Kent Cricket Board

Facilities Strategy 2011 Summary

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Executive Summary

1 Purpose of the Facility Strategy Summary

The document is to provide a user friendly guide through the Facility Strategy for Kent Cricket Board.

Details and background data can be found in the KCB Facility Strategy 2011.

The strategy has been influenced by The ECB publication *Grounds to Play* (2010) which is the overarching document which sets priorities for the KCB, which is influenced by Sport England who input their own objectives as part of their continued funding support.

Early 2011 the Comprehensive Spending Review has supported a further review by ECB and KCB.

2 Key Findings from the Facility Strategy Research

- **Priority list:** ECB and therefore KCB are influenced by Comprehensive Spending Review (CSR).
- **Development plans**: Analysis in greater detail has gained clearer perspective of clubs current priorities with evidence that clubs are developing longer term plans and identified KCB Priority projects.
- **Kent League:** The Criteria for playing in Premier League require clubs to have Covers and Site Screens of a specification and KCB should be aware of this where shortfall occurs.
- **Security of Tenure:** 25 of 33 clubs have Rental Facilities which fall into 'Immediate Risk' however none are the clubs primary facility. Greater knowledge of Facility rental risk has developed a network for advice and support for clubs to manage the issue and aims to alert and assist those clubs who have less than 15 years remaining on their lease, in order to negotiate an extension with the land owner.
- **PQS:** Fifteen of the focus clubs are Top Flight* clubs, 40% had a PQS inspection; 73% attended a PQS workshop.
- **Umpires:** Two clubs are lower than ACO 14 score and require priority action on ground quality.
- **Practice Facility:** Priority requirement; facility maintenance and rejuvenation of existing facilities supported by CCM with Lord Taverners and alternative funding emphasised.
- **Changing facility**: Improvements, whilst desirable, is not as critical to cricket provision as practice facilities and priority weighting reflects this. The most common shortfall in pavilions is the lack of changing rooms for women and girls, disability access and the provision for match officials.
- **Machinery:** Number of poor quality items of machinery has dropped since 2008 review.
- **Groundsman:** The number of unqualified groundsmen has decreased by 13%, however FCCC have gaps to be supported.
- **Indoor Facility:** Gaps on standards and availability identified via District Development Groups (DDG) involvement, understanding the wider district cricket requirements and potential demand.

3 Actions

Facility Strategy Implementation Group
The group has been established as a Decision making mechanism with aim to:
Support the Facility Strategy and decision making processes on priorities and support.

It is lead by the CCM team with the Chair of KCB Clubs Committee and representative from the KCB GA.

Additional consultation and involvement is requested by relevant departments, including the lead deliverer for County Board on Disability, WAGs, Kent County Sport Partner, Pro-Active East London and Pro-Active South London with input from the ECB Regional Managers from the relevant departments and the ECB London and East Regional Fudnign & Facilities Manager.

This group reviews facilities through club development plans and by working closely with Local Authority Sports Development Officers and District Development Groups on local facilities and provides direction and support to clubs and districts, and where able directs to self help and wider funding schemes.

Specifically the group is responsible for the approval of all funding applications including ECB SIS Bids.

4 Recommendations

The CSR by KCB, influenced by ECB identifies areas to influence actions and recommendations are:

- Central funding can not be relied on by County Boards into the future.
- Local authority restructures will generate spending cuts on sport, facilities, people and policy making.
- Less funding available in the system.
- The Big Community, Self Help for Clubs, District and Counties is high on the agenda and requires proactive development action.

Where ECB funds are available for clubs the KCB have aligned priorities as the ECB priority. The criteria requires provision of growing Women and Girls (W&G's)sections or support Disability club growth inline with the ECB Disability Strategy.

