



# **Discussion Document: Feasibility and Options Analysis for a Circular Cricket Gear Purpose Driven & Social Benefit Enterprise**

## **SUMMARY REPORT**

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# Section 1: Background & Purpose of the Report

## Background to this Report & Prior Research

The Centre for Sustainable Design® (CfSD) at the University for the Creative Arts (UCA) has undertaken a series of projects on cricket gear reuse, repair and refurbishment and circular cricket gear design and development that can be found at [Platform for Accelerating Sustainable Innovation in Cricket \(PASIC\)](#). This report was completed within the [Product Circularity for Cricket: Reuse, Education & Prototyping \(PC4CREP\)](#) project that was funded via the University for the Creative Arts (UCA) Impact Accelerator Account (IAA). The report summarises work on the feasibility and best legal structure options for a Circularity for Cricket ‘Good Works Enterprise’ (GWE)<sup>1</sup> which would focus on:

- Advancing repair, refurbishment and reuse of cricket gear and clothing in the UK;
- The application of circular economy (CE) practices in the design, manufacturing and use of cricket gear and clothing in the UK, including developing new prototypes;
- Social benefit activities linked to the above and to widen cricket engagement, in particular for disadvantaged and marginalised individuals, groups and communities;
- Operating in particular catchment areas of a County Cricket Club and associated County Cricket Foundation.

This summary report sets out the most viable and attractive options for:

- The activities, facilities and location of such an enterprise;
- Legal structure and governance options for the enterprise;
- The core business model;
- How it can be brought into being.

Prior research undertaken by CfSD suggests that a GWE (the enterprise) could play a significant role in influencing thinking and practice in cricket, if:

- a) *It highlights the solutions and the problems relating to the impacts of cricket gear and clothing;*
- b) *It does so in engaging ways that directly relates to social and economic benefits for disadvantaged groups.*

Based on the above, CfSD’s research and analysis indicates that the enterprise is feasible on either a small scale, or a larger scale, subject to developing and testing a coherent business model.



<sup>1</sup> A ‘Good Works Enterprise’ (GWE) model refers to an enterprise that is for social and environment benefit, providing training and volunteering opportunities, not for private profit

A more detailed version of this report has been completed, including greater depth of analysis but is unpublished.

## The Impacts of & Trends for Cricket Gear

Cricket is:

- A very gear-intensive sport (e.g. requiring pads, gloves, bats, clothing and balls – potentially up to 40 gear items per player) that produces significant waste.
- The UK's second most popular sport<sup>2</sup>
- The most dominant national sport in any single country, India, the world's most populous country.

However, cricket gear and clothing design, manufacturing and use is not aligned to net zero and circularity practices to reduce waste and resource impacts, and CO<sub>2</sub> emissions and extend the life of existing gear and clothing, components and materials.

Sustainability concerns amongst cricket stakeholders are primarily focused on climate impacts from venues, facilities and match-day impacts. CfSD is pioneering research and development through PASIC on the sustainability problems and solutions relating to the impacts of the cricket gear and clothing.

At the same time, research is seeking to define, understand and expand the social benefits of cricket. In November 2023, the ECB published its first Impact of Cricket Report<sup>3</sup>, looking at the effect that the sport has on the people and communities in England and Wales (E&W).

*"The report demonstrates the benefits that cricket brings to people's lives by helping them to be more active, supporting mental wellbeing and fostering connections in local communities. Some selected findings below show that:*

### ***Cricket improves people's lives***

- *80% of players agreed that playing cricket keeps them active in a way that they wouldn't be without it.*
- *83% of parents say their child's confidence has been boosted by taking part in the ECB's All Stars and Dynamos programmes.*
- *78% of players agreed cricket helps them to develop skills that are useful in their personal and professional lives.*

### ***Cricket connects communities***

- *92% of players agreed playing makes them feel part of the community.*
- *79% of volunteers believe their volunteering has had a positive impact on their community.*
- *83% of players agreed that playing cricket means they appreciate people from different backgrounds."*

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<sup>2</sup> 2016-2020, Statistica

<sup>3</sup> <https://www.ecb.co.uk/news/3799182/ecb-publishes-impact-of-cricket-report>

The England & Wales Cricket Board (ECB) state that in E&W <sup>4</sup>:

- **Up to 2.6 million people are estimated to have played cricket in 2022, including 1.4 million players aged under 16.** Growth in children playing cricket has been boosted by the ECB's national programmes to introduce the game to new players, All Stars Cricket and Dynamos Cricket, which welcomed more than 100,000 participants for the second year running in 2022.
- **The number of women's and girls' fixtures hit a record 20,577 in 2022, almost twice the previous year's total of 10,603.** There were 220 women's and girls' leagues (versus 152 in 2021) following growth of more than 50% since 2019 in the number of cricket clubs with a women's section and/or a girls' section. 1,079 clubs now have a women's section while 755 have a girls' section (up from 744 and 465 respectively in 2019).

ECB also stated that in 2024:

- 192,500 games were played across E&W – up 12,500 on the previous best;
- In 12 months, there was 25% growth in the number of women's teams and 21% growth in girls' teams – translating to 1,000 new women's and girls' cricket teams in 2024

#### ***Equity Impacts & Issues for Cricket in England & Wales***

Whilst cricket is highly popular among the British South Asian community, research by Dr Tom Brown of Birmingham City University indicates: a) British South Asian representation is low in professional cricket in England & Wales; and b) there are major disparities in progression to professional levels, with *privately educated white British players being 34 times more likely to become professional cricketers than state-educated British South Asians, irrespective of their educational background.*

Additionally, the study found that 56% of Under 16 to Under 19 cricketers and 45% of *professional players were white British individuals who had attended independent schools.*<sup>5</sup>

#### **Cricket Gear Waste (England & Wales)**

CfSD's research report **Sustainability, Cricket Gear, Clothing and Apparel Final Report**<sup>6</sup> (2022, updated 2023), calculated estimates of known and hidden 'redundant' and 'waste' cricket gear in England & Wales, as indicated in the table below.

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<sup>4</sup> <https://www.ecb.co.uk/news/3334603/new-figures-show-health-of-cricket-in-england-and-wales>

<sup>5</sup> [https://www.theguardian.com/sport/article/2024/sep/04/south-asian-cricket-academy-talent-zaman-akhter-kashif-ali-jafer-chohan?utm\\_source=chatgpt.com](https://www.theguardian.com/sport/article/2024/sep/04/south-asian-cricket-academy-talent-zaman-akhter-kashif-ali-jafer-chohan?utm_source=chatgpt.com)

<sup>6</sup> [https://cfsd.org.uk/wp-content/uploads/2023/06/Sustainability\\_Cricket-Gear-Final-July-2022-Updated-June-2023-1.pdf](https://cfsd.org.uk/wp-content/uploads/2023/06/Sustainability_Cricket-Gear-Final-July-2022-Updated-June-2023-1.pdf)

<b>SUMMARY RESULTS</b>							
	<b>NUMBER OF ITEMS 000s</b>			<b>WASTE tonnes</b>			
	<b>Adult</b>	<b>Junior</b>	<b>Total</b>	<b>Adult</b>	<b>Junior</b>	<b>Total</b>	
<b>BALLS</b>	1363	435	1798	218	65	283	
<b>BATS</b>	138	226	364	193	216	409	
<b>BATTING GLOVES</b>	167	346	513	75	99	174	
<b>WICKET KEEPING GLOVES</b>	17	30	46	25	30	55	
<b>PADS</b>	123	227	350	246	295	541	
<b>HELMETS</b>	114	206	320	91	103	194	
<b>TOTALS</b>	<b>1921</b>	<b>1469</b>	<b>3390</b>	<b>849</b>	<b>807</b>	<b>1656</b>	

Excluding cricket balls, this suggests around 1.6 million items of hidden personal cricket gear waste. Within these figures, cricket bats, batting pads and gloves are identified as the items of most interest to players, and in relation to these items the estimates indicate:

- Potentially 1.1 million redundant but *usable* cricket bats, batting pads & batting gloves

The sources of these redundant gear items: are a) players leaving the game; and b) players acquiring replacement kit. It is reasonable to expect a growth in the quantities of gear that become 'redundant' from more players acquiring replacement kit, if the game grows and cycles for replacement shorten, thus further increasing the amount of redundant gear.

### **Addressing the Impacts of Cricket Gear Manufacturing & Use**

Given the expected significant rise in the impacts of cricket gear manufacturing and use to 2030, CfSD has identified that the activities of a GWE can help address a range of significant challenges related to the impacts and trends associated with the cricket gear lifecycle. These significant challenges include:

- Projections of rising impacts from cricket gear and clothing use and waste, due to:
  - Growth in the scale of the game e.g. expansion in the USA;
  - A shortening product life i.e. lighter pressed bats, sponsored single season kit in clubs as well as the professional game, etc.
- Limited repair or refurbishment options being available in the UK to enable product life extension
- A limited understanding of, and data about:
  - i) Cricket gear waste
  - ii) The end-of-life landscape
  - iii) The volumes of potentially usable gear in garages, lofts, cupboards in clubs, etc
  - iv) The scale of and trends in cricket gear impacts (environmental and social)
- The lack of cricket gear manufacturing and very low skills base related to cricket gear in E&W, with manufacturing being outsourced to India and Pakistan, leading to high embedded carbon when supplying to E&W

- The potential to spread local and county schemes for collecting and reusing cricket gear e.g. out of 18 championship county clubs, there are currently just 3 county-based reuse schemes<sup>7</sup> (3 out of 18 = 18% of county cricket clubs).

By addressing these challenges, the enterprise(s) could establish itself as a leading information source and initiative in a local area(s) engaging clubs, players, fans and volunteers from the bottom-up, focused on social, circularity and climate impacts and risks, and related issues e.g. unsustainable resource use; the biodiversity crisis.

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<sup>7</sup> Yorkshire, Gloucestershire, and Derbyshire.

# Purpose of A Good Works Enterprise (GWE)

The role of a Good Works Enterprise (GWE) for reuse, repair and refurbishment, and making of circular cricket gear and clothing is primarily to:

1. Be a vehicle to advance the social, economic and environmental benefits that arise from bringing together cricket gear and clothing repair, refurbishment and reuse activities
2. Advance the design and manufacturing of new circular cricket gear items.

In addition, in considering the viability and activities of a GWE, important secondary purposes for the enterprise could be:

3. To provide progression routes and opportunities for enthusiastic and talented players from disadvantaged and marginalised communities and backgrounds, who currently do not have equitable opportunities to participate in the recreational game or to progress to the professional game.

In relation to how it goes about achieving its purpose, two options for a GWE are:

- **Option (1): small scale, local purpose** - *having a primarily local focus, operating at a relatively small scale, with a narrower focus in its scope of operations and the geographic reach of communities it aims to benefit.*
- **Option (2): more commercial, seeking wider impact** - *taking a more commercial approach, where commercial success allows more activity and resources to be generated for social and environmental benefit.* This option has a stronger focus on developing a successful online shop (platform) for sale of reused and refurbished cricket gear, and a clear focus on developing a pioneering circular cricket brand that develops and sells circular cricket gear.

*The highest level of social, economic and environmental benefits will arise if the ambition, reach and levels of engagement of the enterprise are larger.* Achieving this would involve:

- More employment, skills development and career opportunities in the supply chain
- An organisation that intends to have a UK and an international impact
- Working with significant partners through long term collaborative relationships

Achieving higher positive impact and higher benefit levels will require an economically viable, dynamic organisational vehicle. If successful, the benefits will be:

- **Environmental:** greater carbon reduction, waste prevention and reduced (non-circular) resource use in the cricket gear sector specifically, and in cricket in general;
- **Social and Economic Equity:** more significant equity in cricket in general, greater cost reduction opportunities for disadvantaged groups that currently have very few opportunities to participate in the expensive, and still often exclusive game; higher participation levels (particularly for disadvantaged and marginalised individuals and

communities) leading to better health and well-being outcomes, for both adults and younger players; greater social cohesion, particularly in diverse communities;

- **Diversity, Access and Inclusion:** the potential to direct the enterprise's activities in ways that seek to consciously a) increase diversity, access and inclusion in cricket in places in E&W, and in particular local communities; b) create channels for talented players to be sourced from disadvantaged communities, to create much more equitable access routes to professional cricket.

In considering the options and feasibility for the enterprise, it is important to balance:

**Goal A:** The short-term goal of ensuring that a new enterprise can be established, managed and operated successfully – to create an active enterprise that exists, operates and develops on an ongoing basis.

**Goal B:** The long-term goals of 'changing the game' and achieving higher levels of positive impacts and higher levels of social, economic and environmental benefit.

Similarly, it is important to identify the balance between the following purposes:

- a) The healthy existence of the enterprise itself
- b) Achieving specific cricket circularity and sustainability goals within cricket
- c) Achieving specific equity goals within cricket

These goals and purposes can be achieved:

- i) Directly through the enterprise's own operations;
- ii) Indirectly through its wider influence on thinking and practices in the sector (alongside the influence of its partners);
- iii) Through a combination of its direct and indirect impacts and influence.

Therefore, it is important for the founding partners to decide:

- a) *The extent to which they want the enterprise to influence change;*
- b) *How they want to influence change.*

## **Influencing Change Towards Circularities and Increased Equity & Inclusion**

To catalyse and support change towards the goals, influence can come from:

1. Core activities i.e. a social benefit model that makes a proven local level difference.
2. Strong communications i.e. a strong and effective social media and communications strategy that engages cricket 'influencers' and social benefit 'influencers'.
3. Wider activities (e.g. online workshops and courses; blogs and articles; etc) that reach across the cricket and sports sector, and more broadly into areas related the circular economy, the reuse economy, and the community benefit economy.
4. Through relationships and networks of influence of initiating partners

To successfully achieve higher impacts in the medium to longer term, it will be essential to identify experienced, highly motivated and influential people for key roles within a place-based enterprise. Whether their role is as managers / Trustees, as active supporters, or vocal champions. It will significantly benefit the GWE's activities and impacts if this includes engaging 'influencers' in:

- Cricket specifically, and sport generally;
- Social economy or impact investment fields;
- Relevant decision-making circles.

A GWE can be designed to directly develop opportunities and activities that focus on:

- **Reducing the impacts of cricket gear and clothing manufacturing, use and waste**, as the game grows in scale
- **Gathering robust data** on the scale of cricket gear and clothing impacts (environmental & social)
- **Building an evidence-base** to provide leverage for engaging institutional and manufacturer stakeholders to enhance the social benefits associated with the cricket sector and to respond positively to address cricket gear and clothing impacts
- **Expanding and deepening circular thinking and practices** in UK cricket and sports
- **Developing a circular business model** that is suited to engaging stakeholders, particularly recreational and professional players, and cricket institutions, particularly county cricket foundations
- **Generating significant social benefits** for disadvantaged and marginalised groups

Whatever legal structure is chosen, *defining the purpose of the enterprise in reasonably broad terms for registration purposes appears advisable*, to allow for evolution and responding to opportunities as they emerge. This does not preclude or inhibit having a clear focus on specific activities and operations.

Broadly defined purposes for a GWE might be:

- *To provide practical support to help the individuals and communities of the area of focus to live and play more sustainably. To help communities to live within their fair share of the planet's resources while enabling everyone to meet their needs for a healthy home, food and environment.*

The GWE would then define a clear focus of its activities on circularity in cricket.

A more tightly defined statement of purpose might be:

- *Empowerment: Empower people within local communities by providing access to affordable and sustainable cricket gear and clothing and encouraging an ethos of DIY and DIT (Do It Together!).*
- *Community: Strengthen local communities by providing an inclusive, vibrant and supportive working environment for people from all backgrounds to engage in cricket and come and work alongside one another.*

- *Education: Deliver educational experiences for all by creating opportunities to learn and develop lifelong skills in making, repair and refurbishment of cricket gear and clothing, and offer people the opportunity to have contact with positive role models.*
- *Sport & Wellbeing: Offer opportunities to be active and to play cricket as ways to build personal and community wellbeing.*
- *Sustainability: Promote sustainability by reusing and repairing cricket gear and clothing, saving unused gear from landfill, encouraging reuse wherever possible, and offering affordable alternatives to buying new.*

Either the broader or narrower statement of purpose can help inform or be adapted to define the purpose of the enterprise.

