

Q12

What other critical information or support do you need from ECB, County Boards or others?

Nothing:
too much
information
overload
already and
it's all
speculation

Leadership
and
decisiveness:
a routemap

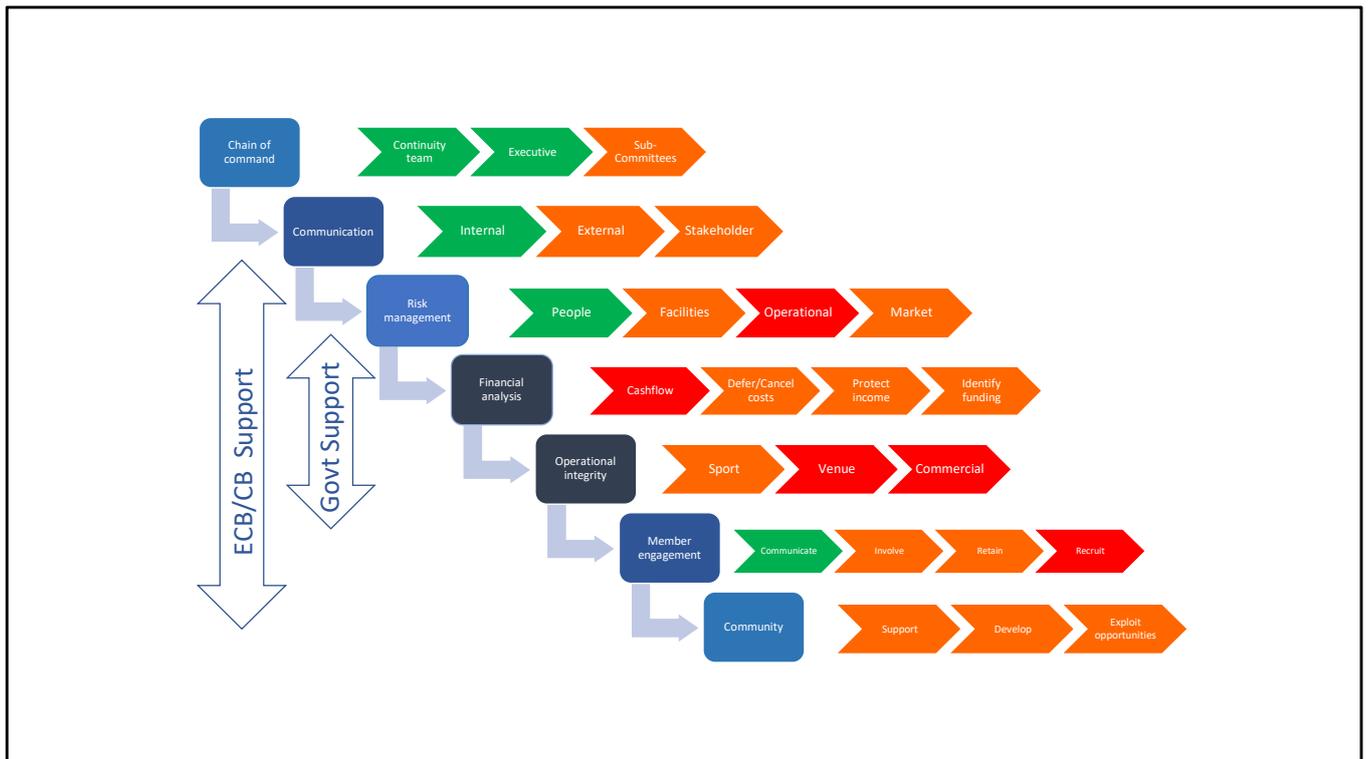
Practical
day-to-day
guidance
and advice

Q12 was a freeform response

Comment from around 50% of respondents

130 or so comments fell into 3 broad buckets:

1. Those overwhelmed by information.
2. Those wanting clear guidance from CBs and particularly ECB. A routemap for resuming game.
3. Those seeking practical guidance and advice. Focus of this call.



If you already get too much information then presumably you're not on this call

And yes, there's a lot of speculation.

So if you expect ECB to be able to predict how the situation to pan out and begin to develop a routemap then that's a little unfair; who gave them a monopoly on the judgement of Solomon?

But we can imagine a range of scenarios and begin to think through scoping responses.