Regional Manager W&G's specific criteria guideline's are:

- Other women and girls provision in the local area
- Demonstrated need of the project
- Impact the project will have on the clubs capacity to deliver women and girls cricket
- Outcomes of the project - will it develop women / girls / both?
- Does the club development plan support the need for the project?
- Does the club have wide buy-in for women and girls cricket or is it an isolated part of the club?
- How is the project linked to the County Facilities Strategy?

5 Priorities

ECB and KCB priority in funding areas:

- Priority 1 Wider Community Network - funding protected 100% since CSR Review.
- Priority 2 Focus Clubs with Women and Girls (W&Gs) sections growing
- Priority 3 Focus Clubs with Disability growing section in line with ECB Disability Strategy

6 Alignment of recommendations, funding streams and priority programs

Additional funding for potential facility improvements in the County have been created through club or district partnership links. These projects often work in partnership with other commercial organisations and will work as a potential business opportunity and fit in the priority of Wider Community Network.

Additional knowledge is required to establish that the facility has:

- Priority use for Cricket.
- Project business development plan.
- Management and maintenance sinking fund and timescale in respect of facility
- Partnerships that generate a large proportion of partnership funding to support the project.

Priority 1 Wider Community Network: ECB schemes for additional funding for potential facility improvements in the County that have been created through club or district partnership links are:

Club Name	Type of Project	Specific Project	Partners	Stage of program	Supporting	Funding	Project Value
Folkestone CC	Facility and ground improvements / construction	Sportshall / Pavilion construction; main ground improvement; 2nd groudn installation; nets	De Haan Trust; FCC; FHC; Sport England; NGB - HA/NA	Pitch improvements started: Consultation with SE and NGB for further project funding.	Wider Network Community	£200K circa	£6.5m
Thanet	School Sportshall Refurbishment	Net and sportshall	De Hann Trust - Marlowe Innovation Centre+ Marlowe Academy; Thanet DCP; Athletics	Consultation 2009	Wider Network Community	£50k circa	£?
Lewisham District	Park regeneration x 2 cricket squares	2 cricket squares	Glendale, IoG, Lottery,teachsport.com, ECB	Work to start 2011	Wider Network Community		
Lewisham District	New indoor facility at the Surrey Canal	Indoor facility for nets and activity	ReNewal, Sport England	Expression of interest confirmed by KCB/ECB. Planning application in April 2011	Wider Network Community		
Bexley District	Increasing the number of grounds to play in the area for junior AND adult cricketers	Non Turf pitch to be installed at 5 schools that are linked to 5 Clubmark/FCCC clubs	Lord Taverners, ECB, teachcricket.com	Quoting stage	Wider Network Community	£40k	£50k

Additional knowledge is required to establish that the facility has:

- Project business development plan.
- Management and maintenance sinking fund and timescale in respect of facility.
- Partnerships that generate a large proportion of partnership funding to support the project.

The table below displays the list of current priority projects from Development Plans as sent to the ECB on the 23-11-2010, as potential Single Investment System (SIS) facility projects in Kent for 2011/12. These were submitted to the Community Cricket Managers (CCM) by the Focus Clubs and all meet the criteria as set out by the ECB and KCB with W&GS and /or Disability Section.

Club Name	County Board	Type of Project	Specific Project	Supporting
OD Cuaco	**Kent**	**Non Turf Net**	**3 bay net**	**FCCC**
Sidcup	**Kent**	**Non Turf Net**	**3 bay net**	**Girls**
Castle Hill	**Kent**	**Non Turf Net**	**2 bay net**	**Girls**
Orpington	**Kent**	**Non Turf Net**	**3 bay net**	**Women**
Bexley	**Kent**	**Fine Turf Pitch**	**2nd Ground acquisition**	**WAGS & Disability**
Blackheath	**Kent**	**Fine Turf Pitch**	**New Ground**	**Women**
Sibton Park	**Kent**	**Non Turf Net**	**2 bay net replaced**	**Women and Girls**
Margate	Kent	New Lease Land Acquisition Non Turf Net	Lease security Purchase of additional land to extend activity. 2 or 4 bay net	Women and Girls & Disability
Mersham Sports	Kent	Machinery upgrade Pavilion	1. Triple mower 2. New Pavilion	Disability & Early development Women and Girls
Sherwood	Kent	Non Turf Net	4 bay secure outdoor net	Girls (Developing Women)
Upchurch	Kent	Pavilion	1. Pavilion extension	Girls