## Vision, Mission and Aims

Drawing on prior research projects, reuse scheme pilots and circular cricket gear prototype development, the VMA (Vision, Mission & Aims) of the enterprise might be as follows:

**Vision:** Cricket (optional: in the area and beyond) is sustainable and inclusive in all its activities, and provides valuable social, economic and environmental benefits to diverse audiences of players, spectators, fans and local stakeholders.

**Mission of the Enterprise (narrow focus):** To enable the widespread repair, refurbishment and reuse of cricket gear and clothing, and the adoption of circular cricket gear and clothing in (optional: the area) and E&W, and to provide valuable social, economic and environmental benefits that are helping to expand and broaden of participation in cricket, particularly amongst disadvantaged and marginalised groups.

### Aims – Version 1 (Narrow Aims):

1. To encourage greater sustainability in cricket gear and clothing manufacturing by a) identifying ways to enhance circularity in the design, development and use of cricket gear and clothing, and b) developing systems, attitudes and practices that spread the repair, refurbishment and reuse of cricket gear and clothing.
2. To determine practical methods, skills requirements and business models that can extend the life and reduce the impacts of cricket gear that are scalable in E&W.
3. To use place-based approaches that are rooted in one or more local communities to extend the sustainability and circularity of cricket gear and clothing in (optional: the area) and E&W.

### Aims – Version 2 (Broader Aims):

1. To enhance, encourage, expand and accelerate climate action, environmental and social benefit, equity, diversity, justice, accessibility and inclusion in cricket and the wider sports sector.

2. To provide opportunities for and undertake education, research, skills development and enterprise support.
3. To benefit individual and collective health and wellbeing, community cohesion, and social, economic and environmental enrichment of places and communities.
4. To provide opportunities for all, and particularly for young, disadvantaged and marginalised individuals, groups, neighbourhoods and communities.

Of course, the GWE could adopt both the Narrow Aims and the Broad Aims, if this best aligns with its Vision and Mission.

*Recommendation: Adopting A Broad Purpose with Narrow Focused Programmes*

The enterprise will have greater freedom to respond to opportunities if it adopts a broader purpose, and then develops focused activities that address the cricket circularity theme, alongside a range of complementary activities. An appropriate broader purpose includes:

- To benefit disadvantaged and marginalised individuals and communities, particularly young people and others facing significant life challenges
- To help reduce the environmental and climate impacts of cricket and other sporting and leisure activities
- To increase affordable and accessible opportunities to participate in cricket and other sporting and leisure activities
- To raise awareness and to build skills and confidence through activities that help achieve the above goals
- To provide education and participate in research that helps achieve the above goals

It is worth noting that broader aims are likely to be more attractive to private and public sector partners that have broader sport, commercial or community interests beyond cricket.

## What might the enterprise become?

What the enterprise might become, includes:

1. **A pioneering and respected social enterprise** with wider impacts that help to change thinking and practices across cricket and the sports sector in general.
2. **An attractive online platform** for sales, for player/public engagement that supports demand for the growth of circular and reuse thinking and practices
3. **A dynamic physical hub** rooted in a relevant locality for reuse, refurbishment and repair activities and circular cricket gear development in the UK

Other innovative ways to gain attention and involvement in the enterprise's activities would be to consider the potential value and impact of initiating a collective campaign such as:

- **Cricket Declares Emergency (campaign) / No Cricket On A Dead Planet (movement)** – learning from the dynamic and progressive music sector – to engage those concerned about the increasing impacts of climate risks on cricket

Whilst having the freedom to explore these more ambitious visions is important at this early stage, taking a narrower practical approach in the short term, is likely to provide a more robust route for achieving these broader ambitions in the future. These are probably longer-term considerations. However, they may have considerable implications for the business model in terms of significantly expanding its audience impact and market reach.

## Conclusions & Lessons on Social Enterprise Options

### Key Lessons from Relevant Social Enterprise Examples

1. The focus on a specific sector or opportunity is advisable i.e. linking circularity in cricket to clear social benefit activities.
2. However, a Repair, Refurbishing and Reuse (3R's) cricket gear programme offered within a *broader* range of social benefit activities or programmes (cricket engagement and development; other 3R's activity; etc) is most likely to be successful than a *narrow* focus, because the broader focus:
  - Provides greater connectedness in the community
  - Helps engage a broader audience who may not naturally be drawn to the narrow core focus
  - And therefore, makes the offer more attractive to funders, social prescribers, and other local / health and wellbeing stakeholders
3. A clear focus is advisable on:
  - A local area and its communities, particularly its schools and its disadvantaged and marginalised members, connecting to a wider catchment area
  - A 'change-maker', pioneer and innovator role in cricket
4. Establishing the enterprise within a larger existing organization (typically a Charity) may have significant advantages, *if the mutual benefits are clear*. This option could be a national charity (example: Andover Mind's [Ugly Duckling](#) project) or a local charity (example: [Heeley Trust](#) model in Sheffield).

The specific choice of social enterprise structure is unlikely to determine directly whether the enterprise is successful and effective. The enterprise's success and effectiveness will primarily be determined by:

- a) A viable business model
- b) An effective, talented and passionate management and staff team
- c) The commitment of a founding and supporting partnership.

***Overall, so long as each is defined with charitable or social benefit purposes, the structure options that are most relevant which all could be viable are:***

- A Cooperative Community Interest Company (CIC);
- An Industrial Provident Society (IPS) Cooperative
- A CIC, that is not a cooperative
- An Industrial Provident Society (IPS) for Community & Social Benefit

## Section 2: Good Works Activities

This section of this report explores the activities that match the purpose of a Good Works Enterprise (GWE), including to:

1. **Take forward Repair, Refurbishing and Reuse (3R's) of cricket gear and clothing and production of circular cricket gear and clothing**, with a focus on cricket gear 'softs' (e.g. batting pads, etc) and bats, for youth and adults, and possibly women's / girl's clothing in particular.
2. **Employ, train and engage disadvantaged groups** to provide services or produce products as above e.g. volunteers, retired, ex-drug dependants, ex-alcohol dependants, mental health sufferers, ex-offenders, long-term unemployed, refugees and other disadvantaged individuals.
3. **Produce and sell new, refurbished and reused products.**
4. **Undertake wider cricket related activities** particularly to provide more equitable and inclusive access to playing cricket and progressing in the game.

In addition, the enterprise could choose to develop activities that will enable it:

- To be established in a form that would enable local 'franchise' enterprises to operate across the regions of E&W.
- To consider partnership options with existing organisations e.g. established charities such as MIND or locally based charities.
- To undertake wider sport and repair, reuse and circular economy activities.

### The Core Activities of a Good Works Enterprise

The core activities of the enterprise that are identified within this report are focused on:

- Local-to-regional systems for collection, sorting, storage and distribution of donated cricket gear and clothing (logistics and coordination activities)
- Repair, refurbishment and reuse of cricket gear and clothing
- Manufacture of circular and plant-based vegan leather cricket gear e.g. pads and gloves, and clothing
- Repair kit development

The broader activities of the enterprise are expected to include:

- Encouraging and supporting the establishment of ongoing or annual local / regional cricket gear reuse initiatives in ways that integrate with County-based activities (i.e. through county cricket club foundations) and relevant national initiatives (communications and engagement activities)
- Supporting activities - educating about and providing resources that encourage:
  - a) The take-up and scaling of cricket gear repair, refurbishment and reuse

b) The adoption of circular thinking and practices in the cricket gear industry and in the cricket sector (research, education / skills development, communications and engagement activities)

- Organisational and financial management, people-care and management, including developing a robust online business (commercial, management and retail activities)
- Activities that research and generate a deeper understanding of attitudes to cricket gear circularity amongst players and clubs, particularly behaviour change issues.

The following table summarises the activity areas that relate particularly to circularity in cricket gear and clothing, and their benefits and outcomes.

<b>Activity 1: Local Reuse Schemes</b>		
<b>Activity:</b>	<b>Beneficiaries:</b>	<b>Outcomes:</b>
<p>Collection, checking and distribution of usable cricket gear</p> <p>Coordinating, supporting &amp; promoting local reuse schemes</p> <ul style="list-style-type: none"> <li>In the local area</li> <li>Across the country</li> </ul>	<ul style="list-style-type: none"> <li>Players: especially young people; socially &amp; economically disadvantaged &amp; marginalised e.g. refugees</li> <li>Clubs: community engagement; more players;</li> </ul>	<ul style="list-style-type: none"> <li>Reduced waste &amp; CO<sub>2</sub> emissions</li> <li>Higher participation in cricket</li> <li>Increased community engagement</li> </ul>
<b>Activity 2: Sale &amp; Distribution of Reuse Cricket Gear</b>		
<p>Sorting, checking, selling and distributing reuse cricket gear</p> <ul style="list-style-type: none"> <li>In the local area (free distribution for social benefit)</li> <li>Affordable sales to generate income for social benefit activities</li> </ul>	<ul style="list-style-type: none"> <li>Players: especially young people; socially &amp; economically disadvantaged &amp; marginalised e.g. refugees</li> <li>Clubs: community engagement; more players;</li> </ul>	<ul style="list-style-type: none"> <li>Reduced waste &amp; CO<sub>2</sub> emissions</li> <li>Higher participation in cricket</li> <li>Increased community engagement</li> </ul>
<b>Activity 3: Repair &amp; Refurbishment of Cricket Gear</b>		
<p>Training &amp; skills development</p> <p>Repairing, refurbishing, selling and distributing cricket gear for reuse:</p> <ul style="list-style-type: none"> <li>In the local area (free distribution for social benefit)</li> <li>Sales to generate income for social benefit activities</li> </ul>	<ul style="list-style-type: none"> <li>Employees, trainees, volunteers: especially young people; socially &amp; economically disadvantaged &amp; marginalised e.g. refugees</li> </ul>	<ul style="list-style-type: none"> <li>Reduced waste &amp; CO<sub>2</sub> emissions</li> <li>Employment</li> <li>Improved skills base</li> <li>More resilient &amp; healthier individuals &amp; communities</li> </ul>
<b>Activity 4: Making of Circular Cricket Gear</b>		
<p>Training &amp; skills development</p> <p>Making, selling and distributing circular cricket gear:</p> <ul style="list-style-type: none"> <li>Sales to generate income – possibly / partially for social benefit activities</li> <li>Prototyping and testing (including in the local area)</li> </ul>	<ul style="list-style-type: none"> <li>Employees, trainees, volunteers: especially young people; socially &amp; economically disadvantaged &amp; marginalised e.g. refugees</li> <li>Concerned / conscious consumers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced waste &amp; CO<sub>2</sub> emissions</li> <li>Employment</li> <li>Improved skills base</li> </ul>

## Activities & Issues Relating to Cricket Clothing

It is known from Lords Taverners Cricket Kit Recycling Scheme (LTCKRS – closed 31<sup>st</sup> July 2025) data and CfSD research that there is a) a large volume of cricket clothing waste and b) many players welcome the opportunity to donate unused *cricket clothing*. Therefore, if activities relating to cricket clothing are included alongside cricket gear, this will broaden the scope of the enterprise and be likely to bring in many more items for cleaning, repair, redistribution and resale. Even if the enterprise does not directly engage with ‘waste’ / second-life clothing, it is still likely to be asked repeatedly to signpost to the best available options for donating unwanted but usable cricket clothing.

Increasing the circularity of recreational cricket clothing is a major issue that has not been researched or focused on. The growing policy momentum and standardisation that is emerging from the EU will mean that clothing companies will need to increasingly consider sustainability and circularity. A UK Extend Producer Responsibility (EPR) scheme for clothing and textiles is being discussed government and other stakeholders, there are no indications that sports clothing (and, in particular, cricket clothing) would be excluded from any potential future regulation.

Therefore, the enterprise will need a clearly defined approach and activities to address *cricket clothing* alongside cricket gear issues. This may require time to research solutions to the high volumes of unwanted cricket clothing.

## Options for Additional Relevant Activities

The options for additional activities that the enterprise could develop and deliver are:

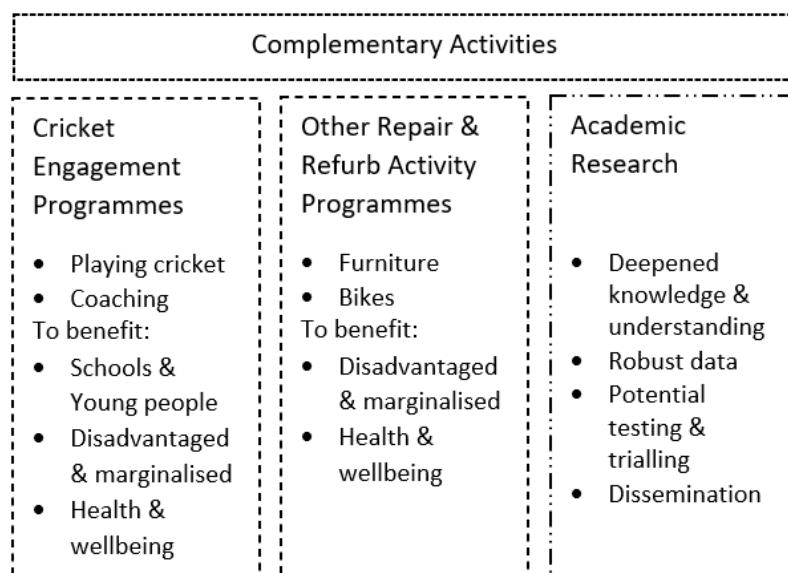
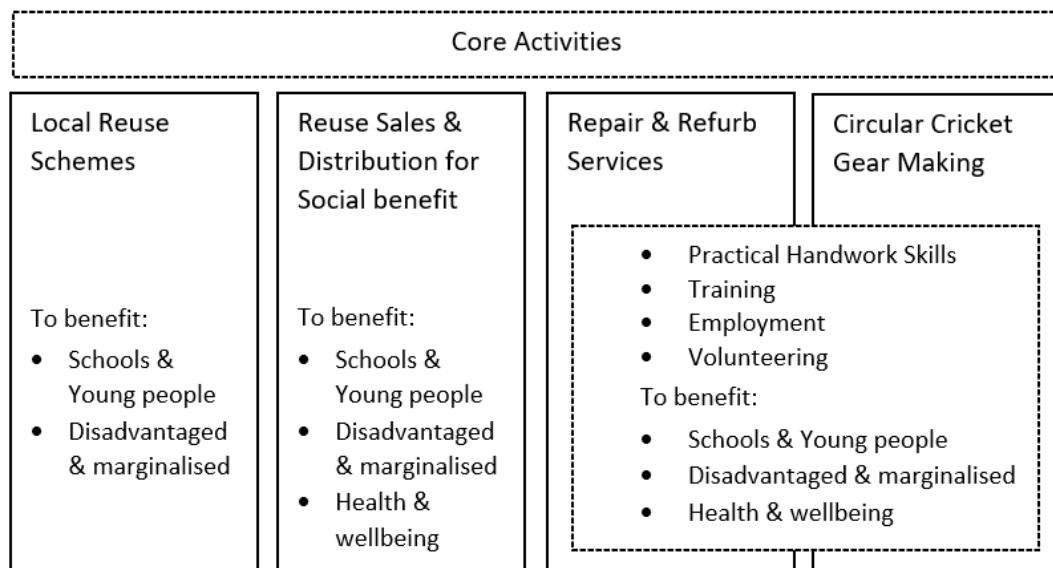
- ***Learning, playing and improving cricket playing and skills using repaired and refurbished cricket gear and circular cricket gear:*** including coaching, short-form matches and cricket-based activity programmes, with the focus of engaging and benefiting disadvantaged and marginalized individuals and groups, and developing young talent;
- ***Activities that create a larger community-based repair, refurbishment and maker-space hub:*** for example, also undertaking operating alongside other refurbishment, repair and reuse activities with a social benefit focus e.g. a) other sport or activity related themes (e.g. bikes), and / or b) activities that relate to significant needs for disadvantaged or marginalized groups i.e. free or affordable furniture.