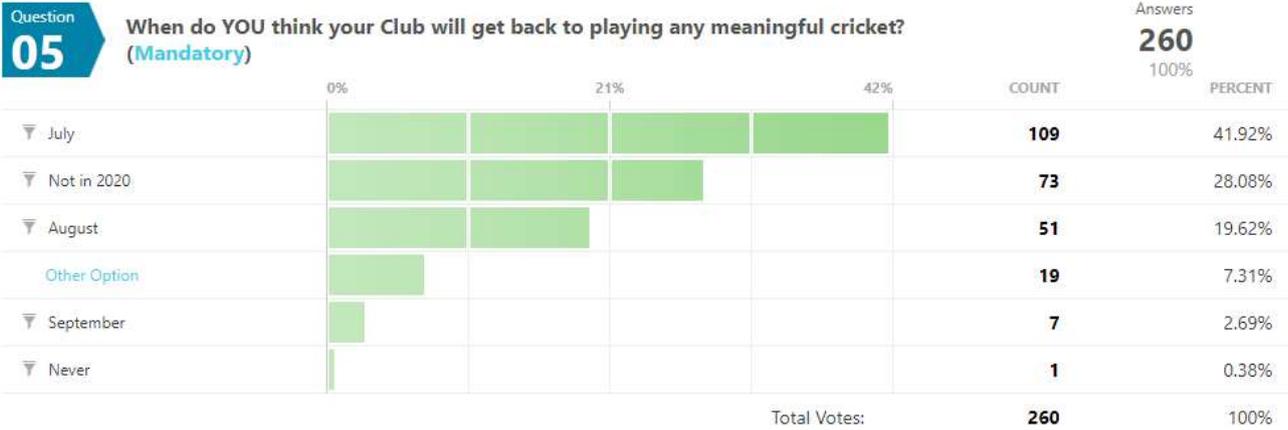
It's what I do for a day job. I help companies better manage the unmeasurable. And investors ways of valuing things without a price. So continuity planning in time of unprecedented crisis is sort of in the same ballpark.

I briefly introduced this Business Continuity model last time. It's a fairly standard basic model I used for my club. Not for pandemic, obviously, or asteroids or the earth being burned up by the sun in 4 million years.

I thought I would go through in a little more detail and forward project on how things might develop.

I assume no-one on the call things will be going back to normal anytime soon?

Result Details



First a VERY quick skate over Survey results as

- a) we covered earlier results last time
- b) Already posted in LinkedIn group and on website

18-26 April when paused in agreement with ECB

\$64,000 question: when will start playing again.

42% sticking with July but this was 48% in first week.

'Not in 2020' went from 20% to 28% in week 2

Fast moving picture and changes daily if not hourly

The diagram illustrates a strategic flow starting with 'Operational integrity' (blue rounded rectangle), which leads to 'Sport' (yellow arrow), then 'Venue' (white arrow), and finally 'Commercial' (white arrow). Below this flow are two screenshots. The left screenshot is titled 'Overview of Reopening Phases Commencing May 18th' and shows a multi-phase plan for Ireland. The right screenshot is from the Cricket World website, featuring an article titled 'Return to Cricket: what will recreational cricket look like when the Covid-19 'Lockdown' eases?' with a list of recommendations.

Operational integrity

Sport

Venue

Commercial

cricketworld

Virtual Cricket | Live Scores | Live | Series | Cricket Betting | News | Women | Countries | County Cricket 2020 | Features

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Covid-19 - All You Need to Know - Useful Links and Resource Centres Around

Return to Cricket: what will recreational cricket look like when the Covid-19 'Lockdown' eases?

- Face masks for coaches/umpires
- Disposable gloves for coaches & participants
- Social distancing marked out with cones/discs
- Appropriate outdoor/indoor refreshments and toilet facilities
- Hand washing facilities on site
- Sanitising gel
- Most at risk groups asked to respect government advice
- No sharing of equipment

“Following the Government’s latest advice around social distancing, it is with sadness and reluctance that we **recommend** that all forms of recreational cricket are for now suspended.”

ECB Statement 18th March

Operational Integrity is looking at how you operate your key functions – the sport, the club as a sporting and social venue and your commercial activities including marketing and sponsorship.

But wanted to focus on Sport as this is the answer to \$64,000 question. If we get back on pitch in next few weeks then many other issues recede.

But when? We hear from Boris on Sunday.

