



STRATEGY 2021

MERRION CRICKET CLUB

ANGLESEA RD, BALLSBRIDGE



Introduction



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Merrion Cricket Club is over a hundred years old. Founded in 1906, it moved to its present ground in Anglesea Road in 1908. One of the original clubs that set up the Leinster Cricket Union in 1919, it was promoted to 'Senior' status in 1926.

Merrion has had many up and downs in its history. The ground has been flooded on several occasions, the clubhouse burnt down in 1971 and soon after the club had to fight for its existence against land speculators.

But the club has survived and prospered. This strategy document is intended to provide a blueprint for the club's continued growth and development over the next decade.

Club Highlights [Ups and Downs]

- 1906 Foundation of the club
- 1908 Club moves to Anglesea Road
- 1919 Merrion is founder member of Leinster Cricket Union
- 1926 Promotion to play in Leinster Senior Competitions
- 1940 Wins the Senior League / Cup double.
- 1965 Dodder floods the ground
- 1971 Clubhouse burns down
- 1982 Merrion Women win first senior league title
- 1986 Hurricane Charlie devastates the ground
- 2010 Merrion win the Irish Senior Cup [for the first time]
- 2011 Ground flooded and pavilion has to be replaced
- 2015 New pavilion opens.

For more, Alan Little has updated the history of the club he wrote with the late Danny Parkinson. It is available on Kindle and in paperback from Amazon.

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Mission, Vision and Values



MERRION
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Mission

We are a home for learning, playing and watching cricket, and supporting the development of cricket in the community.

Vision

To be one of the premier cricket clubs in Ireland, providing a great place to learn, play and watch cricket, for the enjoyment for all of our members.

Values

Spirit of
Cricket

Respect
and
Inclusivity

Family and
Community

Child Safety
and
Security

Teamwork
Volunteers

Values of the Club [1]

Members seek to uphold the following values



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SPIRIT OF CRICKET

The 'Spirit of Cricket' as set out in the laws of the game but even more in the way the games is played, should be respected at all times by players and spectators alike. It is the responsibility of the club to inculcate a love of the sport, played in the proper manner, among its members, especially those coming to the game for the first time. [See 'The Spirit of Cricket' as set out by the Marylebone Cricket Club].

Respect and Inclusion

At Merrion, we believe inclusion is an ongoing process that celebrates diversity and involves the identification and minimising of barriers for equal access and opportunities for participation that may be experienced by anyone (be it a player, official, volunteer, member, visitor), irrespective of gender, family status, age, disability, sexual orientation, race, religion or ethnic grouping. We are committed to embracing diversity, equity and inclusion as core values of the club.

Respect for teammates, opponents and officials is a key value that is embraced from an early age.

Values of the Club [2]

The club seeks to uphold the following values



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Family & Community

Merrion has been an integral part of the local community for over 100 years. It seeks to support and take part in community led initiatives in the area. There is a strong family ethos in the club with all ages encouraged to participate.

Child Safety & Security

An important part of the Club's responsibilities is to ensure that children are able to play cricket in a safe and secure environment. Merrion fully supports the principles underlying the Government's efforts as set out in its programme, 'Child Safety in Sport'. Merrion recognises that it has a Duty of Care towards its younger members and fully complies with its legal obligations in this regard.

Teamwork & Volunteers

Merrion encourages teamwork both on and off the field. The club is run by its members through voluntary effort.

Governance Principles



The proper governance of Merrion is critical to its overall performance as a cricket club and an important protection for its members.

Although good governance tends to operate in the background, its value is quickly evident if something goes wrong and difficult decisions have to be made.

Merrion seeks to put in place and maintain a robust and exemplar system of governance covering all areas of the club's activities.

Principles of Good Governance

- Advancing the objectives and goals of the club.
- Setting and maintaining standards of integrity within the Club
- Those in a position of authority in the club providing leadership
- Exercising control over the activities of the club in accordance with the law, the rules of the club and general best practice.
- Working to ensure that financial controls, communications and management functions generally are carried out in an efficient and cost effective manner
- Being accountable and transparent in decision making.
- Ensure that the Club's Constitution, including its legal structure, reflects best practice in the operation of the Club's affairs.

Members Code of Conduct



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Merrion expects all its members to behaviour in a manner that respects the rights of others.

All members should comply with the following Code of Conduct.

- Every member should, at all times, show respect and understanding for the rights, safety and welfare of others.
- **Children:** our first priority is the welfare of the young people. We are committed to providing an environment which will allow participants to perform to the best of their ability, free from bullying and intimidation. Sport will be conducted in a safe, positive and encouraging environment, guided by what is best for the child.
- **Equality:** all members should be treated in an equitable and fair manner regardless of ability, age, gender, religion, social or ethnic background or political persuasion.
- **Fair Play:** our cricketers will abide by the Spirit of Cricket.
- **Community:** Members will also treat the Club's property and that of our neighbours with due care.
- **Rules:** Members will respect and comply with the the 'Rules of the Club'. The Rules are available on the Club website.

Additional Codes

The club seeks to uphold the following values



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Merrion Cricket Club is affiliated to Cricket Leinster [the representative body for the sport in the province] and through them to Cricket Ireland and Sport Ireland. It recognises and supports the principles of good upheld by these bodies.