The advantages of these optional activities include:

- Easier and wider access to stable funding streams e.g. through Social Prescribing;
- An easier ‘narrative’ for funders, customers, supporters and other stakeholders to buy into and support;
- Increased benefits and appeal for local communities, clubs and other stakeholders;
- Linking i) repair and refurbishment activities and ii) playing activities enables a direct understanding of, and feedback systems for a) the outcomes for beneficiaries and b) the performance of repaired / refurbished and circular cricket gear, etc;

- Additional income streams and greater financial turnover will enable a more robust management and staffing system, and a more robust enterprise to cover core costs.

The diagrams below summarise relevant core activities and complementary activities which relate to, support or enhance the purpose of a GWE.



# Operating Needs for a Good Works Enterprise

## Premises, HR and Other Physical Requirements for a GWE

To deliver the activities described in the previous section, it is expected that the enterprise will likely need the following facilities and infrastructure.

**Back-office requirements: the main centre of activities – approx. 100m<sup>2</sup> minimum** - space requirements in m<sup>2</sup> to be determined for each of the following:

- **Workshop** for repair and refurbishment of cricket gear, and making of circular cricket gear e.g. 30m<sup>2</sup> minimum
- **Suitable training spaces** for programmes to grow a range of skills primarily for repair and refurbishment of cricket gear, and making of circular cricket gear e.g. 30m<sup>2</sup> minimum
- **Office** to coordinate enterprise activities and support wider cricket reuse and repair schemes e.g. 20m<sup>2</sup> minimum
- **Relaxation spaces and safe spaces** for volunteers, trainees and staff g. 20m<sup>2</sup> minimum

**Secure dry storage / warehousing requirements - approx. 100m<sup>2</sup> minimum** - for used cricket gear items for re-sale; for storage related to refurbishment and repair, and circular gear making; needs to cater for relatively high value materials, such as vegan leathers – size requirements will depend on target volumes (likely to be 10,000-40,000 items handled per year), also internal facilities i.e. shelving / stacking systems. It would be helpful to be guided by the size and facilities of the LTCKRS warehouse.

There are two realistic options for the locations for these activities:

- **Option 1:** all the above are co-located together
- **Option 2:** storage space could be at a different location to other activities, which might include a shopfront location.

**Potential Locations:** e.g. commercial estate or business park / commercial unit; within easy reach of a relatively large population and significant numbers of disadvantaged or marginalized groups; with easy access by public transport, especially bus / tram, and by foot or bicycle; unused spaces within the NHS estate.

## Front office requirements: the main centre for sales and public engagement

- **Website/platform** e.g. digital ecosystem including social media pages and channels
- **Mobile pop-up shop/mobile trailer** or kitted-out truck/bus – to provide engagement and sales options at multiple locations (that can easily be returned to a secure site)
- **Permanent shop/outlet**

The location for permanent and mobile options for sales outlets would be expected to be:

- High Street or near to High Street – possibly partnering with an existing charity shop
- Within reach of a large cricket-playing population (adult and youth)

- Within reach of significant numbers of disadvantaged or marginalized groups
- Mobile option: able to visit numerous disadvantaged communities; potential to link with localised coaching and youth engagement schemes; visit schools; etc.

Any of the above could potentially be accommodated or supported by partners.

#### **Infrastructure requirements:**

- Onsite renewable energy generation (electricity and heat/warmth) or renewable energy supply (ideally at a discounted charity rate) to aim for 'net zero' operations
- Zero waste systems

### **Securing Appropriate Premises**

Securing premises may be a greater challenge in areas where relative affluence and economic health of the region supports higher property values, which in turn raises demand for redevelopment for degraded properties.

An attractive route to securing suitable premises would be through a relationship with a partner or significant stakeholder, whether these are existing contacts or new contacts or new stakeholders in health and wellbeing; community regeneration; social and economic disadvantage. Local business networks and club member contacts may also provide a route to securing premises.

It is worth being aware that if Social Prescribing activities can be established in these areas, then there may be potential to unlock underused facilities within the NHS estate. In 2020, NHS Property Services and The King's Fund published the *Social Prescribing and NHS Facilities report*<sup>8</sup> which revealed how the NHS can carry out small changes to make better use of its estate to better support the health and wellbeing of local communities. Amongst the opportunities the report identifies is:

- *Allowing a group to turn a hospital outbuilding into a repair shop*

The following case study describes how 21 unused indoor and outdoor spaces in the NHS property portfolio were transformed into social prescribing sites to support community wellbeing across England: [Transforming the NHS estate to support local communities](#)

### **Collection, Storage, Distribution & Logistics Requirements**

The enterprise will need collection systems of sufficient scale and sophistication to reliably and repeatedly collect:

- The necessary quantity of cricket gear and clothing;
- The necessary quality of cricket gear and clothing.

For both collection and distribution, a vehicle with engaging branding, imagery and messaging will help with visibility in local communities, and in reaching target audiences.

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<sup>8</sup> <https://www.kingsfund.org.uk/insight-and-analysis/blogs/social-prescribing-nhs-facilities>

*There may be options to have a vehicle supplied or sponsored by corporate partners. This might include appropriate branding and messaging, to promote the GWE's activities as well as the sponsor. For more ambitious sponsors an electric vehicle (EV) would be a good fit with the sustainability goals of the GWE.*

## **Workforce & Management Needs**

The workforce and management will be critical to an enterprise's success.

To consider the size for an enterprise, in terms of its number of 'employees' and volunteers, requires an assessment of the key variables and options that are being considered. The following generalisations on the strength or stability of a purpose-driven enterprise and what this might imply in terms of core roles and the size of a core team can be identified:

- Most purpose-driven enterprises or programmes that have been researched have been set-up by and managed by motivated individuals. Therefore, the level of involvement of founding partners in establishing and managing the enterprise needs to be clarified, in terms of day-to-day activities.
- Particular attention is needed for the key role of managing the organisation's core activities and driving the enterprise forward to achieve its goals e.g. Managing Director. This needs to consider how significant 'shared ownership' is passed to them for the enterprise's mission and activities. Without previous involvement in cricket gear and clothing repair, reuse, refurbishment and circularity, particular attention to the process of 'bringing them up to speed' will be required, and how they can contribute to development of the thinking and activities of the enterprise and programme.
- Small CIC's are often run by 2 or 3 people who are the drivers of the enterprise and its objectives. This provides a clear focus of responsibility but appears to often limit the development of activities beyond a small scale and narrow focus.
- A minimum core 'staff / manager' team of 5 people (e.g. 2 x FTEs, 3 x 0.5FTE) may be an appropriate minimum level for creating strength and stability, with a suitable range of skills and experience, possibly as a mix of full-time and part-time. Some key skills may be out-sourced initially. It will be particularly relevant to find young talented cricketers and 'retiring' cricketers (i.e. stopping playing) from disadvantaged or marginalised communities to build a workforce.
- To become successful over time, building to around 10 staff + managers may be realistic for achieving significant impacts and benefits across a local or geographic community, and across the wider cricket sector. This would depend on developing reliable income streams from fundable programmes of activity and trading income, and possibly by developing a sufficiently large member / supporter base.

## Stakeholders & Partnerships Strategy

### *Feedback from Stakeholders Involved in Cricket Gear Reuse Activities*

To take forward the options described in this report, it will be important to secure feedback and engage in dialogue with stakeholders that have been involved in prior research projects and collaborations.

#### *Potential cooperation*

There are a range of cricket and non-cricket stakeholders that might become stakeholders, partners or collaborators in a GWE. Below is a non-exhaustive list.

**Purpose-Driven Business / Socially Conscious Business** - could potentially offer support or collaboration for a GWE. These include:

- Engaging staff and distribution teams in cricket reuse collection activities – for example, participation as drop off points for donated cricket gear, logistics assistance;
- Business and management support for the GWE management and staff team i.e. training; mentoring.

**Large Recreational Cricket Clubs** - The size, location and relationship with other local / regional cricket stakeholders are all significant factors that make large recreational cricket clubs an attractive partner to continue to engage with. Particular factors of significance are:

- Large playing and supporter membership
- Strong engagement with local schools
- Strong connections with county cricket foundations

**County Cricket Foundations** – these are the charitable bodies responsible for the delivery of recreational cricket in counties and are an integral part of county cricket club structures. County Cricket Foundations work with schools, clubs, charities and governing bodies to increase participation in cricket amongst all demographics. Understanding any county cricket foundation's interest in helping establish the cricket related activities and programmes that the enterprise might be carrying forward would be important. This would be particularly so where these benefit young people in general, schools with insufficient cricket kit, and those experiencing significant disadvantage. If a relationship can be built in the early days through a partnership project, then this is likely to prove of significant value as the programmes and the enterprise develop.

**Cricket Charities** - it may be possible to align with local or national cricket charities, particularly if their focus is on increasing youth engagement with cricket, and to engage disadvantaged or marginalised individuals and communities.

#### Partnership options with existing organisations

There are likely to be many benefits from exploring partnership options with existing organisations (e.g. charities), so it will be important that sufficient time is allocated for this.

Taking a project-based approach to establishing the enterprise and/or the proposed programme of activities allows for a clear process of stakeholder engagement activities, that allow the founding partner(s) to develop a dialogue and explore potential collaboration opportunities with existing organisations. This will allow a range of options to be explored that would not be available if an independent enterprise was established. This includes:

- Activities could be a programme within an existing organisation, such as a charity, as is the case with Ugly Duckling Andover and A Different Gear
- Either a) the enterprise or b) the set of proposed activities could be established as a very clear partnership initiative
- The base(s) for activities could be accommodated within property owned or leased by a larger host organisation or partner
- Staff, expertise and resources from other organisations could be of great value for establishing and managing the enterprise or the proposed programme of activities.

## EDAI (Equity, Diversity, Accessibility, Inclusion) Strategy

EDAI (Equity, Diversity, Accessibility, Inclusion) issues are a fundamental consideration in the social enterprise sector (as in every sector). EDI issues must be considered and planned for from the outset and should be integrated within the enterprise's core purpose.

In particular, EDI issues will have a strong influence on and relationship to:

- The communications and social media strategy;
- The community engagement strategy;
- The management and staffing strategy.

Advice on an appropriate EDI strategy needs to come from appropriate experts in this area. It will be essential to include people in the organisation's management, staff and Trustees / Directors who have lived experience of the issues involved from the outset. They will need to be directly involved in the design, management and operations of the enterprise and its activity programmes, for example as Managers/Directors.

Some of the issues that will need to be addressed are outlined in the following sections:

### *Gender Issues and Influences*

The enterprise will need to identify any difference in interests, behaviours, projected growth of game for the women's and girls' game, and the men's and boys' game. It will also benefit from identifying particular 'influencers' that may be relevant for each of these audiences, and how and where those influencers communicate to their audiences.

Factors that should be considered include that the women's game is growing rapidly:

- 2021 saw £20 million investment into the women's game
- £25 million is now being invested annually by the ECB
- A new professional strategy is being developed for the women's game for 2025-2029

In the male game potential influencers include:

- Social disadvantage influencers: 'Freddy' Flintoff; Moeen Ali; graduates of SACA;
- Climate / sustainability influencers: No UK person identified; Pat Cummins [Australia]

It will be important to determine opportunities to leverage the growth of women's cricket for social and environmental benefit. For example, are any England women or county players particularly concerned about climate and environmental concerns, or social disadvantage? How might they be engaged around the enterprise's Mission?

#### *Cultural Issues and Influences*

If the focus of the enterprise is on engaging people experiencing disadvantage, what are the different needs of distinct cultural groups? For example, what are the important differences in needs, attitudes and behaviours amongst British South Asian players (male and female) that the enterprise will need to be aware of and sensitive to?

What are the best routes to engage disadvantaged or challenged young people (e.g. mental health; neurodiverse; non-academic) from white British backgrounds and communities, in ways that can generate greater understanding and integration within diverse communities?

Is there potential to link the enterprise's programmes in the E&W to development programmes in cricketing nations where there are fewer financial resources, in order to support coaching and the development of the game amongst disadvantaged young people? Could this focus particularly on women, and on young men needing direction in life in the UK and in south Asian and Afro-Caribbean nations?

#### *Engaging Specific Cultural Groups*

An important early goal should be to establish specific reuse schemes British South Asian clubs or cricket leagues. These may need consideration of different distribution and social benefit models, so that there are direct links to supporting youth cricket, women's cricket and disadvantaged communities in India, Pakistan, Afghanistan, Bangladesh, and Sri Lanka. To engage these clubs and the British South Asian cricket playing population it will be important to undertake surveys that determine what social and community benefits they want to see arising from reuse schemes.

## **Communications and Media Strategy**

The enterprise and its programmes will need a strong focus on communications and social media.

### **Communications and Promotion of the Enterprise's Schemes and Activities**

***Communications and marketing*** will be key skills and activities for the enterprise.

In both these skill areas, for the social benefit activities, an understanding of appropriate language, messaging and activities for reaching and engaging diverse audiences and hard to reach groups will be essential – including translation.

To target different audiences, with different information needs, different design and messaging, a GWE will need two different websites that cater for specific audiences with different needs:

- The commercial activities and online shop for sales of reused and circular cricket gear
- The social benefit activities and community engagement element of the enterprise

Each website would link to the other website, for example from an About Us menu option.

Examples of the very clear differentiation of activities, and of well-designed websites that are designed to address different audiences and different needs, are:

- [The Bristol Bike Project](#)
- [The Blackthorn Trust](#)
- [Heeley Trust Community Hub](#) and [Heeley Trust](#) show how linked websites meet different purposes, noting that [A Different Gear](#) is also part of the same organisation

For a second-hand gear sales platform, that is seeking to optimise sales and income from reused gear a very good example of a successful site is:

- [Nearly New Cashmere](#) highlights a clear message that 'We are proud to be second-hand, but *never* second best' – also offers a care and repair service – a similar quality website with strong imagery of young and adult players of different backgrounds, would be needed
- An additional relevant example is [A Different Gear](#)

An active social media (SM) presence will be vital, with this SM activity delivered by: young people; individuals from marginalised and disadvantaged communities; people with lived experiences of the challenges the enterprise is seeking to address (e.g. low income; relevant recovery pathways).

Engagement and communication through traditional and established channels will also be important including: local shops; local press; community Facebook groups; local cricket leagues and sports networks.

#### ***Online Engagement and Communications, Website and Digital Ecosystem (Platform)***

To be successful, reach a wide audience, engage key local-to-national audiences and stakeholders, the enterprise will need a well-designed and engaging ***digital ecosystem (platform)***, comprising:

1. Websites - well-designed in visual format, function and user journeys, providing useful and engaging information, with efficient signposting to what visitors need – to fulfil very different functions this will need two linked but separate websites:
  - a. Customer focused sales platform
  - b. Client and stakeholder focused website for social benefit and engagement activities
2. YouTube channel - for video uploads (e.g. of repaired kit; coaching disadvantaged youth using reused kit; upskilling trainees / volunteers; etc), including for embedding in website for dynamic content

3. Inter-connected social media (SM) systems: particularly Facebook (for local interests), Instagram (for younger audiences) and X, and Spond (the most common cricket club SM platform) and WhatsApp (for clubs)

The enterprise would need to determine if online sales platform will include elements beyond just selling second-hand cricket gear. For example, they could include:

- a) Offering to broker sales and making connections between a vendor and a purchaser i.e. the Vinted model
- b) Offering to collect unwanted gear for reuse
- c) Both a) and b) above.

For option b), back-office activities will need to include checking and sorting of collected gear and clothing, and possibly also cleaning i.e. the Nearly New Cashmere model.

Options a) and b) have different associated risks and will need to be addressed with disclaimers on the online shopfront, or in agreements that are made as part of the sale e.g. with 'small print' conditions of sale. For example, it will be important to consider how the online platform would address:

- a) Risks of system abuse by vendors or purchasers, which would pose reputation risks;
- b) Managing the responsibilities for gear shipments and quality control, if a brokering offer is provided through the online platform (learning from other platforms).

These risks suggest there may be significant advantages for only offering directly controlled management of sales activities through the sales platform (i.e. not a brokerage system).

