



**CLUB STRATEGY
FOR FUTURE DIRECTION
AND DEVELOPMENT PLANNING**

2023-2026

INTRODUCTION AND WELCOME



Kean Williams
Squash and Padel Club Chairman

Dear members

It is a pleasure to introduce our strategy for the Cricket, Squash & Padel club for the next 3 years following our club wide focus group feedback process.

The overall club has been stabilised and taken forward under the stewardship of Alison & Steve Avil who have led and overseen the projects to extend & refurbish the squash club building in 2015 plus the erection of the 2 Padel courts in 2020. This has taken blood, sweat and tears and their dedication and hard work will long be remembered but now they take a well earned rest and have asked the committees of the individual sports to come together and take the club forward.

The idea to run the focus groups in order to shape the future strategy of the club was the brainchild of Ben Bee and he has worked tirelessly to bring the inputs of all members to the table. This deck pulls together this feedback and provides the proposed outcomes subject to relevant permissions and funding.

Kean



BACKGROUND



Sport has been played since the 1840's at Fairfield Road in Market Harborough. In 1974 the Squash club joined the long standing Cricket club increasing the options for the community of Market Harborough and the Bowden's.

We have a number of highly competitive teams across Cricket, Squash, Racketball and since 2020 the Padel section.

The friendly and inclusive club has seen our active adult and junior players grow from approximately 150 in 2012 to over 400 in 2022.

All parts of our club have opened up sport to the wider community: Kwik-cricket; partner groups of all ages including Schools, disability groups, University of the Third Age (U3A) as well as community try-it days.

FOCUS GROUPS



In March and April of 2022 we asked our members how we could provide not just an excellent club but develop and possibly increase our impact within our community. We ran six focus groups and shared an online survey for all members to be a part of our planning. 51 of our members provided significant amounts of feedback (356 comments).

The Squash & Padel committee have collated these responses and shared with our Cricket colleagues to get their feedback. We have also engaged with Bowden's charity (our supportive landlords) to share our planning. This strategy represents all of the feedback into this three-year direction of the Market Harborough Cricket, Squash and Padel Club.



CLUB VALUES

Market Harborough Cricket and Squash Club believe that sport should be both competitive and enjoyable. We also believe that to be here in another 100 years we need to have a good reputation within not just our current membership but the wider community. In undertaking the engagement with our members and partners three values emerged through the various conversations:

FUN

We will provide a rich variety of social and sporting activities that connects people and builds on the good atmosphere we have.



INCLUSIVE

We will embrace all sections of society by creating opportunity for inclusion including adapting our facilities and providing activities to improve inclusivity.



EXCELLENCE

All our sports want talent to be developed, identified and attracted to the club. This will ensure we are competitive in leagues and competitions through the East Midlands and beyond.



PEOPLE DEVELOPMENT

Coaching options across all sports was one of the largest responses we had (41% of the responders wanted improved coaching options). We will focus on a cost-effective range of coaching options covering all sports, all ages and all abilities. A mix of coaching standards will be required this may include external coaching coming into the club as well as volunteer coaching pathways which will be developed.



Whilst there was a desire to identify and develop stars of the future; adults also want to develop their own skills. A key area for development for juniors will be the introduction of player pathways for all our sports including into adult competitions and leagues. The outcome of this investment is people maintain their link to the club from juniors to young adults and crucially into adulthood. This will embed people in the Harborough and Bowden area with strong ties to their community sporting facility.

The club has grown significantly over the last 10 years and there are requirements on meeting legislative or sporting body needs. Areas such as: Safeguarding; membership enquiries and needs; health and safety management; governing body; and secure access to the club throughout the day and evening mean we need to provide staffing going forwards.

We will balance revenue growth, membership numbers and the need to provide paid staff to provide specific work within the club.



CULTURE DEVELOPMENT

We want to continually improve the way we communicate with our members and enhance the community awareness of our club. The club is already seen as being vibrant, friendly and competitive and we would like to maintain a thriving member's atmosphere and enhance our reputation in the community.

