



# WANSTEAD & SNARESBROOK CRICKET CLUB

## Minutes of the Management Committee Meeting held on Tuesday 6<sup>th</sup> October 2020 @ 8:00pm

**Present:** M. Pluck (MPI), N. Hutchings (NH), L. Enoch (LE), Arfan Akram (AA), S. Emmons (SE), M. Piracha (MPi), J. Ellis-Grewal (JEG), M. Bentley (MB), T. Hebden (TH), S. Andrews (SA).

### 1.0 Apologies for absence

None

### 2.0 Minutes of previous meeting

3.1 The minutes of the previous Management Committee meeting on Tuesday 23<sup>rd</sup> June 2020 were agreed as true and accurate records of proceedings.

**Action** NH to publish a copy of the minutes of the previous Management Committee meeting on the club website.

### 3.0 Actions from the previous meeting

3.1 *Look at putting up a protective canopy over the barbecue area at Overton Drive. This was no longer considered a viable option following an unsuccessful attempt to put up the canopy over the barbecue area.*

3.2 *Put together a discussion paper for the Accounting Review Group meeting – this would be carried forward pending production of the 2020 draft accounts in preparation for next year's AGM.*

**Action** LE to put together a discussion paper for the Accounting Review Group meeting following production of 2020 draft accounts early next year.

3.3 *Put together a Communications Officer job specification and advertise the role to club members – see under Development Report Progress in Section 4 below.*

3.4 *Arrange the one-off meeting of the Accounting Review Group – this would be carried forward pending production of the 2020 draft accounts in preparation for next year's AGM.*

**Action** LE/MB to arrange the one-off meeting of the Accounting Review Group once the 2020 draft accounts had been produced early next year.

3.5 *Send Scott Emmons a spreadsheet with the names of paid up members – completed. The SMART till at Overton Drive had worked really well in managing club member discounts and facilitating stock management.*

3.6 *Speak to Overton Drive landlords about getting CCTV cameras upgraded – the lighting in the car park was not really good enough for recording clear CCTV pictures at night. The landlords would review the lighting to ascertain whether*

it should be upgraded. It was noted that there had been no recurrence of anti-social behaviour since the lockable gate had been installed at the entrance to the car park.

- 3.7 *Produce and send a formal response to the club president regarding his concerns about Scott Emmon's Diverse Books for Schools initiative – completed.* The rationale behind this worthwhile initiative had been clearly explained and accepted.
- 3.8 *Publish a copy of the minutes of the AGM and the previous Management Committee meeting on the club website – completed.*
- 3.9 *Forward the list of paid-up members to the company that supports the smart till so that the cards can be updated – completed.* See 3.5 above.

#### 4.0 Development Report Progress

- 4.1 Matloob Piracha presented the paper he had circulated prior to the meeting. The Management Committee had approved thirteen main recommendations in the 2018-2022 Development Plan, published in August 2018. It was noted that progress on the implementation of a some of the recommendations had been delayed as a result of Covid-19. However, the pandemic had provided multiple examples of the club's resilience in the light of the unprecedented challenges facing all recreational sport. The ability to react quickly to the imposed changes and the positive response on the part of all club members had been extremely encouraging. We had learned a lot from this experience and were only too aware that we continued to operate in an uncertain environment. We must continue to be watchful and balance our priorities. The following progress had been made in relation to the main recommendations in the report:
  - i. **To approve the preparation of a PR style report on the Herons for current and potential members, sponsors, grant providers and the wider cricket community** – this report had been prepared and favourably commented on by Management Committee members. The consensus at this stage was to defer wider circulation until more progress had been made with regard to developing our communications capability.
  - ii. **To review the effectiveness of the club's management structure and how to deal with retirement of key personnel** – major changes had been agreed and implemented, specifically the formation of a focussed fundraising committee (as part of Project Heron – see xiii below) and a Sports Subcommittee had been introduced to draw an important distinction between operational and strategic issues. The latter were the primary focus on the Management Committee. The Welfare function served all committees, as well as the football section. See iii below for further details of the plan regarding the retirement of key volunteers.
  - iii. **To consider a more structured volunteer recruitment and development programme, including the appointment of a volunteer co-coordinator to identify, communicate and monitor vacancies. An integral feature of this is to continually raise awareness that the Herons is a members' club and not a service provider** – this was a three-year initial programme. Overall progress had been encouraging with some important initiatives having been delivered. These included the appointment of a volunteer co-

