MoneySense

NatWest Cricket Club Guide

Understanding and managing your club's finances

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NatWest

Helpful Banking

Welcome

NatWest has been supporting cricket since 1981 on both a local and professional level and is proud to work with the England and Wales Cricket Board (ECB) on a number of initiatives to ensure the sustainable development of local cricket clubs. These include NatWest CricketForce which has attracted millions of pounds worth of investment into club facilities and infrastructure and the NatWest OSCAs (Outstanding Services to Cricket Awards) which celebrate the dedication of club volunteers across England and Wales.

As part of its long running support of cricket, NatWest is committing to help cricket clubs with impartial financial guidance through its MoneySense programme. This guide builds on the success of MoneySense materials for adults, schools and businesses. MoneySense is supported by independent bodies such as the Personal Finance Education Group (pfeg) and the Consumer Credit Counselling Service (CCCS).

"The England and Wales Cricket Board are delighted that NatWest are supporting cricket clubs with this MoneySense guide. It will no doubt help clubs enormously with their finances and challenges moving forward. Cricket clubs throughout England and Wales are always looking for ways in which they can save or raise money and get best value from the funds they have. It is essential for clubs to be able to invest in improved facilities and equipment, and sustain a quality club environment for all their current and future members.

I hope you find the NatWest MoneySense guide useful and wish all cricket clubs in England and Wales a long and prosperous future."

Mike Gatting, Managing Director, Partnerships, ECB

Why we've produced this guide

This guide has been produced to provide everyone from Chairpeople to Treasurers, Volunteer Coordinators to Sponsorship Committees – and every member, parent and player in between – with practical, inspiring and informative guidance that will help you manage and boost your club's finances. Inside, you'll find a guide to planning your club's budget plus the tools you'll need to oversee its day-to-day finances. There's insight into the tax benefits of becoming a Community Amateur Sports Club (CASC). There are sections on funding sources, such as grants and sponsorship. Plus, guidance on how to make the most of fundraising opportunities and harnessing the skills and dedication of your members. Finally, we take a look at how NatWest CricketForce and the NatWest OSCAs can benefit your club with tips and first-hand examples to help improve your cricket club management we hope all together this guide will help your club flourish.

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Running your club's finances: a back-to-basics guide

Establishing good financial habits can help you make the most of the money your cricket club generates, whatever its size. From efficient record keeping to a Treasurer's kit list, here's everything (and everyone) you need to manage your club's finances.

The Treasurer

Every club will need at least one person dedicated to looking after its finances. Most clubs recruit a volunteer with previous financial experience – often an accountant, someone who has worked in banking, or who has run their own business. This provides a broad base of financial know-how and gives them credibility with the club's members. Larger clubs with more complicated or time-consuming financial administration may establish a financial team, including a Treasurer, bookkeeper and, possibly, an accountant.

Even clubs with very simple accounts will tend to use computer records such as spreadsheets and bookkeeping packages, so IT skills are important. Reliability, discretion and trustworthiness are essential qualities in any Treasurer. Good communication skills are essential too; clearly explaining what money is needed and why it is needed can help speed up financial decision-making and boost fundraising efforts.

Money management

There are a number of tasks involved in running a club's finances. These include annual budgets and cashflow forecasts; preparing accounts (frequency depends on club size); bookkeeping; cash handling and banking (match fees and bar takings, for example); paying bills and individuals; creating financial models for occasional or larger projects (such as building a new clubhouse); and liaising with club committee members and outside organisations such as insurance companies. In addition, the Treasurer or another club appointee may be responsible for negotiating costs with suppliers, stock control in the bar and control of assets such as kit and equipment.

Income generation

The responsibility for sourcing and managing sponsors, applying for grants, organising fundraising events and recruiting volunteers is often divided between different club members. To ensure good communication and speedy response to financial opportunities, you may want to form a Finance Sub-Committee that reports directly to the Treasurer or Chairman.

Keeping accounts

Accurate accounts and financial records are required for tax and VAT purposes, charity registration and funding applications. Depending on the size, income and level of expenditure

of your club, you may decide between a simple income and expenditure record, with a file for receipts, choose a computerised accounts or bookkeeping package, or employ the services of an accountant. Electronic records should always be backed up in case computer files are lost. Some Treasurers recommend having more than one signatory for bank accounts to ensure financial transparency and accountability around the club's money.

