



# **FACILITIES STRATEGY**

October 2008 - September 2013

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## **Vision**

'The Worcestershire Cricket Board strives to provide appropriate access to quality indoor and outdoor facilities in order to meet the needs and requirement of all affiliated cricket clubs within the county whilst ensuring all future facility development is in line with the ECB National Facilities Strategy and prioritised against agreed Minimum Quality Standards'.

## **Introduction**

In order to ensure its vision statement is delivered the Worcestershire Cricket Board recognises the need to introduce a robust Facilities Strategy that ensures the standard of facilities at all identified Focus Clubs and District and County Development Centres and Affiliated Clubs is regularly audited and monitored and action taken to improve, repair and replace as required. The Board also recognises that due to the finite amount of funding available both locally and nationally there needs to be a process of prioritisation to guarantee the best use of financial resources available to support actions required.

The facilities covered by this strategy relating to Focus Clubs are;

- Fine Turf Facilities - (i.e;) The Cricket Square/s and grass practice pitches/strips.
- Non Turf Pitches - both match playing pitches situated on squares and practice facilities (especially net facilities).
- Pavilions - primarily changing and showering facilities for players and officials.
- Machinery - utilised in the preparation and maintenance of generally fine turf facilities
- Ancillary Facilities - utilised to enhance the delivery of match playing programmes
- Indoor provision - Schools, Indoor Centres

To formulate the Facility Strategy, the following steps have been followed;

- Establish Minimum Quality Standards
- Perform an audit of current provision at Focus Clubs
- Perform a gap analysis based on the returns of the Facility Audit
- Prioritise potential needs and projects
- Align priorities to available funding streams and programmes

## **Communication and Consultation**

The Worcestershire Cricket Board initially recognised the importance of producing a consultation document to communicate to, and consult with, key partners to maximise awareness of, and participation in, the development of the Strategy.

The Facilities Strategy Consultation Document was compiled and written by Stuart Lampitt (Cricket Development Manager – Worcestershire Cricket Board) using the ECB National Facilities Strategy, and the ECB Improvement Planning Process conditions as a guide.

The Worcestershire Cricket Board has formulated this Strategy as a County specific document, with the help of a small working party of people pulled together by the Worcestershire Association of Groundsmen (Cricket). The following individuals were involved in producing this document;

Godfrey Tromans	Worcestershire Association of Groundsmen (Cricket) - Chairman
Maurice Smith	Worcestershire Association of Groundsmen (Cricket) - Secretary
Roy McLaren	Worcestershire Cricket Board - Pitch Adviser
Stuart Lampitt	Worcestershire Cricket Board - Cricket Development Manager
Chris Marsh	Worcestershire Cricket Board/Worcestershire County League
Dave Perry	Worcestershire County League

The group has also received significant help in compiling the strategy from Daniel Musson, ECB Regional Funding & Facilities Manager. Having completed the draft Consultation Document, the Worcestershire Cricket Board consulted with key partners in the development of cricket in the county, namely;

- Local Authorities (Wyre Forest, Redditch, Bromsgrove, Malvern Hills, City of Worcester, Wychavon & Dudley MBC)
- County Sports Partnerships (The Sports Partnership – Herefordshire & Worcestershire & The Black County Sports Partnership)
- Community Sports Networks
- Building Schools for the Future Teams
- The West Midlands Regional Sports Board (West Midlands)
- Sport England
- District Cricket Development Groups
- ECB Regional Development Managers
- Chance to Shine Regional Development Manager
- ECB National Performance Manager

After the Strategic Plan Consultation Document had been distributed to the above consultees in early March 2008, comments were invited for return by Friday April 25<sup>th</sup>, 2008. Following the receipt of comments the WCB Working Party met with Daniel Musson and formulated an action plan to complete the Facilities Strategy by initiating a Gap Analysis against prioritised need from returns from the Focus Club Facilities Audit Document.

## **Minimum Quality Standards - Fine Turf**

The Worcestershire Cricket Board recognises that the provision for quality fine turf playing surfaces (cricket pitches and squares) that are capable of sustaining and delivering quality cricketing opportunities to all participants at all levels is of the utmost importance to the maturity of the recreational game within the county. One of, if not the most important aspect of a cricket club is its fine turf facilities (pitches and square). Through this strategy the Worcestershire Cricket Board alongside the Worcestershire Association of Groundsmen will strive to engender this belief into the recreational club cricket structure (particularly through its Focus Club network) and aims to ensure one of the key priorities for identified future facility development is to enhance the quality of fine turf facilities.

Within the county existing knowledge informs us that there are a number of very good fine turf cricketing surfaces within our Focus Club network situated generally at Worcestershire based Birmingham & District Premier Cricket League clubs such as Kidderminster Victoria CC, Ombersley CC, Barnt Green CC, Old Elizabethans CC, Bromsgrove CC and Evesham CC together with other good surfaces at clubs within the higher divisions of the Worcestershire County League such as Pershore CC, Redditch CC, Worcester CC, Worcester Nomads CC and more. The majority of these clubs also provide home to many District and County age group fixtures which in turn provides extra strain and wear and tear on existing fine turf surfaces.

As a result of the above and whilst a priority remains to develop fine turf standards within all types of recreational cricket clubs (particularly our Focus Clubs and Affiliated Clubs with Junior Sections) with the increased delivery of excellence programmes over the past 3 to 5 years following the subsequent introduction of District Cricket there may now be a need to identify a site within the county to develop as a strategic site for County age group programmes. Around 50 home games are played annually by our county age group teams which as identified puts extra strain on club fine turf facilities.

One such facility that historically has been under used is the old Kays 'Cinderella' Ground situated in St. John's near the heart of the City of Worcester. The ground was the original home of Worcestershire County Cricket Club and was indeed a thriving facility which also played host to many county age group fixtures, however, through a change of ownership and differing policies usage of the facility has waned to an almost standstill. As part of its Facilities Strategy it should be a target of the Worcestershire Cricket Board, potentially in association with the Worcestershire County Cricket Club, to attempt to engage the owners of the Cinderella site to discuss the future and potential usage of the site as a base for County age group and potentially WCCC Academy programmes. It must be remembered however that the land owner and developers have been and continue to lobby the powers that be in an attempt to demolish the old historical pavilion and build affordable homes on site. With this in mind, the outcome of the pending decision is pivotal in taking any future negotiations forward.

Within the remainder of our affiliated clubs the fine turf element is an area that many have neglected over time due to lack of strategic investment, quality personnel, knowledge, machinery and equipment.

