



Case Study: Richmond Cricket Club Acme Project: new cricket ground (Christ's School)



Overview

Project start date:	January 2013 (first Acme Project meeting, August 2013)
Major build milestones:	August 2014 (square & Non-Turf Pitch (NTP)) and May 2015 (net facility)
Funding completion date:	November 2015 (project completion date, April 2016)
Funding sources:	<ul style="list-style-type: none"> ▪ Club (reserves, fundraising events and member donations & Gift Aid); ▪ ECB (Grant Aid Programme and EWCT small grant); ▪ London Borough of Richmond (Civic Pride Fund and Sport Development); ▪ London Marathon Charitable Trust (Major Capital Projects grant); ▪ Mayor of London (Sports Facilities Fund – London 2012 legacy grant); ▪ Middlesex Cricket Trust (nets and NTP grant)
Organisation status:	CASC; ECB Clubmark-accredited
Website:	www.richmondcricketclub.com
Club Project Team:	Chris Austin (Treasurer), Ian Crichton (Girls Coach), Doug King (Colts Chair), Ian Moore (Project Manager), Charles Scholefield (Fundraising Manager).
Project Contact Email:	ianjmoore@yahoo.co.uk .

Background

Having long since grown far beyond capacity of both junior and adult cricket at Old Deer Park, and having no long term security of tenure at numerous additional hired facilities, the club had been searching for a suitable second ground for a number of years.

In early 2013, this search finally bore fruit as, having discussed the need on a number of past occasions, the club was approached by the local authority's Head of Sport & Fitness who was involved with the new Sixth Form development at Christ's School, located just under a mile from the club.

The school's existing outdoor sports provision was poor and, combined with the club's desire to develop and grow its girls section in particular, it was agreed that "the club and the council would be responsible for raising funds to upgrade the cricket facilities including new grass cricket square, NTP, nets and...outfield."

Aims & Objectives

The main aim of this project was for the club to secure and build its own second ground. A secondary club aim was for the relationship with Christ's School to lead to more females joining Richmond's Girls section. A joint aim with Christ's was for the relationship to develop better coaching and facilities for the school's pupils.

Club Objectives

- Sign long term (25 year) agreement for access to indoor and outdoor facilities until at least 2040
- Fundraise £20,000 from club sources by summer 2015
- Raise a minimum of £135,000 from grant funding applications by summer 2014
- Build cricket ground including: square, NTP, nets and all ancillary facilities by autumn 2015
- Control the square's maintenance regime from winter 2015/16
- Develop strong school/club links through coaching provision year-on-year



Stages of Development

1. Feasibility Study
2. Introductory project development meetings between club, council, school and Sport Richmond
3. Formation of club project team
4. Development of Community Use and Licence Agreements
5. Middlesex Cricket Acme Project application
6. Funding applications submissions
7. Club fundraising events
8. Tendering process for works (square build tender process led by appointed fine turf consultants)
9. Build of fine turf and NTP facilities
10. Signing of final community use and licence agreements
11. Build of practice net facilities
12. Completion of (contracted) first 12 mths fine turf maintenance including end of season renovations
13. *Development of grounds maintenance regime (to be implemented by the club)*
14. *Appointment of ground staff*
15. *Purchase and installation of grounds machinery and ancillary equipment*
16. *Opening ceremony/thank you event!*

Achievements to-date

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| 1) 25 year Licence Agreement between the club, the council and the school | July 2014 |
| 2) Successful build of 12-strip fine turf cricket square & Non-Turf Pitch (NTP) | August 2014 |
| 3) Design amendments to changing rooms in new Sixth Form block for cricket club use | October 2014 |
| 4) Completion of bespoke, 4-lane, retractable net practice facility | May 2015 |



Ongoing/future projects

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| 1) Purchase and installation of all grounds machinery and ancillary equipment on-site | Winter 2015-16 |
| 2) Careful maintenance of the new cricket square to ensure good performance into the long term | Ongoing |
| 3) Improved year-round grounds maintenance regime at the school | Ongoing |

Club Advice

- In the early stages, form a small project team (c. 4-6 members) with as many of the relevant skills as possible, as soon as possible. The composition of the project team will also evolve over time
- Key roles: Project Lead; Finance Support; Executive liaison; Mktg & Comms expert; Project Admin.
- Tap into in-house specialist, technical skills where you can (e.g. Architect, Quantity Surveyor et al), understanding that these 'in-kind' services have a free lifespan
- Accept that there will be a small upfront capital cost for professional fees. The purpose of this is twofold: 1. It allows the project to progress based on informed decisions; 2. A Feasibility Study builds key credibility in the eyes of external funders
- A project sponsor from the local authority (e.g. Sport Development Manager or equivalent) can be hugely beneficial throughout the life of the project
- Always assume that planning permission will be required! Pre-planning advice from a local planning officer is of immense value in this regard, and again underpins a strong grant application.
- Articulate the 'Need' and 'Impact' for the project as early as you can. This leads to clear focus on the project scope's 'Essentials' & 'Desirables', plus, they are both key criteria when it comes to funders reviewing your grant application
- Align your project's outcomes with priority criteria of funders such as Sport England and London Marathon Charitable Trust – if your project is simply to provide better facilities for your existing members, you are unlikely to be successful in your application.
- A detailed Sport/Cricket Development Plan is a must, demonstrating not just the club's objectives, but also how it plans to sustain the associated (increased) activity (e.g. via training more coaches)
- Be ambitious with your internal fundraising target and second additional project team members to "make things happen" – if a project is to move at the required pace, it needs support from extra club volunteers who are not already overloaded with numerous day-to-day club tasks.

Headline Figures & Statistics

- 25 year agreement with Christ's School and London Borough of Richmond upon Thames
- 10% of project funding raised internally via club reserves, fundraising events and member donations & Gift Aid
- 80% of project funding was sourced from (three) major capital project grants (ECB, London Marathon Charitable Trust, Mayor of London Sports Facilities Fund)
- Remaining 10% of project funding from small grants (ECB, London Borough of Richmond and MCT)
- 11 events & initiatives run by the club to raise funds for the project over a 2 year period
- x% growth in the size of the club's Girls section over the life of the project, prior to 'moving-in'
- **Total grant funding awarded to the project: £165,000.**

Brand Board

Partners



Key Funders



MAYOR OF LONDON



Note: Middlesex Cricket, Acme Project Service

First launched in summer 2013, Middlesex Cricket engages on a one-to-one basis with a small number of clubs on major projects known as 'Acme projects' (acme is derived from the Greek word for 'pinnacle'). Project applications can cover a variety of facilities development objectives: from the installation of new practice facilities, to NatWest CricketForce showcases; from the building of extensions to a club's pavilion, to the establishment of complete new cricket grounds.

To-date, over £1,300,000 in external grant funding has been secured towards these projects from funders such as Sport England, the Mayor of London, London Marathon Charitable Trust, as well as from the ECB and Middlesex Cricket Trust.