Handling cash

There is often a lot of cash moving around a cricket club at any one time. Match fees, bar and tuck shop takings, net costs, practice fees and payments for umpires, tea ladies and grounds staff must all be carefully recorded and monitored. Treasurers often use a petty cash box to secure money on match days, although some prefer to keep the cash on their person. It should be made clear to members exactly who is responsible for collecting match fees, bar takings and any other cash amounts, and the money and any receipts should be passed to the Treasurer to bank and file as soon as possible. Some Treasurers find that having a healthy cash balance in the club's bank account can help them negotiate on bank charges. You might also set a cash limit for current accounts, and move any extra money to a savings account with a higher rate of interest.

Setting budgets

The expected income and costs for the year are worked out by the club's committee and should be revisited periodically to ensure the budget is on track; and to work out ways of stemming any shortfall if it is not. Regular financial reporting by the Treasurer to the committee is essential, but it's also important to ensure that each club member knows their financial responsibilities and the club's income targets.

Cashflow and incentives

Planning out-of-season social and fundraising events, hiring out facilities for year-round profits, spreading costs across the year and setting up direct debit schemes for monthly membership fees can help ensure good cashflow for your club. You could also ensure set deadlines for membership payments, give incentives such as discounts and prize draw entries for early payment, and reduced-price membership for siblings. A newsletter with information on how much money the club has and how it is spent is another good way of encouraging financial support from members.

The Treasurer's kit list

Online banking Lets you move excess cash into a savings account quickly and easily
Chequebook or club credit card To pay suppliers
Petty cash box For gathering match fees and receipts, and making cash payments such as tea expenses
Cash book For recording income and payments
Receipt book To issue receipts for money received
Filing system To store the club's financial information, including previous records
Electronic till and till receipts Keeps accurate records of bar takings, kit sales, etc.

Planning your club's budget

Before the first ball of the season can be bowled, a cricket club must plan its annual budget. Grounds must be maintained, kit replaced and nets hired. Without sound financial planning, the behind-the-scenes essentials that ensure matches go ahead simply cannot happen. A budget should factor in current aims, surprise expenses and long-term goals – and once decided, it shouldn't be forgotten. Think of it as part of a business plan; review it regularly and adapt if club circumstances change.

Funding

Write down every source of income for your club and forecast how much money you will generate this year. Membership levies, match fees, grants, sponsorship, fundraising, clubhouse/pitch hire and social activities (bar, events) will all contribute to the club's pot.

Costs

Add up your projected costs. Some of these, such as rates, will be fixed; others may vary month on month. Accurately predicting your expenses will help you manage them better. Look back over past bills and read the small print on any hire agreements and loan rates. The biggest costs affecting cricket clubs tend to be grounds and premises maintenance, catering, utilities, kit and insurance. Do you have accurate quotes or good estimates for all of these?

Budget headings

These will depend on the complexity of your club's finances, but should give a clear and accurate breakdown of all income and expenditure. Comparing actual totals against the amounts projected in your budget will help you spot holes in your accounts in time either to find the required finances or to adjust your club's plans accordingly.

Here is an example of cricket club budget headings, provided by Shifnal Cricket Club. The club plays in both the Birmingham & District Premier League and the Shropshire League, and runs five senior and six junior teams.

- Trading account: bar account, catering account
- Income: subscriptions and match fees; investment income; sponsors and advertising boards; grants; coaching; fundraising events; facility hire
- Expenditure: premises maintenance and development; premises sink fund; grounds maintenance and development; cricket activity; cost of fundraising events; administration costs.

Budget reviews

The Treasurer should review the budget at least before each committee or financial meeting (usually monthly) in order to keep a clear view of the club's finances, and more often if there is cause for concern. If it looks as if the club's income will not cover its outgoings, prompt plans should be made to revise the budget, increase fundraising or income-generating activity either to ensure there is no shortfall or to make savings.

Emergency/Contingency fund

If possible, clubs should operate a sink fund – money that is regularly put aside to cover one-off expenses, high capital costs or emergencies. Ideally (although it may not be possible), a club should have a year's worth of expenditure put aside in a sink fund. A good aim might be to set aside an amount equivalent to 10% of your club's costs each year, as contingency savings. Grounds maintenance is one of the highest costs, it will cost more year on year to maintain your ground. Unforeseen legislation and increasing costs are examples of increased expenditure so please be aware of this when planning your budget.