Building a **Customer (or Constituent) Relationship Management (CRM)** system and email database clearly will be important, categorised according to whether interests are local, national or specific to themes.<sup>9</sup>

Because of the range of audiences, the enterprise needs to engage with, audience profiling will be essential for informing the design, for example to ensure the web-ecosystem caters for:

- Diverse cricket audiences: cricket club officers e.g. captain, chairperson; adult players; young players; parents and relatives (i.e. buying gear for children); and schools seeking gear; etc.
- Social benefit audiences: social prescribers; beneficiaries; local health and wellbeing organisations; etc.
- Relevant community organisations, supporters, funders, wider stakeholders, etc

The design of the two websites will need a deep understanding (e.g. through survey, interviews, focus groups) of the **audience profiles** of website users and the *value that website users are seeking*. An initial 'Beta' website might allow a start-up approach that develops deeper understanding over time. Examples of value being sought might include:

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<sup>9</sup> [CiviCRM](#) is widely used in the social enterprise / non-profit sector, and integrates with web-design systems

- Good deals on circular cricket gear and clothing, and repair services
- Personal stories and good news on the social impacts and benefits of the enterprise's activity
- Short videos on why these activities are important and worth supporting e.g. from beneficiaries and 'influencers' within the game (professional players; celebrity cricket fans; people with expertise)
- Entry level online courses
- Information on programmes of activities e.g. for Social Prescribers; volunteers; etc.
- Information on how to set-up and run local reuse programmes
- Information on the design and making of circular cricket gear
- Information on cricket, sustainability and climate change in general
- Ways to network, connect and engage with others interested in the themes addressed by the enterprise

## Community Engagement Strategy

The enterprise will need a **Community Engagement Strategy**.<sup>10</sup>

Appropriate experience and expertise in ***community engagement*** working with diverse communities will be vital.

### ***Local and County Engagement & Communications***

As well as online engagement, local and county level engagement will need to include:

- 'Front desk': in-person shop / pop up shop / mobile facility – ideally making it worthwhile and interesting, particularly for younger audiences (male, female and non-binary) and those not already drawn to cricket
- Drop-in times for the main enterprise facility
- Events – hosted by the enterprise and where the enterprise participates in events hosted by other organisations

If the enterprise is directly involved with *coaching and engagement activities that use reused / refurbished gear and clothing* for playing cricket locally and/or local cricket coaching programmes, this will be a highly effective form of local engagement activity - particularly for young people who are disadvantaged and / or marginalised. This is also a very direct way to be able to test the performance of 3R's (repaired, refurbished and reused) gear and clothing in ways that will engage young people and schools.

### ***Engagement of State Schools and Private Schools***

The [CfSD reuse pilots](#) identified a clear demand from state schools for good quality reused kit, as state schools appear to have little or no budget for cricket equipment.

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<sup>10</sup> A community engagement strategy can be a set of processes that help to create, strengthen, and maintain social ties a) between community members, and b) between community members and the organisation that develops and implements such a strategy. It can also help to increase members' sense of belonging and commitment to the community.

Whether it is advisable or beneficial to make direct links between the state schools' sector and private schools is likely to emerge through the activities of the enterprise. However, it is already clear that i) **state schools are a significant point of demand**, whilst ii) **private schools have potential to be a significant point of supply**.

The CfSD reuse pilots indicated that a 3-year funded project would enable mapping of demand from the state school sector, and relationships to be established with relevant staff.

Routes to test the effectiveness of the enterprise's programmes relating to skill building and other forms of engagement should include social benefit activities that target:

- Young people experiencing disadvantage or marginalisation
- People who are seen as being 'at risk' in one or more areas e.g. health, engaging in crime, etc.
- Working with schools in areas with relatively high indices of deprivation

#### ***National and International Engagement & Communications***

If the enterprise is wanting to have a wider influence on the world of cricket in general, and in circular economy circles, it will also need to plan for national and international engagement and communications. Platforms such as X, Bluesky or TikTok are potentially more valuable in this context, whereas Facebook (FB) is likely to be more valuable for local engagement and with older generation.

National and international engagement might focus on:

- Regular webinars to build the community of practice of those involved in 3Rs cricket gear activities, and circular cricket gear – particularly local reuse schemes
- Annual/seasonal events hosted by the enterprise
- Events hosted by other organisations – where the enterprise participates
- Exhibitions and demonstrations at significant regional locations, for example hosted by county cricket clubs and foundations

## **Feasibility Assessment**

### ***The Scale & Ambitions of the Enterprise***

The enterprise is likely to be a micro-enterprise, as employee numbers, facilities and income will be relatively small. Nevertheless, it is important to decide its scale of ambitions, in terms of a) its activities and workforce, and b) the impacts that are intended.

#### ***Smaller Scale Ambitions***

For smaller scale of ambitions, prior projects and research indicate that it is feasible for the enterprise to operate in ways that particularly benefit:

- **The local community** that is its core focus;
- **State schools** with a lack of budget for cricket gear;

- **Young people and refugees** that want to start playing club cricket or want to progress in the game, particularly those that cannot afford good quality cricket gear and clothing;
- **Local disadvantaged individuals** – including long term unemployed; refugees; those with significant mental or physical health conditions; those recovering from substance abuse; etc.

With a focus on local small-scale activities, the enterprise's primary impacts and benefits will be localised, and strongly relate to social benefits. At this smaller scale, the enterprise appears only likely to significantly influence the scale of cricket gear and clothing impacts in the UK or elsewhere if it also has *a very strong focus on communications and messaging*.

The enterprise seems unlikely to have a game-changing impact on the wider issues of cricket gear and clothing's environmental impacts at this scale of ambition.

### ***Larger Scale Ambitions***

The enterprise could be established with a purpose that sits beyond local 'good works' activity, local distribution and sale of reused gear, and development of a small number of circular cricket gear prototypes.

In particular, larger ambitions could involve the enterprise using wider communications and engagement activity to position itself as a leading organisation for raising awareness, generating wider support and demands for 1) circular, sustainable solutions in the cricket sector (and sport more broadly), and 2) raising awareness of the problems in the sector if business as usual continues – in effect, taking a positive *campaigning approach* to sustainability in cricket (a current gap). This would involve a significant evolution in the approach of past and current activities in these areas, such as through [PASIC](#).

### ***Feasibility of Achieving The Ambitions***

If establishing the enterprise aims to achieve a larger scale of impact, both in terms of a) the attitudes within and impacts of the game, and b) the scale of the social benefits the enterprise could achieve, this larger scale ambition would require:

- **A strong partnership** - to back the enterprise taking the initiative forward, with strengths in both the community sector and in cricket. For example:
  - A set of partners committing to directly support the enterprise's activities for a minimum of 3 years;
  - A partner / partners providing or helping to secure premises at low or no cost e.g. for a minimum of 3 years.
- **A wider geographic infrastructure** - to secure higher volumes of high-quality end-of-1<sup>st</sup>-life cricket gear for resale and redistribution on an ongoing basis.
- **A commercially successful web-based shop for resale** - visually attractive to its target audience, well designed to handle sales volume, with efficient marketing, operational, logistics and other staff and financial systems behind it e.g. a cricket gear equivalent of [Nearly New Cashmere](#) (e.g. *in effect, 'Nearly New Cricket Gear & Clothing'*)

An enterprise with larger scale ambitions will be able to deliver:

- **A much higher volume of reused, repaired and refurbished cricket gear sales**, primarily enabled through an online platform;
- **A wider range and greater scale of social benefit activities** related to reused, repaired and refurbished cricket gear, and to engagement in cricket in general.

## **Wider Opportunities**

In the UK, [The Next Test](#) is a hub for climate concerned cricket players, clubs and fans. It is a non-profit organisation, providing climate education and resources and collaboratively seeking climate solutions within the world of cricket.

Aside from this, there is no notable 'bottom-up' cricket initiative or movement and/or website in the UK that is focused on climate impacts and risks, as well as related sustainability issues (e.g. unsustainable resource use; the biodiversity crisis, etc), which engages cricket clubs, players, fans and volunteers from the local level up.

It will be feasible to establish the enterprise as the first '*bottom-up cricket for climate & sustainability initiative*'. This would focus on i) **awareness raising**, ii) **education for action**, and iii) **action-research**. In terms of audience reach, engagement and change-making influence, this gap and opportunity warrants further consideration in relation to the wider benefits and much larger audiences it could bring to the enterprise's activities.

## **Feasibility of the Intended Activities**

Establishing a purpose driven enterprise to take forward the proposed activities is one way to take forward this initiative. However, it is important to recognise that ***it is the proposed activities and outcomes that are the primary goal***, rather than the establishment of a specific legal vehicle to host and deliver them.

Therefore, ***it is most important to define the programme of proposed activities and outcomes with a higher degree of clarity first, and the business model that can sustain them***, and then determine the best vehicle or vehicles for taking them forward – this may or may not require a new enterprise. This requires a process of partner and stakeholder engagement.

**Different Models for Different Activities:** Different models are appropriate for different activity areas:

- **Reuse** – a non-profit or commercially driven or hybrid model, with a strong brand, best delivered by a sales-focused and attractive online platform, with appropriate back-office systems.
- **Repair** – a training and employment model, best delivered by an organisation that develops, manages and maintains a skilled workforce, with appropriate back-office systems, with an appropriate online shop and sales system.
- **Refurbishment** – as above

- **Making of circular cricket gear** – a combination of the above, with a strong R&D focus, and a strong brand driven commercial strategy.

It will take time to grow the enterprise to the level of activity at which is economically sustainable. Of course, the founders need to recognise that *this goal may not be achieved*.

However, assuming this can be achieved, the activities that appear feasible to progress are:

1. Collection and redistribution of reused cricket gear to:
  - Schools
  - Disadvantaged individuals and groups
2. Coordination of a local cricket gear and clothing ‘collection for reuse’ (C4R) programme where the organisation is based (e.g. with 10 local clubs initially in a designated local area or radius of the GWE), and possibly providing support for related reuse programmes
3. The sale of cricket gear and clothing for reuse through an online platform to raise income to support cricket-related good works activities with individuals and schools
4. Repair of cricket gear (as a service, or for distribution or sale) through programmes that build skills and employability for disadvantaged individuals
5. Refurbishment of cricket gear (as a service, or for distribution or sale) – as above for Repair
6. Developing and manufacturing a core branded range of circular cricket gear and clothing items:
  - a) Using verified materials supply chains i.e. fair trade / organic / UK sourced
  - b) Using biomaterial (vegan / plant-based leather) alternatives to animal leather and/or fossil-based plastics (for some items, not all items)
  - c) Modular designs
  - d) Hybrid (new+reuse) items, remanufactured from collected ‘waste’ gear i.e. gloves that are re-palmed; pads made with padding, bracing and knee protection reclaimed from damaged or ‘waste’ batting pads;
  - e) That are designed and proven through prototype testing.

An enterprise or programme of activities focused on the specific development and sale of *circular cricket gear and clothing* in the UK, will be economically feasible if:

- a) Sufficient income can be generated, from a variety of income streams, that is matched to the level of ambition and intended impact behind the organisation;
- b) Sufficient R&D grant / business support funding is secured for the development, prototyping and commercialisation of the *circular cricket gear and clothing*;
- c) The *manufacturing and/or assembly* of circular cricket gear and clothing is one element of the enterprise’s activities in its initial years (e.g. at least to year 3). In this way the enterprise initially can be sustained primarily by its other activities i.e. without other activity and income, the circular cricket gear manufacturing seems

unlikely to be a viable business on its own as its market and sales volume is likely to be initially small;

- d) A strong purpose-driven brand is developed, that sells the values of both the product and enterprise;
- e) An entrepreneurial approach is taken, driven by a suitable 'entrepreneur' (or entrepreneurs) who is enthusiastic about taking the business forward;
- f) Manufacturing activity is 'cross-subsidised' through 'good works' activity that is fair and transparent in using reduced-cost labour to make circular cricket gear;
- g) The women's and girl's market are targeted alongside the men's and boy's market.

Subject to the above being in place, it appears feasible to incorporate a niche business into the GWE, which has a focus on developing:

- i) Biomaterial-based (e.g. vegan leather) and circular designed pads;
- ii) Modular / easily repairable circular designed pads;
- iii) Biomaterial-based (e.g. vegan leather) wicket-keeping inner gloves;
- iv) Cricket gear repair kits;
- v) Circular cricket clothing, including clothing design for women and girls.

This would build on the prototypes that are already developed and backed-up consumer research by CfSD that indicates demand for these items. Whether these can be commercialised successfully will require further market testing and research, and further exploration with manufacturing supply chains.

## **Viability of Different Legal Structures**

Five key conclusions on the significance of the chosen legal structure to the enterprise's viability are:

1. The GWE can be economically viable under several social enterprise structures - *whether the organisation is viable or successful is not primarily dependent on the form of structure that is chosen.*
2. If a Cooperative structure is pursued, *a Cooperative CIC is probably the most beneficial structure to adopt* as the CIC form ensures the 'social benefit' purpose of the enterprise is clear.
3. *A Cooperative formed without the clear social benefit purpose of a CIC would not be eligible for various grants and categories of charitable funding*, therefore seems less likely to be successful, or may need a higher level of partner commitment and support.
4. *The GWE could also be viable as a CIC without a cooperative structure.*
5. Subject to appropriate start-up conditions described in this report, *the activities of the proposed GWE can be equally viable a) within an existing social enterprise or charity, or b) delivered by a new social enterprise.*

### ***Cooperative Structure & Elements***

A cooperative structure will be most viable if the design and implementation, emerges from and is strongly supported by the cooperative sector.

A ***members' cooperative*** for the customer-base and supporters appears to be a feasible and potentially valuable approach for the support this could provide to the enterprise.

Customers could sign up to become members to secure discount prices. A Members Coop may help to attract cricket players or fans who are managers or staff of The Coop and other cooperatives. Supporting organisations could also become Members of the GWE Coop.

For a Members' cooperative, ways of building its customer-base and supporters could be:

- ***Member benefits:***
  - Free cricket gear and clothing for designated target groups and for referrals by members
  - Significant discounts (e.g. 20%-50% discounts) for reuse gear purchases, with different discounts for new circular gear, repair/refurbishment services and reuse cricket gear
- ***Membership categories:***
  - ***Member Individuals:*** players; non-player customers i.e. parents, grandparents, aunts and uncles, sibling of younger players; non-playing club members or officers; cricket enthusiasts; other concerned individuals wanting to support the organisation's social, environmental or economic equity goals
  - ***Member Organisations:*** cricket clubs; schools; community groups; housing association resident groups i.e. in disadvantaged areas; youth clubs; social benefit organisations; local partner organisations
  - ***Membership Fees:*** fees could be paid as part of a cricket gear and clothing reuse purchase e.g. £10 per annum; sliding scale according to means; etc.
- ***Member Coop Partners/Supporters:*** founding partners of the enterprise; County Cricket Foundations & County Clubs; representative cricket bodies & institutions; The Coop; other cooperative businesses.

A cooperative enterprise formed without a non-profit / charitable purpose and structure would be unlikely to access charitable funding.

### **Feasibility of Social Benefit and Community Engagement Programmes**

Examples of other organisations operating comparable schemes suggest that the most feasible model for progressing the proposed activities is either:

- 1) An existing ecosystem of social benefit programmes is used to develop 3Rs activities and *circular cricket gear and clothing* development activities e.g. for example, linked

to a relevant existing organisation (e.g. such as a County Cricket Foundation) that is already running complementary activities;

- 2) A new GWE develops these activities, with partners that bring resources and a desire to collectively develop several inter-related programmes e.g. sports and activity, and/ or *social prescribing*<sup>11</sup> activities to support health and wellbeing, mental health recovery and other challenges.

There may be advantages, and risks that might be avoided or reduced, by developing the proposed activities under the umbrella of:

- a) A local charity in the area of focus;
- b) A national charity in the cricket sector or in the health and wellbeing sector e.g. the Andover furniture repair project operates under the MIND umbrella.

## **Economic Viability of the Enterprise**

The short and long-term economic viability of the enterprise will most strongly depend on:

1. The commitment of the group of individuals that establish the organisation
2. The commitment and support of partner organisations
3. The skills, experience, connections and levels of commitment that the managers and staff bring to the enterprise.

