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**Scotland's Thriving Cricket Clubs**

*A programme designed to help Cricket Scotland support their clubs*

*to embrace change and become more welcoming and enterprising*

**Introduction**

One of the biggest challenges in community sport, such as cricket in Scotland, is trying to change the mindset and approach of our clubs that are, for the most part, very traditional, conservative and insular. But how can we provide more tangible support for clubs that might start to change their approach and help them become vibrant community clubs? How can we encourage clubs to focus and improve the way they are run?

**Sports Marketing Network strongly believe that clubs that demonstrate**

* **a willingness to change**
* **a welcoming culture**
* **engagement with their community**
* **enterprise drive and skills (becoming financially sustainable)**

**are much more likely to become vibrant, visible and viable community sports enterprises.**

**They can then become sustainable and deliver growth.**

SMN operate a three-phased approach to our training and support: We provide thoughts, tools and to-dos:

**Thoughts** - in order to stimulate a desire for change one must inspire people and help them develop a vision for their club. In our experience, this cannot be done via a website, but requires an inspirational workshop which includes plenty of case-studies. The most common feedback we get after our workshops is that they are 'thought-provoking'.

Having inspired people we then provide them with **Tools** - SMN have developed a number of easy-to-use tools and templates on a number of aspects of growing your club. From How to Run a Really Open Day to Developing Shared Values with Your Community.

For many clubs (and others) the first steps in a different direction are often the first difficult ones. This is why we also provide **To-dos** - simple guides and advice on how to implement the changes required.

**Objectives of the Thriving Clubs Programme**

* To provide all cricket clubs in Scotland with the opportunity of attending a Grow Your Cricket Club workshop
* To provide all cricket clubs in Scotland with the opportunity of one year's free membership of Grow Sport +, the online platform for vibrant, visible and viable for community sports clubs

 Sports Enterprise Connections, the network for community sports enterprise

* Invite clubs to participate in an intensive programme where ten clubs will be selected to benefit from one-2-one support, remote mentoring and specific ideas, tools and templates
* Brief and train Cricket Scotland and relevant local sports development staff

**The stages of Phase One (2015)**

***Stage One - Workshops***

A *Grow Your Cricket Club* workshops will be held in Aberdeen on 11 May (with further workshops in Dundee, Edinburgh and Glasgow during May 2015). All Scotland's cricket clubs will be invited to attend.

***Stage Two - Inviting clubs to join the Thriving Clubs programme***

All clubs, whether they attend the workshops, will be invited to apply to participate in the Thriving Clubs programme. They will be asked to complete a simple questionnaire which will contain following sections/questions:

Contact details

Five questions:

1. To what extent would you regard your club as being a welcoming club and how would you like to become even more welcoming?
2. To what extent would you regard your club as being an innovative club and how would you like to become even more innovative?
3. To what extent would you regard your club as being a community focused club and how would you like to become even more community focused?
4. To what extent would you regard your club as being a club which engages with your members, partners and others, and how would you like to improve that even further?
5. To what extent would you regard your club as being an enterprising club and how would you like to become even more enterprising?

Each answer should be limited to a maximum of, say, 250 words

The form has to be signed by three committee members (to demonstrate commitment).

Clubs which are regarded as obvious candidates will be specifically encouraged to apply.

The benefits to the clubs of being part of the programme will be described as:

"How to ensure that your club can really grow and become financially sustainable"

"More members, players, volunteers and sponsors - become a Thriving Cricket Club"

"Nothing can beat that feeling of being involved with a really Thriving Cricket Club"

*SMN will produce a draft application form for CS's approval.(Deadline for applications is 19th June.)*

**Stage three - spreading the word**

At the same time as stage two is taking place a PR and publicity campaign aimed at cricket clubs in Scotland, the community sports sector in Scotland, and the wider, global cricket community will take place. This will utilise the joint resources of Cricket Scotland and SMN.

SMN will produce a press release for CS's approval.

**Stage four - selecting the clubs**

*By 1st JulyCS/SMN* will select ten clubs based on their willingness and ability to change their approach and help them become vibrant community clubs.

***Stage five - initial one-2-ones***

Svend Elkjaer of SMN to visit each of the selected clubs and link up with local Cricket Scotland and relevant local sports development staff.

