

Wanstead & Snaresbrook Cricket Club (Incorporating Snaresbrook Football Club)



Founded in the Year 1866



“Whether they’re playing prison inmates in Jamaica or sending coaches to Bangladesh, there’s a real community feel about Wanstead Cricket Club.”

All Out Cricket Magazine, 2013

Development Report: 2013-2017

Our vision is to be the best recreational cricket club in the country. This will be achieved by nurturing the development of recreational cricket to reflect the highest of standards and to help all members fulfil their potential.

Message from the Chairmen of the Management Committee and Development Planning Group

Introduction:

This is a thumbnail of recreational cricket in Essex over a ten year period and Wanstead Cricket Club's particular journey. The detailed report is attached. We feature key highlights in this covering letter.

We are grateful for the support we receive from our many sponsors, acknowledged on the last page of the report.

We are seeking a principal sponsorship partner. Someone has to feed big society.

A Popular Club:

We are fortunate to have so many friends.



Familiar Faces at Overton Drive

"I have visited Wanstead Cricket Club on many occasions over recent years. One thing that stands out for me is their fantastic community feel. Most clubs thrive for success on the pitch, however Wanstead CC have managed to be successful both on and off the pitch. The members work tirelessly as volunteers to provide access to cricket for all and it's a place I always enjoy visiting when I am in the UK. I am very pleased to support the club and look forward in seeing more success in the future."

Michael Holding (March 2014)

A Reputation for Delivering Quality Promotional Events



Sport Icons Michael Holding and Jahangir Khan Opening Our ECB-supported Nets

“Wanstead set the standard for how cricketers are nurtured and developed.”

James Foster, Essex, England and Wanstead



“Wanstead, to me, is a model example of how a good modern cricket club should be. They set and match the high standards necessary to successfully manage a recreational cricket club, have an ethos of community and encourage and expect high standards while having a keen sense of inclusion for all. I have attended a number of events staged by Wanstead and am always impressed by their enthusiasm, organisation and sheer sense of cricketing enjoyment. My daughter could not have picked a better club to be a member of.”

Paul Newman, Daily Mail cricket correspondent

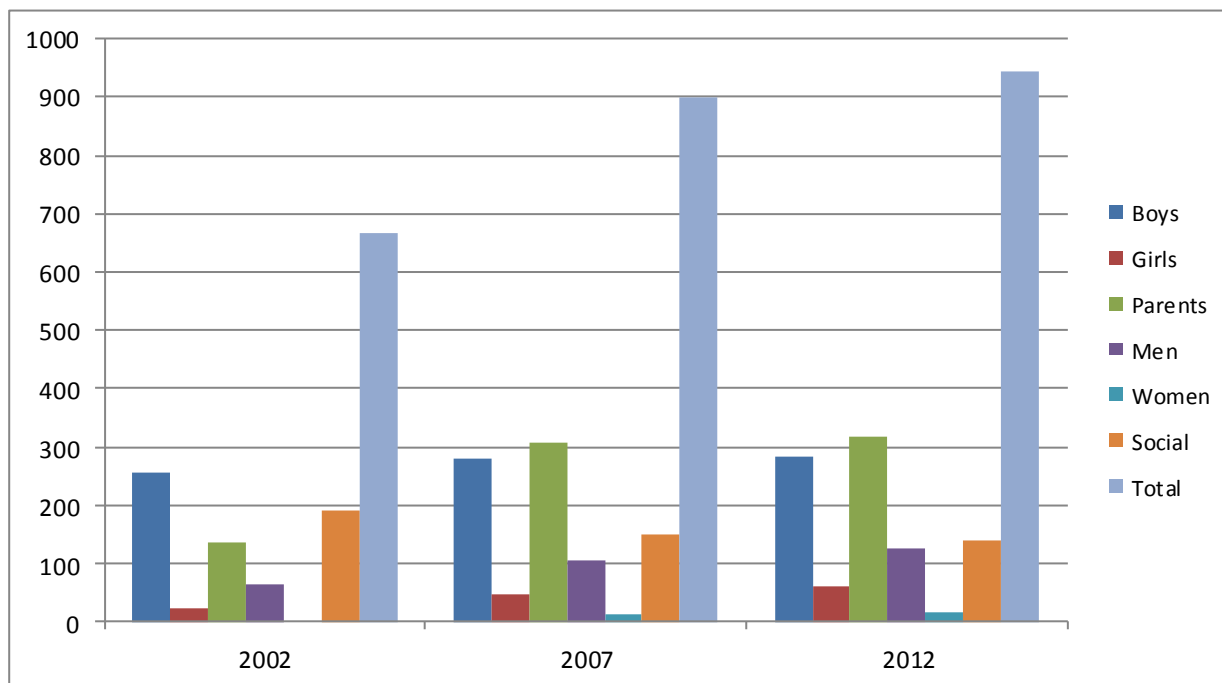
“I have been visiting Wanstead CC for the past decade and I have created a special bond with a special cricket club. The club thrives on being a family club that works tirelessly to support its community. Not only has the club organised two charity dinners for my charity, The Courtney Walsh Foundation, in 2013 the club, 26 person strong bought their ethos of working in the community to Jamaica to support my Foundation. What I really like the most about the club is the care it shows for the kids. I am proud to be part of the club and look forward to more visits; it is a fantastic club with fantastic people.”

Courtney Walsh (March 2014)

Inspiring a Nation to Choose Cricket:

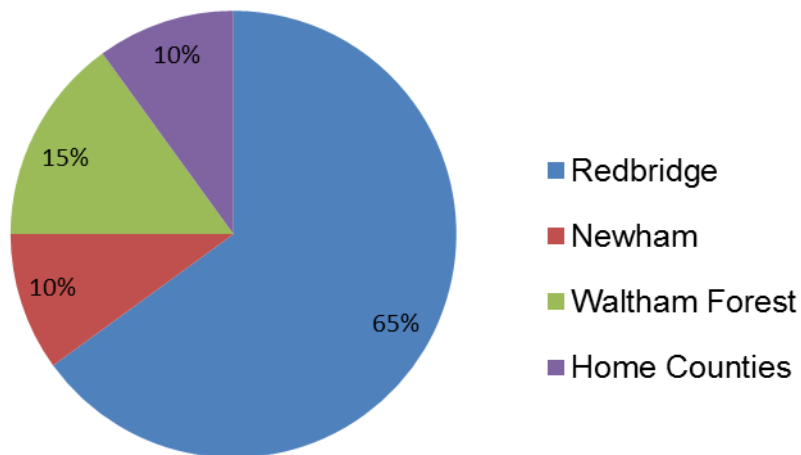
The ECB wants to ensure that cricket at every level represents the wide community

Membership Trends at Wanstead

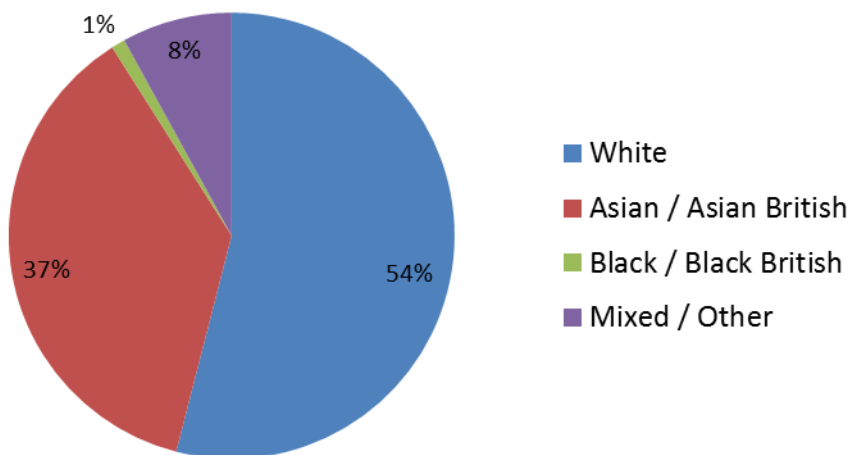


- We continue to grow in numbers.
- Overall membership has increased by 42 % during the ten years.
- There are three times as many girls as in 2002.
- Junior membership has increased 24 % to 346 young Herons. The biggest forecast growth is in the age group for 5 to 7 year olds, our future cricketers.
- Senior membership has more than doubled. Women are 11 % of Wanstead's playing strength.