Marketing

Effective marketing will help you attract, maintain and service sponsors who will bring money to help you run your club and realise its goals, whether that's establishing a junior team or painting the clubhouse. It is important that any marketing is self-financing and that your club can deliver what it promises. See sources of funding section for more information (Page 12).

Moneysaving ideas

- "Shop around for good deals on insurance and utilities. We recently saved £500 per annum by switching to ExtraCover, the ECB's official Club Insurance Scheme." John Woodworth, Treasurer, Chipping Warden and Banbury Cricket Clubs
- "Order kit direct from the supplier as needed, rather than carrying large amounts of costly stock. We have £5,000 of assets in stock and we won't sell it all." John Woodworth
- "In-kind donations can be as useful or better than money for some projects. We saved thousands on building a new cricket pavilion by using NatWest CricketForce as a driver to obtain timber, concrete and paint." Nigel Wain, Cricket Development Officer, Kirby Muxloe Cricket Club
- "Join with other cricket clubs to buy in bulk and save money. This can be useful for equipment and bar supplies." Adrian Collins, Chairman, Shifnal Cricket Club

For more information

- ECB Marketing Your Club guide
  www.ecb.co.uk/development/clubs-and-leagues/marketing-your-club
- ECB Insurance
  www.ecb.co.uk/development/clubs-and-leagues/insurance

Should you become a Community Amateur Sports Club?

Becoming a Community Amateur Sports Club (CASC) means clubs can benefit from mandatory business rate relief and Corporation Tax exemption, and can claim Gift Aid on voluntary donations. According to David Collier, Chief Executive of the ECB, the scheme has saved £15.5million for cricket clubs since its introduction in April 2002. The Government estimates that relief on business rates can save property-owning clubs an average of £2,000 per year. Not all cricket clubs meet the criteria to become CASCs, however, and others may not benefit from the scheme. If you fit the criteria please consider applying to become a CASC. Take a look at our guidelines to CASC, below:

Main CASC criteria

- Club must be open to the whole community
- It must be organised on an amateur basis
- Its main purpose must be providing facilities for and promoting participation in one or more eligible sports
- The managers of the club must be 'fit and proper' persons.

Main CASC benefits

- Mandatory business rate relief of 80% with possible further discretionary relief from local authority for property-owning clubs
- Exemption from Corporation Tax on trading profits if gross trading income is less than £30,000 per year
- Exemption from tax on profits derived from property, if that gross income is less than £20,000 per year
- No requirement to complete annual Corporation Tax return if income does not exceed these levels
- Can reclaim £28.20 (£25.00 after April 2011) in tax for £100 donated to the club via the Gift Aid scheme
- Relief from Inheritance Tax on lifetime gifts and bequests on death
- Individual donors paying income tax at the higher rates can claim tax rebates of £25.00 (40% rate) and £37.50 (50% rate) for every £100 given.

When you shouldn't become CASC registered

- You want to pay players for playing or distribute income to members
- The potential benefits are too small to make a change in status worthwhile
- You want to restrict membership and remain a private members club.

The CASC club

Nigel Wain, Cricket Development Manager at Kirby Muxloe Cricket Club in Leicestershire, explains how his club benefits from CASC status

"We have 40 senior players and 150 junior players, and we took the decision to join CASC to help us generate more income. We don't pay rates, so we've homed in on the benefits of Gift Aid to the club. We no longer charge an annual membership subscription, as gift aid relief is not allowed under the scheme. Instead, we charge match fees to cover our expenses and ask our supporters to make a Gift Aid donation to the club – because of the tax relief we can claim; a £10 donation is worth £12.82 to us. The downside is that we can't predict our annual income as accurately as we could when charging membership fees. In the current economic climate, people have less money to give, which has made raising funds more difficult. The application process is fairly lengthy, which was a burden on our Treasurer. But now we're a registered CASC all we need to do is give an annual report to HMRC if requested. It's been a real benefit to our club."

The non-CASC club

John Woodworth, Treasurer of Banbury Cricket Club in Oxfordshire, describes the decision not to become a CASC

"The main stumbling block to Banbury Cricket Club becoming a CASC was that we wouldn't be allowed to pay anyone for playing under the eligibility criteria. We have employed professional players in the past (although our current Australian player is only given expenses) and this will cause problems if we do so in the future. The scheme benefits a lot of cricket clubs and we will look at it again when we lease/acquire our planned second ground. In the meantime, we'll aim to make the most of our income in other ways."

For more information

Find out more about CASC and download an application form at **www.hmrc.gov.uk/charities/casc/register.htm**

There is also a dedicated website **www.cascinfo.co.uk** with more information.

