



LORD'S TAVERNERS

Empowering young people through cricket



STRATEGY 2022 - 2025





INTRODUCTION

In 1950 our founders created a club with a purpose to maximise a shared passion for cricket to help young people less fortunate than themselves. For over 70 years, the members of the Lord's Taverners Club, which in 1964 became a charity with a proud club ethos, has seen thousands of committed and passionate people work together to raise money, tell our story and set about very successfully achieving the mission through a range of grant giving, asset donations and more recently direct programme delivery activities. The work has been varied, and broad ranging throughout our history, but always with one primary objective – to support young people facing the challenges of inequality.

Today, we are proud of and celebrate the successes of the past. The past three years have been an incredibly challenging time, not just for the charity, but especially for the young people and the communities we work with. The impact of the Covid-19 pandemic, together with a range of other societal factors demonstrates that inequality remains the primary driver behind the significant challenges that so many young people and their communities face. The need for our work is great and we are committed to ensure the charity is capable of meeting that challenge. We must ensure that the charity always puts empowering young people facing the challenges of inequality at the heart of all of our decision making and actions. We need to continuously develop by transforming our culture, structure and approaches to meet the expectations of our stakeholders and the requirements of regulators and legislators. We must be a modern, forward looking, agile organisation that continuously develops to meet the ever changing environment as we approach the fantastic milestone of our 75th year.

This ambitious strategy sets out the roadmap that we will follow to achieve our goals. To deliver our strategy, we will undertake a programme of transformational change, modernisation and development of all of our capabilities to ensure we can achieve our mission. By drawing upon our own learning and understanding of the challenges of inequality through the work we do, we are also passionately driven to increasingly become a leading, credible voice and influencer of social change. This means playing a lead role in influencing and shaping policy making which helps to create a more equitable world for the young people we serve.

WHY CRICKET?

Cricket is an inclusive and powerful vehicle for impactful positive outcomes among young people experiencing and facing inequality, exclusion, prejudice, and a lack of equitable opportunities. It empowers through teamwork and embraces the variety of skills that are vital to play and deliver a game - batting, bowling, fielding, officiating and scoring – all of which build confidence, improve health and wellbeing which empowers young people to achieve positive outcomes in all aspects of their lives.

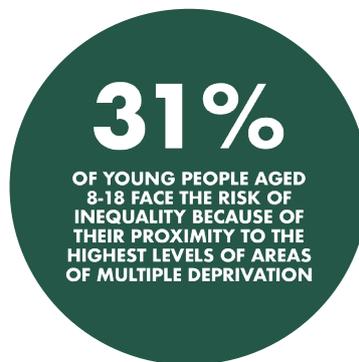
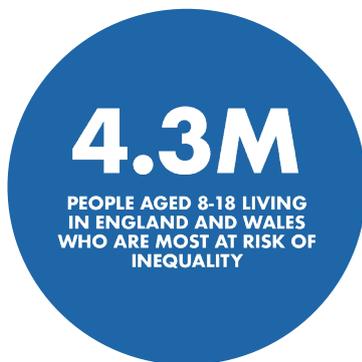




THE DEMAND FOR OUR WORK

This section summarises what the available evidence tells us about the need for, and impact of, our work. We have used the insight generated from this evidence to inform the development of this strategy.

The Government's Indices of Multiple Deprivation tells us that:



The table overleaf summarises the evidence about the groups of young people who are most at risk of inequality.

This evidence tells us that there continues to be great need for our work. It also helps us to consider how we might grow the reach and impact of our work further, by targeting our activities to those in greatest need.

Our experience of delivering our charitable programmes tells us that young people from a range of communities experience inequality due to prejudice, discrimination, lack of high quality sustainable service provision opportunities and multiple other factors. It also tells us the difference we are able to make to young people's lives.