In order to best assess whether a square plays to an acceptable standard the following must be taken into consideration;

- Standard of cricket played (County Seniors, County Juniors, District Juniors, Premier Leagues)
- Number of strips
- Amount of participation per strip (how often and which age groups) - the maximum recommended usage per strip is 5 times per season.
- Availability of appropriate machinery to maintain and repair strips
- Qualification and availability of personnel to carry out preparation, maintenance and repair.

Furthermore to deliver a robust fine turf facility strategy the Worcestershire Cricket Board recognises the need to develop and define the Minimum Quality Standard requirement for;

- District & County Development Centres
- Focus Clubs
- Affiliated Clubs with a Junior Section
- Affiliated Clubs

In order to instigate the delivery of the identification of Minimum Quality Standards for the above club types in Worcestershire, the Worcestershire Cricket Board pulled together a working party (as identified on page 3 of this consultation document) who worked together to combine the existing Worcestershire County League Club Facilities Accreditation Document and the example ECB Facilities Audit Document provided by Dan Musson - ECB Facilities Case Officer (North Region). Two thirds of the Primary Affiliated Clubs within the county play cricket within the Worcestershire County League structure therefore it was seen as imperative to involve the Administrator of the Worcestershire County League - Chris Marsh in any Minimum Quality Standard identification. As a part of its remit the working Party was tasked with;

- The identification of a comprehensive and agreed Club Audit Document which satisfies the needs of the Worcestershire County League and the Birmingham and District Premier Cricket League for fine turf facilities and
- The identification of Minimum Facility Quality Standards for all club types within the county (with regards to Fine Turf Facilities)

In addition to the above and to provide further benefit to its Focus Club network, the Worcestershire Cricket Board has initiated the delivery of a 3 year rolling programme of Performance Quality Standard Assessments across its Focus Club network. Whilst recognising that not all clubs can benefit financially from ECB or other investment, armed with the advice provided by the Performance Quality Standard Assessment the club will be better equipped to improve and develop their fine turf facilities. Performance Quality Assessments will be carried out by the Worcestershire Cricket Board Pitch Advisor - Roy McLaren and over the next 3 years all Focus Clubs will be visited..

All fine turf facility measurement and development will be benchmarked against the following publications;

<http://static.ecb.co.uk/files/ts4-recommended-guidelines-for-the-construction-preparation-and-maintenance-of-cricket-pitches-and-outfields-at-all-levels-of-the-game-1337.pdf>

## **Minimum Quality Standards - Non Turf Pitches**

### Non Turf Practice Facilities (Nets)

In order to continue the development of young players, it is imperative that district and county age group teams (boys and girls), Worcestershire Women and clubs have access to England & Wales Cricket Board defined Minimum Quality Standard non-turf (artificial) playing and practice facilities. Development of our young cricketers across the county is invariably effected by the lack of provision for quality Non Turf practice facilities. Therefore, the Worcestershire Cricket Board recognises the need for a network of quality ECB compliant non-turf practice facilities is paramount to the on-going development of all cricketers (particularly juniors). With the ever increasing number of senior matches played it has become more apparent that quality off-field non-turf facilities are a priority.

The Worcestershire Cricket Board also recognises the fact that this will cost money. Therefore, the future development of practice facilities needs to be targeted around the District breakdown within Worcestershire (North, East, South & West/Central). It is therefore a target for the Worcestershire Cricket Board to identify and develop 4 x Cricket Clubs in each designated District of the county that it can work alongside to become District and County Development Centres for both District and County Age Group teams. This will ensure a balanced growth of facility development across the county and ensure not only that our talented juniors have quality practice facilities to aid their development but also offer neighboring Affiliated Clubs with a Junior Section and senior players at Primary Affiliated Clubs the opportunity to utilise what will be designated quality community facilities. Agreements between the Worcestershire Cricket Board and identified clubs will need to be formulated as investment through varying avenues will be prioritised to enable facility development as desired within these identified clubs.

The following has been considered when identifying the Non Turf practice facility need at clubs;

- Standard of the existing facility
- Usage of existing facility (number of evening sessions, numbers involved).
- Number of available coaches
- Ability of the club to maintain the facility effectively

It is also important to recognise that clubs must identify any external issues that may affect their ability to sustain the facility in an acceptable state. Two key areas that may be considered are vandalism and bad weather. These can be countered by providing an appropriate security fence, or cover, but there is obviously a cost implication.

NTP playing and practice surface – sited on the outfield or edge of squares

Many clubs recognise the need to utilise a non turf match strip for both evening league matches for seniors (where permitted by the league) and junior matches (particularly lower age group matches). Usage of quality non turf facilities for these matches ensures that less load is placed on fine turf facilities and can be seen as a positive measure in helping the club to maintain the standard of its fine turf facilities. These are also covered by ECB MQS'.

To develop a robust non turf facilities strategy the Worcestershire Cricket Board again recognises the need to develop and define the Minimum Quality Standard requirement with regards to Non Turf Playing Facilities for;

- Focus Clubs
- Affiliated Clubs with a Junior Section
- Affiliated Clubs

In order to instigate the delivery of the identification of Minimum Quality Standards for the above club types the Working Party as identified on Page 3 of this Consultation Document was tasked with the identification of Minimum Facility Quality Standards for all club types within the county (regarding non turf facilities)

All guidance notes for the provision and installation of no turf pitches can be found at;

<http://www.ecb.co.uk/ecb/development/facilities-technical-specifications,328,BP.html>

The relevant technical data with regards to technical requirements and performance specification for Non-Turf Pitches can be found at;

<http://static.ecb.co.uk/files/ecb-non-turf-pitches-ts6-final-328.pdf>

## **Minimum Quality Standards - Clubhouses, Pavilions & Changing Rooms**

As defined by Sport England and the England & Wales Cricket Board there are a set of Minimum Quality Standards for Clubhouses and Pavilions and changing facilities within, as follows;

- Minimum 2 changing rooms (1 home, 1 away) - This would need to be extended dependent on number of teams (Girls, Women, Disability).
- 1 shower head per every 4 people - ideally minimum 3 shower heads per changing room.
- 1 WC and 2 sinks per 15 people.
- Minimum space 1.2 m<sup>2</sup> square per person .The room should therefore be a **minimum** of 13.2 m<sup>2</sup> (11 x1.2m<sup>2</sup>)  
(Nb; The above measurements are likely to move to 20m<sup>2</sup> and future builds will need to comply to this standard)
- Each player should have a minimum of 0.5m x 0.45m bench area.
- A disability toilet and changing facilities as required.
- Changing areas screened from external view.

In addition there should be a main clubroom for catering and social contact. A secure machinery store is also essential, whether an integral part of the pavilion or a separate structure. In addition, a separate changing room for Officials with its own showering facilities is desirable.

