

Metrics	Indicators	Priorities	Action Plan	
Clubmark accreditation	Leadership	Role specification	Personal development Access to networks and resources	
		Succession planning	Talent identification and fostering Mentoring	
	Culture	Vision & mission	Clubwide contribution, awareness and commitment	
		Code of conduct implementation	Increase awareness and understanding Enforcement	
	Strategy	Club Development Process	Self-Assessment to identify clear priorities led by Leadership team	
			Agree timeframes to address identified priorities Creation, promotion and clubwide endorsement of Strategy & Action Plan	
	Risk	Risk management process	Risk register maintenance	
			Remediation programme for identified risks	
			CASC compliance Insurance cover adequacy	
	Annual Turnover	Scale	Balance relative to members/activity	Planned activity aligned to income/expenditure and capital constraints
		Growth	Increasing income from existing sources	Trading income incl commercial sponsorship Membership/playing income Fundraising incl. donations and sponsorship
			Developing new sources of income	Non-membership income Commercial activity development
Volatility		Financial management	Financial oversight 'systems'	
Net Assets	Surplus/loss	Financial performance	Income and expenditure budgeting/targets	
		Reduce tax/rates liability	Review legal status - CASC or Charitable/Limited liability	
	Investment	Capital Expenditure	Planned replacement and improvements	
		Divestment Grants	Rationalise or partial sale/leasing of assets to raise capital Systematic identification and application	
	Stability	Depreciation scheduling for asset replacement	Valuation of assets and agree timeframe for appropriate writedown	
Sustainability	Cash:Turnover ratio	Target cash reserves (typically 3-6 months operating expenses)		
Number of Members	Growth	Recruitment	Identification of sources & targeting Mobilise existing members Advertising & Promotion Playing formats, opportunities & accessibility	
			Retention	Induction process Monitor individual satisfaction/engagement
	Marketing	Local profile	External communications	
		Developing links with local schools	School partnerships	
	Value proposition	Cost	Subscription/fees levels by membership category Justification - cost reflective or comparability with other clubs/non-cricket activity	
		Satisfaction	Internal communications Forums/Surveys	
		Social environment	Range of events & activities	
			Inclusiveness	

	Product offer/experience	Playing environment	Mix of standards and formats
			Definition of success
	Engagement	Volunteering	Training and coaching
			Standard of facilities
		Participation in development	Opportunity & accessibility
			Promotion & communication
			Skills & competency mapping to required activity
		Recognition	Committees & sub-committees
			Working groups & individual initiative
			Role specifications
Number of Juniors	Coaching	Number of coaching hours	Parent engagement & partnership
			Price differentials
		Continuous professional development	Awards & celebration
	Development	Age profile	Delivered by level & ratios of L2/L1/CSW to junior numbers
			Reengagement of inactive coaches
		Transition to open age cricket	Funding of refresher/specialist courses
			Requirement to maintain appropriate ratios
	Environment	Safety processes	Age/gender/ethnic diversity
			Age range teams and competitions - % actively playing
			Age/ability segmentation of coaching
Welfare		16+ retention	
		Range of teams/formats - ages 16-21 - based on assessment of wants/needs	
Programme planning	Open age 'development' teams - leagues and competitions		
Number of games played	Facilities	Ground	Continuous health & safety assessment/monitoring - risk register
			Fully accredited Club Welfare Officer - ex officio member of executive
	Processes	Player Availability	Required Club Welfare policy and procedure implementation
			Junior/Parent codes of conduct - implementation & engagement
			Club official register - DBS, qualifications and current requirements awareness
		Weather management	All training session planned - age/ability relevant and progressive
			Accessibility/communication and availability gathering