Diversity and Inclusion



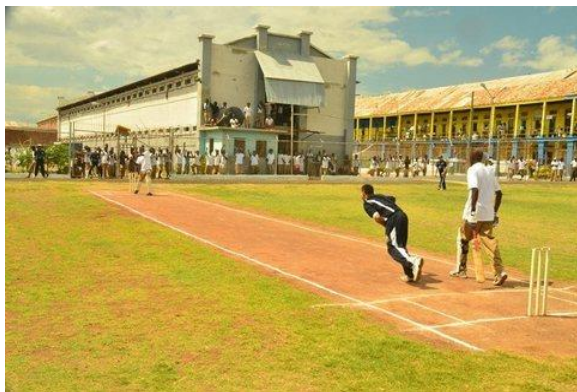
We are well known in sporting communities in Greater London. The chart shows where our 1000 members live.



Analysis of membership by ethnicity

These charts illustrate the progress and evolution of Wanstead as a club firmly rooted in the community, reflecting its diversity and striving to be inclusive.

Our Community Presence



Skipper Arfan Akram bowling to Jamaican prison inmates



Skippers Saba and Hannah with Streetchance at Canary Wharf



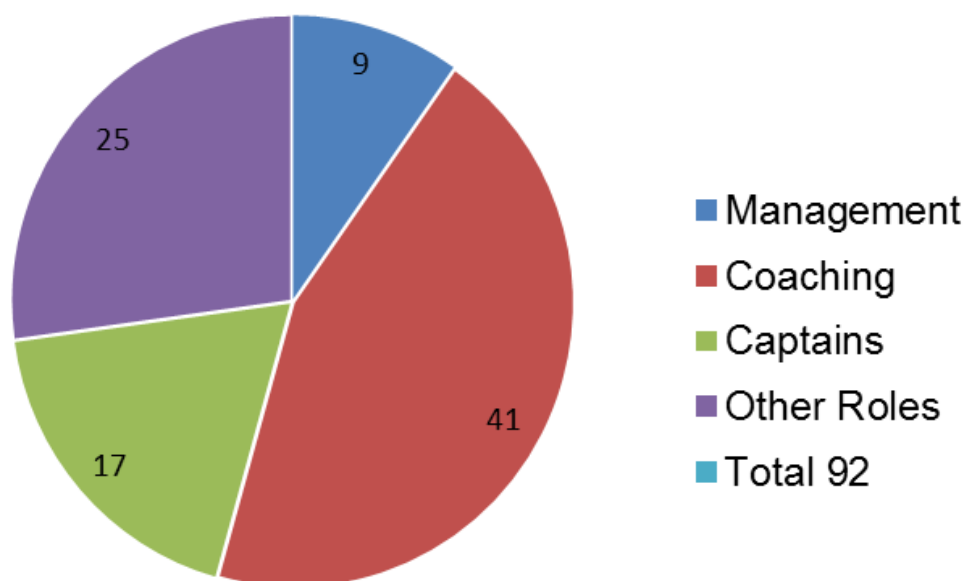
A team at Wanstead's annual schools festival

Wanstead Juniors at Lord's. We manage the borough girls' and boys' teams who regularly reach Finals Day at Lord's.



Trevor's 'cow corner' master class in Bangladesh

Our Volunteer Team: A Hundred People and more



Wanstead volunteers contribute £200,000 at the London Working Wage (18,000 hours annually)

As well as volunteers with specific roles, above, we acknowledge the support of more than a hundred members who make vital contributions to a vibrant community club.

On Field Achievements

Team	Achievements in The Last Ten Years
Men's First Eleven	Three Premier League titles, six times Runners-up, several Essex Cup competition winners, National Cup finalists, and two CCC London-wide championships.
Other Men's Teams	Our five other league sides have all won League championships. They provide a wide range of competitive cricket.
Women's Team	Twice champions and three times runners-up during our five years in the North London League. Numerous cup and indoor successes.
Junior boys and girls	350 matches annually, hard and soft ball for all levels. Have won all major Essex competitions numerous times. Won more national titles than any other club.
Social Cricket	Fathers and sons, mums and dads, the famous 'Slow Coaches' play twice weekly during early summer.

- *We are a leading Essex and South of England club, providing recreational cricket for all standards and ages. Our emphasis is on participation and encouraging players to fulfil their potential.*
- *Over 75% of Wanstead' 1st XI develop from the club's juniors, who have won more National Championships than any other club in the country.*
- *Many of our players progress to the first class game, 12 having played at international standard.*
- *We do not pay players.*



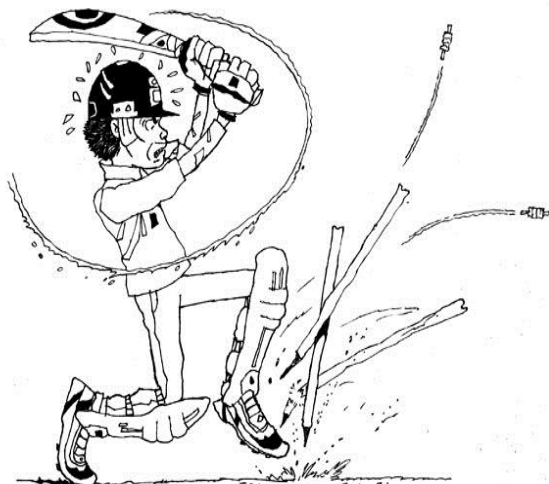
Having Fun – Wanstead Under 9s and a bicycle

Auntie Jean, who we miss hugely, awards the Young Player of The Year.



Benefits and Challenges

We benefit from excellent partnerships with ECB and Essex County Cricket representatives and value the discussions relating to the future of recreational cricket. Some key challenges have been identified.



Money and time are our two most important but scant resources.

- We need help to fund vital but expensive coaching courses.
- Volunteering commitments are less secure during uncertain economic times.
- Predatory poaching of players by some clubs is re-emerging.
- An “all work, no play environment:” players as young as 9 years are often under pressure to give up cricket to concentrate on school work.
- We encourage every effort the ECB can make to reduce the bureaucratic burden faced by cricket clubs, in our case an estimated £4,000 annually.
- Clashes between the timing of junior County games and major club matches and key school examinations result in demonstrable lowering of cricket standards.
- There are some difficult succession challenges.
- The trend is away from the traditional community cricket club to the single team operating outside the regulatory regime.

To succeed, community clubs must be financially sustainable, socially responsible and consistently meet demanding standards.



Close to his Heart: Terry O'Connor RIP



Wanstead Women on Tour in the West Country

A Big 'Thank You':

We cannot thank enough our volunteers and the numerous other people who support the club in so many ways. A specific mention must also be made of our Development Planning Group who have researched and prepared this report without any paid help or external consultants.

We hope the findings provide some insight into the challenges faced by recreational cricket clubs. Of course we would not expect you to agree with all of the conclusions.

Everyone who reads this report is invited to respond. Len Enoch (lgenoch@aol.com) will co-ordinate your comments on behalf of Wanstead Cricket Club's management. We promise a response.

Copies can be downloaded from the club's web site, www.wanstead.hitscricket.com.

Best wishes

Martin Pluck
Chair
Wanstead Cricket Club

Mike Mead
Chair
Development Planning Group

July 2014



Conclusions and Principal Recommendations

Conclusions

- We are a successful recreational cricket club boasting six men's League teams, a women's team and a large junior section. Membership has nearly doubled in the last ten years, to 1000 members, with particular growth in women and juniors.
- "Community" is our ethos; we provide cricket and social activities at all standards, from beginners to players of "First Class" standard. We run active programmes for schools, boroughs and other community groups.
- The ability to finance a community cricket club is a challenge. We value the support of several sponsors but recognise that finding a principal sponsorship partner is essential; we are well placed to achieve this with a substantial, wide and diverse London membership, great access and well maintained grounds. We have a proven record in hosting high-profile promotional events.
- Plans for a major refurbishment to our Overton Drive clubhouse are well advanced.
- We have an experienced management team. Succession is an issue, particularly in relation to the junior section.
- We benefit from excellent partnerships with the ECB and Essex County Cricket Club representatives and appreciate that mutual challenges include grassroots club financing, bureaucracy, and attracting volunteers.
- We see potential threats to recreational cricket clubs from the promotion of teams (rather than clubs) who operate in the unregulated (non-Clubmark) sector and who will lobby to join competitions of the regulated sector.
- We see conflict between the interests of club cricket and of junior district / county cricket which, if not addressed, will lower standards of junior players at recreational clubs.
- We make extensive use of the club website and of social media, but we recognise that we should find more ways to engage members and supporters.