Drugs in Sport

Merrion support the 'anti-drugs' in sport policies adopted by Sport Ireland.

Equality

Merrion endorses the position against racism in sport taken by Sport Ireland.
In 2021 Merrion signed up to the programme '20X20' which seeks to bring about a culture shift in the perception of and participation by girls and women in sport .

Access to All

Merrion has signed up to the Sport Inclusion Disability Charter

Governance Code

Merrion seeks to follow the principles for running a sports club as set out in Sport Ireland's 'Governance Code for Sport' – leadership, exercising control, being transparent and accountable, working effectively and behaving with integrity.

Premier Cricket

Open and Womens



Merrion [1st XI] has taken part in the Leinster Senior League since 1926. For much of the last decade the club has been ranked in the top three in Leinster and has reached the final of the Irish Senior Cup four times, winning the trophy twice.

Since it became a Senior club Merrion has won:

- Leinster Senior League 6 times
- Leinster Senior Cup 3 times
- Leinster Senior 'B' League 3 times
- Leinster League/Cup 2 times
- Leinster T20 [Alan Murray] 8 times

Womens cricket in Merrion [as in Leinster] has been a stage with many interruptions. There has been a continuous run only since the early 1990s. In our history the first Senior League title was won in 1982 [six times in all], the Senior Cup in 1979 [also six times winners] and the Pilkington [40/50 over] first in 2004 [and again six times]

Key Objectives for Premier Cricket

- 1) Merrion Premier teams [1st XIs for Open and Women] to be among the highest ranking teams in Leinster and Ireland, and regularly competing in finals.
- 2) To create a positive cycle of player succession as young players develop in the club.

Senior Cricket

Open and Womens



Until the pandemic Merrion had eight teams competing in Open Competitions and two in Womens. While the number of Womens teams has increased to three in 2021, the number of Open teams now stands at six.

The breakdown in terms of players taking part in competitive cricket over the past five years is as follows.

2016		2017		2018	
Open	Women	Open	Women	Open	Women
120	31	116	25	113	28

2019		2020	
Open	Women	Open	Women
116	19	64	23

Key Objectives of Senior Cricket

- 1) Merrion should seek to maintain the maximum number of teams possible
- 2) Merrion should seek to be among the most successful clubs in Leinster in terms of competitions won.
- 3) Balance the playing strength of the club so it is aligned with the number of teams i.e. the right number of players for the teams entered in competitions.
- 4) Ensure sufficient opportunities for members of our youth section to develop their abilities by playing on adult teams.

Youth Cricket



Merrion has one of the largest youth sections in Leinster for boys and girls, ranging in age from 6 upwards. There is a strong emphasis on participation and enjoyment.

Merrion teams take part in club competitions at most age groups.

Over the years, Merrion youth players have regularly represented Leinster and Ireland at different age levels.

Between 2019 – 2021 over 250 youth players have joined Merrion. There was a sharp drop in numbers due to the pandemic in 2020. Numbers are increasing again in 2021 and look likely to exceed 150.

Key Objectives of Youth Cricket

- 1) Maintain strong recruitment and retention systems to create a vibrant youth section within the club.
- 2) Without sacrificing enjoyment, ensuring the game is played in the right spirit and encouraging participation, Merrion teams seek to be competitive in all matches and be successful in winning titles.
- 3) Ensure parents' enjoyment and engagement with the Club.

Provide links to adult teams so that any boy or girls who wishes has an opportunity to continue with the sport in the club. See 2.3.

Coaching and Player Development



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Coaching and player development need to be at the centre of the club's activities. This should include not just players competing at the Premier level but down through the teams in the club.

A key role is that of the Youth Development Officer. This is a particular and specialist role that must be fulfilled ahead of any other objectives such as playing for the Club. Coaching and player development needs to be detached from the day-to-day management of teams and matches in the youth section. It needs to be recognised as a key position within the club.

Key Objectives for Coaching / Player Development

- 1) Create an exemplary coaching structure that caters for cricketers of all ages and standards. Develop players with excellent technique and match skills. Ensure that there is a pathway for all young players to develop their skills to the best of their ability.
- 2) Increase the number of home grown coaches such that we have enough qualified and trained coaches to meet the needs of the club.

Ground and Facilities



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Merrion is fortunate to have a very picturesque ground close to the centre of Dublin and with easy access for public transport.

Within the constraints imposed by the size of the ground, it is the broad intention to create one of the best club grounds in Ireland.

The ground will be in use nearly every day during the summer and that puts a massive strain on our grounds staff and volunteers.

Where possible the club will make its ground available for cup finals and representative matches.

The club uses a second ground at Bird Avenue [in agreement with CUS] and the aim is to ensure that it is maintained and has all the necessary facilities to allow for the playing of cricket to a reasonable club standard.

Key Objectives for Ground & facilities

Ensure that Merrion, within the parameters set by the size and nature of the ground at Anglesea Road, has among the best playing conditions and facilities in Leinster. This applies separately to: -

- 1) *Square / Outfield*
- 2) *Practice Facilities*
- 3) *Equipment / Facilities*

4) Maintain a second ground in Bird Avenue to a standard that allows for the development of young cricketers and the enjoyment of cricket played to a reasonable standard.