The phased approach adopted by Irish govt creating some excitement. Perhaps a template for UK? This indicates we could see practice and some internal cricket in June and competitive sport by mid July

But that was 2 days ago. Press briefings led to headlines today suggesting significant easing. By 5.00pm today that’s not the case.

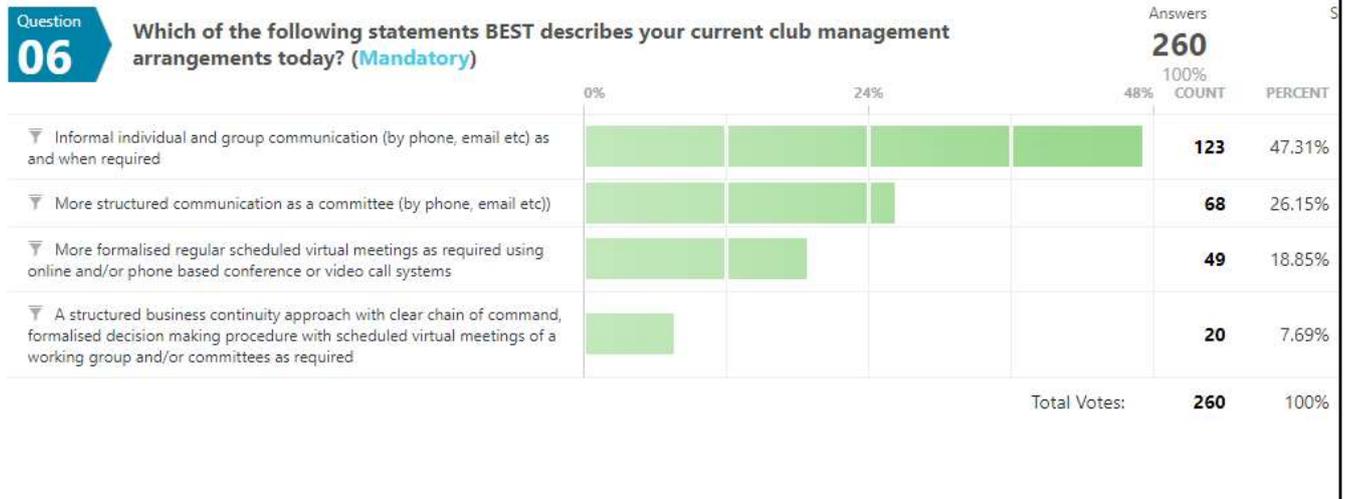
But what will cricket look like if and when? Cricket World has been postulating. Maybe not everyone’s idea. And does it mean some truncated type of game? So not league?

And what if those who make rules – leagues, counties and ECB – are risk averse. If we’re left with half a season or less, playing under restrictive conditions, are leagues likely to call it a day prematurely?

In those circumstances, could or indeed should clubs go it alone? Will players (and parents) want to play – given opinion polls showing people are inclined to maintain lockdown conditions even after lockdown eased – and/or travel one end of county to other.

Apparently so according to Cricket World and their insurance advisors. Time to start arranging local friendlies?

Result Details



Most clubs are making best of situation

Not effecting any significant business continuity process

Perception that a relatively short-term fix needed; at least in terms of club governance.



1. Effectiveness
2. Involving people
3. Succession planning
 - Harnessing relevant professional skills and competences
 - Discovering hidden talents
 - Spotting development potential

Clubs are getting by

Clubs have introduced new technology which is a big advance in some cases.

But if situation persists and major decisions have to be made or workstreams undertaken, how are you going to manage that?

Maybe it's as it has always been done; by YOU or someone like you, getting on with it and reporting back.

But is that always comfortable? And in a time of huge risks, volatility and uncertainty. Not to mention complexity and ambiguity.

And could this be an opportunity – more and smaller informal working - to bring new people in:

- The newly less busy
- Less frequent commuters
- Those whose day job is or involves significant elements of risk or project or continuity management. Any systems people in the Club?

Or give scope to discover hitherto well disguised talents already on the committee?

And earmarking for future greatness!

Result Details

Question
07

Which of the following statements **BEST** describes your Club's current risk management approach? (Mandatory)

Answers

260

100%
COUNT

PERCENT

	0%	38%	76%	COUNT	PERCENT
<input type="checkbox"/> Informal assessment of risks related to club closure such as keeping people off site, managing ground, maintaining property				196	75.38%
<input type="checkbox"/> Extended formal risk assessment including business continuity, employee health and wellbeing, membership retention, other operational and commercial considerations				33	12.69%
<input type="checkbox"/> Updated formal risk assessment based on new circumstances but no significant extension to scope				31	11.92%
Total Votes:				260	100%

Similarly in risk management, most clubs have done what they needed to do.