Alongside these organisational and people requirements, the economic viability of the organisation will most strongly depend on:

1. Achieving a high enough sales volume for second-life gear – this implies setting a clear target volume, with a viable margin on sales;
2. Ensuring the programmes of social benefit activities are well matched to the needs of individuals, communities and local organisations.

### ***Key Actions for Ensuring Economic Viability***

The following key actions will maximise the enterprise's chances of economic viability:

1. Secure an influential and representative Board / Trustees – ideally including:
  - a. Current men's professional
  - b. Current women's professional
  - c. Institutional member
  - d. Media member
  - e. Business member (cricket & sustainability enthusiast)
  - f. Influencer (e.g. celebrity cricket fan).

**Diverse & Inclusive Management & Staff:** Establishing an organisation that is diverse and inclusive from the top down and from the outset is essential – this will make stakeholder

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<sup>11</sup> Social Prescribing can be funded by NHS – it prescribes community-based activities, groups, and services that aim to meet people's practical, social and emotional needs and benefit their health and wellbeing. Additional information on social prescribing is provided in section 8 of the report.

engagement and securing funding easier (subject to the necessary skills, experience and passion for the enterprise's purpose).

**Investment in Branding & Communications:** Appropriate and sustained investment in branding, marketing, communications, web-design (image and functionality) and community engagement skills is likely to be a key success factor.

**Sufficient Scale of Activities:** The scale of the enterprise's activities is of course important for ensuring its economic viability, not only for turnover, but also in terms of its ability:

- a) To attract and retain appropriate managers and staff;
- b) To offer a sufficient range of activities and benefits for it to be attractive to Social Prescribers, funders and other stakeholders.

## **Partner Relationships and Potential Hosting for Activities within Existing Organisations**

Partner relationships will be a key factor for determining the level of success of the enterprise. At this stage the following would be important players in the stakeholder engagement process, that will all have an influence on the viability of the enterprise or programme:

- Large Recreational Cricket Clubs
- County Cricket Foundations
- Relevant cricket charities or other charities working with the target audiences
- Engaged businesses

An engagement process including existing and wider stakeholders will be needed to determine whether a Parent or Host organisation would be best placed to take on some or all of the proposed programme of activities, or whether this is best delivered by a new enterprise. For example, these might include:

- A mental health or health and wellbeing charity or wider sports / activity charity could be a host or partner to pilot and develop the proposed programmes
- A relevant and sufficiently dynamic / stable local or county charity or non-profit entity with a focus on sustainability or community benefits could be a partner or host organisation

If the proposed activities were hosted within a wider programme of social benefit and community engagement activities, particularly other sports or physical activity programmes, this might more easily cater for the seasonal variations in cricket-related activity.

Several examples of reuse operations within larger charities (Andover Mind's [Ugly Duckling](#) project and [A Different Gear](#)) shows that this model could be an option, if a strong partnership was possible with an appropriate size and structure of charity.

This clearly depends on engagement activities to identify an appropriate charity, which could be built into a time-limited project to progress the initiative. Aside from the focus on

cricket and disadvantaged groups, other charity areas that could be considered include health and wellbeing, and local benefit in a defined geographic area.

## Viability of the Location of the Enterprise

### Adopting A Specific Area Focus

A GWE will benefit from adopting a focus on a specific area that aligns with the catchment or influence of a large recreational club, cricket league's organising structures, and with a county cricket foundation and county club, and other stakeholders. This makes the geographic spread of the enterprise's activity manageable, and this also aligns with systems of organisation for the schools, sport engagement and health and wellbeing sectors that the enterprise and any key local partners engage with, or have access to.

This focus enables the enterprise to engage with:

- A large and diverse population, including neighbourhoods and local areas with significant social and economic disadvantage
- Key stakeholders: county cricket clubs and county foundation, etc; engaged businesses; area leagues; etc
- Large cricket playing and supporting population - with the right messaging this provides potential access to generate income through membership, supporters, donations, company sponsorship, etc.
- Research and grant funding programmes that support place-based initiatives i.e. academic research grants sources, such as AHRC; social and community benefit grant sources, such as The National Lottery Community Fund grants
- Schools that need cricket kit, and county-based organisations that exist to promote healthy activity and engagement in sports.

This focus provides a place-based model for potential replication in other regions over time. It allows for ongoing collaboration – and perhaps a level of ‘collaborative competition’ or coopetition - with complementary activities in other counties or regions, which may have a different character to the local activities because of the different ways such initiatives emerge and operate. This allows greater learning by taking a ‘compare and contrast’ approach.

## Business Planning & Financial Viability of the GWE

The following section aims to generate indicative estimates of income streams that the enterprise can generate, from a variety of trading and non-trading income streams which would be likely to be sufficient for sustaining the enterprise into the future.

The assumptions behind these estimates include that in years 1-5 of operations, the general goals of the enterprise are:

- *To maximise the take up of cricket gear and clothing reuse and maximise its positive influence on thinking and attitudes across the game - rather than to maximise surplus income*
- *To build wider support for its activities, amongst players, fans and natural allies in the cricket, environmental and social change worlds - this support would be multi-functional in order to generate value for the enterprise in a variety of ways i.e. sales; membership income & support; evidence of need; sponsorship; etc.*

## **The Purpose of Generating Trading Income & Trading Surpluses**

The purpose of developing trading income for the enterprise is to direct surplus income towards pursuing and developing:

- a) Social benefit activities;
- b) Social, technical and design research and R&D focused on the ongoing reduction of cricket gear impacts.

Within its first 5 years, the three primary income streams will be:

1. **Sale of refurbished bats, batting pads, batting gloves and wicket keeping gloves** - appears to provide the greatest opportunity to generate a significantly volume of sales
2. **Manufacture and sale of high-quality circular and plant-based vegan leather batting pads and inner gloves (premium price model)** – likely to be a high margin, niche market to complement the first option, potentially growing well over time
3. **Repair and refurbishment services** – a complementary activity, with some cross-over in the skills base for the workforce, trainees and volunteers (enabling access to funded skills and employment programmes).

The second option could be taken forward by establishing a niche business to develop:

- i) Vegan leather and circular designed pads;
- ii) Vegan leather wicket-keeping inner gloves;
- iii) Other circular designs of pads and gloves e.g. modular pad designs;
- iv) Cricket gear repair kits.

The above will build on the prototypes that have been developed and the consumer research by CfSD that indicates demand for these items.

## **Income Sources for the Enterprise**

Potential income sources that the enterprise can access and develop include:

*Trading income:*

This will include:

- Sales of goods i.e.
  - Reused cricket gear;
  - Repaired and refurbished cricket gear;

- Cricket gear repair kits;
- New circular cricket gear;
- New UK manufactured bats i.e. with a low manufacturing & transport footprint;
- Other new, reused or repaired items e.g. associated with sustainable and healthy activities and behaviours
- Sales of services i.e.
  - Repair and refurbishment services
  - Advice / consultancy / information services
- Sales of education / learning / events i.e.
  - Online and / or in-person course and workshops, i.e.  $\frac{1}{2}$  day cricket kit repair workshop
    - Introduction to Sustainability & Climate Change for Cricket
    - Introduction to Circularity in Cricket and Sports Gear
  - A conference on circularity in sports gear and clothing

### ***Income from Sales of Second Life Gear***

CfSD's estimates of waste gear in England & Wales, give an indication of what might be an appropriate initial sales and income goal for the enterprise, as set out in the table below.

The figures in the following two tables assume that an initial target would be *to successfully collect and divert 1% of the best quality 'waste' gear available* for resale to generate income to run programmes for disadvantaged individuals and to encourage greater participation in cricket.

The table below illustrates possible targets for an enterprise that aims to address the opportunity at a regional scale. At this scale diverting 1% of 'waste' cricket gear across an area that targets 20% of the population of England & Wales would equate to around 2,300 items. This would generate an income of around £39,760, based on a relatively low gross margin (between £10-£20) being adopted initially *in order to encourage significant take-up*. Assuming sales have seasonal variations, and that stock will build up, this allows for estimation on warehousing / storage and logistics needs. Obviously if a higher percentage of waste collection and diversion can be achieved, a higher income can be achieved.

Regional Model: Indicative Net Resales Target and Income Projection (as a 3 to 5 year target)						
Assumes 20% of England & Wales population as the target area						
Percentage of UK Total	Adult 'Waste' items	Junior 'Waste' items	Total 'Waste' items	Resale at 1% of Total 'Waste' items	Gross Margin	Net Income
Bats	27,600	45,200	72,800	728	£20	£14,560
Batting Pads	24,600	45,400	70,000	700	£20	£14,000
Batting Gloves	33,400	69,200	102,600	1,026	£10	£10,260
Wicket Keeping Gloves	3,400	6,000	9,400	94	£10	£940
<b>Totals</b>	<b>89,000</b>	<b>165,800</b>	<b>254,800</b>	<b>2,548</b>		<b>£ 39,760</b>

The table below illustrates possible targets for an enterprise with more ambitious targets to develop a national system of collection and distribution for England & Wales as a whole. In terms of gear (not clothing), this 1% diversion would equate to 12,740 items of the most resaleable items of gear. At a relatively low average gross margin per item (between £10-£20), this could generate a little under £200,000 annual income. Again, if a higher percentage of waste collection and diversion can be achieved, a higher income can be achieved.

Indicative Net Resales Target and Income Projection (as a 3 to 5 year target)						
National Collection System						
	Adult 'Waste' items	Junior 'Waste' items	Total 'Waste' items	Resale at 1% of Total items	Gross Margin	Net Income
Bats	138,000	226,000	364,000	3,640	£20	£72,800
Batting Pads	123,000	227,000	350,000	3,500	£20	£70,000
Batting Gloves	167,000	346,000	513,000	5,130	£10	£51,300
Wicket Keeping Gloves	17,000	30,000	47,000	470	£10	£4,700
<b>Totals</b>	<b>445,000</b>	<b>829,000</b>	<b>1,274,000</b>	<b>12,740 items of gear</b>		<b>£198,800</b>

Cost of Sales estimates (e.g. for each item sold, or for quality grades of items) will be used to determine a target level for the gross margin to cover internal costs. Delivery costs would be charged on top of the price of any resale item, with the margin selected according to the levels of profit that are sought for different types and quality of items.

Whilst the targets above might seem ambitious, a target of 10,000+ sold items p.a. (~200/week) could be realistic to be achieved by year 3-5 given:

- a) The general social trends in the climate and repair movements;
- b) Wider social and political trends on climate and circularity;
- c) The LTCKRS handled 43,369 items in 2023
- d) Barney Morris (aka 'Batman Barney'; [@barneybats on Instagram](#)) has reported during an in-person meeting, that as a 1 man operation driven by social media engagement, he can repair 50 bats in a busy week (base price ~£45 / bat).

However, it will be essential to determine the proportion (%) of collected gear which can be sold, as not all collected gear will be of a saleable quality.

Key considerations for the business model of the sales platform:

- **More likely:** a platform where the stock and sales are managed directly by the enterprise, shipping collected items from a storage location – a similar model to the company [Nearly New Cashmere](#) which sells second hand cashmere clothing;
- **Less likely:** an eBay / Vinted type platform that creates direct buyer / seller trading, which avoids stock handling requirements i.e. where the margin is split between the seller and the platform / enterprise.

- **Less likely:** both of the options above are available to cater for different types of sales.

### ***Income from Circular Cricket Gear and Repair & Refurbishment Services***

The manufacture of new circular cricket gear and clothing, and repair and refurbishment services, would project a much lower volume of sales initially. However, this would be highly complementary for the Mission of the enterprise. It would also be more tied to the skills development and employment social benefits of the enterprise's core operations, as indicated below. These income streams would target a slow and steady growth, seeking expansion as the enterprises activities and social impact become established, which would enable a stronger marketing message and wider reach relating to communicating the organisation's change-making purpose.

The costs of manufacturing in the UK, and of relatively high-cost materials, would make the circular cricket gear items uncompetitive in straight commercial terms. However, with the potential for labour to be cross-subsidised, if an approach is taken that equates to that of niche cricket bat manufacturers, with low running costs, there may be potential for a viable model, although certainly additional research / R&D funding appears necessary to progress this option in the short term.

#### ***Total Trading Income***

Indicative Income from Sales of Reuse & Circular Cricket Gear Products & Services						
Income Generating Activity	Gross Margin / Item	Year 1	Year 2	Year 3	Year 4	Year 5
Circular Cricket Gear sales - items / numbers of sales		0	50	100	250	500
Circular Cricket Gear sales – gross income / year	£100	0	£5000	£10000	£25000	£50000
Repair & Refurb Services - items / numbers of sales		0	25	50	100	150
Repair & Refurb Services - gross income / year	£50	0	£1250	£2500	£5000	£7500
Reuse sales – numbers of items		500	1000	2000	5000	10,000
Reuse sales – income	~£15.00 average	£7,500	£15,000	£30,000	£75,000	£150,000
<b>Total Gear Sales Income (target)</b>		<b>£7,750</b>	<b>£21,750</b>	<b>£43,500</b>	<b>£107,500</b>	<b>£207,500</b>

The projections above indicate conservative estimates of sales growth for circular cricket gear items and repair and refurbishment services. This scenario needs to be recognised as a potential path that could arise from multiple influences, including unexpectedly slow progression of R&D and proof of concept activities, conservative market attitudes, and higher than expected price sensitivity.

If this outcome did arise, circular cricket gear and repair and refurbishment services could only be viable as minor activities if supported by a wider set of more substantial income streams. For successful sales of circular cricket gear, the indications of the market are that

this would need a strong brand. This strong brand would be associated with very simple and positive marketing messages that differentiate circular cricket gear from the mainstream, and emphasise the company's sole interest on sustainable, circular and ethical gear, without making direct comparisons to mainstream brands. Consumer research would be required to confirm the potential for a strong enough niche market, possibly with an intention to establish UK and Indian manufacturing in the longer term, for each of these markets.

## Additional Relevant Income Streams

Learning from various examples including the bike projects highlighted above, the enterprise should consider selling other higher value items that align with the enterprise's purpose. Alongside selling the high value new circular gear that is made on-site, to raise its income and to engage a wider audience, the enterprise should also consider selling:

- **End-of-line new gear** - to reduce or avoid waste i.e. donated by manufacturers / distributors
- **New bats that are verifiably UK made** by companies that use UK willow i.e. that are actively maintaining UK-based heritage skills. These bats can be marketed as having lower embodied carbon impacts for UK players than bats manufactured in India. This option is especially relevant if the manufacturers are committed to sustainability e.g. using renewable energy; zero waste systems; etc
- **High-performance used cricket gear donated by professionals** i.e. imagine being able to buy an England player's used bat, knowing the profit from the purchase is supporting social benefit activities.

As higher price items, even if the volume of sales is low, the above options are likely to generate valuable additional revenue, and attract a wider customer base, particularly if the social benefit activities of the GWE are marketed as being supported by the purchases.

## Grants & Non-Trading Funding

If the enterprise has a clear VMA and is able to clearly demonstrate and communicate strong social and environmental outcomes, a variety of non-trading income sources are likely to become viable if the enterprise is successful in its communications, engagement and branding activities.

These are as follows:

Non-Trading Sources of Income & Finance				
	CIC	Cooperative	Charity	Purpose Driven Company
<b>Social Prescribing e.g. volunteer workers</b>	Viable	Viable	Viable	Viable
<b>Grants from trusts and foundations</b>	Viable	Less likely to secure grants	Viable	Less likely to secure grants
<b>Sponsorship</b>	Viable	Less likely	Viable	Possible
<b>Donations</b>	Viable	Less likely	Viable	Less likely

<b>Annual Membership / Supporter</b>	Viable	Viable	Viable	Less likely
<b>Social Impact Investment</b>	Viable	Viable	Viable	Viable
<b>Crowd-funding Campaign</b>	Viable	Viable	Viable	Viable
<b>Other financial benefits</b>			Charitable business rates relief (80% less)	
<b>Other considerations</b>	Part of the CIC & social enterprise community	Part of the cooperative community	Can combine with a trading company	Potential to join B Corp community

Income from grants and from providing social benefit services will include:

- Grants:
  - For local social and environmental benefit activities
  - For research & R&D activities
- Training and skills development programmes i.e. to benefit disadvantaged, marginalised and 'at risk' groups
- Social prescribing activities i.e. addressing needs related to physical or mental health / recovery
- Funded activity programmes and events i.e. participation in sport or other outdoor activities; 1 day cricket kit repair workshop

### Crowd-funding Campaign

A crowd-funding campaign could be a viable and helpful way to generate start-up resources, which could be used as match-funding for grant requests. The success of a crowd-funding campaign will depend on 'raising the crowd' to raise the funds - this will largely be dependent on the level and quality of support from the founding partners and other key supporters in disseminating and promoting crowd-funder communications.