Governance and Legal



The Governance of the club covers a number of areas:

- The legal structure of the club
- The Constitution of the Club
- Compliance with statutory and other codes
- Ownership and rights of way

Governance Objectives

- 1) Ensure that the legal structure of the club and the rules governing its operation are fit for purpose, protect the long term viability of the club and advance its objectives.
- 2) Ensure that Merrion is fully compliant with government requirements relating to security, safety and other related matters.
- 3) Resolve any outstanding issues relating to rights of ways and ownership so as to protect the long term interests of the club.

Organisation and Management [1]



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The administration of a club the size and complexity of Merrion requires a large amount of voluntary [and some paid] effort.

The club is run by a series of committees with a number of elected and appointed persons having specific responsibilities. See next slide for Organisational Chart.

Until recently the club employed a Manager to assist in the operation of the bar and the general oversight of the activities in the club. Due to Covid this arrangement proved unsustainable.

Administrative Objectives

- 1) Ensure the efficient and effective operation of the activities of the club through its committee structure.

Organisation and Management [2]



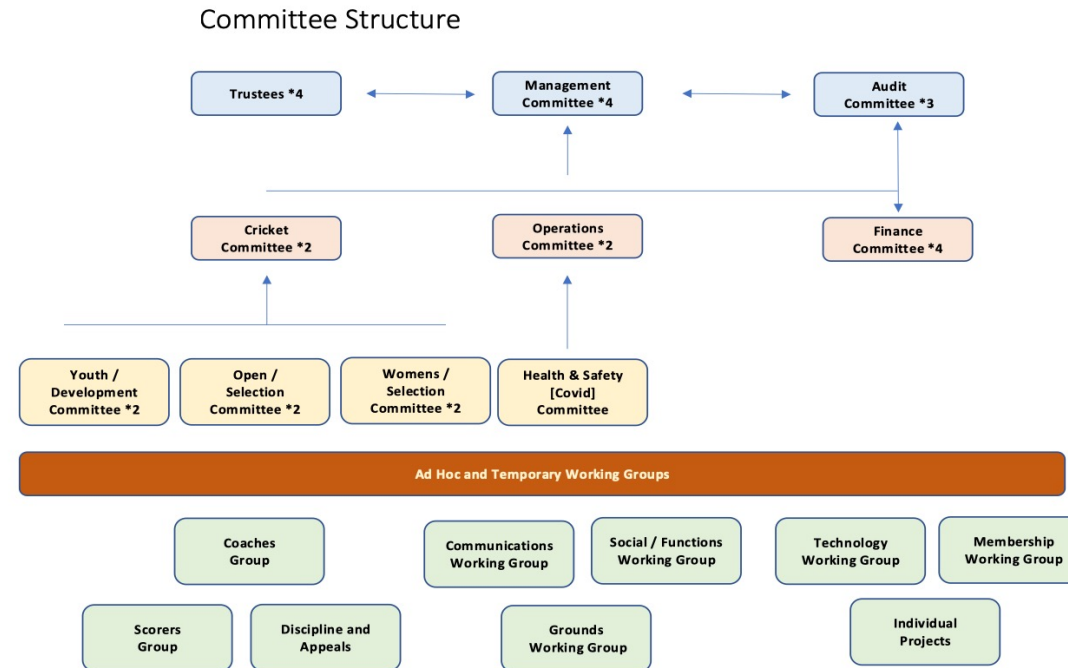
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Merrion is constituted as a Unincorporated Association.

This means that the members run the club and that it is volunteer effort that keeps the club functioning.

Excluding captains, team managers and coaches, it takes nearly 50 volunteers to manage the club.

The only paid roles in the club are the Youth Administrator, Youth Development Officer and individual coaches.



Elected Posts

President
Secretary
Treasurer
Team Secretary
Match Secretary
Membership Secretary
Chair Cricket
Chair Finance
Chair Operations
Comms / Social Media
Child Safety

Captains Open 1st XI
Captain Women 1st XI
VC 1st XI [Open]

Chair Youth
Chair Women

Financial Management and Planning



The Treasurer [supported by an Assistant Treasurer] is responsible for the day-to-day management of the club's finances and for the preparation of the club accounts. The Treasurer has ultimate responsibility for ensuring that the club is run on a sound financial basis. The annual accounts are in turn signed off by the Audit Committee before presentation to members at an Annual General Meeting.

The Finance Committee has general responsibility for ensuring that the income and expenditure are aligned with agreed budgets. It is also responsible for financial planning and the coordination of raising of income generation for the club.

Objectives underlying Sound Financial Management

- 1) Provide members with an accurate picture of the state of the club accounts.
- 2) Ensure that the club is run on a sound financial basis and that robust systems are in place to authorise payments, record receipts, manage stock and maintain assets.
- 3) Create multi-annual financial plans [capital development and operational] and link these to an annual budget.
- 4) Maintain a Risk Register of events or actions that might adversely impact the financial security of the club.

Technology and Digital Footprint



The application of technology is increasingly important as a means of delivering on key objectives. The external view of the club as represented by the Club Website is an important part of attracting new members and supporting the commercial activities of the club.

Technology is increasing being used to deliver key services to club members, to enhance security through online payments to improve the operation of committees.

Key Objective underpinning the Digital Platform

Recognise the club as a digital hub and expand use of technology to underpin operations and services.

