



WANSTEAD & SNARESBROOK CRICKET CLUB (incorporating Snaresbrook Football Club)

Minutes of the Management Committee Meeting held on
Tuesday 12th December 2023 @ 8:00pm

Present: M. Pluck (MPI), N. Hutchings (NH), J. Ellis-Grewal (JEG), M. Bentley (MB),
Niru Williams (NW), S. Emmons (SE).

1.0 Apologies for absence

Arfan Akram (AA), L. Enoch (LE), M. Piracha (MPi).

2.0 Minutes of previous meeting

2.1 The minutes of the previous Management Committee meeting on Wednesday 27th September 2023 were agreed as a true and accurate record of proceedings.

3.0 Actions from the previous meeting

3.1 *Contact the club's water supplier, Castle Water, to discuss how we can improve mains waterflow at Overton Drive (Green Forum). **Carry forward.***

Action **Green Forum** to contact the club's water supplier, Castle Water, to discuss how we can improve mains waterflow at Overton Drive. **Carried forward.**

3.2 *Continue looking at options for outfield irrigation improvements and potential grants - carried forward (Green Forum) – **carried forward.***
No further progress likely on this for the foreseeable future. Remove from list of actions.

3.3 *Produce a non-member participant EDI notice for display at Nutter Lane and Overton Drive. This would need to be approved by the VSG (LE). **Carry forward.***

Action **LE** to complete the non-member participant EDI notice for display at Nutter Lane and Overton Drive. This would need to be approved by the VSG. **Carried forward.**

3.4 *Finalise EDI-related code of conduct changes to the Members and Family Charters as well put together a Visitors and Non-Members Charter. These changes would need to be approved by the VSG (LE) – **carried forward.***
Some progress had been made but this still needs to be finalised and approved by the VSG. See below under **Equality, Diversity & Inclusion** (11.1) for further information on EDI-related Code of Conduct changes and notices. **Carry forward.**

Action LE to finalise EDI-related code of conduct changes to the Members and Family Charters as well put together a Visitors and Non-Members Charter. These changes would need to be approved by the VSG. *Carried forward.*

- 3.5 *Follow up on the Data Protection Officer appointment (LE) – carried forward.* The person who had originally been earmarked for this role was longer able to take up this position, which meant that we were effectively back to square one. *Carry forward.*

Action LE to follow up on the Data Protection Officer appointment. *Carried forward.*

- 3.6 *Identify someone to succeed Niru Williams as Club Safeguarding Officer. This should be done in time for the start of next season to allow Niru's successor to shadow her until the end of 2024 (LE) – Niru Williams had put together a draft Job Description for this role. In her view, the tasks and responsibilities she was currently undertaking would realistically be too big for one person to take on. This should be restructured to comprise an overarching Club Safeguarding Officer supported by 1 or 2 Safeguarding administrators. See below under Safeguarding (12.1.vii) Carry forward.*

Action LE/MPi/VSG to identify someone to succeed Niru Williams as Club Safeguarding Officer. This should be done in time for the start of next season to allow Niru's successor to shadow her until the end of 2024. *Carried forward.*

Action NW to finalise the Club Safeguarding Officer Job Description and send it to Martin Pluck for review.

- 3.7 *Produce final version of 2023-2027 Development Report (LE/MPi/NH) – completed.*
- 3.8 *Complete club's 2022/23 tax return by the deadline date of 30th September 2023 (MB) – completed.*
- 3.9 *Correct club's contact details held by HMRC as these still show Chris Hurd as being the primary contact (MB) – completed.*
- 3.10 *Provide a formal financial forecast for the next Management Committee meeting (MB) – carried forward.*
This was still to be done – *carry forward.*

Action MB to produce cashflow forecast covering the period from now until the start of the 2024 season. *Carried forward.*

- 3.11 *Organise a meeting with Nicola Rising to go through the bar figures for the 3 months to the end of September 2023 (MB/SE) – this had not been done yet. It was agreed that this must be carried out on a regular basis to keep on top of bar income trends.*

Action MB/SE to organise a meeting with Nicola Rising to go through the bar figures on a regular basis.