Principal Recommendations to Management Committee

- Consider plans to adopt a more commercial focus; specifically to look for a principal club sponsor, to improve the appeal of food and beverage potential, and to arrange for the efficient supply of club clothing.
- Progress plans for the refurbishment of the Overton Drive clubhouse.
- Continue to work with our county board and the ECB in promoting an improved climate for recreational cricket including a reduction in costly bureaucracy.
- Identify options to engage members and supporters through various media.
- Develop a succession plan.

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Section A: Introduction and Terms of Reference

1. The Management Committee is responsible for day to day management and long term planning having regard to members' expectations and club resources. Deciding an appropriate allocation of the latter between the various categories of members is an important consideration. To facilitate planning a Development Planning Group with wide membership representation was appointed to act as a focus point and to canvass opinion. Details of the Management Committee, the Development Planning Group and planning process are provided in Appendix 1.
2. All members were invited to express their views. More than 50 interviews were conducted with members and a further 15 people were consulted from external sources, namely representatives from other clubs and informed people, the ECB, the Essex Cricket County and Metropolitan Essex cricket boards and the press.
3. Three other planning issues are addressed in this report.
 - Recommendations from our last plan (2007-2012) have been revisited (Appendix 2); a large number of these have been addressed, others have not been possible or progress has been slow. Development plans do not impose a commitment on the Management Committee to implement any specific recommendation. They should be seen more as a series of road maps of potential directions that may be pursued. Planning is a continuous process with an agenda heading at each Management Committee meeting.
 - We have compared club progress and plans with the ECB National Club Strategy 2012 (ECB NCS). Throughout this report there are references to and critique of ECB NCS. Apart from the few exceptions indicated we support the aims and objectives of ECB NCS while recognising that some proposals will present demanding challenges. We appreciate the support we receive from our ECB representatives at Essex CCB in seeking a key club objective, the development of our cricket players to reach their potential. Our 'Player Development and Coaching Manual' (available on the club's website: www.wanstead.hitssports.com) is modelled on the ECB's 2005 Long Term Athlete Development Model for Cricket (LTAD).
 - We have surveyed our adult players to ascertain their views on match formats. The response is indicated in paragraph 20.

Section B: Membership Trends

4. Membership increased from 667 to 944 (42%) in the ten year period from 2002 to 2012. Membership growth during the last two years has flattened, reflecting a deliberate policy to restrain further growth of the junior section where our capacity level has been reached. There is a lower demand for membership to cricket clubs generally. Notwithstanding this we are forecasting a further increase to 1,032 members by 2017. Trends, which exclude the football section, are shown in Appendix 3.
5. The largest increases have been in junior members (Table 2) and while we do not expect - nor could we cope - with further substantial growth, we envisage a modest increase in the numbers of girls and from the introduction of our 'Herons Cricketers', cricket for the 5 to 7 year olds. There are four reasons for this new initiative.
 - It is in keeping with our community ethos.
 - There appears to be a promising demand from both new members and from younger siblings of existing members.
 - We believe it is important to introduce potential athletes to cricket at a young age; there are many other sports and activities available to juniors and we may lose potential members if we do not attract them to cricket at an early age. We were one of the first local cricket clubs to offer membership from the age of 9 years and this would appear to have been a factor in our high growth levels in recent years. Being an inclusive and socially embracing club is also a positive factor in both attracting and retaining young members.
 - We hope to attract more volunteers from the parents of these younger members. A condition of junior membership is that the parents become social members. Our experience is that it is easier to recruit volunteers from this pool of members.
6. Introduced as a pilot scheme in 2013 and to be fully launched in summer 2014, our Herons Cricketers initiative reflects a key ECB objective: "Our goal at the ECB is to inspire the nation to choose cricket." (ECB NCS)
7. Two other factors have favourably influenced membership growth.
 - The successful introduction of women's cricket. The Heronnettes have consistently performed to high standards and we envisage the entry of a second XI in the North London league during the next five years. Our challenge in the short term is the lack of women volunteers.
 - Increased retention of juniors progressing to the adult game. This is a particular worry in most sports clubs but we predicted this challenge in our last Development Plan and have met it with successful competitive 5th and 6th XIs as well as a social team, the Slow Coaches which plays an important "focus on recruiting lapsed players." (ECB NCS)

8. While we are forecasting modest membership growth during the plan period, this is not a foregone conclusion. We may struggle to maintain junior membership levels against the backdrop of
 - Predatory poaching, particularly by some clubs who do little to develop their own juniors. This is nothing new but we may be experiencing a particularly hostile environment at present.
 - A seemingly increased 'all work no play' environment in which, as we regularly see children as young as nine years old dropping out of cricket to concentrate on taking the "11 plus" (which is open to residents of our traditional catchment areas - see paragraph 10 below) or entrance to private schools.
9. We certainly lose some potential members through our policy of non-payment to players. Apart from the cost of paying players, it would not fit at all with our ethos of being a community cricket club. More than 75% of our 1st XI players come from our junior section and this fits comfortably with our emphasis on player development.
10. During the rapid membership increase the club's catchment area also expanded. A number of members joined from Waltham Forest, which Borough is already served by existing clubs, and Newham which has few recreational cricket clubs (see Table 3, Appendix 3). Two new clubs have recently been established in Newham but they are still at an early stage of development. We cannot say whether our current 10% Newham membership will be affected by this development. It is to be noted that the parts of Waltham Forest and Newham that border Redbridge are within the catchment area for the "11 plus" examination.
11. The traditional social member has resided in Redbridge although some have moved outside London
12. During the ten years up to 2007 there was a large increase in Asian membership which had reached 31% of total membership by that year. Since then the rate of increase has flattened and by 2012 it had reached 37% compared with 61% White European (Table 4, Appendix 3). We expect the ethnic mix of our membership to continue to mirror the communities we serve.

Section C: The Changing Nature of Recreational Cricket

Finance, Volunteer Time and the Regulatory Environment:

13. For our club and many others, FINANCE IS THE NUMBER ONE PRIORITY.
14. We are fortunate to have many supporters and sponsors but we need more. Finding a main sponsor is crucial (see Section J).
15. Environment and sustainability are identified in the ECB NCS report as key considerations for recreational cricket clubs. “The ECB intends to use this model to challenge clubs to identify key gaps in planning and resource, so that they can create a balanced development programme.” They also refer to “The ineffective use of volunteer time due to unnecessary bureaucracy.” We agree. People and money are our two most valuable resources. Everyone involved with the game at all levels has a responsibility to ensure that they are looked after with the greatest of care.
16. We want to improve our coaching effort and volunteer efficiency (Section F). For many reasons, not the least of which is the time required, our volunteer managers and coaches find it extremely difficult to meet the well-intended requirement of the regulatory regime. We support the objectives of the Clubmark concept and succeed in complying with the directive for clubs to play more cricket. But it is very costly to gain accreditation, travel to meetings, and meet all the other requirements of Clubmark. We welcome the ECB’s proposals to “reduce the administrative burden” (in our case more than 300 hours annually, with a notional wage plus direct costs approaching £4,000 annually) through better use of on-line and paperless technology. We are concerned that the emphasis on participation statistics is resulting in the channelling of financial support to individual teams and therefore away community clubs who invest in player development and the protection of children, as well as in the development of sustainable playing environments.
17. We want to see evidence that all club or teams participating in ECB accredited competitions comply with exactly the same regulation. If uniform regulation is not enforced, regulated (ie ECB Clubmark affiliated) clubs who invest resources in grassroots development are at a disadvantage compared with unregulated teams who focus resources simply on their players’ requirements.
18. Some community orientated or recreational clubs are collapsing or downsizing while financial support is being provided to teams who play outside the mandatory regulatory structure.
19. Our objectives include strong but sustainable efforts to make certain that we can fast-track high potential players while at the same time providing and encouraging cricket for all our members. If this model is to continue (see Section D) we must ensure that our finances are sustainable.
20. The trend towards the shorter, result oriented game was well established at the time of our last Development Report. A recent survey (2014) of our players (including eight 1st XI players) indicated that 56% are in favour of the shorter form of the game, 2 first team players said they would prefer one format only for the league, another two were in favour of the current compromise. These findings may not please every participant but the shorter

form of the game may be a better way to both attract and retain players. It may have other benefits, for example the T20 evening competitions provide opportunities for income-generating club socials.