Reality tells us that many Clubhouses and Pavilions (particularly older builds) do not comply with the new build aspects as identified above, and in the short term there are insufficient resources and finance to rectify this. Clubs will not be penalised for an inability to comply with the above criteria, although this could form the basis of future projects, subject to need and club type.

When appointing clubs as District and County Development Centres and developing identified Focus Clubs for Womens and Girls, the standard of Clubhouse, Pavilion and Changing Facilities must be taken into consideration. The relative merits of any project involving pavilion development will be determined by the standard of cricket played at both senior and junior level, the club type (priority should be given to identified Womens and Girls Focus Clubs and District & County Development Centres) and the potential to develop numbers in both club and community.

In order to instigate the delivery of the identification of Minimum Quality Standards for Clubhouses, Pavilions and Changing Facilities the Working Party as identified on Page 3 of this Consultation Document was tasked with the identification of Minimum Facility Quality Standards for all club types within the county (regarding Clubhouse, Pavilions & Changing Facilities)

All facility development is benchmarked against the following publications;

<http://static.ecb.co.uk/files/ts5-pavilions-and-clubhouses-1336.pdf>

## **Minimum Quality Standards - Machinery**

There is no official England and Wales Cricket Board Minimum Quality Standard for Machinery.

However, the Worcestershire Cricket Board recognises that at least the access to or more appropriately the provision for the correct Machinery is an integral part of the delivery and sustainability of quality playing facilities (particularly fine turf) across the county. As indicated in the Minimum Quality Standards overview for Fine Turf Facilities the Worcestershire Cricket Board identifies that fine turf facilities (square and pitches) are 'one of, if not the most important aspect of a cricket club'. Currently, many cricket clubs have limited access to or the secure provision for quality machinery to help them deliver and maintain quality fine turf surfaces. The quality of provision, therefore, varies substantially from club to club, some use subcontractors, especially on the outfield, some use professional ground maintenance companies and some renovate and maintain their own fine turf facilities.

The minimum requirement for any club is the ability to regularly prepare, mow and roll the cricket pitch, square and outfield. The crucial elements for any machine are reliability and effectiveness. Maintenance of old machinery is sometimes more expensive than renewal. Any replacement machinery MUST carry a warranty. Therefore, the following with regards to Machinery applies;

<b>Minimum Requirement</b>	<b>Desirable Requirement</b>	<b>Ideal Requirement</b>
1 x Pitch & Square Mower 1 x Pitch Roller 1 x Outfield Mower	2 x Pitch Mowers (Motorised) 1 x Square Mower (Motorised) 1 x Pitch Roller (Motorised - Heavy) 1 x Pitch Roller (Hand Held - Light) 1 x Outfield Mower (Motorised)	2 x Pitch Mowers (Motorised) 1 x Square Mower (Motorised) 1 x Pitch Roller (Motorised - Heavy) 1 x Pitch Roller (Hand Held - Light) 1 x Outfield Mower (Motorised) Scarifier A Turf Aerator (Spiker) Seeder Water Hog (Motorised)

**The ideal requirement is especially relevant in clubs providing a high standard of competition, such as representative cricket or premier leagues.**

There are also other pieces of Machinery that would be desirable.

It is also important to recognise the benefits of access to a water supply, especially during dry spells. Water is key to the preparation and maintenance of fine turf facilities and provision for access is a priority when developing fine turf facilities

Again, and in order to instigate the delivery of the identification of Minimum Quality Standards for Machinery the Working Party as identified on Page 3 of this Consultation Document was tasked with identifying Minimum Facility Quality Standards for all club types within the county (regarding Machinery)

## **Minimum Quality Standards - Ancillary Facilities**

Again, there are no official England & Wales Cricket Board Minimum Quality Standards with regards to Ancillary Facilities. Ancillary Facilities are those which provide added value to the delivery of cricketing match programmes delivered across the county.

Although not seen as of primary importance by the Worcestershire Cricket Board in the development of the Facilities Strategy the identification and provision for Ancillary Facilities across the county will again benefit any future Facility Audit undertaken within the county.

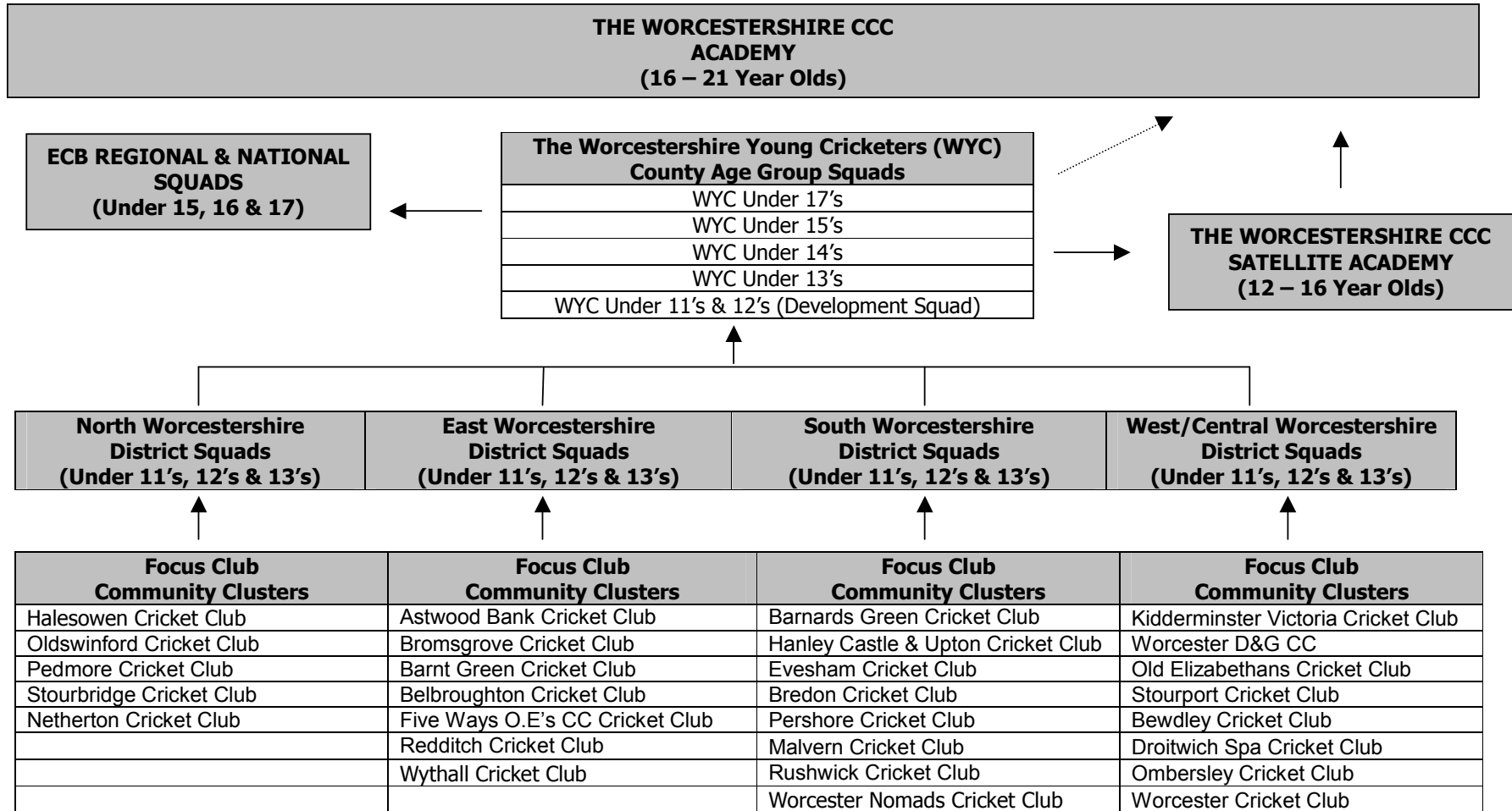
Ancillary Facilities such as Scoreboards, Score-boxes, Covers, Sight Screens and the like are a pre requisite for Club Accreditation in the higher divisions of the Worcestershire County League and Birmingham & District Premier Cricket League and for this reason have been monitored through this Facilities Strategy.