Crowd-funders can be repeated campaigns, so if the enterprise is successful in generating and measuring its impact and building its reputation and support, the following could be realistic targets *if strong partner support is secured for campaign communications*:

- Year 1: £5,000-10,000 target – for start-up support
- Year 2: £10,000-20,000 target – to help grow the enterprise and its benefits

### Grants

There are numerous charitable trusts and foundations that provide grants for organisations and partnership projects that deliver social and environmental benefits. As a relevant example, in 2023 the Lords Taverners secured significant grants for its overall programme of activities from: Allan and Gill Gray Philanthropy, The Edward Gostling Foundation, Garfield

Weston Foundation, The Hargreaves Foundation, Masonic Charitable Foundation, Moondance Foundation, The Waterloo Foundation, and City Bridge Foundation.

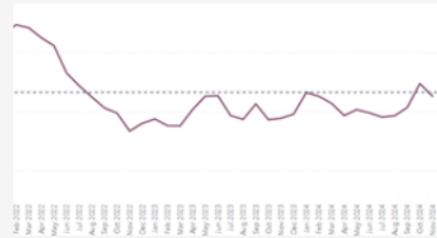
Grants from such funders are far more likely to be secured if there is a strong focus on the social benefit activities of the enterprise, particularly where this targets children and young people, disadvantaged and marginalised groups, locally focused community benefits, significant and measurable health and well-being outcomes. The environmental benefits will then be seen as a very attractive additional outcome of the enterprise's activities. Without a strong focus on social benefits, grants are likely to be hard to secure. Also some of these funders only fund initiatives in particular counties or cities.

In general, at present, it is very important to be aware that ***it is a hard time for securing funding for UK non-profit and charitable organisations.***

Information from the *Charity Excellence* newsletter (right) emphasises the challenge.

### Goodbye to 2024

On the right is fundraising performance for the sector for all income bands from early 2022 to end 2024. We are seeing a very, very slow recovery. The only good news is that small charities no longer appear to be falling behind their larger sister charities.



### Will it Get Any Better in 2025?

Our [fundraising trends report](#) uses a mixture of **Charity Excellence** and other data to look at what the future might hold for us. Currently, 7 of the 21 sector dashboard indicators are at warning status. That's just about as bad as it's ever been. Looking forward, we can see no indicators of a significant recovery in 2025 and there are significant major risks. It could potentially get worse.

Larger grants will be targeted for general support for the enterprise and its core programmes. It will be essential to have activities that closely match the priorities of major funding organisations, specifically:

- a. To support disadvantaged groups and promote equity of access and opportunity – to cricket, to programme activities, to opportunities for training, employment and self-improvement;
- b. To address diversity and inclusion, and to bring diverse communities together;
- c. For engagement of young people;
- d. To achieve particular health & wellbeing outcomes.

In addition, there may be grants and funding for:

- Providing training and employment opportunities, although this may involve higher levels of administration e.g. to engage with government funding in these areas.
- Targeted activities for delivering particular outcomes e.g. engagement of young people at risk of being engaged in crime, or with mental health or neurodiversity challenges.

The National Lottery Communities Fund is clearly a significant funder in such areas, particularly for longer-term partnership projects, where there is a local focus, and one or a small number of particular physical projects/locations as the core focus. The following kinds of outcomes would need to be core goals for a Lottery funded project, which are strongly aligned with the social purpose of the proposed initiative:

- Bring people together to build strong relationships in and across communities
- Improve the places and spaces that matter to communities
- Help more people to reach their potential, by supporting them at the earliest possible stage

For a new organisation, or for partners with no prior track record with Lottery funding, it is likely that a staged approach that develops a track record and evidence of impact will be important. For example:

- Stage 1: Awards for All – up to £20,000 for up to 2 year project delivery
- Stage 2: Reaching Communities – up to 5 years project with significant funding e.g. in excess of £100,000, up to and beyond £1million, for example if national scaling is involved / Postcode Lottery grants up to £25,000

Aside from general funding, it will be valuable to consider targeted funding for particular areas, such as programmes for young people or disadvantaged groups that develop maker, craft or heritage skills. Core funding for running costs, financial management and administrative costs is often more of a challenge to secure, although precisely because of this there are some funders that specifically fund these areas.

Depending on the level of ambition, and assuming there is a strong founding partnership that can demonstrate a) strong evidence of need; b) strong capability to deliver; and c) significant social and environmental outcomes, then realistic grant funding targets would suggest a lower level initially at the start-up stage. This may move to a higher level as the organisation develops a track record of impacts and benefits and then may reduce again as the organisation transitions to a viable long term business model by year 5. For example, realistic targets might be:

Year 1: £20,000 - for the start up phase

Year 2 to Year 4: £50,000 - for the growth phase

Year 5: £20,000 – as the enterprise will have established financial viability

**People's Postcode Lottery (PPL)** - for an enterprise that has a clear focus on generating local benefits, the People's Postcode Lottery (PPL) is likely to be relevant for grant funding. PPL's grants are delivered through 6 regional Trusts and is different from many organisations in that it provides unrestricted funds. These funds enable organisations to invest in their charitable programmes in the areas of most need as defined by the charity, but also have the option to invest in infrastructure, including fundraising capacity, systems and aspects of governance that restricted funds may not support. Funding is typically for:

- Organisations operating for at least 12 months
- With under £250,000 turnover, at a maximum of £25,000
- No more than a third of the organisation's income.

#### *Other Support for a New Enterprise*

**Power to Change** is an independent trust that strengthens communities through supporting community businesses, including through funding and support programmes such as supporting community share programmes, funding for renewable energy and energy efficiency installations to reduce running costs, and support to strengthen financial management capabilities. They provide a large body of Community Business Case Studies.<sup>12</sup>

#### **Other Sources of Income**

It is very important that a fundraising strategy addresses a variety of ways of raising funds and is not just limited to grant funding. This is particularly important for long-term financial sustainability, as the world of charitable fundraising has become increasingly challenging in recent years because of funding cuts and the impacts of the cost of living crisis. Other potentially significant sources of funding are:

- Membership / Supporters' system – possibly a member cooperative
- Sponsorship
- Donations and legacies
- Sub-letting property or property related activity – if the enterprise is established with an asset transfer or 'pepper corn' lease

In more detail, some important considerations for these other areas of funding are outlined below:

<b>Regular donations</b>	A 'friends of' scheme, so donations are regular and planned.
<b>Campaigns for Donations &amp; Crowdfunding</b>	Run a number of donations campaigns. Crowdfunders may need to be for specific projects of interest to the members and wider network.
<b>Gift Aid and Tax effective giving</b>	Gift Aid is a significant boost to finances and is unrestricted income.
<b>Corporate sponsorships</b>	Create opportunities to partner with a) ethical and environmentally focussed businesses, including cooperatives; b) cricket and sports business) – this can be i) general sponsorship of the enterprise, or ii) specific to: events; training / social benefit programmes; etc.
<b>Impact investment</b>	See section on 3-5 year growth.

<sup>12</sup> <https://www powertochange org uk/impact/case-studies/>

<b>Major Donors / Philanthropy</b>	This requires significant effort and may not be possible until the organisation is established.
<b>Grant funded business support</b>	Useful for work packages related to areas of organisational development, business activity (e.g. marketing), etc.
<b>Legacies</b>	Have legacy information on the website.

## Income from Service Delivery and Social Prescribing (SP)

Social Prescribing (SP) activities can be funded through the NHS<sup>13</sup>. For example, instead of prescribing medication or physiotherapy, SP connects people to community-based activities, groups and services that benefit their health and wellbeing, by meeting a variety of practical, social and emotional needs. It is now part of the NHS system because it gets results and is cost effective, by diverting people to healthy activity, rather than locking them into a spiral of ill-health with higher cost and time burdens for GP and hospital systems.

SP offers up to six appointments with a client to support emotional wellbeing and then signposts them to other activities as part of supporting that process.

SP is likely to be a central consideration of the enterprise's core activities, where these are designed to generate benefits and reliable outcomes for a range of disadvantaged or marginalised groups. In this area, key issues and actions that are likely to need to be addressed at the project stage are as follows:

- **There needs to be a clear programme of activity on offer** – this will be an early action that would be needed to enable Social Prescribers and SP beneficiaries to work with the enterprise and begin to build trust in the organisation and a track record for the offer.
- **Travel and accessibility for participants / beneficiaries** – ease of people getting to and from the activity is essential in why social prescribers choose to work with an organisation or not – primarily around a) transport and b) on-site accessibility
- **Expectations and outcomes** – at each step of the project there needs to be a clear description of what the expectations will be of the participants (clarity and transparency) and clarity on what the outcomes will be for the participants – this could be as simple as a scores used by the Office for National Statistics (ONS) e.g. Warwick-Edinburgh Mental Wellbeing Scale scoring system or more imaginative measures<sup>14</sup>
- **Upskilling** – courses and activities for cricket gear repair and refurbishment would be likely to be a strong offer, and something different, particularly where this involves longer term programmes of 6 months or more.
- **Evidence of need** – social prescribers aim to fill gaps in the local offer for participants

<sup>13</sup> NHS information of social prescribing is available at: <https://www.england.nhs.uk/personalisedcare/social-prescribing/>

<sup>14</sup> see: <https://www.corc.uk.net/media/1537/wemwbs.pdf>

*SP beneficiaries* are people who need and benefit from the activities on offer. *Social Prescribers* are the people who approve activities as being able to be prescribed to beneficiaries, and therefore to be funded via the NHS or other sources. To secure the interest of both the *beneficiaries* and the *Social Prescribers*, the enterprise would need to be promoted in online community spaces (e.g. via Facebook (FB), Instagram, TikTok, etc) as a key mechanism for raising awareness of different available activities (note: *Social Prescribers* tend to use FB as a tool; younger audiences will orientate towards Instagram and TikTok).

A significant challenge in this area is achieving inclusivity for people with complex health conditions. Often people with these conditions have mental and physical health conditions – they really benefit from practical physical activity and social engagement, but often their mobility can limit them. They often need a positive environment to enable engage with such projects. Once established in delivering SP activity, this has potential to operate as a gateway for further funding in other areas.

In the stakeholder engagement processes that will be required to define and establish programmes of activity it will be essential to connect with key organisations that are actively involved in SP in the relevant geographic area.

### **Social Prescribing (SP) Evidence**

Social Prescribing Academy<sup>15</sup> briefings and visual guides give an overview of existing evidence, point to the success of SP initiatives and identify where more research is needed.

Evidence shows that the benefits of physical activity and exercise are well established for improving physical and mental health. For example, *An evidence review of social prescribing and physical activity*, by Polley M. & Sabey A. (2022), published by NASP, scopes the academic and ‘grey’ literature to ‘map the territory’ and inform researchers and relevant community organisations how social prescribing may influence the take-up of physical activity.<sup>16</sup>

### **Overall Income Projections**

To provide some sense of what the overall business model might look like, based on a number of optional income streams that might be developed over time, the table below provides some generalised income projections for years 1 to 5, and forward to year 10, assuming the options and proposals presented here are developed relatively effectively.

The following table could be expanded using more optimistic overall income projections based on a broader range of income generating activities.

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<sup>15</sup> This page can be returned to for downloading up-to-date evidence whenever this is needed <https://socialprescribingacademy.org.uk/read-the-evidence/>

<sup>16</sup> [https://socialprescribingacademy.org.uk/media/udfpf5o3/review-of-social-prescribing-and-physical-activity\\_.pdf](https://socialprescribingacademy.org.uk/media/udfpf5o3/review-of-social-prescribing-and-physical-activity_.pdf)

Indicative Income Projections from Non-Trading Sources & Trading Sales							
Activity Income Stream	Average Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
Supporter / member subscription numbers		50	100	200	300	400	1000
<i>Supporter / member subscription – income</i>	<b>£20</b>	<b>£1,000</b>	<b>£2,000</b>	<b>£4,000</b>	<b>£6,000</b>	<b>£8,000</b>	<b>£20,000</b>
Social benefit programmes – person / days		50	150	250	400	500	500
Social benefit programmes – net income	<b>£100</b>	<b>£5000</b>	<b>£15000</b>	<b>£25000</b>	<b>£40000</b>	<b>£50000</b>	<b>£50000</b>
Courses, Workshops, Events – customers		50	100	200	250	250	250
<i>Courses, workshops &amp; events – income</i>	<b>£100</b>	<b>£5000</b>	<b>£10000</b>	<b>£20000</b>	<b>£25000</b>	<b>£25000</b>	<b>£25000</b>
<b>Total Activity Income (target)</b>		<b>£11,000</b>	<b>£27,000</b>	<b>£49,000</b>	<b>£71,000</b>	<b>£83,000</b>	<b>£95,000</b>
<b>Total Gear Sales Income (target)</b>		<b>£7,750</b>	<b>£21,750</b>	<b>£43,500</b>	<b>£107,500</b>	<b>£207,500</b>	<b>£207,500</b>
<b>Total Trading &amp; Activity Income</b>		<b>£18,750</b>	<b>£48,750</b>	<b>£92,500</b>	<b>£178,500</b>	<b>£290,500</b>	<b>£302,500</b>
Target Grant Income		£20,000	£50,000	£50,000	£50,000	£20,000	0
<b>Net Total Income</b>		<b>£38,750</b>	<b>£98,750</b>	<b>£142,500</b>	<b>£228,500</b>	<b>£310,500</b>	<b>£302,500</b>

## Estimating Operating Costs

Estimating core costs and project costs is an area that will need further work, although key areas of costs are identified in the following section, and some generalisations relating to costs can be considered.

Main Facilities:

- Lease
- Kit-out of building
- Manufacturing and repair materials
- General running costs: power etc

Pop-up Shop/mobile facilities (truck/bus):

- Vehicle costs – van for cricket gear collection & distribution; taking reuse gear to schools, coaching sessions, matches, events, etc.
- Conversion & kit-out
- Operational costs

Staff / management team:

- Assume team of 5 people / 3.4 FTE (e.g. 2 @ 1.0 FTE, 2 at 0.5 FTE, 1 @ 0.4 FTE) at an average of £28,000-30,000 + 15% employment costs = in the region of £120,000 p.a.
  - tasks / skills including:
    - General management; commercial skills;
    - Community engagement; volunteer coordination; training & activity programme;
    - Financial, legal & HR administration;
    - Communications, website, social media;
    - Logistics and stock management;
    - Lead for manufacturing - practical and team skills for core 3R's / circular gear maker activities; practical skills training; etc.

Cost of sales – to be determined e.g. packing and delivery.

## **Estimating 12 Month Start Up Project Costs**

The following provides an initial cost estimate for start-up, facilities and basic operating costs for a GWE focused on repairing and refurbishing second-hand cricket gear, assuming a ~200m<sup>2</sup> space requirement. In some areas of the UK costs could be considerably lower than the estimates shown below.