- 3.12 *At the next Sports Subcommittee on the 16th October 2023 put forward the Club Safeguarding Officer's recommendation that all team managers and adult team captains be provided with their own accident book (MPI). A form had been set up in Google Docs to provide a cloud-based collaborative solution for all junior managers/coaches to record any accidents in a central location. This would be made available to adult managers from next season.*

Action NW to contact Jon Gritten to confirm that it is correct that no accidents have been reported since the new accident book mechanism was put in place.

- 3.13 *Email all club members reminding them that Overton Drive can be hired for family parties, etc (MPI) – completed.*

- 3.14 *Follow up with the club's architect to see if he could recommend someone who could provide energy conservation advice (MPI) – **carried forward.***

Martin Pluck and Scott Emmons had met with Daren Flight to discuss the best way to improve energy efficiency at Overton Drive. He had recommended the following:

- i. Upgrade the gas boiler – we had already done this.
- ii. Spray the inside of the roof with expanding insulation foam.¹
- iii. When any subsequent major refurbishments were carried out at Overton Drive we should raise the windowsills to reduce the expanse of glass across the front of the clubhouse. This could be achieved without adversely impacting members' view of the cricket.
- iv. Move to energy-efficient glass in all windows.
- v. Install insulated plasterboard on the walls.

¹ At Easter we had installed insulation on top of the ceiling tiles in the hall at Overton Drive to conserve heat. Unfortunately, this had adversely affected the ventilation in the roof space and as a result we had noticed that extensive condensation had started to run down the walls in some places in the hall. This would need to be rectified as soon as possible by removing the insulation on the ceiling tiles and spraying the inside of the roof and eaves with insulation foam. This spraying would cost £5,760 and arrangements had been made for this work to take place on the 19th and 20th of December.

Action MPI to follow up with the company that has been engaged to spray insulation onto the inside of the hall roof at Overton Drive to clarify the situation regarding VAT included in estimate.

Action MPI to send out an email asking for volunteers to help remove the hall ceiling tiles at Overton Drive on Monday 18th December. This is required before work can be done on spraying insulation on the inside of the roof.

- 3.15 *Following the upcoming Sports Subcommittee meeting on 16th October 2023, ask Jon Gritten to update his proposals regarding the committees set up to support specific junior events or activities and circulate these to the Management Committee (MPI) – completed.*

- 3.16 *Meet with Drummond Lawn Tennis Club to discuss the concerns that they have raised recently (MPI).* Martin Pluck had met with representatives of Drummond Lawn Tennis Club on 16th October. They had obtained quotes for extendable netting that would cost between £20k and £40k. The tennis club were asking for us to make a contribution towards this, but Martin emphasised that we were not in a position to be able to afford this. In addition, the ECB did not provide grants for this type of project. Martin also reminded them that they would need to get the approval of the Nutter Lane Trustees to carry out this kind of work and provided the necessary contact details. Following the meeting the Trustees had been approached but there had been no response from them yet. Their approval would be required before the tennis club could apply for planning permission. One of the tennis club members at the meeting confirmed that the cricket club had no responsibility for any injuries to their players that might occur when playing tennis. Martin had contacted our insurers to confirm that we were covered in the unlikely event of anyone being injured by a cricket ball.

On 1st November Martin also met with Linkside Lawn Tennis Club. This meeting included Chris Hurd from Wanstead Sports Club Limited (the landlords) and David Cameron from Wanstead Golf Club as Linkside also wanted to erect netting where the golf club boundary ran near to the tennis club. It was noted that only 6 cricket balls had been hit into the tennis courts during last season. The overall cost for the fencing would be £60k. The tennis club were asking both the cricket club and the golf club to contribute £10k each towards the cost of the fencing and would like the landlords to provide a further £20k. Our response to this was the same as that given to Drummond Lawn Tennis Club – we would not be able to make a significant contribution to the help pay for the cost of installing the netting.