As stated above, it must be recognised that future investment priorities will be directed to other areas of key importance when prioritisation takes place and any identified gaps in provision for Ancillary Facilities will be taken as a guide and not as priority. Also, it should also be understood that many funding streams do not lend themselves to supporting Ancillary Facility bids.

Again, and in order to instigate the delivery of the identification of Minimum Quality Standards for Ancillary Facilities the Working Party as identified on Page 3 of this Consultation Document was tasked with the identification of Minimum Facility Quality Standards for all club types within the county (regarding Ancillary Facilities)

**Minimum Quality Standards - Indoor Provision**

**The Worcestershire Cricket Board - Player Pathway (Boys)**



The Worcestershire Cricket Board is planning to deliver the agreed pathway of development as indicated on the previous page in 2009 (and also 3 x County Age Group Squads for Girls and a Womens Senior Squad). In 2009 the Development of Excellence programmes will be delivered to a minimum total of;

- 12 District Squads (North, East, South & West/Central Worcestershire)
- 9 County age group squads (boys and girls)
- 1 Senior Womens County Team

Presently, Worcestershire is the only First Class County without a designated Cricket Specific Indoor Centre on site in the country and relies heavily on the availability of indoor facilities owned by other key partners to deliver its predominantly winter and spring indoor development of excellence programmes. This is not ideal as it also impacts on the number of other developmental opportunities and programmes which could be delivered centrally. There are no plans in place to site an Indoor Centre on the ground as the problems with flooding are well documented and would impact on any future plans for development. All Sports Halls with indoor cricket provision utilised for Development of Excellence programmes delivered through the Worcestershire Cricket Board umbrella are located either at local Independent Schools or recently modernised State Schools.

The Worcestershire Cricket Board recognises that due to the increased provision for Sports Halls with Indoor Cricket Provision across the county in recent years through investment vehicles such as the New Opportunities Fund (NOF), the provision for indoor facilities that can be accessed for use by Club, District, County, and Satellite Academy programmes has improved, however, there still remains significant issues over availability, as demand from other sports (particularly 5 a-side-football) for the use of indoor facilities is very high. With this in mind, the Worcestershire Cricket Board is keen, through the education network and the Building Schools for the Future project, to encourage the installation of further indoor facilities with cricket provision (ideally with a minimum of 4 net lanes) to support the ever increasing number of developmental programmes delivered and to cater for those clubs who are continuing to develop large junior sections.

With the development of School/Club links through the Worcestershire Cricket Board delivered Community Coaches Scheme, the Cricket Foundation funded Chance to Shine initiative, the PE & School Sports Club Links (PESSCL) programme and Clubmark Club accreditation scheme recreational cricket clubs are experiencing a time of significant growth which in turn leads to increased facility requirement, therefore, Focus Clubs and Affiliated Clubs with a Junior Section through club development planning, the Worcestershire Cricket Board Facility Audit and the District Development Group network will have the opportunity to influence the installation of, and demand for, effective net facilities in their link schools. The Worcestershire Cricket Board, as a minimum through its Facilities Audit, has identified those indoor sites utilised by our clubs and sites frequented by its own partner organisations thus identifying where core future investment will be required.

Minimum Quality Standards for Indoor Centres (both Cricket Specific and with provision for Cricket) will be benchmarked against the advised ECB Technical Specification.

ECB Technical Specifications for Cricket Specific Indoor Centres can be found at; <http://static.ecb.co.uk/files/ts2-cricket-specific-indoor-centres-1334.pdf> and ECB Technical Specifications for Indoor Sports Halls with Cricket Provision can be found at; <http://static.ecb.co.uk/files/ecb-non-pitch-ts3-doc-1335.pdf> .

In order to instigate the identification key investment priorities against the identified Minimum Quality Standards for Indoor Facilities the Working Party as identified on Page 3 of this Consultation Document was tasked with;

- The formation of a comprehensive and agreed Indoor Facilities audit document which identifies usage across the county and recognises future investment priorities against the following areas;
  - Quality of Lighting (Lux)
  - Quality and size of netting
  - Number of net lanes
  - Type and Quality of Playing surface
  - Accessibility

## **Facility Audit procedure**

To enable an effective Gap Analysis, and subsequent Prioritisation List to be completed, it was imperative that a baseline of existing provision and usage at Focus Clubs and in associated Indoor Centres was identified.

In order to establish the baseline, as identified throughout this document in the Minimum Quality Standards sections, a comprehensive Facilities Audit was produced that identified agreed Minimum Quality Standards. The Facilities Working Party were tasked with cross referencing the Worcestershire County League Club Facilities Accreditation Document against the guideline ECB Facilities Audit template to produce an agreed Club Facilities Audit Document which met the needs of all key stakeholders across Worcestershire. Minimum Quality Standards were then identified.

Following the production of the agreed Club Facilities Audit Document and the agreement of Minimum Quality Standards a team of individuals were identified through the Worcestershire Association of Groundsmen (Cricket) and Worcestershire County League and deployed to deliver a comprehensive Facilities Audit against the completed document. All Focus Clubs in the County were visited and a robust audit procedure ensued which was completed in July 2008.