21. The ECB NCS guiding principles include references to the development of “Innovative competitions that allow a clear player pathway and to improve the experience of existing players in order to help retain players between the critical ages of 16-22 and 25-35 years old.” They emphasise “The need for a consistent approach to identify and develop talented young players, which will link directly to the England Development Programme.” We empathise with these sentiments but are cautious about the practicalities of meeting these requirements. For example we do not favour the development of a national Under 19 competition, for a number of reasons. We question the availability of pitches and the players, many of whom already struggle to find a sensible balance between the time they invest in existing junior and adult fixtures and educational requirements. Also, unless this new club competition is given priority over County and district cricket matches (an existing problem-see paragraph 22), standards will be low and the pathway to higher standard cricket will not be achieved. Retention of lesser standard juniors into adult cricket should, in our opinion, be addressed through ‘junior friendly’ adult cricket. Our main theme is that to safeguard the future of recreational cricket, grassroots cricket needs to be encouraged and remain viable. We sense that when high-potential young players enter the county set-up they lose touch with their club and the inspiration their success can have on other club members.
22. We welcome and value our close and constructive relationship with Essex CCC, and fully encourage our better players join the junior county squads and academies. We accept that fixture clashes between county and club competitions are inevitable and that county priority is important but with due regard to prestigious club competitions. Our county is most supportive of club cricket by providing the county ground and sometimes floodlights to ‘show-case’ club cricket. Club cricket is diminished, however, if standards are weakened when players are not available to play for their clubs in these major events. There are financial sustainability issues as well: too often a club will make its prime facilities available for an Under 16 MatchPlay event which is then cancelled because opponents fail to raise a team because of clashes with county or district or school examinations. The result is lowered standards and financial loss to clubs.
23. We understand the ECB vision of a junior structure where players move from grassroots cricket clubs up a pyramid to district and county levels, but we are unconvinced that the district layer is in the long term interests of recreational cricket clubs. There are five reasons why we believe this is a regrettable and damaging initiative.
 - There is financial support for district cricket that might otherwise be welcomed by clubs.
 - Finding suitable people to run the district set-up has been difficult and has led to repeated mismanagement.
 - The quality of district cricket has been poor, often much lower than good club cricket.

- And most importantly; club cricket is weakened by the loss of players and their parents (who often manage and coach club teams), resulting in the curtailment or cancellation of club fixtures without compensation for the associated financial loss. District cricket died a death in Essex some years ago for a very good reason. We believe that the base of the pyramid is not robust enough to support a district infrastructure. The ECB should be careful to nurture grassroots club cricket as well as its other initiatives.
 - Many young players, perhaps buoyed by unrealistic parental expectations, who do not reach professional standard, become disillusioned and leave the game altogether.
24. We have not fully overcome the problem of the lack of junior retention into adulthood. Establishing the 5th and 6th senior sides which have the Wanstead ethos of making sure that junior players participate fully in matches is crucial in this regard.
25. There has been a big increase in the number of girls and women playing cricket, with more matches and ECB-inspired competitions. We applaud these initiatives. Our role has been to provide financial support over many years for women's coach education and to support the successful North London Women's League.
26. We have been invited on a number of occasions to join the Women's Southern League but we believe this would be a backward step for Wanstead. We could not cope with "The increasing cost and time spent travelling to and from fixtures," (ECB NCS) although we appreciate the high status of teams that reach premier division standard.

Administration and carbon footprints:

27. Cost considerations have tempered our move to the acceptance of debit and credit cards for bar takings and players' subscriptions. Moving to an electronic age is, however, inevitable. In the next few years many payments will be possible through mobile phones with low transaction costs. An effective on-line ordering system for club clothing is a priority.
28. Inevitably there will be other changes demanded by environmental initiatives. Club members have pointed out that care for the environment is more than waste recycling and the use of long life light bulbs. Home generated electricity has been specifically mentioned. The material content of purchases, for example the recycled content of cricket balls, is bound to be questioned as carbon footprints are identified through supply chains. We can expect a rather different world by the time we prepare our next Development Report.

Section D: Choices - The Club's Preferred Model

29. Participation at the top level of recreational cricket throughout its 150 year history has required a preparedness to adapt and make changes to the way the club is run. An essential role of the Management Committee is to continuously review all available options and select models designed to suit the needs of the club and its members
30. Some 15 years ago, when the first Development Report was prepared, opinion varied on the best way forward. The most successful clubs at that time were singularly focussed on attracting the best players. Their emphasis was on so-called player ability rather than on a larger constituency of members with differing abilities. With a priority to retain a place in the Essex Premier League there was strong support within the club for Wanstead to adopt this focussed approach.
31. The alternative choice, Wanstead's preferred option, was to develop as a community club with an open-door policy. High-potential juniors are 'fast tracked' to meet their needs but cricket is provided to all members across the full range of recreational cricket; from grassroots up to the professional game. Late developers are given the opportunity to reach their potential. Girls' and women's cricket, social cricket (The Slow Coaches) for mums and dads and a progressive schools' programme is promoted.
32. Key considerations in making this choice were that it is always difficult to be certain who will be the best players; many failing to achieve their potential. Recruitment, often involving promises that cannot be guaranteed, involves a cost. The prevailing view was that the 'focussed' model might achieve short term success but it was not sustainable. There would be too many clubs chasing a few high-potential players, with preference over other potentially good club members. We expect all players to participate fully in club activities and, unlike many rival clubs, we do not pay players. Possessing the management capability to develop as a community club was a key issue in the decision. Interestingly, we have recently seen a re-emergence of the 'focussed' approach to juniors by some local clubs; which has enabled short-termed success but may not be sustainable.
33. Despite the numerous successes of the club in the last ten years, the club should always seek to question if the model is best for the future. We believe it does.
34. Many other clubs see us as a model to emulate and the feedback from members and the parents of juniors has been overwhelmingly positive in relation to club ethos, friendliness and social aspects. There are bound to be drawbacks. Some parents have commented that the club is too crowded; particularly on Friday evening club nights when it is not possible to give every junior sufficiently long net practice or supervision. This criticism is particularly made by a small number of parents whose children cannot attend focussed coaching sessions on other evenings. Other concerns have been expressed on the difficulty of managing so many junior matches (250 junior games) to the sufficiently high standards set by the club (Section E). Some complaints

have been made about managers' bias towards their own children, the emergence of unhealthy cliques, and too much rotation causing instability and impairment of friendship opportunities. Concerns have been expressed about succession in the juniors' management (Section F). There are, inevitably, financial considerations (Section J).

35. A particular comment raised is what a member should expect from their membership. Essentially we are a members' club run substantially by member volunteers, with a member's subscription. What we are not, is a service provider, an organisation that provides a service in exchange for a fee. We have emphasised this point before and we must do so again.
36. We seek to be the best in what we do but best is not just about winning but satisfying members' requirements and earning respect from opponents and the many people who serve the club in this broader context. We have many stakeholders. We see no reason to change the following vision and mission statement for the cricket section.

**Our vision will be achieved by nurturing the
development of recreational cricket to reflect the
highest of standards and to help all members
fulfil their potential.**

Section E: Performances, Player Development and Discipline

37. It would be speculative to say how the club would have performed had a different model been chosen. Our achievements have certainly been impressive and it is widely acknowledged that we are a successful club in Essex and the South of England in both adult and junior competitions. For example during the last ten seasons:
- Our men's first team has finished either first or second in the Shepherd Neame Essex Premier League nine times and third on the other occasion. They have won the major Cricket Club Conference South of England (formerly The Evening Standard Cup) tournament on two occasions and have been runners up in the National Club Championship final. We have several league cup, T 20 and indoor awards.
 - The other adult sides have all performed to high standards in their respective leagues. The promotion of lower level sides has enabled us to develop a sixth eleven.
 - Wanstead have finished in the top two of the Women's North London League (and twice champions) every season since it was re-formed five years ago. They have also won numerous festival and indoor awards and provided key players for the successful CCC side that played the MCC.
 - Our junior boys and girls regularly win more than 50% of all Essex tournaments. Our Under 15 boys have won four national titles in the last twelve years, more than any other club in England and Wales.