Close down club and keep people off site and adhering to government guidance.

Again little long-term perspective.

Risk Management

People

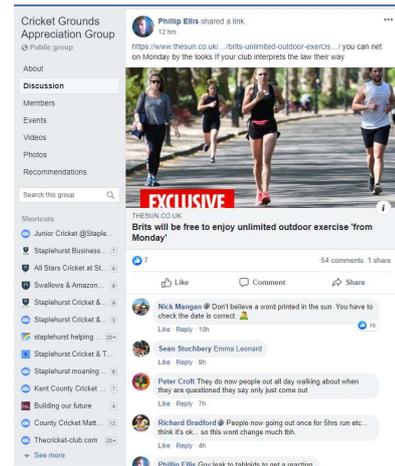
Facilities

Operational

Market

People risks:

1. Health & wellbeing
 - i. employees
 - ii. contractors
 - iii. volunteers
 - iv. members
 - v. public
2. Welfare
3. Retention
 - i. volunteers
 - ii. members



You've done the basic things;

- shut up the clubhouse
- turned the water off
- locked the gate

That's the easy part.

What happens when we start to come out of lockdown but with limitations in force?

When people begin to push the envelope. Some of the CGAG already speculating.

Your younger members wanting to use nets or even the ground for games?

How does that fit with your vulnerable ground person?

Will you come under pressure to allow distanced drinking outside? Your ground will make a nice beer garden. Especially if local pubs remain shut?

What else can you foresee in a phased-lockdown-easing process?

Who is going to make decisions and how? And enforce them?

Welfare processes when the Welfare Officer isn't around or not accessible?

Renewal of DBS and Safeguarding certificates. And policing new types of informal play but on YOUR ground at YOUR risk?

And the BIG risk.....or maybe not. Can you retain people if there's less, little or even NO cricket this summer? And Volunteers getting out of the habit?

Result Details

Question
08

Which of the following statement best describes your club's current level of forward-looking financial analysis: (Mandatory)

Answers
259

	0%	15%	30%	100% COUNT	PERCENT
<input type="checkbox"/> A reasonably detailed consideration of immediate financial needs and beginning to explore longer-term financial impacts				77	29.73%
<input type="checkbox"/> A detailed analysis of short and longer-term cashflow giving a clear picture of financial position for at least 6 months				67	25.87%
<input type="checkbox"/> A detailed analysis of short and longer term cashflow giving a clear picture of financial position for at least 6 months and a reasonable view for 12 months or more				67	25.87%
<input type="checkbox"/> A fairly simple scoping of immediate needs with no detailed exploration of longer term requirements				48	18.53%
Total Votes:				259	100%

But not when it comes to finance – more long-term perspective.

50% have done minimum 6 month cashflow forecast.

The rest are working towards that with varying degrees of urgency and sophistication

Most will have already realised there is a short, medium or long-term problem but those fears reaffirmed.

Result Details

Question
10

What percentage of membership subscription income do you expect your club to collect this year compared with last year? (Mandatory)

Answers
260
100%

	0%	22.5%	45%	COUNT	PERCENT
0-25%				115	44.23%
26-50%				74	28.46%
51-75%				43	16.54%
76-100%				22	8.46%
Not relevant				5	1.92%
More than 100%				1	0.38%
Total Votes:				260	100%

44% expect to recover 0-25% of subs this year compared with last.
Presumably most are 0%

73% expect less than 50%

Question
09

Which of the following list of financial support packages do you expect to apply for in the coming weeks/months? (Mandatory)

Answers
260
100%

Skips
0
0%

Heat Map Bar Chart

Values Percent

	ALREADY APPLIED	PROBABLY	POSSIBLY	UNLIKELY	NOT RELEVANT
Business Rates Holiday	80	13	8	12	147
HMG Grant Scheme	91	15	32	40	82
Job Retention (Furlough) Scheme	36	7	3	13	200
VAT Deferral	20	12	13	24	191
HMG Loan Scheme	0	3	23	113	121
ECB Loan Scheme	5	21	48	133	53
ECB "Return to Cricket" Grant	5	62	74	70	49
Sport England Community Emergency Fund	58	36	56	67	43
Other Sports Governing Body funding	2	20	55	99	84
Other Community/Charitable Funding	14	24	70	89	63

How to fill the funding gap.