7 Actions and Recommendations

KCB will stimulate Self Help opportunities by:

- Circulating external funding schemes and support bids that can enhance facilities and support proactive developing clubs.
- CCMs would encourage clubs to renovate where appropriate and use NatWest CricketForce as a means of self help.
- Consultation for clubs with CCM, either direct or through support created via CCM team in the form of: Funding seminars; regular communication; DDG access; Club Roadshow.
- PQS accessible workshops across the County available in 2011.
- Regular meetings diarised to direct the Facility Strategy Implementation Group to review the Facility Strategy, CB priorities and projects
- KCB is committed to working with clubs to demonstrate the cost/ benefit justification for an investment for club development.
- The two clubs that are lower than the ACO Umpires scoring of 14 are added to the CCM's immediate priority list
- CCM continue to direct and support clubs with bids to SE Small Grants for machinery funding
- KCB prioritise assistance to support clubs to achieve Kent Cricket League requirements; Kent Regional Cricket League assist with funding and KCB direct clubs to other bodies also available for funds.

8 SIS Funding: Managing Club and ECB Priorities & Expectations

To manage point 5 Priority 2 plus expectations of ECB, KCB via the CCM team will ask the following questions to establish if club project meets 'ECB and KCB validity' for SIS funding opportunity:

- Is it a Focus Community Club with a track record for community partnership, assisting other stakeholders in delivery of opportunities and do they take a lead role in their District Cricket Partnerships?
- Is the Club ready to invest resources in improving its facilities and what is the club's current infrastructure MFAS profile, and has it committed to a MoU of delivery with KCB?
- Does it have Security of Tenure; have Clubmark accreditation, a current and actively managed Club Development Plan that satisfies the requirements of the Single Investment System (SIS)?
- Has the Club had a full facility inspection carried out by one of the KCB Pitch Inspectors in the last five years?
- How does the project align with the County Board Strategic Plan, IPP delivery and how does it compare with other projects based on both inputs and outcomes?
- Is it aligned with the priorities and mission statements of other external partners to identify new facilities or areas of under provision so that a wider community need can be satisfied?
- What community partnerships and development programmes is the club involved in?
- What is the impact of the project on player development, increased participation or key populations?
- What is the quality and competence of the club volunteers, coaches and groundstaff?
- How sustainable is this project?
- Has the club considered the revenue cost implications of facility improvement, greater utilisation and an increased maintenance commitment
- Who are the external Partners in delivery and has the case been made to them to justify how the project will benefit and improve provision within the community?
- Is there a greater opportunity available through this needs analysis to evidence or justify a completely new club or relocation.

Resources and Funding Streams

CricketForce remains a powerful resource: Specific development of community links through developing a relationship with colleges within the county that have a construction department. The vision being, that the construction students may gain some hands on experience that will benefit their learning, while the clubs obtain the items at a fraction of the cost; scheme initiated by KCB via CricketForce projects.

Alternative route for club self help are highlighted by CCM's at DDG groups and via emails and website.