38. Pleasing though this outcome is, 'performance' in many respects masks an important club objective, namely to provide and encourage cricket at all levels from grass roots up to the professional game. A little-known statistic is that we lose more junior matches than most clubs; but we learn a lot and provide opportunities for players who are starting out or who are less talented. We are not afraid to lose a cricket match. The summary of our achievements for the last indoor and outdoor seasons, 2012/13, shown in Appendix 4, suggests that we are meeting our objective with a large number of social, friendly and competitive matches providing recreational cricket for all standards. It was observed by one member that we had a win-at-all-costs attitude. By contrast most responses indicated that the balance was right. Overall, the opinion is that the club is accessible with a good degree of integration at all levels. For example, the first team players are all very approachable and make a real effort to engage with other members. Integration of the women has also been encouraging although some women members, while commenting positively about the enjoyable family atmosphere, thought more needed to be done.
39. Our emphasis on player development, which is comprehensively explained in the club's website, seeks a balance between short-term team performance and optimisation of potential in the longer term. We recognise the importance of participation.
40. Some adverse comments were made. There were reports that team selection and preference to batting orders and bowler utilisation was not always made on merit. There were also concerns that players did not always wear Wanstead CC kit. They were particularly annoyed at players wearing Essex or school kit which they regarded as statements of elitism. The head of junior cricket has addressed and should continue to address this matter. The practical implications of a suggestion that all juniors should be charged a higher subscription but receive a set of Wanstead CC clothing will be considered, particularly having regard to the fact that juniors rarely wear out clothing and may already have purchased club kit. We do not have an appetite for Sunday league cricket but we have recently experienced some demand for more Sunday friendly matches.
41. There was an official complaint about one adult player by umpires in 2013. No official complaints were made about the club. There have been some but relatively few in the past. Statistical returns by umpires covering a range of 'spirit of the game' categories such as team respect for umpires and opponents indicated a disappointing outcome. We were ranked 39 out of 40 Shepherd Neame clubs with a composite score of 19.40. There was a relatively narrow range between highest (22.88) and lowest scores (18.32) but we cannot help feeling that we should do better.
42. A few adverse comments were made about the conduct of a limited number of junior team managers. They mainly focussed on accusations of favouritism towards their own children in relation to selection and batting and bowling preference. This problem was referred to earlier. Clubs with particularly large numbers of players are vulnerable to conduct slippages through limitations on supervision. We have made big efforts to improve conduct and maintain high standards in recent years and the general impression is that improvements have been made. The Heads of Junior Cricket do not have children in the

junior section, a big advantage in that there is less risk of them making partial decisions. We are not afraid to make painful decisions and have done so, having terminated three family memberships in recent years. During the last year there have been no formal complaints about the conduct of any junior or junior team. Managing junior players and their parents' high, and sometimes unrealistic, expectations is a particularly difficult challenge in junior cricket.

43. There have been complaints about the use of spoken language other than English during matches. Members are encouraged to use their local language 'off the pitch' but to respect English as the language to be used during matches. Another criticism is "Coaching from the side line," often by parents not responsible for the match concerned. The head of junior cricket addressed this matter as an important policy matter last year. Its effectiveness is to be assessed.

Section F: Our Essential Volunteer Team

44. 'The thriving big society' was how one member described our club. Many volunteer tasks are highly visible, for example coaching and team management. Others, like the many hours of data input, compliance and meetings, are less obvious but essential nevertheless. Our 100 volunteers are the club's essential DNA, which is why we continually plead for measures to keep bureaucracy to a minimum, an important ECB NCS objective. Estimates of club volunteer time are between 17,000 and 19,000 hours annually; applying the London working wage this is an annual community contribution of **£200,000**. One volunteer felt that they should be provided with a volunteers' coaching kit and we should have an annual coaches' dinner to recognise their contribution.
45. By tradition many volunteers are white Europeans but as demographic changes have occurred more Asian and other non-white volunteers are making an important club contribution. We are fortunate to have a volunteer team with a balance of age, social, economic and cultural backgrounds that mirror our membership and the communities we serve. Our young coaches, juniors from thirteen years of age, are a particularly good volunteer resource. They work under supervision, often in tandem with sports GCSEs and University degrees and Duke of Edinburgh awards. We sometimes are asked by local schools to support their cricket modules. We provide commendation letters.
46. Recruiting volunteers with the right skills and training them are essential tasks. In this connection the sharp double-digit increase in the cost of formal ECB coaching courses during the time of a severe economic downturn has been disappointing. This and recent changes to the course curriculum are potential reasons for a slowdown in coach training of Wanstead volunteers. Some members believe that there is insufficient training and monitoring of coaches and that our Friday night coaching lacked focus. We are addressing this, now that details of the new curriculum are emerging, but cost will continue to be a huge factor in shaping club policy. In any event we recognised some time ago that we need to improve our in-house training of

new coaches and provide on-going training for current coaches. We have some important plans for the 2014 season, with a coach mentoring scheme. Cricket is changing and new skills and understanding are necessary to coach scenario, tactics and application. Set alongside this is the need for us to fill gaps in the formal courses, for example net management which remains a key coaching tool but receives little coverage in the new ECB courses.

47. Some members complained that too much work falls on the shoulders of a limited number of volunteers. Also that there is a reluctance by too many members to get involved in club activities or provide even a small level of support that can make a big difference. This is particularly so in relation to fund rising- see Section J. We believe it is inevitable that some members will take on far more volunteer duties than others. It must be recognised that during times of economic uncertainty people often work longer hours and feel less secure. If they are looking for work they may have more time available to volunteer but they are less likely to be able to make long term volunteering commitments. Someone has to feed big society.
48. We should improve our communications about volunteering, so that opportunities are better marketed and become more accessible.
49. A summary of volunteers by age range and roles is shown in Appendix 5.

Section G: Facilities - Grounds and Club Houses

50. Appendix 6 provides a synopsis of the club's three main venues, Overton Drive and Nutter Lane, Wanstead and Fairlop.

Pitches, outfield and equipment

51. Substantial progress has been achieved since the last Development Report in improving the club's Overton Drive and Nutter Lane grounds. It has been expensive but with demonstrable results; both grounds are of more than sufficient standard for their use. At Overton Drive the outfield in particular is now better than it has ever been despite the heavy use of the ground. There is a slope at Nutter Lane which would be prohibitively expensive to rectify but the batting surface meets best standards.
52. The improvement in quality of both the pitches and outfield at Overton Drive over the last few years was demonstrated by the fact that it was marked by Premier league umpires at third out of the ten Premier league clubs for the 2012 season. The marks cover a range of criterion (pitch: inconsistency, seam movement, carry and bounce and turn, outfield: appearance, grass length, boundary markings, and sight screens). In 2013 the markings were not so good for all games because of adverse weather conditions affecting some of the pitches used for Premier league matches. We only have facilities to cover one pitch at a time and the purchase of a lay-flat cover would be welcomed. An independent ECB report on the square commended the work done by the groundsman. The report commented that the main problem with the square was its age and the only way to improve it was to relay it. This should be a long term aim, recognising that it would cause severe disruption as all or part of the square would be out of action for up to three years. While

such work is being done we would have to curtail severely the amount of cricket played at Overton Drive and make alternative arrangements.

53. The Overton Drive outfield is used every day with a high level requirement for high maintenance. We need more seating for visitors. Some members commented about the lack of care for the ground, for example the need to put away the boundary markers after each match and to ensure that the site is left in a clean state. We need more seating for visitors.
54. Some members commented that the Overton Drive nets generate uneven bounce. Better efforts are now being made to soak and lightly roll the surface area more regularly.
55. There was a complaint that the new portable net, which has been a big success, should not be used near the Under 11 side of the pitch since it increases the wear and tear of the area surrounding the small junior pitch and also can obstruct use of the nets. The coaching plans for the 2014 outdoor season address this issue.
56. There are two particular problems at Nutter Lane. Flooding is prevalent in the winter and the drainage cannot cope. Many football matches are cancelled. Secondly, we receive complaints from some residents who want high protective netting to be erected. The club has invested in new fencing and netting in recent years but currently is not allowed to do more (see Appendix 6).

Clubhouses

57. The largest number of members' comments related to the need to improve the Overton Drive clubhouse. Despite the hard work and best efforts of a team of volunteers to keep maintenance up to date, a large investment programme is necessary. The problematic location of the kitchen; the need for a better cooker and dishwasher; the poor condition of the toilets, storage areas and main floor (aggravated by the failure of players to use the back entrance to the changing rooms); and need for lighter, collapsible chairs were frequently reported. This matter is a priority issue under consideration by the Management Committee. Plans are being prepared and of course there will be important financial considerations.
58. The Nutter Lane clubhouse is in need of a coat of paint and the roof needs some attention. It is rarely used for social events in the winter, the kitchen size being a major drawback.