ordinator (Len Enoch) and the formation of the Volunteer Steering Group (VSG). This would be chaired by Matloob Piracha with other members being Trevor Hebden, Martin Pluck and Len Enoch. This group had the authority to co-opt members as appropriate. A VSG secretary had also been appointed. This group's responsibilities would include the preparation of a volunteer manual to contain interview/selection criteria, volunteer DBS clearance, preparation of job specifications (these were being put together as required) and development of a skills database containing details of volunteer vacancies and the experience, skills and training that were required. Key appointments already made included Assistant Treasurer and a new Head of Junior Cricket to succeed Stuart Phillips.

- iv. **To identify an assistant to understudy the Welfare Officer. The (re)appointment of members of the safeguarding panel, with clear identification on Friday evenings and at busy major events (perhaps with photo display and identification badges) should be implemented** – Covid -19 had placed considerable pressure on the club's welfare capability, with there being an urgent need to oversee the evaluation, drafting, publication and interpretation of policy in an unstable environment. It was noted and welcomed that Trevor Hebden would continue as club Welfare Officer. His knowledge of the club and his Welfare contacts within the Essex CCB were considerable but it was also recognised that he needed better support. The Welfare policy document would be shortly available and, in line with best practice, this would require regular reporting to the Management Committee of key evidence of compliance. Trevor Hebden referred to some of the practical difficulties of obtaining police checks during the lock down but recently he had been able to circulate a comprehensive list of volunteers who required and had obtained DBS clearance.

It was agreed that the VSG, in conjunction with Jon Gritten who would be co-opted for this topic, would be authorised to review and finalise the revised Welfare policy document and to then agree the membership of the Welfare Panel members.

<b>Action</b>	<u>LE/TH</u> to complete Welfare policy document.
<b>Action</b>	<u>VSG/TH</u> to agree roles and membership of Conduct & Child Protection Panel
<b>Action</b>	<u>TH/LE</u> to work with John Gritten to categorise volunteers/managers for DBS purposes

- v. **To include a representative from the Ladies section on the Social Committee** – this had been achieved and there now several lady members on the Social Committee. Len Enoch would work with Scott Emmons on an associate member model to facilitate the engagement of parents of younger members as volunteer representatives for their respective age groups.
- vi. **To prepare a communications strategy** – an initial paper had been prepared and, based on this, several ideas and potential initiatives were

now under consideration. We were actively recruiting for volunteers for two communications-related roles.

- vii. **To consider a better explanation of junior development (Friday coaching groups and coaching programs, manager groupings, access to junior and adult matches)** – this was an important communication issue that it had not been practical to implement this year because of Covid-19. This would be a priority for next year. An important by-product of Project Heron (see recommendation x below) had been the establishment of an online net booking system. This had already been very successful and would support a better utilisation of net and ground usage for next season.
- viii. **To consider the possibility of re-establishing a Grounds Committee, with responsibility to look at the maintenance aspects of all cricket-related facilities at the club, including the nets** – further to the publication of the Development Plan, the Management Committee agreed that there was no longer a need for a Grounds Committee and it was removed from the Constitution when this was updated following adoption of the revised Constitution at the 2019 AGM. At the July 2019 Management Committee Meeting Trevor Hebden was given formal responsibility for maintenance of the pavilion at Overton Drive
- ix. **To consider the introduction of a women’s membership category similar to the men’s ‘occasional players’ option** – this category was introduced in the 2020 membership.
- x. **To research the potential for securing additional contributions from members, for example with the use of appeals, to fund specific capital projects, and to review our approach to providing assistance to members with particular financial hardship** – the club really came of age during Project Heron and in the way it reacted to the Covid-19 crisis. We definitely gained experience of how to develop these concepts further. This initiative is ongoing.
- xi. **To continually seek sponsors and recognise that they can often provide a valuable source of advice** – see vi and x above.
- xii. **To monitor the efficiency of the clothing supplier – attendance at junior registration has been agreed** – the supplier attended the 2019 junior registration session and there no longer appeared to be any issues here.
- xiii. **To establish a project to refurbish the Overton Drive permanent nets** – new nets were in place before the start of 2020 season. This Project Heron initiative had been an outstanding success.

