernise Articles			✓
	Get permits in place			✓

BUDGET	2021	2022	2023	2024	2025
	- € 1.5k				



## 2. Healthy Finances

Obviously our plans need to be funded somehow. We need to improve our current income, whilst looking at alternative sources of income.

We do not plan for membership fee increases, unless there are clear unforeseen circumstances that force us too. Rather we look at improving bar revenue, sponsor income (especially via clinics) and we expect the indoor facility to generate revenue in the long run.

Finally, we're looking at better ways to exploit the clubhouse (solar panels etc.)



## Action Plan 2: Healthy Finances

OBJECTIVE	Find alternative sources of income and improve existing ones			
OVER-ALL RESPONSIBLE	Geert Rutgers			
ACTIONS	WHAT	WHO	WHEN	STATUS
	Install sponsor committee (clinics)			✓
	Better ground, clubhouse and bar exploitation			✓
	Indoor facility revenue streams			✓
	Pay for quality coaches			✓
	Support Muco & Friends			✓

BUDGET	2021	2022	2023	2024	2025
	+ € 1.5k	+ € 5k	+ € 7.5k	+ € 10k	+ € 15k



# 3. Enhance club DNA

We strongly believe VCC is a club for and from its members and more than just a vehicle where you play your odd game of cricket. We want to work on a culture of participation and pride.

We believe our clubhouse and its terrace is the central place for club life. Look and feel and the activities taking place there to a large extent help determine the VCC club culture.

As does the way we show on and off the pitch. We'll keep looking at ways to improve the VCC kit.



## Action Plan 3: Enhance Club DNA

OBJECTIVE	Develop initiatives to strengthen VCC feeling
OVER-ALL RESPONSIBLE	Board

ACTIONS	WHAT	WHO	WHEN	STATUS
	Install event & bar, anniversary committee			✓
	Cherish Friday club night			✓
	Pimp the club house			✓
	Choose for English as the connecting language			✓
	Be well-dressed (unity, fashionable)			✓

BUDGET	2021	2022	2023	2024	2025
	- € 0.5k	- € 3.0k*			

\*90<sup>th</sup> anniversary





## 4. Create world-class infrastructure

To play cricket you don't need much. But to enhance the joy of playing vcricket and get the best out of yourself, infrastructure is a necessary (but not sufficient) side.

The five months in the year that you can play outdoor cricket is hampering the desire to get better and make cricket a no.1 sport for (junior) players. We believe an indoor facility will enable everybody to play more cricket and enhance club life.

Moreover, we strive to play cricket on grass and for that seven strips are not enough. We're investigating the extension of the grasswicket and the required equipment to maintain and operate it.



## Action Plan 4: Create world-class infrastructure

OBJECTIVE	Make Westvliet the best place in NL to play cricket
OVER-ALL RESPONSIBLE	Victor van Koolwijk

ACTIONS	WHAT	WHO	WHEN	STATUS
	Create indoor facility			✓
	Find extra grounds			✓
	Extend grasswicket			✓
	Invest in supporting material (covers etc)			✓
	Make use of facilities 12 months per year			✓
	Pimp the club house			✓

BUDGET	2021	2022	2023	2024	2025
	- € 50k	- € 50k			



## 5. Grow member base

Everyone who subscribes to our values should be able to become a member.

We're looking to gradually expand the membership base, especially in the younger age groups and with ladies and girls, aligning ourselves as one of the biggest clubs with the number one priority of the KNCB. Furthermore we want to make sure we find a better way to keep the young adults (18-23) in the club and we want to explore new formats to make the entry level for late starters easier.



## Action Plan 5: Grow member base

OBJECTIVE	Realise sustainable growth in memberships with focus on girls/ladies
OVER-ALL RESPONSIBLE	Richard de Lange

ACTIONS	WHAT	WHO	WHEN	STATUS
	Refresh marketing material			✓
	Develop digital marketing			✓
	Two or three (U9) teams per age group (juniors)			✓
	Retention U17-U23			✓
	Focus on Ladies (KNCB compliant)			✓
	Develop new playing formats			✓

BUDGET	2021	2022	2023	2024	2025



## 6. Ensure top cricket

There's always debate on the added value of playing at the highest level. This Board makes a clear choice for ensuring VCC will always play Topklasse.