## **Gap Analysis**

On completion of Facility Audits the WCB CDM completed a Gap analysis against Minimum Quality Standards in all areas of priority. An Appendix was produced which identifies a Traffic Light system of measurement that identifies key priorities for investment against the returns, with;

Red	identifying High Priority of investment,
Amber	Identifying Medium priority and
Green	identifying Minimum Quality Standards attained therefore no investment is required

In addition the Traffic light system also indicates

- Which clubs do not attain the Minimum Quality Standards in all the relevant criteria
- A breakdown by criteria of the shortfall County wide.
- A list of clubs in each category that do not achieve MQS.
- The top facilities priorities
- A list of indoor sites used by clubs and the Board, with areas of investment required.

This information can now be communicated on a Club, District, League and County basis, through consultation with key partners, enabling a robust and comprehensive breakdown of where the need is greatest and what impact it will have on the recreational game in the County.

## **Prioritisation**

Based on the findings of the Facility Audit and the Gap Analysis, and cross relating these to clubs' priority indications on the County Board Management System, the Worcestershire Cricket Board has created a Prioritisation List which will be consulted when progressing ECB Grant and Interest Free Loan applications, as well as making recommendations for facility development from other funding agencies.

Based on the findings of the Facilities Audit, and with the knowledge of key personnel, individual clubs and their ability to manage and support a facility investment the Worcestershire Cricket Board will now be able to identify individual projects and their relevance to the County Facilities Strategy, thus enabling them to systematically prioritise effectively the potential projects highlighted by both clubs and the Gap Analysis.

The following additional points will be taken into consideration when creating a Prioritisation List against Grant Aid projects;

- The club can demonstrate a recognised commitment to junior development and commit to delivering activity to a baseline quality standard and reach and sustain Clubmark accreditation (must have gained accreditation)
- The clubs current status on the County Board Management System (core data must be submitted, updated and on-line)
- They are the focus of revenue investment and professional development support
- How well the club meets and sustains the requirements set out in the 'Focus Club Definition'
- The quality of management at club level, and the identification of an effective Project Manager
- The ability of the club to maintain and manage the facility development project
- The standard of the clubs fine turf facilities (Focus Clubs measured through the PQS Assessment)
- The quality and standard of Groundsmanship
- The standard of the existing facility
- The number of people both junior and senior that will benefit from the investment.
- The willingness of the club to offer their facilities to the Worcestershire Cricket Board for Development of Excellence programmes and matches at both County and District level (boys, girls and women)
- The relationship clubs have made with schools and other clubs to maximise use of the club's facilities.
- Where clubs have reached maximum numbers for juniors, the formation of links with other clubs' junior sections to ensure provision for all

Where there may be difficulty in choosing which project is the higher priority, the key questions to be answered are;

- How many people will be affected by this development?
- Does the project link into the identified facility prioritisation of the Worcestershire Cricket Board?
- Is the project a priority with regards to the geographic development of facilities through identified districts?
- Is the continuation of cricket at the club threatened by not achieving funding?/How will this affect the **long term** future of the club?

Nb; The Prioritisation List will be the subject of review on a regular basis, as circumstances and personnel at clubs fluctuate, either beneficially or detrimentally.

## **Align priorities to available funding streams and programmes**

After reviewing the Facilities Audit, performing a gap analysis and agreeing the prioritisation of facilities communication with key partners will be required to ensure agreement and notification of all identified priorities. The Worcestershire Cricket Board will then align potential facility projects against identified funding streams in an effort to maximise potential against various funding streams for capital projects.

The potential funding opportunities are;

- ECB Grant (EGAP - open to Focus Clubs only)
- ECB Interest Free Loan (open to Focus Clubs and all Affiliated Clubs)
- ECB Machinery Fund (open to both Affiliated Clubs with a Junior Section and Focus Clubs)
- Awards for All (open to all affiliated club types)
- BIFFA/SITA and other Landfill Tax Credit Schemes (open to all affiliated club types)
- West Midlands Regional Sports Board (Community Investment Fund)
- Lord's Taverners

Some of the above funding streams are not available all of the time and it must be understood that annually there is a finite amount of funding to support facility projects across all sports. In addition, each funding stream outside of the ECB will have different criteria and will not necessarily cover the projects specified.

## **ECB Grant Aid/ECB Loan & ECB Machinery Fund**

Under the Single Investment System, any club wishing to access ECB funding must apply through the Cricket Board. All centrally sourced monies will be channeled through this system. ECB Grant Aid is restricted in that it will only be awarded for certain projects, namely;

1. Fine Turf (including related machinery)
2. Net Facilities
3. Pavilions - with particular emphasis on changing facilities
4. Machinery

Other club requirements, such as covers or sightscreens, can be covered by the ECB Interest Free Loan.

With the potential growth of more funding applications through the SIS process District Development Groups will help in the sharing of best practice in the completion of grant applications. A full list of Sources for Grant Aid and Funding for Cricket Clubs (including ECB and many other sources of funding) can be found at;

<http://static.ecb.co.uk/files/sources-of-grant-aid-and-funding-for-cricket-clubs-2.pdf>

## **Prioritisation List - Fine Turf Facilities**

<b>Priority No</b>	<b>Focus Club</b>	<b>Fine Turf</b>	<b>Funding Stream</b>
1	Pershore CC	2 <sup>nd</sup> Ground	ECB Grant/Club
2	Astwood Bank CC	2 <sup>nd</sup> Ground	ECB Grant/CIF
3	Worcester Nomads CC	2 <sup>nd</sup> Ground	ECB Grant/CIF
4	Belbroughton CC	2 <sup>nd</sup> Ground	ECB Grant/CIF
5	Oldswinford CC	2 <sup>nd</sup> Ground	ECB Grant/CIF
6	Rushwick CC	2 <sup>nd</sup> Ground	ECB Grant/CIF
7	Rushwick CC	Fine Turf - Square Extension (Main Ground) - 2	ECB Grant/Club
8	Worcester Dominies & Guild CC	Fine Turf - Square Extension (Main Ground) - 5	ECB Grant/Club
9	Stourport CC	Fine Turf - Square Extension - 2	ECB Grant/Club
10	Barnards Green CC	Square Extension (Newland) - 2	ECB Grant/Club
11	Stourbridge CC/Oldswinford CC 2nd Ground (KES Stourbridge)	Square Extension 2nd Square (1) & Upgrade	ECB Grant/Club
12	Worcester CC	Square Extension 2nd Square (1)	ECB Grant/Club

Nb; Throughout the Facilities Audit it has been identified that there is a distinct lack of fine turf facilities to cope with the ever increasing demand for recreational cricket within Worcestershire at all levels. More cricket than ever before is now being played within the county. There are a total of 68 teams playing in the Worcestershire Senior County League structure (including many more 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> teams as a result of junior development programmes over the recent past). In addition and applying extra strain on existing fine turf surfaces a record number of teams are also being fielded in organised Worcestershire Cricket Board Junior Leagues. Over 50 affiliated clubs entered teams in junior competition structures in 2008.