Section H: Social Activities

59. A large community club with a thousand members and a diversity of age and cultural backgrounds should be well positioned to run a highly active social programme. Certainly there are many valued social activities including the popular junior Friday club night, the Slow Coaches social cricket, darts events and numerous quiz and music events. The bar staff work extremely hard, with a high level of success, to encourage social evenings for all members and hall bookings from members for specific events. The general impression,

however, is that the social side of the club is failing to meet its potential. Against the background that the club urgently needs to improve its income, a more robust social programme providing a better income is required.

60. It has been commented that the large junior section should contribute more to social and fund raising events. However, there are already about 100 volunteers whose contribution is essential to achieve the high level of cricket activities. These volunteers apart, there are many members who play cricket but contribute little. Like in many other sports clubs, members seem to be increasingly focussed on 'the team' rather than 'the club'. This is probably a cultural issue with a higher percentage of members not using the bar. On the other hand the introduction of halal food at Slow Coaches and some other events has been successful. We need to design events that have wider cultural appeal.
61. Recognising this problem the Management Committee has recently taken steps to encourage a bigger effort. The Social Secretary's role has been strengthened with the appointment of an enlarged Social Committee, to provide new ideas and better support. The adult and junior cricket weeks are being reviewed. Some changes have been announced.
62. A number of ideas have been suggested to encourage members to spend more time at the club, including enticing players to return to the club after Saturday matches. One member thought that the social side of the lower level sides would be improved if more adults and fewer juniors were selected. A few comments were made that bar prices are too high, although the bar manager says that no one has complained. Many members would like the bar to open longer hours or at all times when there are large numbers of potential customers. Some members would like a better range of soft drinks, coffee and bar food. Others have suggested 'happy hours' or a 'pitcher' where drinks are sold to members at a lower price. There are a number of practical issues that need to be considered in relation to these ideas. For example the club does not have a smart till to monitor differential pricing. The quality of food served on a Friday evening has been criticised; it is undoubtedly popular with many young members but not with all of their parents, some of whom complain that it is unhealthy and limited in choice.
63. Communications with the playgroup are good and this long-standing arrangement seems to be working well despite the poor state of the hall. The playgroup would like to extend their hours to include a lunch club, which should be easily accommodated. It has been reported that communications could be improved in relation to social events - see Section L.

Section I: Football Section



Promotion 2013 and 2014

64. Snaresbrook Football Club has 32 players and 4 coaches. They have adequate equipment - tubular steel goal posts and regulation corner flags and a set of mini goals - and a newly constructed referees' building that was the cricket score box. The merger with the cricket section has worked well and the footballers are generally happy with the support they get in terms of a club constitution and welfare policy. The same grounds man is used for both Overton Drive and Nutter Lane and the footballers are happy with the standard of pitch maintenance.
65. Now a single adult team in the Essex Olympiad League, Level 7, they have met their objective for the 2013/14 season by obtaining promotion from Division 3. They would need to be promoted from Divisions 2, 1 and the Premier division in order to reach 'Senior Amateur' status. The pitch is just under the required size to meet 'F.A. Charter Standard' Club Status. The vision and mission statements are:

Our vision is 'to be the best amateur football club at the club's level of participation. This will be achieved 'by nurturing the development of amateur football to reflect the highest of standards and to help all members fulfil their potential.'

66. These aims have been difficult to achieve for the following reasons
- We have not been able successfully to develop one or a number of junior sides to support a sustainable football club.
 - The problems of drainage; most local football and rugby sides have lost a lot of matches this season because of waterlogged pitches but Nutter Lane is particularly prone to flooding and has been so for some years.
67. Succession may also be an issue with the present side and head coach realistically having no more than five years, perhaps less, before retirement. A potential replacement for head coach is a present member and fitness coach of the cricket club. He currently hires the pitch to run an Under 21 Saturday side and Under 16 Sunday side. He has expressed an interest to develop a football club with teams for each age group including an adult team. An Under 16 girls team also uses the Nutter Lane ground.

Section J: Finances

68. Finance is the club's number one priority. We are grateful to the many people and organisations who sponsor and support the club financially, but finding a major sponsorship partner is seen as necessary for the following reasons:

- The club's cost base has been strenuously reviewed; the scope for further savings is limited in the absence of a programme of major downsizing.
- The cost of formal coaching courses and the volunteer time they absorb to complete qualifications has increased in recent years at double-digit percentages during a time when many households are facing the effects of a severe economic downturn. Travelling costs to and from match and training venues have also imposed additional costs on volunteering.
- As we have commented earlier, the trend is to move away from the club ethos towards the team, with fewer members supporting fund raising initiatives.
- The availability of grant funding has significantly dried up. Where funding may be available, significant volunteer time is invariably necessary before any assurance is given that funding will be secured; too often the outcome is a substantial waste of volunteer resource.
- We agree with the ECB that it is necessary "to challenge clubs to identify key gaps in planning and resource, so that they can create a balanced development programme." Planning under these circumstances is extremely difficult.

69. Subscription levels appear to be favourable compared with many clubs. Members were generally happy with the policy we have adopted over the last few years of keeping increases below the inflation rate. One member commented that the level of subscriptions should be increased, another that juniors should not be charged the full match fee when playing in adult matches. One member questioned why the women have a different fee structure. It was commented that there should be a rota so that fee paying members got as much cricket as Essex and other 'elite' players. One member said that £6.50 was too much to pay for our winter school coaching at Caterham.

70. Some members have commented that more voluntary help should be considered for the bar. An alternative view is that we must not remain so heavily dependent on bar income from the sale of alcohol; we need to sell a range of soft drinks and food and that members should be encouraged to run innovative family events. Our new enlarged social committee should play a more decisive role in making this happen. We note the point made by some members that our charitable event skills should be directed towards raising more funds for the club. We have a reliable track record of delivering at major social events and a strong community ethos. This should help to increase income, and it puts us into a favourable position to seek a principal sponsorship partner. It seems a shame - perhaps a little shallow - that our ability to find this partner is a key strategy as we address the Development Plan period. The alternative is a major downsizing of the club's activities.

Section K: Management and Governance

71. We have a modern constitution and well established welfare policies which include codes of conduct that apply to all members and their families. All these documents are available from the club's website. Welfare is the responsibility of a Welfare Officer appointed by the Management Committee, with administrative procedures handled by a Panel of accessible club representatives. Policy is continuously reviewed and updated when necessary. Recently there has been particular focus on the posting of information on social media sites. All these policy documents are available from the club's website.
72. It will be apparent from Appendix 1 that the age profile of the Management Committee members is getting older but this is not regarded as a particular issue. All members are drawn from a wide and experienced background and they are highly energetic and enthusiastic in their managerial roles. A number of women have been members of the Management Committee in the past although there are none at present. While expressing support for our cultural and social mix, it was commented that the Management Committee seemed 'very white'. This reflects the long standing commitment of the members who took office at a time when the ethnicity profile of our catchment area was very different from what it is today. We believe we meet the ECB NCS requirement that all "Cricket club committees must have a mixture of people with key skills in order to proactively plan for the future."
73. Some concern was expressed by a number of members on the issue of succession of the two officials responsible for the junior section. They are both in their seventies and, while they are happy to continue in office, succession is necessary. Some ideas on succession planning have been discussed but without any firm proposals. This is probably the number two club priority.

Section L: Communications and Public Relations

74. The club is frequently complimented on the quality of the web site. It is always up to date and is informative with a sense of humour. We also make extensive use of social media.
75. Some members thought more needed to be done including a weekly newsletter to find more ways to engage members and supporters. The membership and role of the Management Committee and the decision-making process was not entirely clear to two members although extracts of Management Committee minutes are posted on the website.
76. The local press were generally complementary on the standard of communication in respect of the men's adult first team but not of the club's other teams. The juniors were particularly lax in keeping the press informed of their performance.