All Development Report recommendations should be completed by the start of next season

## 5.0 Coronavirus update

- 5.1 The 2020 cricket season ended at just the right time with respect to both the arrival of favourable weather conditions and the onset of phase 2 of Covid-19. Whilst the Overton Drive clubhouse remained open the open hours had now been restricted. As per government guidelines, groups sitting together would

be limited to 6 and masks would be required when inside. Football at Nutter Lane was also adhering to the same protocol, with players turning up in their kit and not using the changing rooms.

- 5.2 There would no indoor adult 6-side cricket and adult net practice would not recommence until the new year.
- 5.3 Junior indoor coaching was being organised by John Gritten at other venues until Len Enoch had been able arrange indoor training at Caterham again. The aim would be to start to use Caterham from November with only 2 nets being in operation. Restricting attendance would have financial implications as we would not be able to fully recoup the costs of hiring out the Caterham facilities. The key to going ahead with the indoor coaching would be that everyone must feel safe at all times. We would expect Caterham to produce a Risk Assessment, which we would supplement. It was important to remember that Redbridge had some of the highest Covid-19 figures in London at the moment so we would need to pay special attention to the well-being of our members. John Gritten, Len Enoch and Trevor Hebden would be working closely together to ensure all the safety protocols were in place. As regards indoor games, the Metropolitan Essex District Cricket Board (MEDCB) would provide details of the junior leagues – these should be available imminently.

*The Management Committee would like to thank Trevor Hebden and his MEDCB colleagues for all their work in getting so much junior cricket played across the Metropolitan Essex area.*

## 6.0 Fundraising

- 6.1 The final task required to complete the setup of the Overton Drive nets was the installation of an electricity box over the next couple months. This would provide the power required for the bowling machine.

**Action** TH to provide a pickaxe to enable the digging of a trench for the electricity cable.

- 6.2 The next step in the Project Heron initiative was to carry out the refurbishment of the changing rooms and men's toilets at Overton Drive. A meeting had taken place with two architects to discuss putting together the plans for this building work. The architects were Jason Harris of T-Space and Daren Flight, who did the drawings for the ladies' toilets and the revamp of the bar and kitchen area at Overton Drive. Once they were available, the proposed plans would be circulated to members for comment. To qualify for any grants, we would need to obtain quotes from 3 builders. The earliest date this work could be completed would be in time for the 2022 season.

## 7.0 Treasurer's Report

- 7.1 **More optimistic outlook** – back in April the worst-case scenario was modelled when putting together the financial forecast for the remainder of 2021 and through to the end of March 2021. At the time it was assumed that there would be no income from cricket or the bar and that it would not be possible to furlough employees. Fortunately, we were able to start playing cricket in early

July and managed to complete a truncated, but very successful, season. The financial figures presented by the Treasurer showed significant positive variances that reflected the change in circumstances since July. The key differentiating factors were:

- The original necessarily prudent April forecast, which was now being revised
- Subscriptions were 83% of the previous year thanks to our being able to open the nets for practice and also due to the fact that league cricket being played
- We had taken in match fees were £7,000. The original assumption was that there would be no income from this source at all
- We were able to take advantage of Redbridge grants
- Gift aid of £3,000 on the generous donations from club members
- Bar income
- The highly successful 'virtual' Race Night

The following key points were highlighted:

- **Subscriptions** – we had roughly the same number of adult playing members as last season. 75% of juniors renewed their membership and 50% of ladies (although some may have joined as associated players). There was also an increase in social membership, with more parents joining thanks to the bar discounts available to people with membership cards
- **Match fees** – due to the reduced number of games played during the truncated season these were 62% of the previous year.