How I do it: the Treasurer's story

John Woodworth is an experienced Treasurer at both a leading club side and a small village cricket team. He explains how he manages the financial challenges faced by two very different cricketing set-ups.

John Woodworth has been Treasurer of Chipping Warden village cricket club, which has a single senior team, for 15 years. For the past five years he has also been Treasurer, Panel Umpire and manager of the Chance to Shine programme at Banbury Cricket Club in Oxfordshire. The club has four senior teams; the First XI plays in the ECB Home Counties Premier League and the remaining three compete in the Cherwell League against other club sides in the county. Banbury Cricket Club also fields 11 youth teams, one ladies team, two girls teams, a midweek team and two Sunday sides. John worked for NatWest for 27 years and believes that background has given him the experience and credibility to fulfil his Treasurer roles, particularly at Banbury Cricket Club. *"Being Treasurer of Chipping Warden is my hobby. With Banbury Cricket Club I'm effectively running a business,"* he says.
"Every Treasurer should remember that if the money doesn't add up, a club is not sustainable in the long term."

Village club planning

While the financial administration of both clubs begins with a forecast of income and expenditure and a record of money moving in and out of the club accounts, he says the day-to-day management of the two clubs is very different. At Chipping Warden, John attends an Annual General Meeting where he presents straightforward income and expenditure accounts. *"I ask the team what money they need to pay for items such as kit over the next 12 months, and check on the state of equipment and any possible expenditure with the grounds staff,"* he explains. *"I will then work out how much cash we need to generate from match fees and fundraising to cover these costs."* John will update the books every six months and cuts down on paperwork by having set budgets for teas and grounds staff, which are paid in cash from the match fees each week.

"The most recent financial challenge at Chipping Warden has been buying a new mower, which cost £3,500," John says. *"We had the savings to pay for it, but we're now down to £100 in the bank."* The club organises four fundraising events per year, including a spring fete held jointly with the village church (this year's fete earned church and club £1,200 each). A sponsored walk with Macmillan Cancer Support each autumn raises around £3,000 each for the charity and the club.

Managing the club side

At Banbury Cricket Club, John is part of a financial management team. He prepares written financial projections and cashflow forecasts for the year ahead. He also meets with the Chairman around three times each week to discuss the management of financial issues.
In addition, a bookkeeper looks after the payroll (there are three salaried administrative staff

and six paid coaches, as well as an Australian player who receives weekly expenses). The bookkeeper also compiles monthly management accounts that he presents to the Committee, alerting them to any big expenditures. An administrative assistant handles sponsors, including inviting them, Vice Presidents and Associates to club events. The club's income comes from membership subscriptions, sponsorship, fundraising events, and funding from the local authority, the Oxfordshire Cricket Board, local charities and Sports Unlimited. The club has also received National Lottery funding in the past.

"Banbury Cricket Club has 25 sponsors, 14 hoardings that cost companies £300 per year each to have their name on, and a brochure that we sell marketing space in. The recent economic climate has meant that attracting and retaining sponsorship has become more difficult and we've enlisted help from our membership to help replace firms that have dropped out," explains John. *"We run a 100 Club and hold social events to raise money, but the bulk of our income comes from our membership. Money is tight in the off-season, when there are fewer income-generating opportunities. We've lost money for the past two years but we've been working hard to cut down on costs. With several new sponsors on board, we aim to make a profit this year."*

John's insight as Treasurer at two very different clubs shows how important it is to keep a close eye on the budget, to review financial plans regularly and to build a contingency fund to cover lean sponsorship years or unexpected expenses. As he says: *"The Treasurer might look after the money, but it's essential to get involvement from everybody if a club is to achieve financial security and to develop."*

Money talk: village-side

- Annual income and expenditure forecasts
- Books updated every six months
- Set weekly fees for teas and grounds
- Savings account for contingencies
- Income from weekly match fees
- Four fundraising events per year, including joint initiatives.

Money talk: club-side

- Finance team including Treasurer, Bookkeeper and Administrative Assistant
- Annual financial forecasts and cashflow projections
- Monthly management accounts
- Financial planning meetings, three times per week
- Between six and 10 people on payroll
- Savings account to cover contingencies and financial shortfalls
- Income from membership fees, grants, sponsorship and fundraising.