We believe in the inspiration of a well functioning first team. In our opinion that is a team that plays at the highest level in The Netherlands and is clearly a team that enjoys playing together. Our accommodation cricket infrastructure, (junior) member base and coaching staff justifies that. We do not want to pay individuals just for playing, but look at opportunities to help players develop themselves on and off the pitch. Furthermore we ensure optimal conditions for the team to play top cricket



## Action Plan 6: Ensure top cricket

OBJECTIVE	VCC will play top-4 in The Netherlands with at least 50% players who also played at least two years in VCC junior teams				
OVER-ALL RESPONSIBLE	Board				
ACTIONS	WHAT	WHO	WHEN	STATUS	
	Bring VCC 2 and 3 to Hoofdklasse and Overgangsklasse respectively			✓	
	Work on talent development and create pathways for juniors			✓	
	Develop technical framework of coaching and coaches			✓	
	Develop relationship with Gary Kirsten Academy			✓	
BUDGET	2021	2022	2023	2024	2025
	- € 1k	- € 1k			





# 7. Develop coaches and match officials

Cricket can not be played properly if there are no coaches. But we also need to make sure we do our duty as good corporate citizen and entice people to look at “careers” in umpiring and scoring.

Coaching is a skill that adds a lot of value to the core activity of our club: playing cricket. Coaches invest in themselves and we want to invest in coaches by making it possible to follow courses. Moreover, we want to remunerate coaches for coaching in a modest and fair way.

Match officials are also important and the base of match officials in The Netherlands needs refreshment. We want to contribute to that as well.



## Action Plan 7: Develop coaches and match officials

OBJECTIVE	Best-in-class coaches, act as a good corporate citizen and supply the cricket community with match officials as well
OVER-ALL RESPONSIBLE	

ACTIONS	WHAT	WHO	WHEN	STATUS
	Develop remuneration policy for coaches			✓
	Keep 18+ players involved at junior training			✓
	Get older juniors involved			✓
	Explore links with online coaching courses (Gary Kirsten Academy)			✓
	Develop umpires and scorers			✓
				✓
				✓