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Management Committee, the Development Planning Group and Process

Club President, John Gray

Management Committee

Name	Rôle	Years of service
Martin Pluck	Hon Chair, assistant treasurer, players' subscriptions, cricket secretary / chairman of cricket sub-committee	26
Chris Hurd	Hon. Treasurer	44
Nigel Hutchings	Hon. Secretary	6
Simon Andrews	Chair of bar sub-committee	16
Len Enoch	Planning, volunteer recruitment, coaching co-ordination and junior liaison	13
Joe Palmer Sr	Chair of social sub-committee	13
Trevor Hebden	Head of junior cricket	9
Arfan Akram	Club captain	9
Bryan Clark	Welfare Officer	2014 'elect'

Conduct and Child Protection Panel

Bryan Clark	Welfare Officer
Len Enoch	Policy Co-ordinator
Vivienne Hebden	Compliance Officer
Martin Puck	Panel Member
Pauline Osborn	Panel Member
Stuart Phillips	Panel Member
Lynn Rising	Panel Member
Adnan Akram	Panel Member
Kulwant Nagra	Panel Member
Paul Staniford	Panel Member, Football Section

Volunteers

Our volunteers are the spine of the club. There are some 40 team managers, coaches and team captains and an army of other volunteers who umpire and score and help in many other ways. The following members who are not part of formal club committees also undertake essential roles: Nigel Baldwin, Tony Burgess, Mani Velani, Simon Bottomley, Joe Palmer Jnr, Dave Ramdial, Stephen Ramdial, Scott Emmons, Nalliah Rathakrishnan, Sonia Ali, Pauline Osborn, Atrat Shah, Pam Gadd, Hannah Newman and Saba Nasim. Sorry, but we must have unwittingly left out some names.

Development Planning Group Members and Process

Name	Investigative Remit
	Some interviews covered more than a single area of focus. All members of the group were encouraged to participate in deliberations on all topics as well as the areas they specifically reviewed.
Mike Mead (Planning Group Chair)	Management Committee members
Len Enoch (Co-ordinator)	Adult men players, social members, bar personnel, playgroup
Bryan Clark	Junior managers
Helen Pearce	Women and parents
Paul Staniford	Football Section
Rohit Gupta	External environment and grounds
Fred Apps	Cartoonist

Interview Process

We followed a bottom-up and top-down approach. All club members aged sixteen and over (including parents of younger members) were asked

1. What do you like about your club?
2. What don't you like about your club?
3. What, in your opinion, is the most important issue(s) likely to affect your club over the next 5 to 10 years?
4. What, in your opinion, are the two most important priorities your club should address during the next 2 years?
5. Do you have any other thoughts that might be relevant to your club's future?

2007 Plan Revisited

W&SCC is a members' club with a diverse membership base of one thousand members. Combining the social benefits of sport with focus, it aims to be the leading cricket club in the country and to achieve FA Charter Standard Club Status.

Main points from 2007 Plan

1 Appeal for shorter, 20:20 style cricket competitions is likely to increase and pressure to revert to half day premier league fixtures can be envisaged. This and parallel promotion and relegation of sides other than the first and second elevens should increase competition for selection, encourage player retention and the development of young players. There is strong support for a 6th Saturday league side, and membership levels suggest this might be feasible during the plan period.

Response: The shorter form game grows in popularity, as indicated by the recent player survey detailed elsewhere in this report. It is becoming increasingly difficult to field to high-quality Sunday sides. We now have a well-established adult 6th eleven and our lower adult sides have benefited from parallel promotion.

2 Encouraging progress is evident in the improvement of facilities including the Overton Drive square and outfield. Improvement of the Nutter Lane ground remains a priority, both for cricket and football. Both clubhouses are well maintained despite considerable wear and tear. Grander ideas of fundamental structural changes to the Overton Drive clubhouse are currently beyond the club's financial resource but the issue is likely to command debate during the next five years. In a similar vein are ideas of establishing an indoor cricket school and five a side football facility on the current site.

Response: There have been demonstrable improvements in the quality of our cricket pitches at both grounds. The Overton Drive car park surface has been improved considerably. The Nutter Lane football pitch continues to be a problem with many matches cancelled due to poor drainage, especially considering the above-average rainfall during recent years. Work at the clubhouses has been more in the nature of 'heavy maintenance,' and the need for something more radical is now high priority.

3 The ECB and the Essex County Cricket Board are centres of technical excellence and have been invaluable in shaping W&SCC's coaching programme. Other aspects are less than satisfactory. It is important to protect the integrity of cricket by supporting the ruling body but Government objectives to increase participation in sport will not be met without a better balance between the considerable demands for information, some of it of questionable value, and the volunteer time involved. Volunteers are the lifeblood of amateur sports clubs and difficult to find at the best of times. These problems are exacerbated by compulsory workshops on topics that should form basic coaching awards and the highly inefficient and time-consuming CRB requirements. However well-meaning current policy may be, for the overwhelming majority of clubs' money is not being put into sport but eroding their two most precious commodities: volunteer time and money.

Response: Sadly, little changes.

4 Finance is a key issue for sport generally. Facilities are declining in Metropolitan Essex and there is a perception that funding will reach only a tiny fraction of grass root providers. There is mixed opinion on the effects of the Olympic Games. More mergers are envisaged. Successful clubs will be inclusive, progressive and flexible with a large membership pool to provide subscription income, volunteers and potential sponsors. This is unlikely to be sufficient, so a focussed Finance Committee is to be established under the chairmanship of the Hon. Treasurer to seek funding opportunities and identify latent talent thought to exist within the club membership.

Response: Finance continues to be a key challenge for us and most sports clubs. A team is not the same as a club, and teams that show little interest in club activities, a demonstrable and increasing trend, are likely to have a detrimental impact on traditional fund generation. The cost of running a cricket club has increased sharply since the time of the last report despite a severe economic downturn. In spite of efforts to curtail expenditures there are limitations on what can be done, considering especially that many of the cost increases are beyond the control of clubs. Grant funding for capital projects is still available albeit at a reduced level; for running costs there is next to nothing available. Particularly poor weather has affected our finances adversely. The new Finance Committee achieved some small and non-sustainable financial benefits. More must be done to address this problem. We appeal to the ECB and to Sport England to support all sport participants alongside elite participants.

5 Management succession is a key issue. Rather than attempt to replace the irreplaceable, succession decisions are likely to be decided by reference to a different management style. To avoid the club becoming excessively inward looking, the President will consider the establishment of an external advisory forum. Measures including personal intervention by the club's president are in hand to address discipline lapses in certain areas and an apparent lack of understanding by some members of their responsibilities as club members. W&SCC continues to follow a cultural trend established over many years of being inclusive, accessible and friendly.

Response: The club has successfully managed succession of two important responsibilities, the Hon. Chair and Hon Secretary. Finding suitable successors for the management of the junior section remains an urgent issue. Discipline has improved but still with the occasional lapse. Communications have also improved considerably with a pro-active and up-to-date website. We remain challenged in promoting and sustaining our ethos as members of a mutual club rather than as clients of a service-provider.

Membership Statistics

Table 1 Membership Trends

	2002	2007	2012	2017 (forecast)	2012- 2002 % Increase		
Men Players	63	105	134	140	113		
Women Players	0	13	16	20			
Junior Players	278	326	336	360	21		
Family Members	135	306	318	342	136		
Honorary / Social Members	191	150	140	170	-27		
Totals	667	900	944	1032	42		
							42% increase 2002 to 2012
							55 % increase 2002 to 2017
Figures exclude football section							
Source: club data base							

Table 2 Analysis of Junior Cricket by Age and Gender

Age	2002			2007			2012			2017 forecast			% of Total
	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	Girls	Boys	Total	
U5	-	-	-	-	-	-	-	-	-	5	5	10	3%
U6	-	-	-	-	-	-	-	-	-	5	5	10	3%
U7	2	14	16	4	18	22	4	13	17	4	13	17	5%
U8	2	14	16	4	19	23	5	14	19	5	14	19	5%
U9	6	44	50	10	60	70	6	41	47	6	41	47	13%
U10	5	27	32	4	31	35	5	30	35	5	30	35	10%
U11	5	37	42	3	31	34	6	27	33	6	27	33	9%
U12	2	47	49	6	31	37	5	41	46	5	41	46	13%
U13	1	31	32	2	32	34	5	37	42	8	37	45	13%
U14	0	14	14	4	27	31	5	42	47	6	42	48	13%
U15	0	21	21	5	22	27	6	17	23	6	17	23	6%
U16	0	5	5	5	7	12	6	15	21	6	15	21	6%
U17	0	1	1	0	1	1	4	2	6	4	2	6	2%
Totals	23	255	278	47	279	326	57	279	336	71	289	360	100%

Table 3 Analysis of Members by Residence

Area	2007			2012		
	Senior / Junior Players	Honorary & Social	Total	Senior / Junior Players	Honorary & Social	Total
	%	%	%	%	%	%
LB Redbridge	59	61	59	65	61	63
LB Newham	12	4	10	10	3	9
LB Waltham Forest	18	9	16	15	9	14
Essex	4	10	6	5	11	6
Other	7	16	9	5	16	8
Totals	100	100	100	100	100	100

Table 4 Analysis of Members by Ethnicity

Ethnic Group	2002	2007	2012
	Not recorded	%	%
White European		61	54
Asian		31	37
African Caribbean		4	5
Mixed		3	1
Other		1	3
Total		100	100



On Field Achievements

Activities: 2012 Winter and 2013 Summer programme

Men's Teams: Six teams in Shepherd Neame Essex Premier Leagues, participation in all major Essex and National Knock-out Cup Tournaments, mid-week Twenty20 cricket, Sunday friendly matches, senior cricket week, full participation in Metropolitan Essex adult indoor leagues.