Sources of funding

Your cricket club may be fortunate enough that the week-by-week cash generated by match fees and membership subscriptions, bar takings and social events is enough to cover its running costs. But that isn't always the case. Clubs often need to find other ways to boost their annual income, to balance their books, fund development projects, or pay for essential maintenance.

Grants

The ECB is a valuable resource for cricket clubs of all sizes, providing financial assistance in the form of interest-free loans for the development of facilities and a Grant Aid scheme for capital projects for clubs who meet a set criteria. There are many other organisations, both local and national, that may be able to offer much-needed cash for your club. Sources of funding include:

- Sport England
- Sport Wales
- Small grant schemes
- Local and national businesses and charities
- Local, parish and district councils.

The ECB have compiled a comprehensive guide entitled 'Sources of Grant Aid and Funding for Cricket Clubs' which includes over 20 possible sources and advice on applications. This can be downloaded from www.ecb.co.uk/funding

How to write a good grant application

You don't have to be Shakespeare to write a good grant application, but it helps to cover the following points:

- **Will it benefit young players?** Many organisations focus their grant giving on youth schemes. Explaining how better facilities will provide a safe environment for junior teams or that a new scoreboard can help youngsters' numeracy skills can improve your application's chance of success.
- **Are you a well-managed club?** Demonstrating good governance will encourage confidence that any grant will be used effectively.
- **Do you have Clubmark accreditation?** This joint scheme with the ECB and Sport England helps cricket clubs to develop a healthy club infrastructure. Accreditation shows that standards have been attained across four key areas.
- **Is your club open to all?** A non-exclusive club that offers membership to all sectors of the community may have an improved chance of winning awards from certain grant-givers.

We did it: securing grants

Despite extensive flood damage in November 2009, Workington Cricket Club in West Cumbria continues to field three senior and six junior teams. Development Officer Malcolm Wood explains how grants are helping to secure the club's future

"At Workington Cricket Club we sustained devastating flood damage in 2009, resulting in the loss of our pavilion and equipment and serious damage to our ground. We put together a two-year recovery plan that looked at how much it would cost simply to restore the club facilities – and how much more it would take to build the club we really want to be. The final figure is £250,000, which is a considerable sum, but we're using this as an opportunity to level out uneven parts of the ground, extend the clubhouse and function room and build an extension for new, larger changing rooms. Following suggestions in the County Cricket Board's funding bulletin, we have secured funding of £30,000 from the Cumbria Flood Recovery Fund, £26,000 from the Nuclear Decommissioning Authority, £10,600 from the ECB, plus pledges from the Rotary Club, West Cumbria Lions, Tesco, Asda and our local Neighbourhood Forums. We aim to build a new clubhouse and facilities by the end of 2010."

Sponsorship

Do not assume sponsorship is fixed income, but rather seen as the 'icing on the cake'. Sponsorship packages attract investment to a club in return for promotional opportunities. The best candidates are national companies that have a presence in your community and local firms that are keen to advertise their services. Attracting sponsors and maintaining sponsor-club relationships is a demanding job and may request an investment in marketing material. Your club may want to offer different levels of sponsorship, so it is not reliant on one big sponsor to fulfil its sponsorship targets.

How to write a good sponsorship proposal

Being proactive and professional can help your cricket club to secure valuable funding from businesses:

- Create a professional package. A well-presented document indicates a level of professionalism in the club.
- Make an attractive offer. Outline what you can deliver to a sponsor – for example, shirt branding, signage, website links and programme advertising, and VIP seats or special events.
- Be clear about what you want. Specify the level of finance or other support you expect from a sponsor. You may want to offer a range of opportunities and costs, in order to attract different levels of support.

We did it: attracting sponsorship

Nigel Wain, Cricket Development Manager at Kirby Muxloe Cricket Club, believes clubs have to be proactive to secure sponsorship.

"We have seven or eight sponsors that supply around 20% of our revenue. We take the securing and management of sponsors seriously and have a subcommittee of three or four people responsible for sponsors and events. I've created a professional-looking sponsorship pack that is adapted to tailor our offering to potential sponsors – with the potential for up to 1,000 members and family visiting the ground during the season, we believe we are an attractive option for companies looking for promotion opportunities. We offer a range of deals, including shirt branding and signage. We'd really like a sponsor to choose the £2,000 package for supporting our junior team, but that hasn't happened yet. Recently, we have secured £200 from high-street store Next. And in 2008 we received junior and senior teamwear sponsorship to the value of £2,500 from a prominent building firm that were working in our village. Our team saw an opportunity and took it."