*A SurveyMonkey survey will be made among club members.*

These initial one-2-ones will focus on helping the clubs to identify their strengths, weaknesses, challenges and opportunities and then decide on the best ways forward.

SMN will then produce follow-ups and, if possible and appropriate, draw up a kind of Service Level Agreement between the club and SMN/Cricket Scotland.

***Stage six - poviding bespoke support***

At this stage it becomes difficult to anticipate the exact nature of the support for each club, so we will have be flexible and adapt, as we have done in Forth Valley.

Some clubs will require specific ideas, whereas others will need more support in terms of cultural change etc.

***Stage seven - Monitoring and Evaluation ('M&E')***

In November and December 2015 SMN will undertake the first M&E exercise in connection with the programme. Although, it is probably rather early after six-eight months to expect massive changes, we would certainly expect some progress. Especially bearing in mind that we have been selective with the clubs invited onto the project.

We will be following a simple M&E exercise following the WICE2 questions as described in Stage 2 (see below):

**Welcoming**

|  |  |  |
| --- | --- | --- |
| **Level** | **Current situation** | **Score** |
| 1 | We are completely focused on being welcoming, be it towards players, members, supporters and sponsors and we are aware of their different needs and we work hard to satisfy those needs |  |
| 2 | We are getting increasingly welcoming although not everybody may be as welcoming as we would like. We know how we want to improve, and we are working hard to get there |  |
| 3 |  We should focus less on internal issues and more on being welcoming wewewewewelcomingwwwelcomwelcoming |  |
| 4 | We rarely talk about being welcoming - do we really know what that is? |  |
| 5 | We are a sports club - why should be talking about being welcoming? |  |

## Innovative

|  |  |  |
| --- | --- | --- |
| **Level** | **Current situation** | **Score** |
| 1 | We are very focused on innovation at our club and we can respond quickly to new opportunities and challenges. We try to be ahead of the game always looking for new ways to work |  |
| 2 | We are trying really hard to keep up but need more expertise and focus on Innovation. Our systems are still not responsible and flexible for sport in the 21st century |  |
| 3 | We don't have the innovative processes and people we need. We are being left behind by the rest |  |
| 4 | We don't know how to cope with new ideas |  |
| 5 | New ideas and innovation - the ultimate threat - let's ignore it! |  |

**Community focused**

|  |  |  |
| --- | --- | --- |
| **Level** | **Current situation** | **Score** |
| 1 | We are fully committed to working with everybody within our community, be it sport or non-sport partners. Our community programme is fully integrated within our organisation and we are seen as a hub which attracts potential partners |  |
| 2 | We are developing our community programme and although we still have a way to go, we are fully committed to this and we are fully aware of the benefits |  |
| 3 | We need to focus harder on getting engaged with the community |  |
| 4 | We'll talk to the community if they come to us…but why should they? |  |
| 5 | Community - what has that got to do with sport? |  |

### Engaging

|  |  |  |
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| **Level** | **Current situation** | **Score** |
| 1 | All our stakeholders know where we are going and have been involved in helping us shape the way ahead. We engage with all our stakeholders on a regular basis and they can tell we are listening |  |
| 2 | We are developing internal and external communications systems to involve all our stakeholders |  |
| 3 | We have considerable difficulty in communicating with our stakeholders but want to find ways of improving |  |
| 4 | We don't communicate apart from sending out an annual report and accounts |  |
| 5 | Don't tell anything to anyone at any time |  |

**Enterprising**

|  |  |  |
| --- | --- | --- |
| **Level** | **Current situation** | **Score** |
| 1 | We are completely focused on being enterprising and always looking at new and better ways for generating really good services that people and partners want to pay for |  |
| 2 | We are getting increasingly enterprising and we are discussing new ideas and methods. We know how we want to improve and we have appointed a Head of Income Generation |  |
| 3 | We need to focus less on whingeing and more on bringing in new people with different ideas |  |
| 4 | We rarely talk about being enterprising - we just want some grants |  |
| 5 | We are a cricket club - why should be talking about being enterprising? |  |

***Stage eight - lessons learned, best ways forward***

*Sports Marketing Network*

*February 2015*