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KCB Funding Tips and document highlighting current funding streams is available on website: http://www.kentcricketboard.co.uk/funding/2011/3/21/need-funding-get-a-plan-together.html

ECB Technical Specifications & other useful resources

TS1: Test, International and First Class Stadia
TS2: Cricket Specific Indoor Centres
TS3: Indoor Sports Halls with Cricket Provision
TS4: Fine Turf – Grass Pitches and Outfields
TS5: Pavilions and Clubhouses
TS6: Non-Turf Outdoor Facilities (Pitches and Practice)

Planning guide for sports clubs
Developing a Project - From Concept to Completion

Contacts for consultation and support:

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KCB Clubs Committee Chairman &
KCB Groundsman Association Chairman

Appendix 1: ClubMark Club Activity Matrix

Kent Cricket Board

Kent ClubMark Club Activity Matrix

	#	Club	District	Activity	#	Club	District	Activity	#	Club	District	Activity
Premier Division	1	Bromley	Bromley	F	26	Margate	Thanet	F, Chance2Shine, WG	51	Frindsbury	Medway	F
	2	The Mote	Maidstone	F	27	Cowdrey	Tonbridge & Malling	F, Chance2Shine	52	Rainham	Medway	F
	3	Hartley County Club	Dartford & Gravesham	F	28	Bobbing Court & Lower Halstow	Swale	F	53	Catford & Cyphers	Bromley	F
	4	Bexley	Bexley	F, Chance2Shine, WG	29	Pembury	Tunbridge Wells	F	54	Sissinghurst	Tunbridge Wells	F
	5	Bickley Park	Bexley	F	30	Tenterden	Ashford	F	55	Macknade	Swale	F
	6	Sevenoaks Vine	Sevenoaks		31	Whitstable	Canterbury	F, Chance2Shine, g	56	Staplehurst	Maidstone	F
	7	Tunbridge Wells	Tunbridge Wells	F, g	32	Broadstairs	Thanet	F	57	Dartfordians	Dartford & Gravesham	
	8	Sibton Park	Shepway	F, WG	33	Folkestone	Shepway	F	58	Belvedere	Bexley	
	9	Blackheath	Greenwich	F, w	34	HSBC	Bromley	F	59	Hollingbourne	Maidstone	
	10	Lordswood	Medway		35	Old Colfeians	Bromley	F	60	Mersham	Ashford	F, Chance2Shine
	11	Addington Village	Tonbridge & Malling	F	36	Bettshanger Colliery Welfare	Dover	F	61	Chislehurst & West Kent	Bexley	F
	12	Leeds & Broomfield	Maidstone	F, WG	37	Hayes	Bexley	WG	62	Hythe	Shepway	F
	13	Sandwich Town	Dover	F	38	Horsmonden	Tunbridge Wells	F	63	Chestfield	Canterbury	
	14	Upchurch	Swale	F, Chance2Shine	39	Old Elthamians	Bromley	F	64	Bapchild	Swale	
	15	Cobham	Dartford & Gravesham	F	40	Meopham	Dartford & Gravesham	F	65	Nonnington	Dover	
	16	Holmesdale	Sevenoaks	F, WG	41	Bidborough	Tunbridge Wells	F	66	Borstal	Medway	
	17	Old Wilsonians	Bromley	F, Chance2Shine, g	42	OD CUACO	Bromley	F	67	High Halstow	Medway	
	18	Bromley Common	Bromley	F	43	Horton Kirby	Dartford & Gravesha	F	68	Minster	Thanet	
	19	Beckenham	Bromley	F	44	Higham & Mockbeggar	Medway	F	69	Hawkinge	Shepway	
	20	Sherwood	Medway	F, Chance2Shine	45	Castle Hill	Tunbridge Wells	F, g				
	21	Orpington	Bromley	F, WG	46	Linden Park	Tunbridge Wells	F				
	22	Elham Valley	Shepway		47	Blue Bell Hill	Tonbridge & Malling	F				
	23	Dartford	Dartford & Gravesham	F	48	Bearsted	Maidstone	F				
	24	Kennington	Ashford		49	Canterbury	Canterbury	F, Chance2Shine, g				
	25	Sidcup	Bexley	F, g	50	Otford	Sevenoaks	F				

Activity Key

- F - Focus Club
- Chance2Shine - Chance2Shine
- w - Womens Section
- g - Girls Section
- WG - Women & Girls Section

Apr-11

Appendix 2: Focus Club Partnership Agreement

Focus Club Partnership Agreement

The Kent Cricket Board (KCB) Focus Club Programme has made a difference to club cricket by targeting the allocation of all available resources including capital and revenue investment, advice and support to a number of strategically important community clubs, since 2005. The KCB has a continuous review process for Focus Clubs accreditation based on community cricket need, resources available and the club's commitment, track record for delivery and partnership working with its community and schools.