Dominic Warne, Senior Marketing Manager in the NatWest Sponsorship team, offers guidance on branding and being flexible when it comes to sponsorship proposal.

"The most obvious thing everyone notices about cricket sponsorship is team shirt branding and branding around the club or pitch. This is generally all about building the brand or awareness of a company. Local and regional brands will generally have a greater need for awareness than national brands. However, national companies already have lots of advertising and sponsorship in place, so think about the kind of benefits you can offer national companies in addition to branding opportunities, e.g. team-building, experiences and opportunities, tickets to events, product sampling, etc. Be flexible. The sponsor knows what they want from a sponsorship to help build their business. Don't be rigid in your proposal. Demonstrate how you can deliver different benefits to meet their needs. What is it that you can give to a sponsor that they can't get elsewhere (from a local rugby or golf club, for example), or which offers better value than elsewhere?"

DIY fundraising

Fundraising events are an important revenue stream for all clubs. They can involve the whole club and families and be a great day out. Find out how to get stuck in.

From snail-racing to sponsored litter pick-ups, fun runs to fish and chip nights, getting club members, family and friends to take part in fundraising events can provide a valuable boost to your cricket club's finances. They can be a particularly important source of revenue in the off-season, helping to improve cashflow when there are no match fees to collect and bar revenues are down. As an added benefit, fundraising can also help promote the club within the wider community and build team spirit among members.

Fundraising initiatives fall into three main categories: social events such as barbecues and dance nights; sponsored events such as swimathons and sky dives; and ongoing income generators like 100 Clubs, scratchcards and raffles. Providing a mix of activities that demand different levels of commitment and financial support can reduce the likelihood of fundraising fatigue and also attract a wider pool of benefactors.

No one wants to take the fun out of fundraising, but it's essential to remember that a good profit should be the outcome of any event. Forecast costs before going ahead, keep tight control of expenses as you go along, and have a clear goal for the amount of money you want to raise. It's a good idea to have a person or team to manage each event, with clearly defined responsibilities, so that poor organisation doesn't let you down.

Check all legislation and tax implications e.g. before embarking on a fundraising project please ensure you are compliant. If you are unsure please take sound financial advice. In addition, please cross reference or take wording from ECB's Technical Specification TS5 pages 12 and 13 which contains information on VAT, Tax Relief, Refereshments and Catering and Alcohol Licences – available at www.ecb.co.uk/facilities or www.ecb.co.uk/techspecs

In 2010, for the first time, NatWest launched a dedicated fundraising event. NatWest CricketForce Fundraiser is designed to encourage clubs to get together over the August Bank Holiday weekend and raise funds to put towards the club and the following year's NatWest CricketForce. To find out more and register your club, visit www.ecb.co.uk/natwestcricketforce

"Themed events always work well. Try a 1970s disco night or a Halloween party."
Adrian Collins, Chairman, Shifnal Cricket Club

"Profit can be 75% on a barbecue, but organising food takes time and volunteers. The ideal is to have an event where the ticket price covers costs and the bulk of money is made on the bar."
Adrian Collins

"Race nights and band nights can raise between £300 and £1,000 for us and are very popular with members. We buy discounted tickets on www.fundrazor.com and sell them at face value."
Nigel Wain, Cricket Development Mananger, Kirby Muxloe Cricket Club

"Raffles and scratchcards provide small but regular sources of income. They're easy and inexpensive to organise and don't demand a big outlay from members."
Nigel Wain

"We have a large ground, so last year we held Valentine Rock, a one-day, 11-hour music festival on two stages. The event raised over £2,000, of which we kept half and gave the remainder to the RNLI and the Lions. It was so popular we'll be making it bigger and better this year."
Malcolm Wood, Club Development Manager, Workington Cricket Club

"Holding joint fundraising events is a good way of raising their profile and ensuring a good turnout. The first year we held a spring fete, we didn't have many attendees. Now we hold it with the village church and raise around £1,200. A sponsored walk in association with Macmillan Cancer Support generates around £3,000."
John Woodworth, Treasurer, Chipping Warden and Banbury Cricket Clubs

How to fundraise effectively

- **Provide a focus -** Knowing that the money is going towards a new roof for the clubhouse or the junior team's kit will help galvanise support and inspire the wider community.
- **Set a financial goal -** This will help you keep costs down and can encourage members to be generous in helping you reach your target.
- **Talk to your members -** Find out what sort of events they like to attend and tailor your fundraising efforts to suit.
- **Don't rely on one event -** Organising a range of events, both large and small, over a year will provide a backup if the big summer barbecue is a washout.
- **Sell tickets in advance -** This will help you forecast your income and ensure a good turnout.