The 2<sup>nd</sup> ground priority list has been identified with input from the WCB Facilities Strategy Working Party and has been build utilising the knowledge and potential availability of sites at or close to existing grounds identified as priorities for 2<sup>nd</sup> ground investment. Also taken in to consideration has been the development of Womens and Girls teams.

The North Worcestershire District (Dudley MBC) also has a distinct lack of fine turf facilities with many clubs already at capacity. The lack of available land close to existing clubs has meant that prioritisation for new grounds has been unfavourable. It is however, and will be a priority for the Worcestershire Cricket Board to communicate the need for extra fine turf facilities within the Dudley MBC. To this end, the WCB remains keen to work alongside partner agencies in planning and developing any new sites which may become available for cricketing usage.

## **Prioritisation List - Non Turf (Artificial) Facilities**

<b>Priority No</b>	<b>Club</b>	<b>Non Turf Facility Type</b>	<b>Funding Stream</b>
1	Worcester CC	4 Lane Net System	ECB Grant/Landfill Tax Credit Scheme (in SiS process)
2	Stourbridge CC	4 Lane Net System	ECB Grant/Club
3	Barnards Green CC	4 Lane Net System	ECB Grant/Club
4	Worcester Nomads CC	4 Lane Net System	ECB Grant/Club
5	Droitwich Spa CC	4 Lane Net System	ECB Grant/Potential Landfill Tax Credit Scheme
6	Pedmore CC	2 Lane Net System	ECB Grant/Club
7	Five Ways Old Edwardians CC	2 Lane Net System	ECB Grant/Club
8	Netherton CC	2 Lane Net System	Awards for All/Club
9	Wythall CC	2 Lane Net System	ECB Grant/Club
10	Malvern CC	2 Lane Net System	ECB Grant/Club
11	Astwood Bank CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
12	Stourbridge CC	Non Turf Match Pitch (Main Square)	Chance to Shine/Club
13	Barnt Green CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
14	Droitwich Spa CC	Non Turf Match Pitch (Main Square)	Chance to Shine/Club
15	Bromsgrove CC	Non Turf Match Pitch (Main Square)	Chance to Shine/Club
16	Five Ways Old Edwardians CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
17	Bewdley CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
18	Halesowen CC	Non Turf Match Pitch (Main Square)	Chance to Shine/Club
19	Worcester Nomads CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
20	Malvern CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
21	Old Elizabethans CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
22	Redditch CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
23	Wythall CC	Non Turf Match Pitch (Main Square)	Lords Taverners/Club
24	Evesham CC	Non Turf Match Pitch (2nd Square)	Chance to Shine/Club
25	Kidderminster Victoria CC	Non Turf Match Pitch (2nd Square)	Chance to Shine/Club
26	Pedmore CC	Non Turf Match Pitch (Main Square)	Chance to Shine/Club

Nb; Priority has been identified for 4 lane net systems that are geographically positioned across the county to support the development of district and county centres. The WCB identifies that it is a priority to have 4 x 4 lane net facilities within each cricketing district (North, East, South & West Central). This is to ensure quality facilities are available not only to clubs but to the local and wider communities at large.

The provision of Non turf Match Pitches has been prioritised mainly against the amount of cricket matches played as identified through each individual club audit document. It was felt by the WCB Working Party that the insertion of and Non Turf Match Pitch may alleviate the strain and workload on existing fine turf facilities should clubs desire. However, it was also recognised that some clubs prefer to play all matches (particularly Junior) on grass pitches.

## **Prioritisation List - Changing Facilities**

<b>Priority No</b>	<b>Club</b>	<b>Changing Facilities</b>	<b>Funding Stream</b>
1	Halesowen CC	Changing Room Extension/Shower Upgrade	ECB Grant/CIF
2	Pershore CC	Changing Room Extension	ECB Grant/CIF
3	Astwood Bank CC	Changing Room Extension/Shower Upgrade	ECB Grant/CIF
4	Stourport CC	Changing Room Extension/Shower Upgrade	ECB Grant/CIF
5	Droitwich Spa CC	Changing Room Extension	ECB Grant/CIF
6	Bredon CC	Changing Room Extension/Shower Upgrade	ECB Grant/CIF
7	Oldswinford CC	Changing Room Extension	ECB Grant/CIF
8	Worcester Nomads CC	Changing Room Extension	ECB Grant/CIF
9	Wythall CC	Changing Room Extension	ECB Grant/CIF
10	Ombersley CC	Changing Facility/Shower Upgrade	ECB Grant/CIF
11	Barnt Green CC	Changing Room Extension/Shower Upgrade	ECB Grant/CIF
12	Kidderminster Victoria CC	Changing Room Extension/Shower Upgrade/Umpires Room	ECB Loan/WCCC

Nb; Showering facilities in most Focus Clubs are communal as most pavilion were constructed many years ago. The prioritisation list has been compiled with Womens & Girls cricket, current league status and where there are 4 or fewer communal showers in existence as chief priorities for investment.

## **Prioritisation List - Machinery**

<b>Priority No</b>	<b>Club</b>	<b>Machinery Type</b>	<b>Funding Stream</b>
1	Barnt Green CC	Square Mower	ECB Machinery Fund/Club
2	Evesham CC	Square Mower	ECB Machinery Fund/Club
3	Old Elizabethans CC	Heavy Roller	ECB Machinery Fund/Club
4	Omersley CC	Heavy Roller	ECB Machinery Fund/Club
5	Barnt Green CC	Heavy Roller	ECB Machinery Fund/Club
6	Stourbridge CC	Heavy Roller	ECB Machinery Fund/Club
7	Oldswinford CC	Heavy Roller	ECB Machinery Fund/Club
8	Stourport CC	Heavy Roller	ECB Machinery Fund/Club
9	Worcester Nomads CC	Heavy Roller	ECB Machinery Fund/Club
10	Malvern CC	Heavy Roller	ECB Machinery Fund/Club
11	Belbroughton CC	Heavy Roller	ECB Machinery Fund/Club
12	Rushwick CC	Outfield Mower	ECB Machinery Fund/Club
13	Malvern CC	Light Roller	ECB Machinery Fund/Club
14	Redditch CC	Light Roller	ECB Machinery Fund/Club
15	Evesham CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
16	Astwood Bank CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
17	Pershore CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
18	Barnards Green CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
19	Worcester Nomads CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
20	Redditch CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
21	Droitwich CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
22	Malvern CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
23	Netherton CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
24	Pedmore CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
25	Belbroughton CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
26	Bredon CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
27	Five Ways Old Edwardians CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
28	Rushwick CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
29	Worcester Dominies & Guild CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
30	Wythall CC	Water Hog	ECB Loan Scheme/ECB Small Grants Scheme/Club
31	Bromsgrove CC	Scarifier	ECB Loan Scheme/ECB Small Grants Scheme/Club
32	Omersley CC	Scarifier	ECB Loan Scheme/ECB Small Grants Scheme/Club