*The Management Committee would like to acknowledge the fantastic efforts of the groundsmen, especially Matt Grice, that enabled us to play such a large number of games in a significantly reduced period of time. On at least one occasion we managed to play 3 interclub games on the same day and the groundsmen were able to facilitate the playing of an enormous number of junior games.*

- **Bar income** – despite the restrictions and reduced opening times over the summer the bar did very well, especially during cricket week.

7.2 **The next 6 months** – we were starting from a stronger position than we had originally expected and the following assumptions were being made when putting together the forecast until 31<sup>st</sup> March 2021

- No bar income for the next 6 months
- Existing bar staffing levels would be maintained
- Sponsorship would be renewed
- Ground costs would remain the same
- We would keep our current groundsman
- We would start the 2021 season with twice as much in the way of cash reserves when compared to the forecast originally made in April this year

- A more realistic 2021 forecast would be modelled this time based on 2020 experiences

7.3 **Upcoming incremental income** – we would look to focus on the following areas:

- A push for more sponsorship
- Increasing fundraising initiatives
- Detailed analysis of bar margins based on smart till data
- Developing a strategy for gaining additional grants once plans for the pavilion at Overton Drive were clearer. We would be able to apply for further grants from Sport England after an 18-month hiatus and the club would explore the possibility of other grant avenues (eg Veolia's Recycling Fund for Communities). We would look to use the grant consultant who had done such a good job on helping secure grants for the nets.

7.4 **Upcoming costs** – the following had been identified:

- Minor cricket related expenses. These included items such as sight screens and benches needed for the 2021 season.
- Bar facelift, including new fridges, providing coffee and increasing products that we provided to members. We were looking at the recent upgrade that Eton Manor Rugby Club had made to their bar to help crystallise our plans here. The aim was to have these changes in place for the 2021 season.
- Pavilion refurbishment – this was a significant undertaking that was a key component of Project Heron Phase 2. As noted above, the architects had been briefed and further grants would be possible to help pay for this. The target was to have this work complete for the 2022 season.

7.5 The club had reacted remarkably quickly to the challenges posed by the Covid-19 outbreak and the original lockdown. Members had responded positively to the safety measures that we had to introduce and the club's community roots and focus had come to the fore during the potentially existential crisis that we faced. We should publicise the club's community ethos and the commitment to enhancing the facilities that we offered.

**Action** MP to circulate an update to all members regarding the state of the club following the difficulties faced as a result of the coronavirus pandemic.

*The Management Committee would like thank two club members who generously covered the subscriptions of more than 20 members who were unable to afford this year's fees because of the challenging economic climate caused by the coronavirus lockdown.*

7.6 **Financial admin** – Mark Bentley was now an authorised bank signatory and had online access to the club's bank accounts. Following the unexpected decision by our Building Society to close our account, the money in this account had been transferred to the club's bank deposit account.

## 8.0 Bars

### 8.1 Bar Chairman's report

The comparative figures for the last 3 months were as follows:

	2020	2019
July	£10,600	£6,820
August	£17,059	£11,279
September	£6,800	£8,722
	<b>£34,459</b>	<b>£26,821</b>

August had been an especially strong month thanks to the highly successful cricket week and the T20 home game against Buckhurst Hill, which attracted a very large crowd.

5 functions booked for September had been cancelled as were all other events through until January 2021.

There had been a good response by members to having to wear a mask when in the bar.

*The Management Committee would like to thank Lynn and Nichola for all their help and hard work over the summer.*

## 9.0 Facilities

### 9.1 Grounds

Matt Grice had done an exceptional job in preparing pitches at both grounds considering the number of games played during a compressed period of less than 2 months.

End-of-season work was being carried out on both grounds. The FA had provided a £25,000 grant for work required on the football pitch at Nutter Lane.