Government schemes popular but still only for a minority.

Are those unlikely or only possible applicants – assuming they are eligible - turning down £10k free money

Tom Harrison said this week 2,000 of 6,000 clubs eligible. 1/3 eligibility must be higher in predominantly Clubmark clubs?

Sport England and ECB schemes relevant for those who cannot access government funding - funders of last resort.

Few looking at other funders at this stage

The composite image illustrates financial analysis and funding options. At the top, a process flow consists of four yellow arrow-shaped boxes: 'Cashflow', 'Defer/cancel costs', 'Protect income', and 'Identify funding'. To the left is a blue box labeled 'Financial analysis'. Below this, a quiz question asks: 'Which of the following list of financial support packages do you expect to apply for in the coming weeks/months? (Mandatory)'. The quiz shows 260 correct answers and 0 skips. To the right of the quiz is a table with two columns: 'ALREADY APPLIED' and 'PROBABLY'. The table lists various funding sources with corresponding counts.

	ALREADY APPLIED	PROBABLY
Business Rates Holiday	33	13
HMS Grant Scheme	91	15
Job Retention (Furlough) Scheme	38	7
VAT Deferral	20	12
HMS Loan Scheme	0	3
ECB Loan Scheme	5	21
ECB Return to Cricket Grant	5	62
Sport England Community Emergency Fund	58	36
Other Sports Governing Body Funding	2	20
Other Community/Charitable Funding	14	24

Below the table are three overlapping images: a Charity Excellence Framework website, a charity website for Stokenchurch Cricket Club, and a GoFundMe crowdfunding page for the same club. The crowdfunding page shows a goal of £3,591 raised of a £5,000 target, with 249 donors and 54 followers.

So we looked at the obvious sources of funding that clubs have been applying for....or not.

I know many – especially those unable to access government schemes – have been disappointed by restrictive nature of Sport England and ECB schemes. Especially the turnover limits.

Few appear to have been looking more widely.

But in response to the Pandemic many funders have been amending their criteria or relaxing eligibility rules. Many new sources have appeared.

Access to this site was put up on LinkedIn a few weeks ago. Charity Excellence Framework site <https://www.charityexcellence.co.uk> . For community groups and clubs as well as charities.

Probably most comprehensive I have seen. Now grown to over 500 funders. Not all relevant but many are.

You may need a dedicated grant writer in club but.....

And modern equivalent of passing cap around is Crowdfunding. Online and systemized. Enables automatic reclaim of basic tax.

This is Stokenchurch but I know many others doing through Just Giving and others. There is also the ECB deal with SPACEHIVE originally for Dynamos but now extended and they will kickstart with £100.