### **1. Lease Costs (Including Non-Profit Discount)**

- **Required space:** ~200m<sup>2</sup> (including workshop, training areas, office, relaxation space, and storage)
- **Location:** Low-cost areas in the target area
- **Typical industrial unit rental:** £10-£20 per ft<sup>2</sup> per year (£107-£215 per m<sup>2</sup> per year)
- **Estimated cost:**
  - **£21,400 - £43,000 per year** (£1,800 - £3,600 per month)
  - Non-profit discounts (if available) could reduce rent by 20-50%, bringing costs closer to **£12,000 - £30,000 per year** (£1,000 - £2,500 per month)

### **2. Kit-Out Costs (Building Setup & Equipment)**

- **Basic setup (workbenches, storage racks, office furniture, seating, signage):** £5,000 - £10,000
- **Tools & machinery (for refurbishment, repairs, etc.):** £7,000 - £15,000
- **IT infrastructure (computers, software, internet setup):** £2,000 - £5,000
- **Health & safety (fire extinguishers, signage, accessibility improvements):** £2,000 - £5,000
- **Total estimated kit-out cost: £16,000 - £35,000**
- *These costs possibly could be further reduced by developing a wish list and calling for item donations from partners, supporters, stakeholders and relevant networks such as Repair Café networks.*

### 3. General Running Costs (Per Year) – excludes materials for circular cricket gear manufacturing

- **Utilities (electricity, water, heating):** £3,000 - £6,000
- **Business rates:** Often reduced or waived for CICs, but standard rates could be **£5,000 - £12,000** before discounts.
- **Internet & phone:** £500 - £1,500
- **Insurance (public liability, equipment cover, employer's liability):** £2,000 - £4,000
- **Waste disposal & recycling:** £1,000 - £3,000
- **General maintenance & repairs:** £2,000 - £5,000
- **Total estimated annual running cost:** **£8,500 - £31,500**

#### Final Estimates

Category	Low Estimate	High Estimate
Lease (after discount)	£12,000	£30,000
Kit-out	£16,000	£35,000
Running Costs (annual)	£8,500	£31,500
<b>Total First Year Costs</b>	<b>£36,500</b>	<b>£96,500</b>
<b>Second Year Costs (without Kit-out)</b>	<b>£20,500</b>	<b>£61,500</b>

#### Cost estimate for creating and operating a Pop-up Shop/Mobile Facility

The following costs are based on use of a converted second-hand van or small bus.

##### 1. Vehicle Costs (Second-Hand Van/Small Bus)

- Second-hand large van (e.g., Ford Transit, Mercedes Sprinter, Vauxhall Movano, or similar)
  - Cost: £8,000 - £15,000 (for a reliable used van with decent mileage)
- Second-hand small bus (e.g., Ford Transit Minibus, Iveco Daily, Mercedes Sprinter Minibus)
  - **Cost: £12,000 - £25,000**
- Optional electric van (for lower long-term costs, but higher upfront cost)
  - Cost: £20,000 - £35,000
  -

*Estimated cost: £8,000 - £25,000 (depending on choice of vehicle)*

##### 2. Conversion & Kit-Out Costs

- Interior shelving/storage for gear: £1,500 - £3,000
- Display area (racks, modular fittings for pop-up shop use): £2,000 - £5,000

- Basic seating & workspace for mobile repair/refurbishing: £1,000 - £3,000
- Signage & branding (wrap or painted logo): £2,000 - £4,000
- Power supply (battery system, solar panels for off-grid use, or generator): £2,500 - £6,000
- Lighting, security locks, CCTV: £1,000 - £3,000
- **Total estimated kit-out cost: £10,000 - £24,000**

### 3. Operating Costs (Per Year)

- Fuel (based on visiting 10 locations per week, ~10-mile radius)
  - Assuming 100 miles per week (5,200 miles/year)
  - Diesel van: ~30-40mpg → £1,200 - £1,800 per year
  - Electric van: ~2.5-3.5 miles per kWh → £600 - £1,200 per year
- Vehicle tax: £200 - £500 per year
- Insurance (commercial vehicle, liability, theft cover, public liability for mobile shop/events): £1,500 - £3,500 per year
- MOT, servicing & maintenance: £800 - £2,000 per year
- Parking & other charges (if applicable): £500 - £2,000 per year
- **Total estimated annual operating costs: £3,700 - £9,800 per year**

### Final Estimates

Category	Low Estimate	High Estimate
Vehicle Purchase	£8,000	£25,000
Conversion & Kit-Out	£10,000	£24,000
Operating Costs (Annual)	£3,700	£9,800
<b>Total First Year Costs</b>	<b>£21,700</b>	<b>£58,800</b>

## Risks to Viability

It is vitally important to recognise and plan for key risks to the GWE's viability, including:

**Narrow Focus:** A narrow focus on 3Rs related to cricket and circular cricket gear development may pose risks in terms of being able to achieve a sufficient scale and level of turnover on a sustained basis to ensure the viability of the organisation. A small enterprise with a narrow focus will be less well-resourced and therefore is likely to be more vulnerable to loss of management, staff, support, business, etc. This may require a proportionally greater level of oversight, management and support (time) for a lower level of activity and benefit i.e. in effect, a lower level of Social Return on Investment.

**Lack of Diversity & Inclusion:** Establishing an organisation that lacks diversity and inclusion a) from the top down and b) from the outset is likely to be a risk to i) successful engagement of diverse and disadvantaged communities, and ii) securing grants, and therefore iii) to the enterprise's overall viability and success.

**Changes to PPE Regulations:** There would be significant risks to the core business model if PPE regulations became more rigorously enforced for second life cricket gear.

**Seasonality of the Cricket Market:** the seasonal nature of cricket, and of cricket gear and clothing purchases pose a risk to stability of cash flow, and therefore to the economic viability of the organisation. A strategy will be needed to directly address this risk.

**Strategy Changes with an Existing Charity or Social Enterprise:** the example of the closing down of the LTCKRS operation by the Lords Taverners charity demonstrates a risk that being housed within a larger charity, which may change its priorities and strategic focus, could lead to a closing down of the GWE's activity.

**Kick-Back / Non-Cooperation from Existing Manufacturers:** the competitive nature of any large business sector means that there is always potential for unhelpful activity from competitors i.e. perceiving more reuse as a risk to increasing their sales. This could range from non-cooperation to negative messaging or attempts to frustrate or obstruct the activities of the GWE - for example by lobbying for tighter controls on second-life gear through legal means or PPE legislation. The enterprise should be prepared for unhelpful responses from other brands or manufacturers that do not want to see disruption in the marketplace. Alliances with the most progressive brands and manufacturers is likely to help respond to such challenges, as long as the relationship is secure, balanced and not exploitative.

**Brand Risks:** if a strong brand is able to be established then a number of risks to the brand will exist, including reputational risk if for example, issues of poor product quality / reliability, or failure of protective gear arise e.g. causing injury.

**Legal Risks:** there is also potential for false legal claims for injury, and related compensation claims. Strong insurance policies will be important to guard against such risks.

## Brand Strategy

The brand strategy for the organisation is likely to be a critical success factor for:

- Developing its market;
- Achieving its sales and income targets from trading;
- Engaging the communities that it is targeting;
- And, for influencing change in the cricket sector.

A strong brand strategy is essential for the *Good Works Enterprise*, ensuring that its mission, values, and impact resonate with its target audiences, both for its trading activities and its social benefit activities. As a social enterprise, the GWE must differentiate itself in a

competitive landscape while maintaining credibility, trust, and a clear message that connects with stakeholders.

For the GWE, a thoughtful brand strategy is not just about marketing - it is a tool for driving impact, fostering trust, and ensuring long-term success. By crafting a clear and compelling identity, the GWE can inspire action, build a strong community, and create lasting social change.

### **Building Trust and Credibility**

A well-defined brand will help establish the GWE as a trustworthy organisation. Consumers, partners and local stakeholders are more likely to engage with a brand that communicates a clear mission, values, and commitment to social impact. Consistency in messaging across platforms strengthens credibility and fosters long-term relationships with customers, donors, and investors.

### **Differentiation in the Market**

The social enterprise sector is growing rapidly, making differentiation critical. A unique and compelling brand identity will ensure that the GWE stands out from competitors. By clearly defining its purpose and value proposition, the enterprise can position itself as a leader in its niche, attracting loyal supporters and customers who align with its mission.

### **Enhancing Community Engagement**

A strong brand goes beyond visual identity; it fosters community engagement, advocacy and support. When stakeholders understand and believe in the GWE's mission, they are more likely to become brand ambassadors, spreading awareness and driving social change. This organic promotion can lead to increased support, funding opportunities, and partnerships.

### **Driving Sustainable Growth**

A clear and compelling brand strategy directly impacts financial sustainability. A recognisable and respected brand attracts funding, investment, and strategic partnerships, and will be essential if a membership model is pursued. It also builds customer loyalty, encouraging repeat business and long-term engagement. With a strong brand, the GWE can expand its reach and impact more lives.

## **Establishing & Sustaining a Circularity for Cricket (C4C) GWE**

### **3 Year Partnership Project**

Starting a 'good works' enterprise with a clear Vision, Mission and Aims (VMA), and *an achievable set of objectives that can be delivered through a 3-year funded multi-partner project* is most likely to secure the commitment of important stakeholders and partners e.g. a UK Lottery *Reaching Communities* funded project.

With a minimum collaboration of 3 main partners, and a selection of supporting partners, this approach allows time to build momentum in specific activities that allow sufficient

consideration of longer-term implications of a start-up model. Partners will be need in different sectors, particularly:

- The cricket sector;
- The business sector;
- The public and education sectors i.e. schools; university research;
- Local community partners.

The starting point is a 12 month project, for which initial steps include:

1. Draft 12 month project plan, including activities, outputs, events, work packages, Gantt chart and budget.
2. Draft MoU or project partners agreement
3. VMA – agreed amongst partners

## How? The Process & The Finance

### *Starting as a 12 Month and then 3 Year Partnership Project*

An ideal route to establishing the enterprise is through:

- Initiation Phase: a 12 Month partnership project to initiate the programmes of activities, and through that to initiate the enterprise;
- Development Phase: a 3 year funded partnership project, through which the longer term technical feasibility and financial viability of the enterprise is tested, proven and secured.

There will need to be *clarity over governance and responsibility within the 12 month project*, especially in terms project management and coordination, partner commitments, finance and inclusive decision-making. This can help test and put in place models that can be taken on when an enterprise is established.

As routes for funding, a 12 month start-up stage project will establish a track record, that can be followed by a longer development stage project (e.g. 3 years). Many funders want to see a track record of activities, with measured impacts, before providing significant funding. This initial *partnership project* will need:

- i) To be socially and environmentally focused in its activities and outcomes
- ii) To have a particular place-based focus
- iii) To have elements of participatory, community-based research, engagement and feedback i.e. to measure and monitor community impacts and outcomes
- iv) To complement academic research that supports these community, social and environmental goals
- v) To access academic and R&D funding to support prototype design, testing and commercialisation
- vi) To aim to secure charitable funding to support social benefit activities.

This phased can adopt a different emphasis in each stage:

Phase 1: A short-term project that focuses on the social and environmental benefit activities and outcomes, with enterprise initiation as part of this project

Phase 2: An enterprise development project.

This phased approach can incorporate detailed work to:

- i) Determine the start-up scale of enterprise;
- ii) Test and prove the viability of activities delivered by a new enterprise or within existing organisations;
- iii) Develop complementary academic research projects to strengthen the case for funding support for the GWE.

A partnership project will need to determine:

- The lead partner to take it forward initially;
- The capacity of the lead to manage the project in ways that align with and do not distract from the lead partner's core activities;
- The Milestones or objectives that need to be achieved to enable the organisation to become self-determining.

## **Business Plan for Establishing an Enterprise**

Establishing an enterprise will require work, agreements and decisions on the following, all of which can be presented in a business plan:

- Business model, including 5-10 financial projections
- Governance and legal structure
- Core activities and activity programmes
- Management and staffing requirements
- Skills / competency requirements, and route to securing these
- Initial funding / finance plan
- Physical / space / facilities requirements, and route to securing these

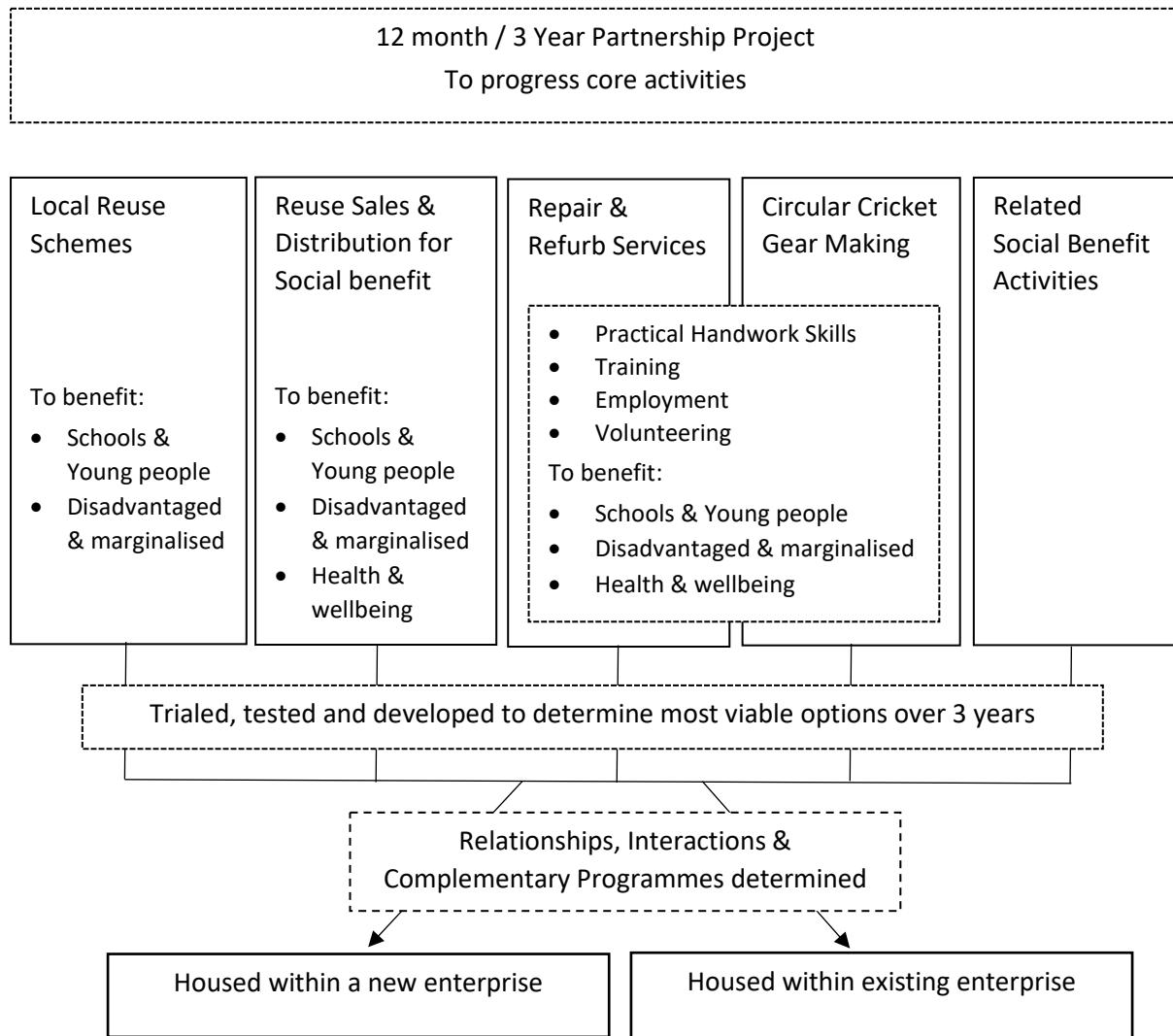
## **Initial Objectives for a Project to Establish a Good Works Enterprise (GWE)**

Establishing a 12 month and then 3-year funded project to take the initiative forward is achievable and practical for the partners and stakeholders involved. Establishing a new enterprise is one optional goal. Defining the specific activities and outcomes is the more important initial goal, which can be taken forward through a funded partnership project.

For academic funding, it will be essential to strengthen how the project addresses key research council themes and priorities, for example:

- AHRC: design; place-based approaches; behavioural studies / social behaviour change and social movements;
- ESRC: social behaviour change; circular supply chains.

The diagram below illustrates the optional elements of such a project.