Action	MPI to follow up with Nasim & Co (Saba) and Arfan Akram to ascertain whether we can get an official statement/legal position should one of the tennis players be injured by a cricket ball.
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- 3.17 *Meet with the Residents of Preston Drive to discuss the concerns that they have raised recently regarding parking (MPI).* Martin met with 3 representatives of the Preston Drive Residents Club along with Tony McGrath (Barkingside FC Youth), Dave Dennis (Eton Manor Rugby Football Club Chairman) and Alex Mason (Drummond Lawn Tennis Club) to discuss several issues:
- i. Parking issues/resident access when heavily attended events occurred at Nutter Field or Eton Manor. This was the result of 2 tournaments taking place at Eton Manor and Snaresbrook FC on the same day. It was agreed that in future two such events would not be arranged on the same day to avoid the impact of a large number of visitors driving to either of the sports grounds.
 - ii. Spoil mound generated when the non-turf pitch was installed at Nutter Lane – this was regarded as an eyesore. The cricket club resolved to tidy this up and work had already been done on this.
 - iii. Decrepit sightscreens – the club needed to repair them by replacing the meshes or, if that was not feasible, we would have to dismantle them and replace with new ones. We would not be in a position to resolve this issue until next summer.

- 3.18 *Organise a follow-up meeting with Wanstead Golf Club Chairman (David Hamilton) to discuss the borehole irrigation facility they already had in place (MPI). Martin had met with David Hamilton to discuss several topics of mutual interest.*
- i. **Irrigation** – the golf club were looking to set up up a storage facility for up to 12,000 cubic litres of water. Once this was up and running it might be possible for us to make use of this in future – discussions to continue.
 - ii. **Electricity** – the golf club were aiming to rationalise and improve their electricity supplies. This would include providing a 3-phase feed into their clubhouse.
 - iii. **Car park** – the car park was a shared resource used by the cricket club, both tennis clubs and, when necessary, the bowls and golf clubs. Due to concerns over antisocial use of the car park after dark the landlords were now paying for a security company to patrol this at night. It was now being locked at midnight every weekday.
- 3.19 *Update MemberMojo configuration so that when members renew their membership they will be asked if they would consider volunteering to help support club activities c (MPI) – completed. To help identify potential volunteers we would also be asking if members would provide information as to their occupation.*
- 3.20 *Set up a meeting with Scott Emmons, Mark Bentley and Joe Ellis-Grewal to discuss fund raising initiatives in light of current shortfall in cash reserves. (MPI). Several fundraising activities had been discussed during this meeting. This had highlighted the needed for a Sponsorship Secretary to manage existing sponsors and actively look for further ones.*

Action MPI to work with Scott Emmons, Mark Bentley and Joe Ellis-Grewal to progress the appointment of a Sponsorship Secretary.

- 3.21 *Identify someone who could help progress volunteer recruitment (MPI/LE). No further progress had been made on this. **Carry forward.***

Action MPI/LE to identify someone who could help progress volunteer recruitment. **Carried forward.**

- 3.22 *Connect the water supply and complete electrics installation for the tea hut/junior equipment container (MPI). This had not been completed yet – it must be done before the start of next season. **Carry forward.***

Action SE/Jim Croker to connect the water supply and complete electrics installation for the tea hut/junior equipment container. **Carried forward.**

- 3.23 *Contact the club's energy supplier regarding costs and options for upgrading to three-phase energy power at Overton Drive - carried forward (SE/MB/JEG). This had not been completed. **Carry forward.***

Action SE/MB/JEG to contact the club's energy supplier regarding costs and options for upgrading to three-phase energy power at Overton Drive. **Carried forward.**

4.0 Development Report Progress

4.1 Volunteer recruitment

Finding suitable candidates to take on several key volunteer roles within the club was continuing to be a challenge. The club was still looking for someone who could help progress volunteer recruitment for a range of roles throughout the club. As noted above under **Actions from the Previous Meeting** (3.5 & 3.6), we were actively seeking a Safeguarding Officer to replace Niru Williams and someone to take on the job of Data Protection Officer. The requirement for a Sponsorship Secretary had recently been identified and we also needed to find a dedicated Social Subcommittee Chair.