Focus Clubs receive dedicated priority time and support from the KCB Community Cricket Team.

This document outlines the respective roles and responsibilities of the KCB and **(A Kent) Cricket Club** in a partnership to develop cricket within the Club and the Club's local community.

The document details the support which KCB, through the Community Cricket Team, make accessible to the Club and in return, the support and alignment for Kent Cricket strategies and plans expected from the Club.

Aims of the agreement are:

- Continuous development of cricket club structures, workforce competence, facilities and partners to achieve and sustain high performance.
- Sustaining (some areas developing) participation in cricket for all stakeholders
- Alignment with governing body policies.
- Deliver development programmes and/or development activities with specific target groups.
- Support for education through sport development, and the beneficial links to cricket.

Kent Cricket Board

For and on behalf of Kent Cricket Board

CHAIRMAN Signature

PRINT

DATE

CLUB LOGO

For and on behalf of Cricket Club

FOCUS CLUB MAIN CONTACT Signature

PRINT

DATE

one game
pride • passion • respect

The Kent Cricket Community Team commits to:

- Providing priority access and response.
- Facilitate priority access to development support services designed to enable clubs to:
  - ✓ Maintain ECB Clubmark accreditation.
  - ✓ Complete an online Club Development Plan by 31st August annually.
  - ✓ Provide lines of support and advice on matters of Club Welfare.
  - ✓ Provide direction and access to appropriate training for key Club roles.
  - ✓ Provide advice and support for Capital and Revenue funding bids including ECB Single Investment.
  - ✓ Support club volunteer workforce plans for recruiting, recognising and rewarding volunteers.
  - ✓ Assist with compliance issues, including security of tenure,
  - ✓ Deliver the NatWest Cricket Force programme.
- Support District Cricket Partnerships, school sports partnerships and local authority, to deliver cricket in the District, share best practice and maximize partnership funding opportunities.
- Producing a website information area as part of a regular communication package for Clubs, covering all important matters regarding Kent cricket services.
- Provide best value Club Affiliation Package maximising benefits to clubs

The Focus Club commits to:

- Affiliating to ECB via Kent Cricket Board at Premier membership level.
- Alignment of motivation with ECB and KCB strategies to develop the game of cricket.
- Alignment of club priorities to support growing of Women and Girls Club Section at club or in community.
- Alignment of club priorities to be aware of and actively support Disability Development opportunities at club or in wider community.
- Appointing a main committee member contact at the Club who manages a two-way communication with KCB and advises on key issues and changes immediately.
- An accreditation culture and behaviours through maintaining ECB Clubmark status and submitting Annual Health Checks to KCB.
- Completing the 'on-line' Club Development Plan by 31st August each year.
- Focus on Clubs structure, including:
  - ✓ Playing programme within KCB affiliated competitions and leagues
  - ✓ Workforce succession planning.
  - ✓ Links to education sectors
  - ✓ Security of Tenure on facilities and planning future ground requirements
  - ✓ Compliance with Performance Quality Standards for playing surface performance, facility technical specifications, health & safety and risk assessment requirements.
- Attend and positively influence the District Development Group in delivering cricket in the community, and sharing 'best practice'.
- Supporting KCB strategies, plans and delivery programmes through use of facilities and volunteer base
- Commit to continuous professional development programmes for its volunteer or paid workforce by attendance at training workshops.

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