- Create a professional looking website, with regularly updated content, that is easy for members and the public to access and which serves as a central portal for finding out about the Club, its history and its current activities.
- Maintain members records in line with GDPR requirements.
- Support financial services within the club by moving payments away from cash to online transactions wherever possible.
- Promoting services to members and supporting club sponsors and advertisers.
- Streamline the operations of the club through the use of technology.

Communications and Social Media



A good system for communicating with members is critical to the functioning of the club. All communications at this point are through digital channels.

Apart from person-to-person communication, there are five key means of keeping members informed of activities in the club: the website, social media, e/mail, mobile apps and eNewsletter.

At the start of 2021 season we had:

537	followers	Instagram.
2,838	followers	Twitter
232	subscribers	Youtube
502	members	Facebook group

There were 2,344 visitors to the Merrion website in 2020.

Social Media Strategy

- 1) Ensure an effective two way communications flow between the Club and its members across a range of channels.
 - Upgrade and enhance the Club Website so that it becomes the central hub for finding out about club activities.
 - Increase following on the Club's social media channels – Instagram, Twitter, YouTube and Facebook [Merrion Group]
 - Use mobile communications platform to update members about matches and training.
 - Issue newsletter at regular intervals [currently twice a year]
 - Contact members directly by e/mail [MailChimp]
 - Individual linked groups within club [WhatsApp]

Social Activities

[Social Cricket]



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The social life of the club is an important part of the club activities. A good social environment helps bind members to the club, encourages volunteerism and underpins support for the good causes and the community.

Social cricket is an important part of the club. It serves multiple purposes including serving as a route into the sport for adult cricketers who have not played before or for many years.

For many years Merrion has run two teams from our grounds in Anglesea Road – the Taverners and the Theatrical Cavaliers.

With increased demand for social cricket, Merrion has put together a Veterans team who have played a number of games in recent years.

Although the club has entered a 3rd XI into Womens Competitions, it is intended that this team will have a strong social dimension to its activities.

Key Objectives of Social Dimension of Club

- 1) Provide the opportunity for parents, those new to the sport and retired players to develop or continue links with the club through the playing of social cricket.
- 2) Through social activities engage further with the local community and other key stakeholders.

Social Activities

[Membership]



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Merrion has one of the largest playing membership in the country. It also has a large number of individual Pavilion and Social Members.

Covid has had an impact on membership levels and these will have to be built up again.

With changing demographics in the surrounding area there are a lot of young families moving into the area. This represents an opportunity for the club to re-affirm its position as a family based local club.

Key Objectives surrounding Membership

Expand social membership and encourage members to come down to club more often.

- Grow the number of social and pavilion members, especially from among those living close to the club.
- Maintain secure and detailed records of all members of the club.
- Ensure there is an open and helpful process in place for engaging with new members and welcoming them to the club.
- Provide hospitality at training and matches and hold year round social events.

Responsibilities to Cricket Leinster / Ireland



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As a major cricket club, Merrion has a responsibility for assisting in the development and smooth operation of Cricket Leinster.

Over the years Merrion members have taken on key roles within Cricket Leinster and Cricket Ireland and served on the main committees.

Merrion has also hosted representative matches and cup finals and made its ground available for training by senior and youth elite squads.

Merrion members have also served as umpires, match referees and scorers as well as provided coach / managers for representative teams.

Key Objectives surrounding Membership

- 1) Encourage members to put themselves forward for election to Cricket Leinster Committees
- 2) Provide the ground on a reasonable number of occasions for
 - *representative matches*
 - *cup finals*
 - *Elite training / coaching sessions.*
- 3) Provide a reasonable number of umpires and other officials for senior matches.



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Action Plan 2022 – 2024 Programmes and KPIs

Cricket Development

Premier Cricket

Senior Cricket

Youth Cricket

Coaching & Development

Ground & Facilities

Responsibilities to Cricket in Leinster

Governance

Governance and Legal

Membership and Social Activities

Communications & Social Media

Social Activities

Social Matches

Membership

Organisation and Administration

Financial Management & Planning

Organisation and Management

Technology and Digital Footprint

Cricket Development

A: Premier Teams [1]



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A1 Merrion Premier teams [1st XIs for Open and Women] to be among the highest ranking teams in Leinster and Ireland.

Actions

Merrion will continue to commit the necessary resources to ensuring that its two Premier teams are able to compete at the highest level in Ireland and Leinster.

Apart from securing support of a dedicated coach / manager the club will look to secure the services of an overseas player for each team every year.

Key Performance Indicators

- [a] Premier Teams Ranked in top 3 in Leinster each year 2022 - 2024
- [b] Premier Teams Wins 1 major competition in period 2022 – 2024

Cricket Development

A: Premier Teams [2]



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A2 To create a positive cycle of player succession as young players develop in the club.

Actions

A medium-term succession plan for the natural replacement of players through the development of locally produced talent is a top priority for the club.

A review to take place at the end of each season of player strength over the next three years. Records to be kept of the number of home [club] produced players on the 1st XI.

Identify young players who are capable of playing Premier cricket at an early age and plan their introduction to top level club cricket.

The 1st XI [Open] goes into the 2021 season with close to 50/50 split between external and locally produced players.