What can your members contribute?

It's not just runs and wickets that your members can contribute to your cricket club. They are a huge resource of skills and labour that can save your club thousands of pounds in essential repairs and maintenance. Many clubs rely on word-of-mouth recommendations when it comes to tapping into this bank of talent. However, an organised 'skills audit' can let you build a database of volunteers, which allows you to make the most of their knowledge. Here are some ideas to help you maximise your membership's skill set:

- **Create a skills register -** Asking your members what they can contribute creates an expectation of involvement, enables you to identify skills and makes recruiting volunteers for specific jobs easier. It means you can complete jobs efficiently, maximising cost savings. Skills audits are important as they help to identify less obvious talents. You may know that a member works as a builder or electrician, but did you know that the umpire is a keen amateur chef who is willing to cook at the fundraising barbecue?
- **Appoint a volunteer coordinator -** A dedicated person or volunteer team can build relationships with players, parents and interested parties, matching those jobs that need doing to the people who are willing and best able to do them.
- **Involve as many people as possible -** *"It's better to have more people doing a bit than a few people doing a lot, otherwise there's a danger they will get fed up and leave the club."* Nigel Wain, Cricket Development Manager, Kirby Muxloe Cricket Club
- **Give plenty of notice -** Telling people in advance when their skills will be needed means they can put the date in their diary, which gives them less of an excuse not to get involved. *"If we're planning an upkeep weekend in April, I tell members in February to ensure maximum turnout."* Nigel Wain
- **Be clear about the outcome -** *"It's important to give volunteers an end vision for their efforts. Knowing that their work will help fund new kit for their child's junior team, or that painting the changing rooms will make getting ready more pleasant, will encourage involvement."* Nigel Wain
- **Remember to say 'thank you' -** *"Every year the team captains cook and serve a three-course meal for all our volunteers: the tea ladies, grounds staff, scorers and parents. A little thank you goes a long way when it comes to encouraging involvement. We also have a Club Person of the Year award that recognises the contribution of one outstanding individual."* Malcolm Wood, Development Officer, Workington Cricket Club

"We recently completed a skills register at the club. One player had been a member for two years, but I only found out during the audit that he is a builder. He has just built us a brick barbecue, supplying the materials and labour for free. That saved us £250 – the equivalent cost of a junior kit."

Nigel Wain, Cricket Development Manager, Kirby Muxloe Cricket Club

Calling all young volunteers!

It's often older club members who make the sterling effort of running and developing a cricket club. But recruiting younger assistants in their teens and twenties can help keep a club vibrant and ensure it connects with members across the generations. It also helps to sustain the club in the long term, as Assistant Treasurers and Youth Volunteer Coordinators go on to take over more advanced roles in the future. There are benefits for youth helpers, too. Negotiation and leadership skills, as well as knowledge of business skills gleaned from helping to manage a club's finances, can be attractive qualities for potential employers. For more information on volunteering, visit www.ecb.co.uk/development/volunteering

"Our 18-year-old volunteer coordinator galvanises members of his own age group to do coaching, collect money and organise events. It helps to establish a long-term commitment to the club."

Nigel Wain

We can help

NatWest has been supporting cricket for 30 years. Its initiatives have helped hundreds of teams to develop their clubs, and have celebrated many of the volunteers who give their time so generously to ensure that matches are played, teas served and partnerships developed with businesses and communities. Two initiatives in particular have proven to be of real financial and practical worth to cricket clubs: NatWest CricketForce, which aims to rejuvenate cricketing facilities, and the NatWest OSCAs, which recognise the vital contribution of volunteers. As Helen Page, NatWest Managing Director for Marketing says, *"The hard work and commitment of volunteers is invaluable and we are extremely proud to be associated with the development of the sport at a grassroots level."*

If your club hasn't already taken advantage of these schemes, take a look at what they can offer…

NatWest CricketForce

NatWest CricketForce encourages cricket supporters, their families and friends to give something back to their local community cricket club by volunteering to undertake renovations to clubhouses and grounds. There were a record number of cricket clubs participating in NatWest CricketForce 2010. With 1,642 clubs and 85,000 volunteers, it is the largest volunteering event in sport in England and Wales.

