



GRASSHOPPERS

# Strategic Plan

February 2022

Website Slides; Revision 1

# Strategic Plan – Chairman’s Message

From very humble beginnings in 1950, Grasshoppers has developed to be the outstanding club you see today. Without doubt we have a clubhouse and grounds that are second to none.

But of course such facilities come at a cost and now more than ever, despite a brilliant “community/amateur” ethos, we need to have stronger management and intelligent plans in place to ensure our long-term security.

Apart from general day to day running costs we know that we will incur major costs at various times (eg replacement of 3G pitch). It would be naive to say the least if we do not plan ahead for these circumstances. Hence this (first ever) Grasshoppers Strategic Plan. It has been produced without too much narrative to make it a quick easy read.

The challenge going forward is to balance “Community with Commercial.” We are clearly not a private company building up revenues for shareholders, but we do need to run a profitable organisation that has healthy reserves in place for future costs and potential expansion development.

We have a club and membership to be proud of. We want to be realistic, creative, objective, and continue to thrive to “Be The Best We Can”...for today and into the future.

# Strategic Plan – Executive Summary

## Our Mission

*To be a leading sports and social club providing first class facilities for rugby and netball for all ages whilst providing a fun and inclusive social hub in the heart of the community.*

## Our Values

*To nurture personable and friendly staff, coaches, volunteers and players so that they work or perform in a welcoming, secure and safe environment. To be open, friendly, inclusive, diverse, amenable and responsible in all our relationships.*

## Our Aspirations

*To be the best we can be in our sport, to ensure the long term financial strength of the club, to be a thriving epicentre of the community utilising our superb facilities for a wide range of activities.*

# Our Strategic Plan

## Purpose

- To give vision and purpose to the entire club
- To ensure Grasshoppers evolves, develops and thrives for the long term
- To inform and involve all stakeholders in how this is best achieved

## Ownership

- All Grasshopper stakeholders
  - Mini, Junior and Senior Rugby; coaches, captains, players, parents and volunteers
  - Junior and Senior Netball; coaches, captains, players, parents and volunteers
  - Supporters; Parents, Partners, Vice Presidents and the Public

## Relationships

- National Governing Sports Bodies
- Hounslow Council
- Middlesex Clubs
- Sponsors
- Schools
- Suppliers

# Key Elements - Planning and Organisation

## Organisation

We will strengthen our Executive to reflect the value of our asset, the complexity of its management, and the wide array of our responsibility to members, stakeholders and suppliers, and

We will look to harness the extraordinary talent within the Club so that together we continue to build a strong and vibrant club

## Finance

We will manage our cash flow efficiently and effectively in order to remain debt free; we will seek to constrain our operating costs while seeking ways to increase revenues through diversification of our sporting base and leveraging our facilities to generate additional income streams,

We will strive to build a reserve fund of £500,000 by 2030 to ensure we are prepared for large scale capital costs and / or expansion



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# Key Elements - Planning and Organisation

## Membership

We will expand our membership categories to attract a wider range of members, together with some innovation to payment structures to make membership and member expenditure easier

## Sport

We will always work to develop our Senior, Junior and Mini Rugby and Netball through active coaching, transition planning and player retention, and

We will diversify the sport which members and stakeholders enjoy at the Club, including Ladies Rugby and Veterans Football, and

We will strengthen our relationships with local communities and schools with a view to recruiting a wider player base across all our sport

## Social Events

We will increase the footfall at the Club by holding more number of big events for members and community, including beer, food and gin festivals, weddings and parties

# Strategic Plan – Proposed Organisation\*

\* s.t. AGM Approval

President  
P. Baveystock

Chairman  
M. Reilly

General  
Manager  
M. Gilmore

Director of  
Finance  
B. Pickett

Director of  
Membership  
N. Dance

Director of  
Rugby  
M. Gilmore

Director of  
I.A.  
G. Orishaguna

Clubhouse  
Manager  
T. Reilly-Atkinson

Director of  
Comms  
TBD

Director of  
Planning  
R. Jones

Director of  
Legal Affairs  
J. Easton

Chairs Netball  
K. Holding /  
E. Waddle

Accounts Clerk

Coaches, Team Managers, Physios, Safeguarders, Volunteers