

Club Development Plan

Club Vision:

To be one of the leading squash and racketball clubs in Surrey.

Club Mission:

To create a thriving squash and racketball club by enhancing the playing and social experience for new and existing members, across all playing abilities, so that we are recognised as a connected and valuable member of the local Reigate sports and social community.



Strategic Pillars

Membership

Providing a membership model that caters to and provides benefits for anyone interested in playing squash or racketball, irrespective of their ability

Player Pathways

Providing a support and development programme that enables individuals to reach their highest playing potential

Activities

Providing a suite of activities that helps promote the playing of squash and racketball and increases social interaction at the club

Club Environment

Providing a building that maximises the club's offering for playing and social opportunities

Commercial

Creating a diversified and effective revenue model that minimises financial risk

Governance

Adhering to the highest standards of organisational governance

MEMBERSHIP

Providing a membership model that caters to and provides benefits for anyone interested in playing squash or racketball, irrespective of their ability

Objective – What do we want to achieve?	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Accept online payments for renewals/new members; monthly payment & pay as you go options?	Investigate functionality of our existing online payment facility (Stripe)	Someone who has knowledge of online payment collection systems.	2021	£ annual	
Encourage inter-member and club communications by using WhatsApp groups	Explore the viability of a whole club group/league groups/100 club groups/social groups/coaching groups	Someone who can use WhatsApp Business to set up & administer groups.	2021	TBC	
Make new members feel welcome and included	Formulate a new member follow up process (inc. buddy system, WhatsApp group, contact follow-up).	Someone to develop process & follow up with new members.	2021	n/a	Lisa Pinggera

PLAYER PATHWAYS

Providing a support and development programme that enables individuals to reach their highest playing potential

Objective – What do we want to achieve?	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Increase number of Level One coaches at the club	Offer bursaries to potential L1 coaches in exchange for coaching activities	n/a	2021	£	Committee
Set out player pathways for both juniors and adults	Document player pathways	Participation from someone with an interest in player development	2021	n/a	Committee /Club Coaches
Get schools to use our facilities, increasing off peak court utilisation.	Engage with local schools to set up term time activities as part of their sports curriculum.	Someone to approach and engage schools	2021	n/a	Clare Wright
Retain and incentivise junior members who have gone to university	Explore membership options and flexibility in league participation etc.	Feedback from people who have experienced the university 'pathway'.	2021	n/a	

ACTIVITIES (1)

Providing a suite of activities that helps promote the playing of squash and racketball and increases social interaction at the club

Objective – What do we want to achieve?	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
To be able to offer events for members to mix socially.	Create alternative/extra activities and link existing social events with these new activities.	Volunteers to set up and run new social events.	2021	n/a	Sarah Marrington
Promote the gym and develop other fitness activities other than squash & racketball	Review the gym equipment offering; publicise the gym as a member facility.	Someone who uses the gym and wants to promote its benefits.	2021	TBC	
	Set up fitness/yoga/Pilates classes on court, using internal resources.	A member who is qualified and interested to run classes at the club.	2021	n/a	

ACTIVITIES (2)

Providing a suite of activities that helps promote the playing of squash and racketball and increases social interaction at the club

Objective – What do we want to achieve?	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
To be able to offer existing and new members different playing opportunities and improve member networks	Create an Internal Team League, to bridge the gap between club squash recommencing and team squash restarting	Volunteers to provide food; bar staff	Summer 2021	n/a	Brandon Bratton
	Energise Club Night	A regular participant to review club night offering	2021	n/a	
	Explore opportunities for promoting racketball	A racketball player to promote the sport at the club	2021	n/a	

CLUB ENVIRONMENT (1)

Providing a building that maximises the club's offering for playing and social opportunities

Objective – what do we want to achieve	Activity – What do we need to do to achieve the objective?	What help do we need?	Time scale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Improve facilities and internal décor to modernise the club	Install glass balustrades above courts A, B & C.		June 2021	£££	Brandon Bratton Mike Blacker Glasstec
	Install glass doors on courts A & B.	Someone to liase with the company and arrange installation	2022	£££	
	Replace staircase handrails and balcony above bar area with glass balustrades.		2022	£££	Brandon Bratton Mike Blacker Glasstec
	Subsequent making good of brickwork, carpeting and redecoration of galleries	Someone who can undertake work or liase with company to get work done.	2022	£££	
	Explore option of re-plastering painted side and back walls on courts C & D	Someone to explore feasibility and obtain quotes etc.	2022	£££	

CLUB ENVIRONMENT (2)

Providing a building that maximises the club's offering for playing and social opportunities

Objective – what do we want to achieve	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Improve interior facilities and décor to modernise the club	Refurbish gallery above courts A & B; installing shelving/storage behind courts A & B.	Someone to explore, design and arrange for work to be done.	2022	£££	
	Refurbishment of bar/kitchen area, including exploring options of widening social space, adding a window at the bar end.	Someone to explore, design and arrange for work to be done.	2023	£££	
	Put up signs for facilities (courts, gym, changing rooms etc.). Improve notice board management	Someone to be responsible for signs and notice boards.	May 2021	n/a	
	Tidy up club	A small group of people willing to spend part of a day tidying club.	June 2021	n/a	
	Buy new phone with answer facility		May 2021	n/a	Committee

CLUB ENVIRONMENT(3)

Providing a building that maximises the club's offering for playing and social opportunities

Objective – what do we want to achieve	Activity – What do we need to do to achieve the objective?	What help do we need from you?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Improve the exterior of club to make it more attractive from the outside.	Repaint/clean white asbestos front and white walls in the car park area		2021	£££	Chris Waite
	Improve garden area	Volunteers to help with establishment and maintenance	April-June 2021	£	James Howarth Chris Waite Roger Crabb
	Replace/repair gutters, soffits and fascias		2021	£££	Chris Waite
	Erect porch		2022	£££	

COMMERCIAL

Creating a diversified and effective revenue model that minimises financial risk

Objective – what do we want to achieve	Activity – What do we need to do to achieve the objective?	What help do we need from you?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Identify income needs to support the development plan for the next five years	Develop and share previous financial history and projected future cashflows (3-5 years out), to formulate financial controls to ensure that we are not overstretched.	Someone with a finance background to prepare the cashflows.	2021		
Generate necessary income funds to support the development plan	Explore fundraising opportunities such as sponsorship, crowdfunding, grants, loans, Easyfundraising.org	Someone with a fundraising background to investigate options to finance the Club development plan.	2021		

GOVERNANCE

Adhering to the highest standards of organisational governance

Objective – what do we want to achieve	Activity – What do we need to do to achieve the objective?	What help do we need?	Timescale (2021, 2022, 2023+)	Cost (n/a, £:0-500, ££:500 - 1k, £££: +1k)	Participants
Increase group volunteer opportunities within the club	Publicise and create work parties during Volunteer Week (1 st to 7 th June)	People willing to volunteer during this week to spruce up the club.	June 2021	n/a	
Market the club	Create a committee marketing and communications role to manage our website, social media presence, links with local media, and engagement with other local sports clubs	Someone with a background in marketing interested in taking on the role	2021/2022	n/a	