4.2 Development Report (2023-2027)

Martin Pluck and Len Enoch had met to discuss the implementation strategy regarding the recommendations proposed in the Development Plan. Len had circulated a document to Management Committee members that laid out a suggested approach and timetable for this work. The following next steps/actions had been agreed:

- i. Communications strategy – set up a working group to move forward with this. Sumbul Siddiqui and Helen Pattington to work on this initiative, Joe Ellis-Grewal happy to be involved.
- ii. Management structure – the Management Committee to take responsibility for this.
- iii. Community club definition – Len Enoch and Jon Gritten to work on defining what it was to be an effective and focused community club.
- iv. Fundraising – Mark Bentley would take this forward.
- v. Wanstead as a members' club rather than acting as a service provider – Sumbul Siddiqui and Helen Pattington would be responsible for reinforcing the notion that we were a members' club with a strong volunteer base, not merely a service provider.
- vi. Increasing opportunities for women and girls – Helen Quinlan to lead a working group that would be responsible for the ongoing development of policies to make the club a leader in providing opportunities for girls and women to play cricket not only at the highest level but socially as well.
- vii. Nutter Lane ground and pavilion improvements – Martin Pluck to lead a working group that would include Tony McGrath, Jon Gritten and Paul Staniford.
- viii. Continuous improvement programme – Joe Ellis-Grewal to ask Neil Springett to review all the club's current systems and processes with a view to introducing better data management and analysis capabilities.
- ix. Player development – Joe Ellis-Grewal to take on responsibility for this.

Action LE to draft an email to be sent to all club members when the Development Plan is circulated.

Action LE to produce a one-page delivery roadmap for the Development Plan key recommendations/actions.

Arfan Akram was unable to attend this Management Committee meeting in person but had provided valuable feedback on Len's implementation proposal document. Arfan supported the emphasis placed on EDI when considering the club's management appointees and agreed that there were key Development Plan recommendations that we should look to start work on as soon as possible.

It was agreed that that we should add the Head of Junior Cricket to the Management Committee as this was an increasingly important role within the club.

Action MPI/NH to change the Club Constitution to add the Head of Junior Cricket to the Management Committee.

Helen Quinlan was playing an important role in the development of women's and girls' cricket at the club and she had accepted Martin Pluck's invitation to join the Sports Subcommittee

In light of the continued focus on women's and girls' cricket at Wanstead, the Management Committee also agreed that we should invite Helen to join the Management Committee as one of the two elected members. This appointment would need to be approved by club members at the next AGM.

Action MP to speak to Helen Quinlan to see if she would be happy to join the Management Committee as one of the 2 elected members.

4.3 Jack Petchey

Nothing to report.

5.0 Green Heron Forum

5.1 The initiative to end our reliance on single-use plastic cups had been a great success. We needed to build on this accomplishment by addressing known issues regarding recycling and the club's continued dependence on single-use plastic cutlery.

Action SE/Green Forum to review the club's waste disposal processes to ensure we focus on the recycling options that are available.

Action SE to produce a one-page summary highlighting the green initiatives that the club has implemented this year.

5.2 Mains waterflow continued to be an issue at Overton Drive. The outstanding action was covered above under **Actions from the Previous Meeting** (3.1).

6.0 Fundraising

6.1 Boundary Boards

Mulalleys had generously committed to £500 next year for their boundary board. We were following up on sponsorship renewals for other existing boundary boards. This was an area we should look to improve on and, as noted above, a Sponsorship Secretary could make a big difference here. We should also review our current charges for these advertising boards.

7.0 Treasurer's Report

7.1 Mark Bentley had provided the P&L details for 2022 and 2023 along with the bar figures for the last 3 years. The P&L breakdown showed that, while income had increased to £16k when comparing 2023 to 2022, expenses had gone up by £27k. These draft figures reflected an overall loss of just over £8.5k.

Mark would provide the finalised version of the accounts for the next meeting in early 2024.

7.2 The shortfall in cash reserves reported in the last meeting followed greater than anticipated outgoings and highlighted the necessity of maintaining an up-to-date cash forecast. See above under **Actions from the previous meeting** (3.10).