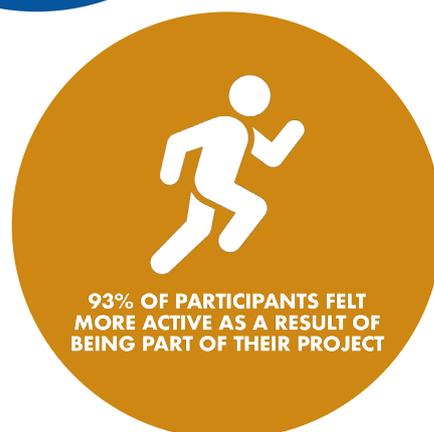
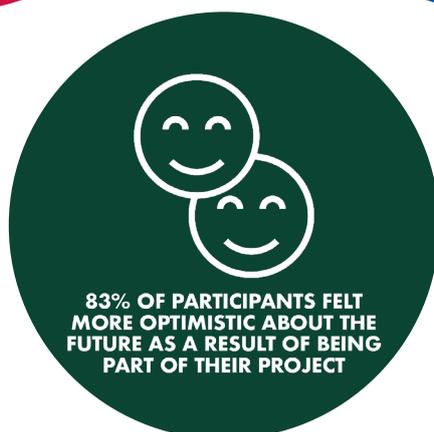
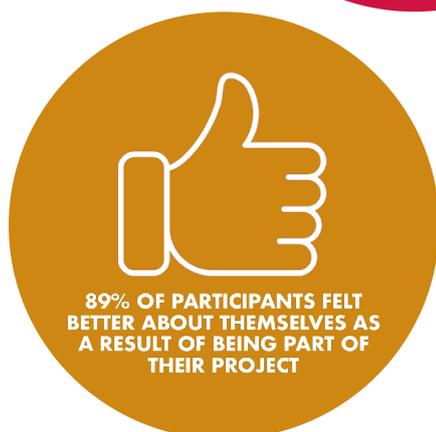


WHO WE IMPACT

GROUPS	DATA
GIRLS	<ul style="list-style-type: none"> • There are 1.9m girls in England and Wales aged 8–18 years old who are in the bottom half of the Index of Multiple Deprivation decile (1–5) of 5.1 m girls in England and Wales.
YOUNG PEOPLE WITH PHYSICAL AND/OR LEARNING DISABILITIES	<ul style="list-style-type: none"> • 9% of young people in England aged between 5 and 24 years old live with a disability. • 25% of disabled people took part in an organised activity session in the last year, compared to 36% of non-disabled people. • There are 1.2m young people with a disability who access sport rarely or not at all.
YOUNG PEOPLE FROM SOCIO-ECONOMICALLY DISADVANTAGED COMMUNITIES	<ul style="list-style-type: none"> • There are 350,000 young people living in the lowest 20 areas of socio-economic disadvantage. • Child poverty in the UK is a growing issue and affects more than 4 million children. • Children in Bangladeshi and Pakistani households are the most likely to live in low income and material deprivation out of all ethnic groups.
YOUNG PEOPLE FROM BLACK, ASIAN AND ETHNIC MINORITY COMMUNITIES	<ul style="list-style-type: none"> • c.15.1m people (28% of the population) in the UK are from an ethnic minority background, of which c1.6m are young people aged between 5 and 17 years old. • Young people from White British, White Other and Mixed backgrounds are more likely to be physically active than those from Asian, Black, and Other ethnic backgrounds.
OTHER GROUPS OF YOUNG PEOPLE (INCLUDING REFUGEES)	<ul style="list-style-type: none"> • There are approximately 130,000 refugees in the UK with c.77,000 waiting for asylum. c.3,100 are unaccompanied children. • Thousands of people have to wait years for a final decision on their claim, meaning they are left in limbo and are unable to plan for their futures.



The latest data* from our Wicketz and Super 1s programme delivery shows that:



Our [Impact Report](#) is available on our website and explains more about the positive impact our charitable programmes have on our participants and their communities.

This strategy has been developed to build on those achievements, to grow further the reach and impact of what we do for the benefit of the young people and communities that we serve.

*Data from June 2022





OUR PURPOSE

We exist to empower and positively impact the lives of young people facing the challenges of inequality.