Result Details

Question

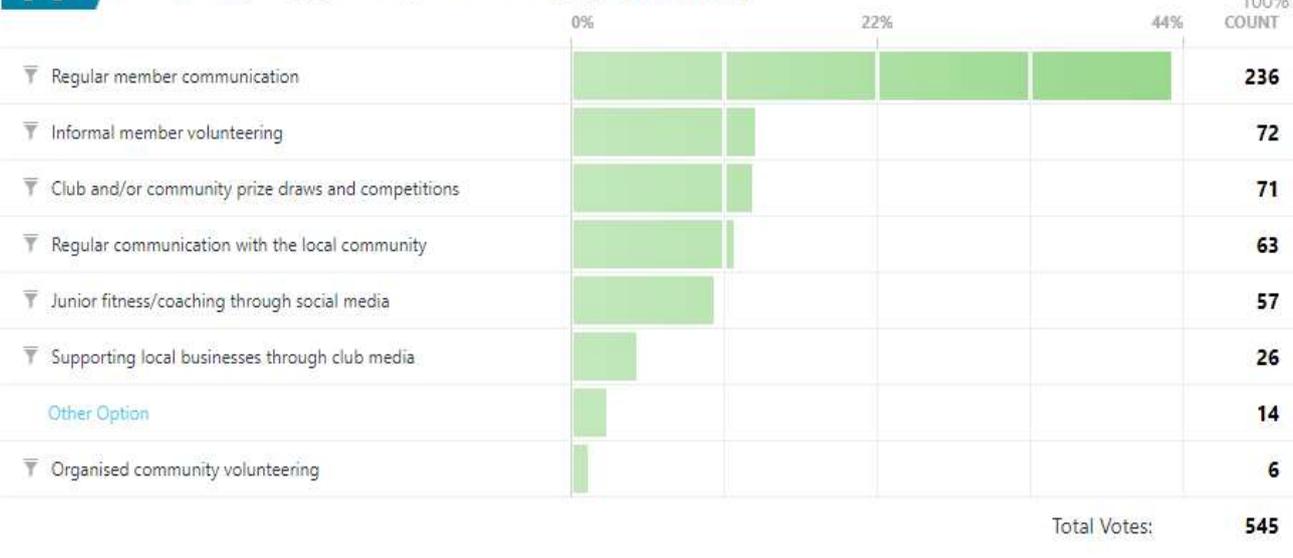
11

Which of the following activities are you undertaking to maintain member and local community engagement (tick all that apply) (Mandatory)

Answers

260

100%
COUNT



And high percentage of clubs communicating with members but why not 100%?

Lots of other activities going on and increasing as time goes on.



Are members always an internal audience:

- owners and risk sharers?
- contributors or volunteers?
- customers or external stakeholders?

We have talked about communication and we will go into member communication and engagement in more depth shortly.

But if your communications are done by a communicator, or if they're not, one assumes they have done the Comms 101 thing of identifying who your audiences are?

So how do they view your members?

Let's face it we know they're not an homogenous mass: I have identified three groups here. There may be more in your club.

You will need to tailor your messages appropriately. And seize the opportunity of COVID-19 to mould member communication – and the platforms you use - going forward.

Those with high commitment – those who see themselves as owners/partners/shareholders. In Ltd company clubs that may well literally be the case.

Can you bring them in? Share the challenges. Acknowledge the risks. Can they help e.g. take on some fundraising or put hands in own pocket?

What about those who give time or support activities. Not just acknowledge but encourage more. Take on roles.

And what about those members whose relationship is purely transactional. I pay to play or I pay for my children to play. Are you going to tell them the same things or do you need to consider projecting the brand. Yes honest, authentic communication but designed to retain loyalty. Retain them.

Member engagement

Communicate → **Involve** → **Retain** → **Recruit**

Cartmel Cricket Club @CartmelCricket - 1m
Fresh new look for wherever we can resume...Huge thanks to @hadwinthony

Copdock & Old Ipswichian Cricket Club @CopdockOICC
Last night we went past the £2000 mark, fantastic progress inside a week but please keep donating if you can & spreading the word as we try to get closer to our target #healthcarehundred

THANK YOU The Healthcare Hundred
SOME INCREDIBLE PROGRESS BEING MADE BUT WE STILL NEED YOUR HELP!

£2000

Bexley CC liked **Sixes and Wickets** @SixesAndWickets
IT IS TIME FOR THE FINAL!
@BexleyCC take on @PlumptonCricket and the sta could not be higher!
Whichever club gets the most votes will be crowned champions!
Cast your vote here: polltab.com/1uiZVTAUJQ
sixesandwickets.com/club-knockout/
#SixesandwicketsKO

Wolverhampton Cricket Club
Thanks Amber for a brilliant coaches challenge 🏏👏 To all our junior members and friends, please send your video to ambersandru2@gmail.com. We will collate, edit and post soon 🙌🏏 #wccocoacheschallenge

THE FINAL
2 Clubs remain but only 1 will be crowned the champion!

Member retention through involvement not just communication

We discussed last time and this whole area has exploded in recent weeks:

- Distanced and sole volunteering; indoors and out
- Fundraising for good causes – club, local groups, NHS
- Supporting local volunteer schemes
- Virtual sport and competitions, quizzes etc
- Virtual junior coaching and activities.

If need ideas just go to Twitter – don't need to be registered – and search #cricket #fundraising and you will find literally hundreds of examples from clubs across the country.

ECB planning All Stars and Dynamos content. Why not give clubs access to share content through own platforms and not go direct? Clubs need to retain kids and families too.

Community

Support

Develop

Exploit opportunities



Reaction	Count
Like	2
Love	10
Comment	3
Share	10

Post Clicks	Count
Post Views	0
Link Clicks	48
Other Clicks	81

And finally your wider community – future members and key stakeholders - let them know what you're doing. Project the brand and promote goodwill.

Sponsors and future sponsors need help too. And win-win in terms of local community engagement.