The objectives of such a project might be:

1. To engage and benefit a diverse range of disadvantaged and marginalised individuals and groups through these activities
2. To benefit local communities, including by providing increased access to play and benefit from cricket in those communities
3. To provide beneficial employment, training and volunteering opportunities, particularly to disadvantaged and marginalised individuals, and young people
4. To determine optimum systems for collection of good quality unused cricket gear at scale, including understanding the potential to replicate or improve LTCKRS collection systems at a) county level, b) sub-regional level and / or c) national level
5. To promote and expand local repair, refurbishment and reuse programmes across E&W, to measure their social and environmental benefits

6. To develop methods for repair and refurbishment of items of cricket gear to redistribute these items and raise resources for delivering social benefits
7. To design a set of commercially viable circular cricket gear and clothing products
8. To develop and maintain a map of circular cricket gear activities local to the enterprise and/or more broadly in E&W to enable stakeholders to identify and engage with local schemes
9. To develop training programmes and good practice guides that develop the skills of repair and refurbishment practitioners and circular cricket gear makers
10. To understand and influence players' awareness, attitudes and behaviour related to cricket gear circularity, both in the enterprise's local area and across E&W
11. To develop, test and prove a viable social enterprise business model for delivering these activities and to measure the impacts and benefits of that enterprise
12. To test wider partnership models, that include an element of movement building and policy campaigning / advocacy, hosted by the enterprise & lead partner, through the project for example, a) an Alliance for Cricket Gear Reuse (network and platform); b) Alliance for Circularity in Cricket, including manufacturers;
13. To deliver effective communications and stakeholder engagement to ensure the activities, outputs and impacts grow and are disseminated
14. To establish a purpose-driven enterprise to achieve the above objectives in partnership with other organisations and individuals.

The benefits and outcomes arising from the project's activities would include:

- Increased understanding of production and consumption-related impacts and circularity issues associated with cricket gear and clothing in E&W
- Increased social benefits associated with cricket gear and clothing reuse schemes and the development of circular cricket gear items, particularly to benefit disadvantaged and marginalised individuals and communities
- Increasing equity, accessibility and inclusion in cricket in general, and in cricket development pathways for young talented players from disadvantaged backgrounds
- Identifying viable and replicable Circular Business Models (CBMs) for scaling product life extension that generate measurable economic and social / engagement benefits and measurable impact reductions (e.g. material(waste)/carbon reduction)
- Achieving increased take-up and application of circular thinking amongst cricket gear manufacturers, recreational players, and institutional stakeholders
- Generating robust projections of impacts and benefits that inform local and national policy makers and decision makers

The key beneficiaries of the project would be expected to be:

- Disadvantaged groups, particularly young people e.g. those not able to afford new cricket gear; those suffering or recovering from poor physical or mental health who will benefit from being more active or more socially engaged
- Marginalised groups e.g. Afghan refugees

- State schools e.g. particularly that lack budget for good quality cricket gear
- People suffering from social isolation, loneliness, etc
- Long-term unemployed; people lacking qualifications or work experience;
- Ex-drug/alcohol dependants; ex-offenders.

The project will also need to define the purpose of the enterprise within a VMA (Vision, Mission & Aims) document and Memorandum & Articles of Association e.g. for Cooperative or Community Interest Company (CIC) registration purposes.

To maximise the chances of securing grant funding, it will be essential to:

1. Plan for strong *Impact Monitoring & Measurement* i.e. M&E / MEL<sup>17</sup> systems designed in from the outset; Annual Impact Report
2. Define the *Theory of Change* behind the organisation or programme
3. Define the primary outcomes and impacts as SMART goals<sup>18</sup>
4. Create a strong *Case for Support*

The project would take forward following activities in E&W:

1. Repair, refurbishment and reuse (3Rs) of cricket gear
2. Production of new circular cricket gear items i.e. circular batting pads and vegan leather inner gloves
3. Upskill, employ and offer volunteer engagement opportunities for disadvantaged and marginalised groups: long term unemployed; refugees; and those suffering from significant mental or physical health conditions, recovering from substance abuse, etc.

### **Potential Routes to Expansion e.g. Year 3-5**

Social Impact Investment (SII) can be considered when the organisation is well established and has a viable business model e.g. SII through a low interest Bond, from a platform such as Ethex<sup>19</sup>. This SII would seek to solidify and / or scale the enterprise's activities and impacts. For example, SII might be a serious consideration for financing the organisation if the organisation had raised reasonable numbers of members or supporters at this point, to enable a degree of crowdsourcing of SII, particularly for post-project stability and growth.

Ethex currently has a £150,000 minimum raise for social impact / ethical investment. For developing a strong commercial approach, this level of impact investment may be realistic approach for scaling impact, as a route to raise funds from a natural 'crowd' within the world of cricket, amongst players and fans, and from Ethex's own substantial established environmentally and ethically minded investor base. The terms might be for low interest 10-year rate bonds (e.g. 3%), where the enterprise budgets to build a repayment sinking fund with annual payments of £30,000+ from year 3-5 after the investment.

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<sup>17</sup> M&E – Monitoring & Evaluation; MEL – Monitoring, Evaluation & Learning;

<sup>18</sup> SMART – Specific, Measurable, Achievable, Realistic, Time-bound

<sup>19</sup> <https://www.ethex.org.uk/>

## Wider Opportunities

### Personal and Social Behaviour Change Research and Strategy

As part of its purpose driven change-making agenda, those involved with establishing and managing the enterprise will need to understand *behaviour change issues* in the cricket sector. This presents significant opportunities for the enterprise, both in terms of being a participant in action-research projects, and in terms of how it uses the learning that arises from such projects for ethical marketing purposes.

Some key questions in this area are:

- What information or experiences encourage behaviour change in cricketers, and cricket gear purchasers (e.g. parents)?
- What nudges are needed?
- Who are the ‘cricket influencers’ and how can they be engaged in this work?

### Circular and Vegan Cricket Gear Commercial Opportunities

Further consideration might be given to the potential to package up the circular and vegan cricket gear activity as an entrepreneurial opportunity that could appeal to a small number of people with entrepreneurial aspirations and / or a narrow group of investors. This would include taking forward additional R&D and prototyping activity, and the early commercialisation stages, which would hold potential for investment under tax-advantaged SEIS (Seed Enterprise Investment Scheme) terms at the earliest stages and EIS (Enterprise Investment Scheme) for the subsequent commercialisation and growth phase. Options for this approach would include:

1. A new purpose driven enterprise to progress the commercial opportunity itself.
2. The GWE develops the intellectual property (IP) behind the opportunity, then licenses or sells this IP to cricket gear or sports gear manufacturers for long term income generation that is directed towards social benefit activities.

In either of these cases, as part of its Mission, the GWE would have an equity stake in the commercial enterprise, to direct its profit share to its activities for delivering social benefits.

## General Feasibility for Taking A GWE Forward

### Key Conclusions & Recommendations

The options for establishing a viable GWE focused on circular cricket gear and repair services relate to:

- The type of organisation chosen
- The scale of ambition
- The breadth or narrowness of focus and activities.

Stakeholder and partner needs, priorities and aspirations will define the above options and establish an appropriate route forward, determined through a process of partner and stakeholder engagement.

An initial 12 month funded partnership project (from various funding sources) can deliver:

- Partnership building and stakeholder engagement activities
- Beneficiary programmes and community engagement activities;
- Testing the business model;
- Other key outputs: business set-up; online sales platform; collection and distribution systems; etc.

Building on CfSD's ongoing research activities in these areas, an initial 12 month project will establish a track record, to be used to apply for a more substantial project funding (e.g. 3-years) to embed the activities within a new enterprise.

## **Core Recommendations**

1. To generate the level of community engagement and social traction needed to sustain the enterprise, it appears the enterprise is more likely to be viable if it has an equal focus on:
  - a. Key Social Themes: including a focus on i) Social benefits, ii) the significant gaps, failings and weaknesses, or the significant opportunities to improve equity, diversity, accessibility and inclusion in cricket;
  - b. Key Environmental Themes: i) The 3R's in cricket gear and clothing, and ii) Circular design and circular economy in the cricket sector
2. Take the next steps in the process towards establishing an enterprise through:
  - a. A funded 12 month start-up partnership project (2026-27) that includes applying for sufficient funding for delivering a longer follow-up project
  - b. A 3-year partnership project (2027-30) that will establish and operate the enterprise on firm foundations
  - c. Draft outputs and outcomes of these projects are identified in the Next Steps section of this document below
3. The 3-year partnership project should be pursued through a combination of:
  - a. Non-academic funding, with a committed lead such as a large recreational club or county cricket foundation e.g. National Lottery Community Fund; other Trusts and Foundations;
  - b. Academic research funding, with a university lead e.g. AHRC;
  - c. Part-funded, supported or enabled as a collaboration between a charitable foundation, university partner and other founding partners

4. Define a set of research themes and opportunities where the enterprise can add significant value to the understanding and outputs of research projects – for example:
  - a. Cricket clothing reuse and circularity issues may offer a focus for distinct research projects, or might be integrated into broader research projects;
  - b. The difference to accessibility, engagement and progression routes for British non-white, public sector educated players if they have free access to high quality second life gear;
  - c. It may be advisable to consider building in ‘new economics’ / ‘wellbeing economy’ strand into the future research work.
5. Adopt a youth-led approach (e.g. a majority of beneficiaries are young people, particularly from disadvantaged and marginalised communities), whilst allowing for benefits to older disadvantaged and marginalised individuals e.g. Afghan refugees
6. Skills and Training Programmes are likely to benefit small numbers of individuals, and can be designed so that they recognise and address the range of activities of the enterprise, namely:
  - a. Repair and refurbishment skills; manufacturing skills;
  - b. Enterprise skills
  - c. Communications & digital technology skills
  - d. Logistics skills
7. Consider a wider remit than just cricket gear and clothing reuse and repair for the focus of the enterprise and activities programme, in particular:
  - a. Engaging local young people and disadvantaged or marginalised people in playing cricket, including entry level activities and coaching – particularly to use reused, repaired and refurbished gear and circular cricket gear
  - b. Other reuse, repair and refurbishment workshop and sales activity, particularly where this is linked to other social and economic benefits, such as: i) bicycles for activity and affordable transport; ii) free and low-cost furniture; etc.
  - c. Social Prescribing activity, potentially including other forms of outdoor activity for health and wellbeing e.g. other sports or activities (for seasonal continuity); gardening and food growing; angling; etc.

To be successful, reach a wider audience, engage key local-to-national audiences and stakeholders, the enterprise will need:

8. A well-informed Community Engagement Strategy.
9. A well-designed and engaging digital ecosystem (platform), comprising:
  - a. Website that is well-designed i) in visual format, ii) in function and iii) in user journeys, providing useful and engaging information, with efficient signposting to what visitors need

- b. YouTube channel - for video uploads (e.g. of repaired kit; coaching disadvantaged youth using reused kit; upskilling trainees / volunteers; etc), including for embedding in website for dynamic content
- c. Inter-connected social media (SM) systems: particularly FB, Instagram, TikTok, BlueSky and X, and most common cricket club SM platform e.g. Spond<sup>20</sup>
- d. CRM system and email database

On the basis that the initiative is taken forward through a funded partnership project, initial options for taking the initiative forward are to determine:

- If a direct collaborative relationship can be put in place with either a) a county-focused or more local charity that works with the disadvantaged and in the field of health and wellbeing space; b) a national charity with either a cricket, young people and disadvantage focus or a health and wellbeing focus.
- If a) all the activities and elements are best grouped together within one organisation (existing or new), or b) the different activities and elements are best developed separately by different parties (existing or new), and if so, where and how these might be linked.
- If suitable initial premises can be secured through a key partner or stakeholder relationship.

If a new enterprise is deemed appropriate, establishing a Cooperative Community Interest Company that is Limited by Guarantee appears suitable.

## Additional Recommendations

10. Have specific targets to identify, support and develop 'gifted and talented' young players from disadvantaged and marginalised communities – by providing:
  - a. Good quality gear and clothing, and 3+ years 'sponsorship' of these players through provision of high quality second life gear
  - b. Coaching programmes run in partnership with a county cricket foundation, where kit is provided by the enterprise
  - c. Cricket or skills programmes are linked to work experience and life skills programmes, ideally including opportunities offered by partners
11. To reach a wide audience and build a strong supporter/member base over time, as a marketing strategy, and as part of its change-making/behaviour change agenda:
  - a. Design and host an *attractive and engaging website and online platform on themes of cricket, climate and sustainability, circular economy, and net zero.*

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<sup>20</sup> Spond is widely used - <https://www.spond.com/activity/cricket/>

- b. Provide young beneficiaries with opportunities to promote the enterprise's activities through social media activity, particularly to reach younger audiences

12. Develop an engaging *entry level 'climate & sustainability awareness for cricket' online course*, with a focus on the actions that can be taken by individuals and clubs.

13. Engage the enterprise in additional research and pilot initiatives on potential reuse and circular challenges and solutions to *cricket gear clothing manufacturing and waste*.

14. Options that require further exploration as routes for securing appropriate premises include:

- a. Partner organisation's premises
- b. NHS estate premises
- c. Existing established charity premises

## **Social Prescribing Recommendations**

Developing a 'routemap' for being able to deliver *Social Prescribing* activity appears to provide the economic foundations of a programme of social benefits for disadvantaged and marginalised communities.

Recommendations for Social Prescribing (SP) for the next stage of this initiative include that the enterprise would be expected to:

1. Develop activities and events within its programme that are specifically designed to
  - a) meet a specific social / health and wellbeing need or gap, and b) meet social prescribing needs and priorities
2. Build relationships with Social Prescribers and related health care professionals early on, including enabling them to visit and explore the facilities
3. Develop accessible resources to enable easy engagement for a) target audiences for services and activities on offer, and b) Social Prescribers
4. Devise mechanisms for monitoring and measuring outcomes that incorporate the Warwick-Edinburgh scale and other options to provide robust data
5. Establish a social media account for the enterprise and manage the posts
6. Engage with relevant accessibility advice organisations to ensure accessibility issues are addressed
7. Develop relationships with social prescribers and GP's to enable the enterprise to establish its programme as a sustainability and sport related social prescribing offer e.g. try to find interested social prescribers and GP's through local / county cricket club membership
8. Host morning or afternoon sessions with social prescribers, signposting services and other healthcare professionals to begin building these relationships.
9. Contact Community Transport services and discuss with them how to be added to their schemes and explore other transport options and funding around this.

10. Explore potential funding options and how to develop the enterprise / programme from the beginning with wellbeing and mental health being central to the offer

## Practical Next Steps

Appropriate practical next steps to maintain momentum and progress the initiative would be to design and secure funding for an initial 12 month partnership project to:

- Agree the focus of the enterprise or project
- Agree target volume of gear collections and sales
- Stakeholder engagement and communications plan
- Community engagement strategy
- Partnership agreements with founding partner organisations
- Organisational structure
- Founding Board Members / Trustees - motivated, diverse and inclusive i.e. gender balanced, representing key cultural and socio-economic groups
- Vision, Mission & Aims (VMA)
- Memorandum and Articles / Articles of Association
- Theory of Change – to identify intended Outcomes and Impacts, and key enterprise activities / mechanisms for achieving them
- Business plan – which emphasizes the narrative of the enterprise
- 5-10 year financial forecasts based on a set of assumptions on activity levels
- Use the 12 month project to create a project plan and secure funding for a 3-year multi-partner project – for example, targeting part-funding from a UK Lottery Reaching Communities application

The goals, outputs and outcomes of a 3-year project would be likely to include:

- Establish the enterprise in the area of focus
- Establish an online platform
- Establish a physical hub (shop and workshop) for activities
- Design a training programme – to up-skill a target number of disadvantaged individuals
- Engage a target number of partner schools e.g. 10 minimum
- Engage a target number of partner cricket clubs e.g. 10 minimum
- Target number of disadvantaged and diverse neighbourhoods / wards e.g. 10 min
- Set targets to benefit a specific number of disadvantaged individuals within 3 years
  - 500+ school children;
  - 250+ young people (girls and boys) from specific disadvantaged groups (poverty; mental health; physical health; neurodiverse; etc).
  - 100+ refugees;
- Use the Theory of Change to define the partnerships, mechanisms of change, and resources that are needed to significantly scale impacts and benefits beyond the life of the project