8.0 Bars

8.1 The bar takings for October and November were down by £2k when compared to the same period in 2022. The overall bar contribution for 2023 was just over £7k less than in 2022. We needed to look at options for increasing bar income, especially during the winter months, whilst at the same time reducing costs. We should also analyse the bar figures on a more regular basis to fully understand trends and proactively identify any potential profitability downturns – see above under **Actions from the Previous Meeting** (3.11).

Action SE to produce a list of ways we can improve bar profitability. This encompasses ideas for increasing sales and reducing costs.

Action SE to implement the smart till facility that enables money to be loaded onto membership cards. This needs to be done in time for the start of the 2024 season.

9.0 Facilities

9.1 Grounds

The outfield at Overton Drive did not look particularly good at the moment due to the late seeding and subsequent adverse weather conditions. The leaking pipe on the far side of the ground next to the tennis courts still needed to be fixed – this would be looked at early next year.

9.2 Overton Drive – chair cupboard

Any outstanding issues with this must be addressed before the start of next season.

Action MPI to arrange for Overton Drive chair cupboard outside wall to be re-rendered.

9.3 Overton Drive – junior storeroom

This still needed to be connected up to the water and electricity supplies – see above under **Actions from the Previous Meeting** (3.22).

9.4 Overton Drive – Linkside Tennis Club

See above under **Actions from the Previous Meeting** (3.16).

9.5 Nutter Lane – Drummond Tennis Club

See above under **Actions from the Previous Meeting** (3.16).

9.6 Nutter Lane – other

The contract with our electricity supplier still needed to be renegotiated.

Action MB to renegotiate the Nutter Lane electricity contract.

10.0 Social

10.1 Nothing further to report.

11.0 Equality, Diversity & Inclusion (EDI)

11.1 Len was unable to attend the meeting in person but provided an EDI update, which was circulated to members of the Management Committee prior to the meeting. This noted the following key points:

- “Holding Up a Mirror to Cricket” (which can be found [here](#)), was a 300-page plus report published in June 2023 by the Independent Commission for Equity in Cricket (ICEC Report). It was highly critical of the fact that “power is concentrated in the hands of mainly white middle-aged men”. It was scathing of the influential role of public schools and “class problems” in recreational cricket and the “developmental pathways” and “talent pathways” system, which resulted in the exclusion of those from “low socio-economic backgrounds”. Throughout the ICEC Report attention is drawn to the low numbers of women on cricket boards and committees.

The ECB would continue to be cricket’s ruling body and presumably this role would include approving grants to recreational cricket clubs. More money was to be allocated to advancing EDI funding and there would be a number of measures to ensure that progress was made including ongoing checks similar to those adopted by UK Sport, who emphasised the importance of high EDI awareness.

- Failure to appoint more women to club management roles could result in financial disadvantage in obtaining future grants. Len recommended that

we include a short EDI section in the 2024 AGM Agenda to highlight the importance and relevance of this topic.

- The club's procedures address, directly or indirectly, the other ICEC Report recommendations. These encompass good communications, whistle blowing, policy to allow Martin Pluck and Jon Gritten to waive subscriptions and match fees for hardship cases and refugees, the scrupulously fair allocation of facilities and coaching support across all membership categories.

Ahead of the summer 2023 cricket season we produced a 'Proposal on Management of EDI Requirements' document, which included Communications Guidelines for match reporting.

A number of Management Committee members and junior coaches attended formal EDI training, where everyone was introduced to the excellent ECB training video. As noted below under **Safeguarding** (12.1.iv), Niru Williams had emailed all volunteers this month and reminded them to complete the training if they had not done so.

Our EDI document allowed for ongoing changes and identified the need for minor amendments to the two codes of conduct as well as the issuing of a third code of conduct for so called 'participants' – visitors to the ground and sponsors who were obliged to comply with the EDI requirements even though they were not club members and might just visit the club for a one-off match. This code of conduct would be sent to sponsors and suitable notices placed around our two grounds. Approval of the wording would be delegated to the VSG and the text had been agreed by Len and Niru. The notices would be displayed in suitable locations around the two grounds prior to the start of the season next year.