For the 1st XI [Womens] more than 75% have learnt their cricket in the club.

Key Performance Indicators

[a] Balance of players who have grown up and developed their skills in the club and those that join the club as adults.

[b] Number of locally produced players who make debut on 1st XI each and who are starred in top eight over the next three years.

Target [by end of period]:

[a] 50% of 1st XI squads developed through the coaching system in the club.

[b] Debut of one new youth player each season.

Cricket Development

B: Senior Teams [1]



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B1 Merrion should seek to maintain the maximum number of teams possible [subject to limitation of ground space].

Actions

Subject to the availability of Bird Avenue, to maintain the maximum number of Open and Womens teams that the club can manage and sustain. This is important to allow opportunities for youth players to move up through the divisions.

It is important that all Merrion teams are competitive within their Divisions but also that there is a reasonable spread of teams across Divisions so that players of differing standards can be accommodated.

Engage with CL OCC to agree a reasonable distribution of teams across the different grades.

Key Performance Indicators

- [a] Number of Teams
- [b] Distribution of Teams

Key Targets

- [a] 8 Senior [Open] Teams
- [b] 3 Senior [Women] Teams
- [c] Merrion aim to have three Open teams in D3-D6
- [d] Open 2nd XI to retain position in D3
- [e] Open Womens 2nd XI to make WD2 by 2024
- [f] Open Teams 4th XI – 8th XI between D7 and D17

Cricket Development

B: Senior Teams [2]



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B2 Merrion should seek to be among the most successful clubs in Leinster in terms of titles won

Actions

In considering requests from adult players to join the club; whether or not they enhance the all-round playing strength of the club will be a factor in determining the application.

Key Performance Indicators

[a] Number of titles won.

General Targets

[a]	Open Competitions	2 per annum
[b]	Womens	1 per annum

Cricket Development

B: Senior Teams [3]



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B3 Balance the playing strength of the club so it is aligned with the number of teams.

Action

Playing Strength
A programme of restoring the playing strength of the club will commence in 2022. It will focus on introducing adult players at the higher grades and youth players at lower grades.

Note: 119 players from Merrion took part in Open Competitions in 2019 [7 teams]. This serves as a baseline for restoring numbers.

Risk: If Bird Avenue (or other ground) is not available, then the number of Open Teams that we can manage reduces to five.

Key Performance Indicators

- [a] Number of Teams
- [b] Number of Registered Players

Targets [by end of 2024]

- | | | | |
|-----|-----------------|-----------|--------------------|
| [a] | Open Teams [5] | 80 | Registered Players |
| [b] | Open Teams [6] | 100 - 110 | Registered |
| [c] | Open teams [7] | 115 - 125 | Registered |
| [d] | Open Teams [8] | 125 - 135 | Registered |
| [e] | Women Teams [3] | 50 | registered players |

Cricket Development

B: Senior Teams [4]



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B4 Ensure sufficient opportunities for members of our youth section to develop their abilities by playing on adult teams.

Actions

Development

Although this will inevitably change each year, a plan should be drawn up at the start of each season which identifies all the youth players who are expected to play Open / Womens cricket that season.

Targets should be set to ensure that there are sufficient places for youth members as well as the option considered of concentrating numbers in one or two teams.

Detailed records should be maintained [from the CricketStatz reports available from Cricket Leinster] of the number of youth players taking part each year and the extent of their activity.

Key Performance Indicators

- [a] Youth Players participating at senior level.
- [b] Matches played by youth at senior level

Targets

	Open	Women
2021	25 – 30	15
2022	30 – 35	18
2023	30 – 35	20

Cricket Development

C: Youth Cricket [1]



C1 Maintain strong recruitment and retention systems to create a vibrant and youth section within the club.

Actions	Key Performance Indicators
<p>A separate youth development plan will be drawn up that will focus on increasing the flow of youth players into the club. Early engagement is crucial at U9 and Cubs level. The club will work with schools and other sports clubs to help recruit new members.</p> <p>The club will increase the number of teams so that there are opportunities for all youth players to fully participate in the sport.</p> <p>The club will maintain detailed records of the number of youth players each year by age / gender and will also seek information on the reasons why youth members leave the sport and seek to address any issues arising that are within the club's control.</p>	<p>[a] Total number of youth [girls / boys] by age.</p> <p>[b] Recruitment [per annum]</p> <p>[c] Retention [by age group]</p>
	Main Targets
	<p>[a] 2021 200 [60/40 ratio]</p> <p>[b] 2022 225</p> <p>[c] 2024 250 Represents limit.</p> <p>[d] By 2024 teams at all age groups for girls / boys</p>

Cricket Development

C: Youth Cricket [2]



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C2 Without sacrificing enjoyment, ensuring the game is played in the right spirit and encouraging participation, Merrion teams seek to be competitive in all matches and be successful in winning titles.

Actions

Cricket is a competitive sport and it is important that the teams Merrion produce should be competitive in 'A' leagues and that they are regular trophy winners.

Each team should have a parent as manager dedicated to that team. There should be dedicated focus on ensuring that the club fulfills all fixtures, and that every youth player has the opportunity to play reasonable number of matches each season.

Detailed youth records maintained in club of participation in matches, training sessions attended.