The landlords had agreed to pay for the repair of the fencing between the pavilion and the tennis courts at Overton Drive.

For heavy users of the nets, it was agreed that a session should be arranged to explain the maintenance tasks that they should carry out after using the nets. If possible, this should be done before Christmas.

### 9.2 Buildings

A leak at Overton Drive had been repaired and repainting of the affected area was scheduled to take place during the October half-term. Remedial work was also required to the windows in the home dressing room.

**Action** TH to start work on providing a temporary fix to the windows in the home dressing room at Overton Drive.



Fayyaz had been booked to service the two boilers at Overton Drive during the week beginning 12<sup>th</sup> October.

### 9.3 Insurance

Following to insurance claims as a result of a break-in at Nutter Lane and a water leak at Overton Drive, Aviva's premium for insurance buildings (Overton Drive and Nutter Lane) and the nets at Overton Drive had increased significantly. In comparison to last year's figure of £2,660 we were now paying £4,536 (negotiated down from the original quote of £5,100).

## 10.0 Social

10.1 This year's cricket week had been the best for turnout and bar takings for the last 3 years. This was a tremendous success, especially when viewed in the context of the coronavirus situation. The outdoor bingo had been especially popular. The golf days had also been very well attended.

10.2 The Social Committee was looking at what events the club could stage over the winter. A quiz was being considered, although the practicalities of hosting this at the club were in question given the ongoing social distancing rules. A 'virtual' alternative was a possibility, although arranging a viable quiz over Zoom was likely to be challenging. Following the outstanding success of the Race Night on the 16<sup>th</sup> of May, the aim was to arrange another virtual event sometime in November. A start of season ball next April was also being looked at, although once again the existing Covid restrictions currently in place were likely to make this unrealistic.

10.3 We had purchased an outdoor gas heater to make sitting at the outside tables at Overton Drive more comfortable following the onset of autumn. This had been a very successful initiative and we were considering getting two more. Finding somewhere to store these when they were not in use was challenging and it was agreed that we should look at getting another heater and making these permanent fixtures. Consideration should also be given to the environmental impact of these heaters and the carbon-offset options.

**Action** SE to look at the option of electric, rather than gas, outdoor heaters to ascertain the relative costs of running these and the environmental implications.

**Action** SE to organise the purchase of a second outdoor heater and get both heaters 'concreted-in'.

## 11.0 Safeguarding

11.1 Safeguarding considerations were covered under Development Report Progress (see section 4 above).

## 12.0 Feedback from Sports Subcommittee

12.1 The most recent meeting of the Sports Subcommittee had taken place on 29<sup>th</sup> September and minutes has been circulated to members of the Management Committee. The 2020 season, although greatly abridged, had been a very

successful one for the club. The 1<sup>st</sup>, 2<sup>nd</sup> and 5<sup>th</sup> XIs had won their respective leagues with the 3<sup>rd</sup> finishing runners-up by just one point. The 1<sup>st</sup> and 2<sup>nd</sup> XIs had gone through the League season undefeated. The U19s had won the Essex U19 T20 Competition and the U12s the Brian Taylor Trophy thanks to a last ball victory. Importantly, the participation levels at all levels had been extremely high. This was a tremendous effort by everyone at the club, including players, captains, managers, coaches and supporters.

- 12.2 The captains and vice-captains for next season had been agreed with only one change from the 2020 season – Dave Ramdial would be standing down as 6<sup>th</sup> XI captain.

*The Management Committee would like to thank Dave for his outstanding contribution over many years and his commitment to developing and supporting junior members as they were being integrated into adult cricket.*

- 12.3 A new Head of Junior Cricket, John Gritten, was now in place following Stuart Phillips' decision to stand down. Stuart would continue to be actively involved in the junior section.

*The Management Committee would like to thank Stuart for everything had done for junior cricket at Wanstead over the past 5 years.*

### **13.0 Any Other Business**

- 13.1 No AOB issues were raised.

### **14.0 Date of next meeting**

- 14.1 The next meeting would take place on Monday 14<sup>th</sup> December.