12.0 Safeguarding

- 12.1 Niru Williams had circulated a safeguarding status update to Management Committee members prior to the meeting. This report had been put together with input from Len Enoch, Jon Gritten (Head of Junior Cricket) and Martin Pluck and provided details on the following key topics:
- i. **Safeguarding register** – this had been set up to record and track compliance checks for the club's volunteers and was monitored regularly. It was a live document as changes occurred throughout the season with volunteers leaving or new ones joining. All new coaches, managers, captains, vice-captains and other volunteers had been added to the register and all necessary checks (DBS, Safe Hands, etc) had also been carried out. Currently we had 89 active volunteers on the register with 2 DBS checks currently in progress. Niru confirmed that scorers did not need to undergo a DBS check.

ii. **Clubmark** – We were currently compliant with all Clubmark requirements, which included DBS checks and the Safe Hands portal. Our status was in place until 2025 when the system would be changing. However, to maintain Clubmark status for 2024, we would be required to upload certain documents onto the Clubmark portal. These included our new Development Plan and an ECB Safeguarding Policy Statement. Both had been adopted by the Management Committee with the latter awaiting formal sign-off by the Club Safeguarding Officer and a representative of the Management Committee. The minutes for next year's AGM would also need to be uploaded onto the Clubmark portal.

iii. **Report from Head of Junior Cricket** – there was a bigger winter training programme in place than ever before. Most age groups have had some degree of training, which has not been in place before prior to Christmas. In the region of 100 children were benefiting from these sessions. In addition, 10 or 11 junior teams were playing in the indoor leagues. More girls were playing cricket over the winter than ever before.

Coaches continued to improve their qualifications, with 4 gaining their core coach badge.

The only thing we have not been able to do is find a new venue for our under 7s and under 8s following Redbridge Council's decision to close Wanstead Youth Centre.

iv. **Training courses** – as reported above, 4 coaches had gained their core coach badge. In addition, 2 of our juniors are currently doing the 2-year coaching scholarship with the MCC Foundation.

Training on safeguarding and the ECB's Anti-Discrimination Code was now provided as an online module by the ECB. Many of our volunteers had completed both training modules. Reminders had been sent out in November to those who had yet to complete the training, urging them to do so over the autumn/winter period.

v. **Reported safeguarding issues** – one safeguarding case had been reported to the Club Safeguarding Officer. Niru was working on this currently with the support of Jon Gritten and Phil Knappett (County Safeguarding Officer).

vi. **Accidents** – no accidents had been reported since the last meeting. We had set up a Google Docs form to record accidents. Coaches, managers, etc would be required to complete this when there was an accident. Hopefully, this would facilitate the recording and tracking of all accidents as required. Jon Gritten had informed our volunteers of the new procedure and sent them the link to the form. We would continue to keep an accident book behind the bar.

vii. **Replacement of Club Safeguarding Officer** – Niru had drafted a job description, which would be finalised with Len Enoch and Martin Pluck before starting recruitment. Niru proposed that the role be split into two or three roles – one main CSO with a support team that would be decided

once we had seen how volunteers progressed during the summer. This was a significant role for a club of Wanstead's size and it might be difficult to recruit one person to take on all the safeguarding responsibilities in a voluntary capacity.

- 12.2 **Equality, Diversity & Inclusion (EDI)** – see above under **Equality, Diversity & Inclusion** (11.1) for updates.

13.0 Feedback from Sports Subcommittee

- 13.1 Minutes for the meeting on 16th October 2023 were circulated to Management Committee members prior to the meeting. Martin Pluck noted that concerns had been raised regarding the viability of running 6 teams in the Hamro Foundation Essex Premier League due to the small number of adults that were available to play in the lower elevens. Some adults have said that they did not enjoy playing so much when the side was predominantly made up of junior players. These concerns had been quickly allayed thanks to several fathers committing to play for Wanstead adult teams next year, thereby ensuring a better adult/junior mix in the lower elevens. Wanstead would continue to field 6 adult teams.

14.0 Any Other Business

- 14.1 No AOB items were raised.

15.0 Date of next meeting

- 15.1 The next meeting would be on Tuesday 13th February 2024. The AGM would be arranged for Wednesday 3rd April 2024.