Links to senior teams provided for in Objective 2.3

Key Performance Indicators

[a] Number of Competitions Won

[b] Matches played by each player

Targets

Over a three-year period to win at least two titles [Division A] in both boy's and girl's competitions.

Cricket Development

C: Youth Cricket [3]



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C3 Increase parents' enjoyment and engagement with the Club

Actions

It is recognised that parents provide a valuable contribution to the club and are a key factor in ensuring that children continue playing the sport.

There should be an active programme for engagement by parents including special Friday nights [with food / drink] when accompanying younger kids, the opportunity to play social cricket, encouragement to help out with training and matches and opportunities to help running the club.

Parents can also help underpin efforts at fund raising both directly and through contacts.

A dedicated person should be appointed to welcome and link in with new parents. Feedback should be encouraged.

Key Performance Indicators

- [a] Feedback from parents [annual survey].
- [b] Number of parents volunteers [training, scoring, team managers, committees].

Cricket Development

D: Coaching [1]



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D1 Create an exemplary coaching structure for young cricketers that caters for all ages and standards. Develop players with excellent technique and match skills and ensure there is a pathway for their development.

Actions	Key Performance Indicators
<p>Youth Programme Ensure that all youth players have access to coaching. Improve record keeping to map progress and identify gaps in service.</p>	<p>[a] Youth Players taking part: - record of attendance - reports on players</p>
<p>Merrion Academy Establish a 'Merrion Academy' for the development of players with commitment and promise. Prepare programme and set up systems for recording progress.</p>	<p>[b] Youth Players attending Academy - record of coaching hours - development reports on all players [over 9]</p>
<p>Coaching for Adults Ensure that there is someone to organise the nets and provide some coaching for all adult players practicing on Wednesday evenings.</p>	<p>[c] Management of playing hours to prevent injury and burn out. Details of matches played and practices attended for most active players to be maintained in real time.</p>
<p>Winter Coaching The club puts in place a system for winter coaching for those interested.</p>	<p>[d] Attendance of player / coach at senior [Wednesday] practices.</p>

Cricket Development

D: Coaching Resources [2]



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CRICKET CLUB

D4 Increase the number of home grown coaches such that we have enough qualified and trained coaches to meet the needs of the club

Actions	Key Performance Indicators	
<p>Coaches Increase the number of qualified coaches [at all levels] in the club. Improve record keeping to map progress and identify gaps in service. The club to support any members interested in taking coaching courses and to set up special 'transition year' programme.</p>	<p>[a] Number of registered coaches in club</p> <p>[b] Qualifications of Coaches</p> <p>[c] Volunteer parent / player assistants</p> <p>[d] Key appointments</p>	
<p>Head Coach [Premier Teams] Appointment of Head Coach[s] for Premier Teams [Open / Women]</p>	<th data-bbox="1401 992 2280 1056">Targets</th>	Targets
<p>Youth Development Appointment of Youth Development Officer for Youth Section on multi-year contract.</p>	<p>[a] Key appointments for 2022 - 2024</p> <p>[b] Double the number of active and registered coaches by 2024.</p>	

Cricket Development

E: Ground [1]



MERRION
CRICKET CLUB

E1/4 Ensure that Merrion has [within the parameters set by its size and nature] has playing conditions capable of staging representative matches. Bird Avenue to allow for the playing of cricket to a reasonable standard.

Actions	Key Performance Indicators
<p>The Square The square is considered one of the best in Leinster and is capable of staging representative matches. The programme of renewal and development to continue.</p> <p>System of recording the performance of wickets to be put in place and how well protected against bad weather.</p> <p>Outfield Maintained – tightly cut, smooth and without weeds. Create ‘mini pitches’ for U9 cricket</p> <p>Bird Avenue Capable of holding matches up to Division 6. Programme to improve facilities to include replacement mat (2022), sight screen, boundary rope and scoreboard [mobile].</p>	<p>[a] Ranking of wickets [develop measure]</p> <p>[b] Outfield [develop measure]</p> <p>[c] Matches Rained Off [benchmarked against Pembroke and Leinster]</p> <p>[d] Bird Avenue [graded to play level of cricket up to Division 6]</p>

Cricket Development

E: Ground - Practice [2]



MERRION
CRICKET CLUB

E2 Develop the best outdoor club practice facilities in Leinster

Actions	Key Performance Indicators
Development of Nets Complete the major development work on the nets in 2021. Planned maintenance and renewal of artificial surfaces and netting to be put in place.	[a] Availability / use of nets
Use of Square [for practice] Occasions for use as 'training hub' by internal and external groups to be expanded.	[b] Availability / use of square
Coaching Equipment [in good order] Senior and youth bowling machines Slip cradle / fielding aids Full range of training equipment Maintain reserves of cricket supplies Improve Storage Facilities and Secure Access	[c] Checklist of Coaching Equipment

Cricket Development

E: Ground – Equipment / Facilities [3]



MERRION
CRICKET CLUB

E3 Ensure that the facilities / equipment required to maintain the ground are available and well maintained.