33	Netherton CC	Scarifier	ECB Loan Scheme/ECB Small Grants Scheme/Club
34	Pedmore CC	Scarifier	ECB Loan Scheme/ECB Small Grants Scheme/Club
35	Wythall CC	Scarifier	ECB Loan Scheme/ECB Small Grants Scheme/Club

Nb; Water Hogs and scarifiers are not deemed as a priority for investment therefore have been prioritised as potential ECB Loan Scheme bids for Focus clubs. The Worcestershire Association of Groundsman has a Scarifier and Aerator available for hire to all affiliated clubs.

## **Prioritisation List - Ancillary Facilities**

<b>Priority No</b>	<b>Club</b>	<b>Ancillary Facility Type</b>	<b>Funding Stream</b>
1	Redditch CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
2	Five Ways Old Edwardians CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
3	Worcester Nomads CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
4	Netherton CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
5	Pedmore CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
6	Rushwick CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
7	Worcester Dominies & Guild CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
8	Wythall CC	Covers (Full Length Roll on)	ECB Loan Scheme/ECB Small Grants Scheme/Club
9	Worcester Nomads CC	Sight Screens	ECB Loan Scheme/ECB Small Grants Scheme/Club
10	Pedmore CC	Sight Screens	ECB Loan Scheme/ECB Small Grants Scheme/Club
11	Worcester Dominies & Guild CC	Sight Screens	ECB Loan Scheme/ECB Small Grants Scheme/Club
12	Wythall CC	Sight Screens	ECB Loan Scheme/ECB Small Grants Scheme/Club
13	Worcester Nomads CC	Score-box	ECB Loan Scheme/ECB Small Grants Scheme/Club
14	Pedmore CC	Score-box	ECB Loan Scheme/ECB Small Grants Scheme/Club
15	Rushwick CC	Score-box	ECB Loan Scheme/ECB Small Grants Scheme/Club
16	Worcester Dominies & Guild CC	Score-box	ECB Loan Scheme/ECB Small Grants Scheme/Club
17	Pedmore CC	Scoreboard	ECB Loan Scheme/ECB Small Grants Scheme/Club
18	Barnards Green CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
19	Belbroughton CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
20	Bredon CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
21	Malvern CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
22	Oldswinford CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
23	Pershore CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
24	Stourbridge CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club
25	Worcester Nomads CC	Covers (Sheeting)	ECB Loan Scheme/ECB Small Grants Scheme/Club

Nb; Although not priorities for investment through central ECB funding the above list provides a guideline for external funding agencies of the priorities for Focus Clubs benchmarked against league standards in Worcestershire.

## Indoor Facilities

To develop a strategy for Indoor Cricket provision with very little direct funding is challenging. Through the WCB Club Facilities Audit which identified usage of Indoor Facilities and the WCB Indoor Facilities Audit an analysis of current provision and usage was able to be built (as identified below). Minimum Quality Standards were also benchmarked against quality of nets, flooring and lighting. However, it must be noted at this point that the depth of MQS may be questionable.

It is the objective of the Worcestershire Cricket Board to ensure that there is a network of quality centres with provision for cricket available in all districts of the county to support its Focus Club, District and County Excellence programmes. The following table identifies the current and existing provision for cricket within the county;

Nb; \* Returned the WCB Facilities Audit. All other information sourced from Focus Club Audits.

Indoor Facility Name	WCB District	Owner	User Groups	Nets & Condition	Cost £ p/h	Flooring Condition	Lighting Condition	Availability
KES Stourbridge	North	School	Club	4 (Good)	62	Good	Satisfactory	Poor
Heathfield High School	North	School	Club	3 (Poor)	20	Poor	Poor	Good
Castle High School (Dudley)	North	School	Club	2 (Good)	40	Good	Good	Good
*Oldswinford Hospital School	North	School	Club	4 (Good)	60	Good	Good	Satisfactory
			Club/ WCB Coach		35	Good	Good	Satisfactory
*Crestwood School	North	LA	Education	4 (Good)				
Redhill School	North	LA	Club/District Club/WCB Coach	2 (Poor)	28	Poor Good	Poor Good	Poor Satisfactory
Pensnett College of Technology	North	LEA	Education	2 (Satisfactory)	30			
*Ridgewood High School	North	LEA	None	2 (Poor)	N/A	Poor	Poor	Satisfactory
Haybridge Sports Hall	East	LA/School	Club	2 (Poor)	36	Poor	Satisfactory	Satisfactory
*Hagley RC High	East	LA/School	New	4 New Build 2009	N/A	Good	Good	Unknown
Bromsgrove School	East	School	Club/District	4 (Good)	35	Satisfactory	Good	Poor
*South Bromsgrove High School	East	HBG PFI	Club/District	2 (Good)	40	Satisfactory	Good	Good
*St. Augustines RC High School	East	School	Club	2 (Satisfactory)	35	Good	Good	Satisfactory
*Woodrush High School	East	LEA	Club	2 (Satisfactory)	38	Satisfactory	Satisfactory	Good

*The Worcestershire Cricket Centre, Prince Henry's School, Evesham	South	School	Club/WCB Coach Education/District/County/WCCC	4 (Good)	76	Good	Good	Satisfactory
The Chase High School	South	School	Club, WCB Coach Education	2 (Poor)	16	Poor	Poor	Satisfactory
*Hanley Castle & Upton High School	South	LEA	Club/District	4 (Good)	26	Good	Satisfactory	Satisfactory
Malvern College	South	School	WCCC/County	8 New Build for 2009	N/A	Good	Good	Unknown
*Dyson Perrins High School	South	LA	Club	2 (Good)	N/A	Good	Good	Good
Pershore High School	South	LEA	Club	2 (Poor)	22	Poor	Poor	Satisfactory
Stourport Leisure Centre	West/Central	LA	Club	2 (Good)	18	Good	Good	Good
*Droitwich Spa High School (SSC)	West/Central	School	Club WCB Coach Education	2 (Satisfactory)	30	Satisfactory	Good	Poor
Winterfold School	West/Central	School	Club, District	4 (Good)	N/A	Good	Satisfactory	Poor
*RGS AO Worcester	West/Central	School	Club, District	5 (Satisfactory)	25 + 5	Poor	Poor	Good
Elgar High School	West/Central	LEA	Club/District	3 (Good)	35	Good	Good	Satisfactory
*Bishop Perowne High School	West/Central	School	Club	2 (Satisfactory)	25	Satisfactory	Satisfactory	Satisfactory
Abberley School	West/Central	School	Club	2 (Satisfactory)	20	Good	Good	Good
*Kings School Worcester	West/Central	School	Club, WCCC	4 (Good)	23	Good	Satisfactory	Satisfactory
*Sport Martley	West/Central	LA	None	3 (Poor)	N/A	Poor	Good	Satisfactory
*St. John's Sports Centre (Worcester)	West/Central	LA	None	2 (Satisfactory)	38	Poor	Good	Satisfactory