Jamaica tour supporting The Courtney Walsh Foundation

Women's Cricket: One team in Premier Division of North London League, participation in numerous cricket festivals and Essex indoor league, West Country tour.

Juniors (boys and girls): 171 juniors played in 253 matches with softball leagues for the very youngest players, with friendly and competitive matches, as well as a further 100 indoor matches at all standards. Participation of boys and girls teams in all major Essex and national tournaments. We are very pleased that as many as 45 juniors participated across the full range of senior competitive matches.

Several school festivals and management of boys and girls **Borough** teams.

Slow Coaches (**social cricket**) weekly at home ground April to early August

Honours

2013 League positions: adults

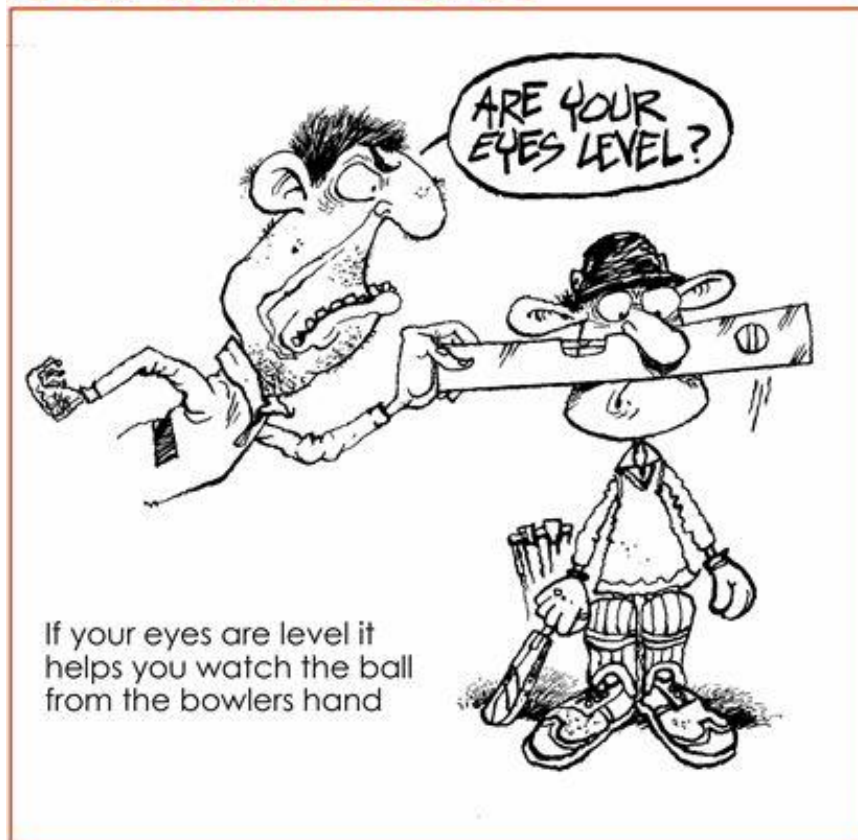
Men's 1 st XI	Premier League Champions
Men's 2 nd XI	League Runners- Up
Men's 3 rd XI	League Champions
Men's 4 th XI	League 3 rd place
Men's 5 th XI	League Champions
Men's 6 th XI	League 4 th place
Women's XI	League Runners- Up

Junior Honours

Boys Under 16	Trevor Bailey Essex Senior Trophy (Matchplay) quarter finalist
Boys Under 15	Cox & Kings Trophy Runners-up
Boys Under 13	Essex Senior Competition (David Bradford Trophy) Runners-up Metropolitan Essex Senior Competition (Len Stentiford Trophy) Runners-up
Boys Under 11	Metropolitan Essex Senior Competition (Haydn Davies Trophy) Champions Midweek League Runners-up
Mixed Under 9	Martin Glynn Trophy Champions
Girls Under 13	Essex Lady Taverners Champions
Girls Under 11	Essex Lady Taverners Runners-up

Three junior teams were indoor champions at their respective age groups.

THINGS COACHES SAY



Volunteers - Ages and Roles

Age range	Management Committee	Coaches & Team Managers	Captains & Vice-captains	Other	Total
16 - 20	0	15	0	0	15
21 - 30	1	10	6	8	25
31 - 40	1	11	10	7	29
41 - 50	2	3	1	10	16
Over 50	5	2	0	0	7
Total	9	41	17	25	92



Synopsis of Facilities

We have three main grounds for home fixtures, Overton Drive (12 tracks on the main square plus two junior pitches) and Nutter Lane (4 tracks) in Wanstead, and a hired public ground at Fairlop. We use a professional groundsman for the upkeep of the two Wanstead grounds.

Overton Drive

This is the home ground of the Saturday first and second teams and the Sunday first and second teams. Junior cricket is played here on Sunday mornings, and the ground is sufficiently large to enable an Under 11 and an Under 13 match to be played at the same time. Coaching sessions and other matches take place during weekdays.

- The standard of the outfield and square at Overton Drive has improved considerably in recent years
- The pavilion is in need of major refurbishment. It has separate changing rooms for each team and for umpires, and a disabled toilet. Apart from the ladies' toilet there are no separate facilities for girls and women.
- The main hall of the pavilion is used by a playgroup that has enjoyed these facilities for many years. The playgroup and the cricket club are happy partners but we acknowledge that the playgroup suffers from a lack of storage space, dampness in the current storage areas and damage to the hall floor.
- There are two new sight screens.
- There is a scorers' hut adjacent to the pavilion, with scores displayed on an electric scoreboard at the far side of the ground. This display is housed above the original score box, which is now used as an extra store room for equipment required by the juniors. The roof of the building was temporarily repaired recently following storm damage and it will need to be replaced during the next couple of years.
- There are three canvas pitch covers on mobile frames, which are cleaned annually.
- There is a four lane net facility at Overton Drive which is in reasonable condition although prone to uneven bounce. The netting is worn and needs to be replaced.
- There are two outbuildings, one for the ground equipment, the other a tea field bar which is also a storage facility for junior cricket.
- We have a portable net and a bowling machine as well as other equipment for training and coaching.

Nutter Lane

This is the home ground of the football teams (our resident Saturday adult side and a girls and junior side who hire the facilities), our Saturday third and fourth cricket teams, women's Sunday and junior Sunday cricket. The ground is also occasionally used for Friday evening coaching and occasional midweek fixtures.

- The ground suffers a major flooding problem during the winter, which results in the postponement of a large number of football matches.
- Bringing Nutter Lane up to at least adult third team cricket standard was a priority at the time of the last Development Report and this has been addressed. There is a steep slope which would be extremely expensive to rectify.
- There are two portable sight screens. There is also a scoreboard which is designed to work from a portable remote control although it is not currently working. There are no net facilities.
- The pavilion has changing facilities for players and is well maintained with a kitchen and players' lounge and bar. It is suitable to accommodate small functions. There is a separate referees' changing room.
- There is a container storage shed.
- The ground is protected by some netting, but it has been suggested that this is not high enough. On two occasions we have applied for planning permission to raise the height of the netting but the applications have been turned down on both occasions following objections from local residents.

Facilities hired from London Playing Fields Foundation at Fairlop, Essex

This ground is used by the Saturday fifth and sixth teams and is the venue for the Under 11 midweek league and some other junior competitions. The pitches are suitable, if a trifle slow, for the standard of cricket. The outfield is poor, and the changing rooms are just adequate.