Actions	Key Performance Indicators
<p>Preparing the Ground</p> <p>Ensure that Merrion has access to the full range of equipment needed to:</p> <ul style="list-style-type: none">- prepare and repair wickets- mow the outfield- Protect against bad weather	<p>[a] Checklist of Ground Equipment [Accreditation]</p> <ul style="list-style-type: none">- mowers- rollers- wet weather- repair and renewal
<p>Improving the Facilities</p> <p>The core facilities include:</p> <ul style="list-style-type: none">- Sight screens [requires improvement to reduce egress on playing area]- Scoreboard- Boundary Rope- Changing facilities [including for umpires]- Suitable and protected areas for scorers- Live video equipment and commentary centre	<p>[b] Checklist of facilities</p> <ul style="list-style-type: none">- CL list for Accreditation <p>[c] Ground [spectators]</p> <ul style="list-style-type: none">- seating provision- matches live streamed
<p>Spectators</p> <p>Increase the capacity of the ground and make it more comfortable for spectators.</p>	

Governance and Legal

F: Rules and Legal [1]



MERRION
CRICKET CLUB

F1 Ensure that the legal structure of the club and the rules governing its operation are fit for purpose, protect the long term viability of the club and advance its objectives.

Actions

Club Rules

The club rules need to reflect the way in which the members want the club to be organised. The rules should protect the club and its members.

Legal

Review the legal structure of club

Bye Laws

Bye-laws created under the club rules should be used to manage the day-to-day activities of the club. Key areas considered for new Bye-laws

- Discipline
- Selection
- Subscriptions [playing]

Key Performance Indicators

- [a] Review of Club Rules [AGM 2021]
- [b] Review of Legal Position
 - status of club
 - rights of way
 - ownership
- [c] Club Bye Laws [subject to approval]
 - discipline code
 - selection
 - subscriptions

Governance and Legal

F: Governance [2]



F2 Ensure that Merrion is fully compliant with government and other sporting standards.

Priority Actions

Governance Protocols

Ensure that Merrion fully requires with all legal requirements and guidelines issued by CI/CL regarding health, safety and security.

Safety and Security

Prepare safety statement for club and make sure qualified personnel in place to monitor. Record to be kept of all incidents involving injury to a player or spectator.

Record Keeping and GDPR

GDPR compliant policy statement and person responsible for monitoring compliance.

Key Performance Indicators

- [a] Checklist of Governance Documents
- [b] Personnel: Record Keeping
 - Garda Vetting
 - Safety Courses
 - First Aid / Medical
- [c] Record of Incidences
- [d] Record Covid Attendances
- [e] Membership Records
 - number / type of members
 - player records

Organisation and Management

G: Administration [1]



MERRION
CRICKET CLUB

G1 Ensure the efficient operation of the activities of the club through its committee structure

Actions	Key Performance Indicators
<p>Volunteers Takes about 50 volunteers, excluding captains, team managers and coaches, to fill the various committee positions and appointments</p>	<p>[a] Elected Positions in Club [all filled]</p> <p>[b] Appointments [all filled]</p>
<p>Committees The club works through volunteer led committees. Withing the committee structure set up, it is important that there is a flow of information, clear decision making and proper recording of meetings [for the main committees].</p>	<p>[c] Committees / Working Groups</p> <ul style="list-style-type: none">- operational and performing functions
<p>General Meetings General meetings, in accordance with the rules of the club, are the main vehicle whereby persons are elected to committees and other posts of responsibility. All changes to rules takes place at GMs and members receive reports on the activities in the club and can ask questions.</p>	<p>[d] Record Keeping</p> <ul style="list-style-type: none">- all records and documents necessary for the smooth functioning of the club should be preserved- meetings – minutes prepared [Management]

Organisation and Management

G: Financial Management [2]



G2 Manage the club finances in a proper and efficient manner.

Action Programme	Key Performance Indicators
<p>Annual Budget An annual budget should be prepared by the Finance Committee and approved by Management as early as possible each year.</p> <p>Management of Finances The Treasurer is responsible for the management of the club's finances [with the help of an Assistant Treasurer]. The Audit Committee will review the Annual Accounts and make recommendations regarding financial security and control systems. Financial year to be moved to calendar year.</p> <p>Financial Planning A rolling three-year financial plan should be prepared and used to guide Management. There should be a separate Capital Development Plan.</p>	<p>[a] Budget to return to €250,000 by 2024</p> <p>[b] Financial controls / accounts reviewed by Audit Committees.</p> <p>[c] Accounts to be moved to calendar year [subject to agreement by members] by 2024</p> <p>[d] Tax Compliance<ul style="list-style-type: none">- review of tax compliance- review tax status concerning Section 235</p> <p>[e] Renegotiate [or otherwise reduce interest rates] on Pavilion Loan.</p>

Organisation and Management

G: Digital Footprint [3]



G3 Recognise the club as a digital hub and expand use of technology to improve operations and services.

Action Programme

Further investment in technology will be made to support the club's activities. This investment will be used to:

- Improve the club's website,
- Support the commercial activities of the club,
- Assist in the administration of the club,
- Deliver services to members,
- Underpin communications with members

Key Performance Indicators

The main areas to benefit from technology

- Membership records
- Document storage
- Security and wi-fi
- Members services [online payments, booking systems, scheduling of activities, live streaming of matches, sales]
- Communications with members
- Sponsorship and advertising

Membership and Social Activities

H: Communications [1]



MERRION
CRICKET CLUB

H1 Ensure an effective two way communications flow between the Club and its members across a range of channels

Actions / Coverage

Communications & Social Media

Ensure members are fully informed about club activities

Internal Systems

Ensure that there are good systems in place to notify members around selections / training , club events,

Website

Website serves as hub of communications about club activities as well as a place of record where governance and historical records are stored.