OUR VISION

Every young person can overcome the challenges of inequality and achieve their potential.

OUR MISSION

Deliver high quality cricket programmes that will empower young people facing inequality to make positive choices, improve their health and wellbeing and achieve positive outcomes.

WHAT WE DO

We are a community of people and organisations that collaborate to provide innovative, inclusive, and impactful cricket programmes, empowering young people with disabilities and from disadvantaged communities to develop the knowledge, skills, capabilities, and confidence required to overcome the challenges of inequality, raise their aspirations and reach their potential.

Driven by a passion for equality, we strive to be a lead organisation at the heart of social change; maximising our knowledge, experience and insight gained through our work with young people and their communities experiencing inequality. We will collaborate and become a credible, expert voice and influencer, shaping attitudes, thinking and approaches to unite communities in the drive to overcome inequalities.

OUR PROGRAMMES



- **Super 1s** – a community cricket programme for young people with disabilities aged 12-25.
- **Wicketz** – a community programme aimed at young people aged 8-19 living in areas with high levels of poverty, using cricket as a tool for social change.
- **Table Cricket** – an adapted form of cricket played on a table tennis table, aimed at young people with learning and complex physical disabilities, aged 8-25.
- **Sports Kit Recycling** – a programme which aims to enable young people to access equipment that allows them to take part in regular team sport and competitions in their community.
- **Grants** – this includes donating our green minibuses to special educational needs and disability (SEND) schools and grants to partner organisations supporting activities in line with our goals.





OUR STRATEGIC OBJECTIVES

WE WILL:

BECOME A VALUES LED ORGANISATION

We will embed a culture where our work is driven by placing young people facing inequality at the heart of our thinking, decision making and actions.

We will recognise, value and champion volunteering as a core asset and capability.

We will embed people-centred, robust workforce development programmes for staff and volunteers.

We will further develop an organisational culture where all people are highly valued, respected and given equality of opportunity.

THIS ALLOWS US TO:

BE IMPACTFUL

Prioritising charitable activities where we have direct impact that offers the most social return on investment.

GROW OUR REACH

Aim to increase our reach to communities and participants within three years.

LEAD SOCIAL CHANGE

Become a recognised credible leader in our industry through the work we do to positively influence policy and decision making.

WE NEED TO:

BE DRIVEN BY INSIGHT

Developing a culture of valuing and making decisions informed and driven by data driven insights.

CREATE A MORE SUSTAINABLE INCOME MODEL

Growing and investing in the development of volunteering as core fundraising and awareness raising capability, while diversifying our revenue streams.

BECOME A HIGH PERFORMING ORGANISATION

Reviewing and improving to ensure we are a modern, effective and efficient organisation where policies, processes and systems are continuously improved.

See Our Objectives section for more detail





WE WILL

EMPOWER YOUNG PEOPLE TO:

**INCREASE
THEIR ACTIVITY
LEVEL AND
MAKE HEALTHIER
LIFESTYLE
CHOICES**

**INCREASE
THEIR
CONFIDENCE
AND SELF-
ESTEEM**

**FEEL MORE
INCLUDED
AND MAKE
FRIENDS**

GROW OUR REACH BY:

**DELIVERING
CRICKET IN
ALL 1,500
UK SEND *
SCHOOLS**

**EXPANDING
OUR WICKETZ
PROGRAMME
TO AREAS
WHERE WE
ARE NEEDED
MOST**

**DELIVERING
SUPER 1S IN
EVERY COUNTY
IN ENGLAND
AND WALES
AND ALSO IN
SCOTLAND BY
2024**

IMPROVE HOW WE WORK BY:

**INVESTING IN
OUR PEOPLE TO
DEVELOP OUR
CULTURE AND
VALUES**

**HARNESSING
AND IMPROVING
THE SUPPORT OF
OUR REGIONS,
NETWORKS AND
PARTNERSHIPS**

**IMPLEMENTING
TRANSFORMATIONAL
BUSINESS CHANGE
ACROSS THE
ORGANISATION**

*Special Educational Needs and Disability





OUR OBJECTIVES

OBJECTIVE	WE WILL ACHIEVE THIS BY
<p>1. BECOME A VALUES LED ORGANISATION</p>	<ul style="list-style-type: none"> • Embedding a culture where all of our work is driven by placing young people facing inequality at the heart of our thinking, decision making and actions. • Demonstrating our commitment to equality, diversity and inclusion at the heart of all that we do by embedding it into our organisational culture. • Further developing an organisational culture where all people are highly valued, respected and given equality of opportunity. • Championing, investing in and living our cultural values and behaviours. • Embedding people-centred robust workforce development programmes for staff and volunteers. • Reviewing our approach to Environmental, Social and Governance (ESG) and Corporate Social Responsibility (CSR), to make firm commitments and implement best practice approaches. • Recognising, valuing and championing volunteering as a core asset and capability.
<p>2. BE IMPACTFUL</p>	<ul style="list-style-type: none"> • Undertaking a programme of impact review, revising and resetting the impact measures we use (possibly via a new impact framework). • Being impact-focused, transparent and accountable to all on the performance of our commitment and responsibility to enable young people to achieve positive outcomes. • Prioritising charitable activities where we have direct impact that offers most return on investment. • Undertaking a continuous programme of quality assurance and improvement of our charitable programme activities to ensure they are impact driven, safeguarded, and high quality.



OBJECTIVE	WE WILL ACHIEVE THIS BY
3. GROW OUR REACH	<ul style="list-style-type: none"> • Prioritising the sustainable growth of our programmes to the communities and young people within them who need us most. • Aim to double our reach to communities and participants within 3 years.
4. LEAD SOCIAL CHANGE	<ul style="list-style-type: none"> • Becoming a recognised credible leader in our industry through the work we do to positively influence policy and decision making. • Collaborating with other people and organisations to positively influence and shape thinking, approaches, attitudes and behaviours to overcome inequalities.
5. BE DRIVEN BY INSIGHT	<ul style="list-style-type: none"> • Developing a culture of valuing and making decisions informed and driven by data. • Investing in processes and systems that embed data driven insights across all areas of our work.
6. CREATE A MORE SUSTAINABLE INCOME MODEL	<ul style="list-style-type: none"> • Diversifying our income types and streams to de-risk the charity from over reliance on single sources and types of income. • Diversifying our supporter base, inspiring all to join or support us. • Growing our membership base and investing in the development and stewardship of members as key volunteers. • Growing and investing in the development of volunteering as core fundraising and awareness raising capability. • Building and establishing more partnership driven approaches to fundraising.



OBJECTIVE	WE WILL ACHIEVE THIS BY
<p style="text-align: center;">7. BECOME A HIGH PERFORMING ORGANISATION</p>	<ul style="list-style-type: none"> • Undertaking a transformation programme - reviewing and improving our business processes and systems to ensure a modern, effective and efficient organisation where policies, processes, systems (including technology) are continuously improved. • Adopting an agile approach to project and programme implementation and management. • Developing our marketing and communications narrative to an 'always on' approach designed to inform and improve understanding and inspire more people and organisations to support, donate, partner and/or collaborate with us. • Reviewing and developing our financial architecture and management to a less conservative approach, freeing-up funds to improve and grow, with charitable programmes a primary focus. • Adopting a risk profile that enables us to be agile and invest in testing and learning of approaches, balanced with responsible financial management to meet our obligations. • Being fully transparent and accountable internally and externally about our performance in achieving all of our objectives and targets. • Robustly managing and mitigating risks and ensuring strong and robust governance practices. • Reducing our £ / per participant cost base – working towards a Social Return On Investment Model. • Significantly improving the proportion of our income that goes to delivering our charitable programmes (our 'pence in the pound' ratios).

This strategy has been developed thanks to the insight, contributions and hard work of a large range of people and organisations – all committed to being part of a proud Taverners community that collaborates for a common purpose.





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