An approachable, active committee across all sports is key to constantly innovating and improving. We want to: maintain our friendly, social atmosphere; develop a more inclusive culture to attract members from all communities; and improve our excellent competitive standard.

Common themes from the members included:

Friendly

Bringing on not only the future stars but improving all member's skills

Competitive/Excellence

Welcoming

Great culture already - don't change too much



CLUB DEVELOPMENT

We want to develop the club further. Whilst opinions included large scale development away from our core sports it is felt that being excellent at what we do is preferable to increasing the number of sports we offer. We do however wish to develop our accessibility including by non-members, opening up the club to the community.

In the current footprint of our club this would not be possible so we will work with key partners such as The Market Harborough and Bowden's Charity and community grant access to explore options to be a community hub as well as an excellent and fun cricket and rackets club. The intention would be increase our Estate to house cricket, indoor Padel (22% of respondents), meeting/event space and shared facilities and this will take time.

In the last three years, despite Covid-19, we have:

- Added two outdoor Padel courts (the first ones in the East Midlands)
- Created an outdoor bar and decking area, painted 3 and resurfaced 1 of the Squash courts
- Refreshed the cricket outdoor seating area including fencing
- Added a Petanque piste and table tennis table



We must have an effective financial strategy to proceed with these ambitious plans. We are aware of the financial pressures outside of the club on all members and we will keep this in mind when balancing plans, costs and fees.

There are also areas of improvement in the next 12 months including:

- Improving changing and shower facilities (43% of respondents)
- Reducing health and safety risk and increasing accessibility by providing paths, railings and lighting outside
- Developing better cricket clubhouse facilities
- A completely new website.



YOUR COMMITTEE



The club is run by volunteers as a Committee. We would welcome members who could provide time maybe even small amounts or to offer their skills to the Committee in achieving our aims. If you have some specific skills and/or some time to assist, please contact a Committee member.

Rob Smith - Club Treasurer
Kean Williams - Acting Club Secretary



Kean Williams - Squash & Padel Chairman

Ailsa Stephenson - Facilities Manager & Welfare Officer

Donna Bee - Squash & Padel Secretary

Ben Bee - Strategy & Development Lead

Richard Holding - Competitions & Teams Lead

Laura Holding - Player Development Lead & Publicity

Danielle Henderson - Events Manager & Community Lead



Tom Whitehouse & Jack Wells - Co Chair

Giles Campling - Junior Co-ordination

Tom Leonard - Club Captain

Mick Ingram - Exec Committee

Louise Diccio - Exec Committee

SUMMARY

YEAR

CLUB DEVELOPMENT

PEOPLE DEVELOPMENT

CULTURE

2023

Improved pathways and outside lighting
Shower and changing facilities improved
New website completed
Develop Estate Development plan
Demolition of catering cricket shed
Temporary cricket housing
Kitchen development in club to support all sports

Member fee increase as outlined in October 2022

Formalise current racket sports coaching arrangements including juniors and training volunteer coaches

Identify paid coach options and structure of coaching in club

Cricket player pathways from juniors through to adults mapped

Identify required staff and recruit according to club finances

Identify opportunities to improve access to wider community groups as part of meeting strategy aims.

Social club nights enhanced where required e.g., Racquetball social night

Single place for all communication on website to signpost members to one point of truth

Safeguarding process' in place

Year planner of social events communicated including a range of competitions as well as social activities

2024

Improved shop facilities
Implement initial phases of Estate development plan
Off peak usage improvements to support access to grants

Implement preferred coaching options

Regular competition access for Padel as well as other sports

Review guest access to support evidence of engaging community

Inclusion strategy designed and implemented

Young adult centred initiatives implemented to link junior through to adult engagement with club

Social activities away from club offered (abroad for example for Padel/ Squash/ Cricket tour)

2025

Estate development plan in progress
Review if an App would enhance website access

Paid and volunteer coaching embedded and linked to governing bodies