NatWest CricketForce focuses on a pre-season weekend when there are targeted events that rally volunteers to complete a specific task, whether that's painting sight screens, repairing the pavilion, or raising a certain sum of money. In the process, it helps build partnerships between cricket clubs, businesses, volunteers, communities, the media, local authorities and the Government.

Whether your goal is large or small, you can find out how to get the most out of NatWest CricketForce by downloading a step-by-step guide to organising your event from the ECB website - **www.ecb.co.uk/natwestcricketforce**. Tips include:

- Set long-term aims for how it will benefit the club
- Appoint an enthusiastic project leader
- Clarify responsibility
- Organise publicity
- Set event criteria
- Set clear objectives for the weekend
- Work up motivation
- Make it happen
- Celebrate!

"NatWest CricketForce is the best initiative we have found for rallying recruits to help us maintain the club. And it has saved us thousands of pounds in the process. We recently used a NatWest CricketForce weekend to get our boundary walls painted. We have a large ground and it would have cost us around £3,000 to get professionals to paint it. Instead, we had the paint donated and a willing set of volunteers who supplied their time and paintbrushes for free."
Malcolm Wood, Development Officer, Workington Cricket Club

NatWest OSCAs

The NatWest OSCAs (Outstanding Service to Cricket Awards) were created to recognise the volunteers who work tirelessly to ensure the smooth running of cricket clubs across the country. Without their contributions, the game would not survive. England player Alastair Cook, who presented the awards in 2009, said: *"A strong England team and a flourishing grassroots game go hand in hand. You all have a vital role to play in nurturing the next generation of England cricketers and I want you to know that everyone in the current England team fully appreciates the importance of what you do."*

In 2010, the ceremony was held at Lord's and had seven awards categories: Behind the Scenes; Building Partnerships; Leagues and Boards; Lifetime Achievement; NatWest CricketForce; Officiating – Umpiring and Scoring; and Young Volunteer.

The majority of counties hold their own County OSCAs, and it is the seven category winners from each county who go on to contest the national NatWest OSCAs. Counties that don't have OSCAs will accept nominations in each of the categories. These will be independently judged and the seven volunteers will be put forward for nomination and attendance at the NatWest OSCAs.

You can contact your County Cricket Development Manager or visit your county board's website for more details.

"In 2005 we were recognised with an OSCA nomination for our success at using NatWest CricketForce as a means of recruiting volunteers and materials. A bid to the National Lottery for funds to improve facilities had been turned down, but we didn't give up. In fact, we managed to complete around £76,000 worth of work for an outlay of only £3,000."
Malcolm Wood, Development Officer, Workington Cricket Club

Register your club and find more information

www.natwest.com/cricket
www.ecb.co.uk/natwestcricketforce
www.ecb.co.uk/natwestoscas

For more information

NatWest

www.natwest.com
Personal and business banking products and advice. Supporter of NatWest CricketForce and NatWest OSCAs, in association with the ECB.

www.natwest.com/cricket
Includes player interviews, cricket masterclasses and match highlights, as well as tools and tips for clubs.

www.natwest.com/moneysense
Free, impartial guidance to help you understand your money. Also included is information on MoneySense for Schools and MoneySense for Business.

Cricket organisations

England and Wales Cricket Board

www.ecb.co.uk
Governing body for all cricket in England and Wales, including support for grassroots clubs on managing and funding. Offers an interest-free loan scheme for clubs and ECB Grant Aid Scheme, as well delivering annual NatWest CricketForce and Natwest OSCAs initiatives, to support development of clubs.

The Lord's Taverners

www.lordstaverners.org
The official national charity for recreational cricket. Raises money to give young people, particularly those with special needs, a sporting chance.

Sports Organisations

Running Sports

www.runningsports.org
Funded by Sport England. Supports sports clubs and volunteers, providing resources and workshops on subjects such as managing club finances.

Sport England

www.sportengland.org
Information on a range of funding programmes open to cricket clubs.

Sport Wales

www.sports-council-wales.org.uk
Source of funding for sports clubs in Wales, as well as links to other grant-giving bodies.

Tax

Community Amateur Sports Club

www.cascinfo.co.uk
Scheme offering tax relief and fundraising via Gift Aid to sports clubs.

HM Revenue and Customs (HMRC)

www.hmrc.gov.uk
Guidance on Corporation Tax self-assessment and Community Amateur Sports Club eligibility criteria.

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