Indoor facilities are currently utilised by Cricket Clubs, District Squads, County Squads and WCB Coach Education teams to deliver a wide-ranging cricketing programme across the county. As identified above, clubs utilise many differing facilities (many clubs will have on-going relationships with indoor facility owners) and district and county squads utilise those indoor facilities as identified above.

Currently all County Age Group squad programmes are delivered in the Worcestershire Cricket Centre in Evesham. However, the new build 8 lane facility at Malvern College is potentially a vehicle which can be utilised by County Age Group squads. Negotiations will be taking place with the school in the near future to identify availability and cost implications on budgets for the 2010 season and onwards.

It is a target for the Worcestershire Cricket Board to deliver its excellence programmes in the best and most cost effective indoor facilities across the county therefore the Worcestershire Cricket Board will constantly be open to consultation and negotiation in regards to the any future available funding stream through ECB that may become available to enhance indoor provision and availability across the county. It is a target for the Worcestershire Cricket Board to potentially develop an indoor centre in each of the four cricketing districts to ensure quality facilities are available

In addition, the Worcestershire Cricket Board is very keen to be involved in any future planning in relation to indoor cricket provision through the Building Schools for the Future (BSF) initiative. When future funding becomes available in Worcestershire through the scheme it is hoped that the relevant personnel and partner agencies responsible for planning will communicate and utilise the expertise at hand at the Worcestershire Cricket Board in order to maximise future investment.

## Conclusion

The following statistical table represents clubs who do reach Minimum Quality Standards with regards to the 5 areas of facilities covered within this strategy. (A more detailed list of the Focus Clubs who do not reach Minimum Quality Standards across the 5 identified categories can be identified in Appendices 1 to 5 of the WCB Facilities Strategy Appendices Document);

Facility Type	No of Focus Clubs Audited	No of Focus Clubs NOT reaching Minimum Quality Standards	% of clubs NOT reaching Minimum Quality Standards
Fine Turf Facilities (No of Pitches)	28	3	10.7
Non Turf (Match Pitches)	28	13	46.4
Non Turf (Nets)	28	5	17.8
Changing Facilities (Showering)	28	19	67.8
Machinery (Square Mower)	28	2	7.1
Machinery (Outfield Mower)	28	1	3.5
Machinery (Motor Roller - Heavy)	28	9	32.1
Machinery (Motor Roller - Light)	28	2	7.1
Scarifier (Hand Held)	28	5	17.9
Water Hogg	28	18	64.2
Ancillary Facilities (Sight Screens)	28	4	14.2
Ancillary Facilities (Score-box)	28	5	17.9
Ancillary Facilities (Scoreboard)	28	1	3.5
Ancillary Facilities (Covers - Roll on)	28	9	32.1
Ancillary Facilities (Covers - Sheeting)	28	9	32.1

In an ideal world the Worcestershire Cricket Board, over the length of this strategy, would access funding to support all identified facility projects. Realistically this is not going to be the case, therefore, following the detailed gap analysis considered against audit returns the Worcestershire Cricket Board has identified key priorities for investment against Minimum Quality Standards and attempted to prioritise potential future facility projects against the prioritisation list as detailed on page 16 to 24 of this strategy.

In addition, with regards to Fine Turf facilities it has been identified through the County Board Management System process of measurement that over the recent past, due to quality grass roots development programmes such as Clubmark, Chance to Shine and the Worcestershire Cricket Board Community Sports Coach programme the number of teams both at junior and senior level has increased dramatically. With the conception of many more senior 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> teams, the further development of the Womens & Girls game and the increased amount of junior matches now being played by the record number of

affiliated clubs entering junior competitions (boys and girls) the growth in participation has exerted extreme pressure on the existing facilities stock within the county.

It is very noticeable that a high number of Focus Clubs are utilising their fine turf grass pitches to their maximum potential (against the Minimum Quality Standard measurement of 5 matches per pitch per year). It is therefore without question that a main priority for investment within Worcestershire in order to assist and manage the continual growth in participation through match activity is into fine turf pitches (either square extensions or 2<sup>nd</sup> grounds).

This in turn, and in addition to the dramatic increase in participation led by the aforementioned programmes an increased number of participants are now in requirement of quality practice facilities to support increased practice and match playing activity. As identified within this strategy, it is a target for the Worcestershire Cricket Board to ensure a network of 4 lane artificial net practice facilities are in place geographically across the county to support the growth and development of club, district and county age group programmes. Quality net facilities have been targeted around the 'bigger clubs', however, it must be noted that all future investment potentially made through the club infa-structure should be regarded as Community Investment and facilities **must** be made available to support the development of all cricket within the local and wider community. This will ensure the development of good club to club links and quality facilities are available for Worcestershire Cricket Board excellence programmes.

With regards to Changing Facilities it was identified through the Focus Club Audit that many existing facilities were dated, particularly with regards to new Sport England & ECB Technical Specifications and particularly around showering facilities where old builds house communal facilities. The Worcestershire Cricket Board is aware that a large amount of funding will be required to replace all existing facilities therefore the prioritised list has been targeted around those clubs who are involved in the development of Womens and Girls cricket and where there were 4 or less communal showers available. It must also be noted that the ECB is currently updating the Minimum Quality Standard sizes of Changing Facilities and any new build sanctioned will need to comply with this standard.

The provision of quality Machinery to ensure sound maintenance and preparation of fine turf facilities is another area of key importance. To ensure quality fine turf facilities are available across the Focus Club network it is imperative that the correct and specified machinery is available at all clubs. The gap analysis identified the gaps in Machinery provision and the prioritised list again produced with the guidance notes as identified on page 16.

Finally, the Worcestershire Cricket Board recognises that it will be a key to work alongside all key partners and funding agencies to deliver this strategy and to this end intends this document to be utilised by all as a template for public consumption that identifies the future key priorities for investment.