Key Performance Indicators

Social Media – increase audience.

Benchmark

At the start of 2021 season we had:

537	followers	Instagram.
2,838	followers	Twitter
232	subscribers	Youtube
502	members	Facebook group

There were 2,344 visitors to the Merrion website in 2020

Views of Live Streamed matches.

Use of club 'App' for notifying members of activities

Membership and Social Activities

H: Social Cricket [2]



MERRION
CRICKET CLUB

H2 Provide the opportunity for parents, those new to the sport and retired players to develop or continue links with the club through the playing of social cricket

Action Programme	Performance Indicators / Targets	
<p>Taverners Team. The Club will run a taverners team with weekly fixtures from the middle of May to the beginning of September each year. All players to be members of the club.</p>	[i]	Fixtures: 10 per season [5 Home]
	[ii]	Players: 20 plus Taverners
<p>Cavaliers Team. The Club will facilitate and serve as a Home base for the Theatrical Cavaliers. An agreed number of Cavaliers will join Merrion each year.</p>	[iii]	Fixtures: 10 fixtures [5 home]
	[iv]	Players: 12 Cavalier Members
<p>Veterans Team. Establish a Veterans team to compete against local teams</p>	[v]	Fixtures: 6 fixtures per season [3 Home]
	[vi]	Players: Veterans players members
<p>Womens Team. Maintain a Womens Team for parents, retired players and those new to the game. The team will compete in the lowest level of CL Womens Leagues.</p>	[vii]	Fixtures: D4 of Womens League
	[viii]	Players: 20 plus players
	[ix]	Registration: All players registered with CL

Membership and Social Activities

H: Community [3]



MERRION
CRICKET CLUB

H3 Through social activities engage further with the local community and other key stakeholders

Actions

Facilitate Neighbours
Encourage local residents association and management /
occupiers of apartment blocks to use club facilities for
meetings.

Community Programme
Review options for hosting [during the winter] Table Cricket
for children with disabilities in the community.

Key Performance Indicators

- [a] Hazeldene: Hold AGM and Social Function
- [b] Dunluce Hold AGM and Social Function
- [c] Residence A: Hold AGM and Social Function
- [d] Increase membership from Neighbours to [20]
- [e] Set up Table Cricket [2022]

Membership and Social Activities

H: Membership & Social Activities [4]



MERRION
CRICKET CLUB

H4 Expand social membership and encourage members to come down to club more often.

Club Functions

Neighbours

Canvass local area to increase membership of club.

Club Functions

The Club to hold Club functions throughout the year.

During the Summer these will be mainly outdoor BBQs.

Hospitality

The club will encourage members to come down to the club more often by offering hospitality at key matches.

Key Performance Indicators

- [a] Annual Club Dinner 40 Attending
- [b] Youth Presentation Night
- [c] Summer Curry Evening
- [d] Weekend Dining [Picnics] Service
- [e] Premier Match teas for Pavilion Members [2022]
- [f] Friday evening hospitality [U9 / Cubs]
- [g] Sunday morning hospitality [Youth]
- [h] Attendance at matches.

Cricket in Leinster

J: Administrative Posts



MERRION
CRICKET CLUB

J1 Ensure that members put themselves forward for election to Cricket Leinster Committee

Action

Encourage members to put themselves forward both for elected posts and as club representatives on Cricket Leinster committees.

Key Performance Indicators

- [a] Members serving on CL Committees
- [b] Fill all club representative positions

Targets [by end of 2024]

- [a] Elected to OCC
- [b] Elected to Discipline / Appeals
- [c] Representative on Women Committee
- [d] Representative on Youth Committee

Cricket in Leinster

J: Use of Ground[2]



MERRION
CRICKET CLUB

J2 Make ground available for external matches and training

Action

Agree medium term programme with Cricket Leinster / Cricket Ireland with regard to the use of the ground for elite training.

Facilitate CL in the use of ground as neutral venue for cup finals.

Key Performance Indicators

- [a] External matches
- [b] Training Hub

Targets [by end of 2024]

- [a] Make ground available for 1 neutral cup final
- [b] training Hub for [10] elite sessions per annum
- [c] One representative match per season.

Cricket in Leinster

J: Umpires and Scorers [3]



MERRION
CRICKET CLUB

J3 Increase the pool of officials [scorers / umpires] commensurate with the size of the club.

Action

As a major club Merrion has a responsibility for producing its fair share of umpires.

As matters stand the club is under-represented with only one active umpire and one match official coming from Merrion's ranks.

Players to be encouraged to volunteer for umpiring and the club will help fund any courses taken.

A programme for encouraging and training scorers across all sections of the club to start in 2021.

Key Performance Indicators

- [a] Number of Active Umpires
- [b] Number of Active Scorers

Targets [by end of 2024]

- | | | |
|-----|----------------------------|--------------|
| [a] | Active Umpires | 5 |
| [b] | Active Senior Scorers | One per team |
| [c] | Occasional Scorers [Youth] | One per team |