BUDGET	2021	2022	2023	2024	2025
	- € 4k	- € 4k			

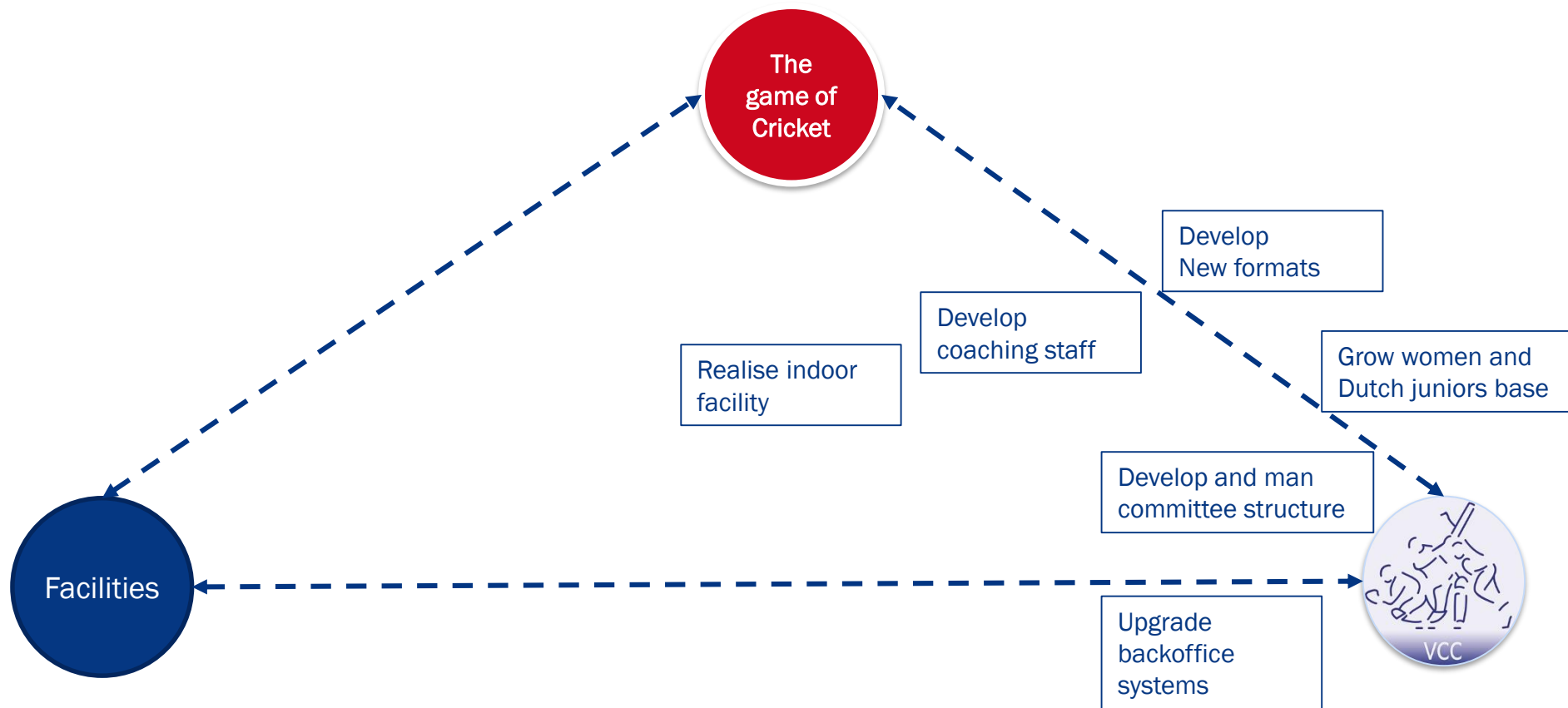


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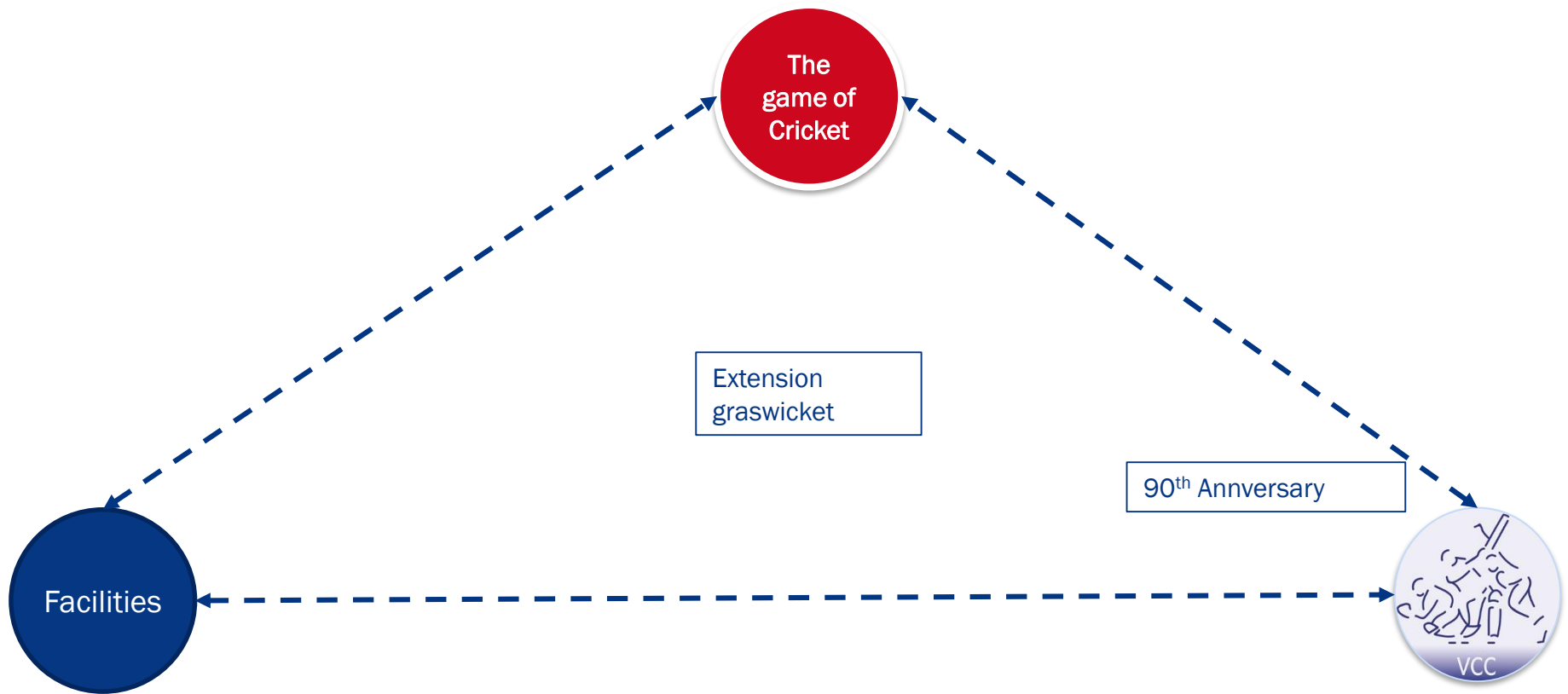
## 5. Annual Plans 2020-2021 & Budgets

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# Key projects 2021



# Key projects 2022



# Budget 2021 (compare 2019)

Shown to the members during GMM and  
available on request

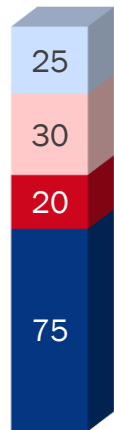




# Indoor facility



Costs €  
150k



Rest  
Lighting  
Nets  
Tent

Funding



VCC  
Subsidies

On track for private contributions, work to be done for business sponsorships

On track

To be managed in a separate Stichting





# thank you

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