



PROTECTING AND SHARING THE HERITAGE OF TRENT BRIDGE A SEARCH FOR SOLUTIONS

VISION & PURPOSE WORK PACKAGE – CONSULTANCY BRIEF

1. PROJECT BACKGROUND AND CONTEXT

1.1 THE UNIQUE HERITAGE OF TRENT BRIDGE

In general terms, the heritage of Trent Bridge cricket ground embraces:

- The story of the ground and its people: ‘the home of professional county cricket’, a sports venue of global renown and the world’s third oldest test match venue
- The stories of Nottinghamshire County Cricket Club (founded in 1838), international matches, visiting teams, and a broad range of other sports played at the ground
- Trent Bridge and cricket in the local community: the relationship with traditional industries, and as an indicator of changing social values and attitudes

See ‘*A brief history of Nottinghamshire County Cricket Club and Trent Bridge*’ – Appendix A.

This heritage is recorded in, and will be shared through:

- Record books/scorecards, documents and photographs, commercially-published books, sports equipment and trophies, paintings etc. (The Library contains the largest collection of Nottinghamshire cricket books, and the second largest collection of cricket literature in the world.)
- Histories of places and events
- Oral history and film

The current collections comprise of approximately: 15,000 books (about cricket and other sports); 7,000 photographs (stored in files); 500 scorebooks; 1,000 match day scorecards; 40 minute books; various account books; 100 players’ contracts; 1,000 letters; numerous newspaper cricket pages (in annual volumes); 50 full size bats; 25 trophies; 8 blazers; 25 sundry three-dimensional objects; and 200 framed pictures (oils, watercolours, sketches and photographs).

1.2 THE ISSUES AND CHALLENGES

The knowledge and appreciation of the collections is severely limited by a lack of shared understanding and the failure to capture current knowledge in any secure and accessible manner. Historic documents are not classified or recorded, while the security and environmental conditions in which collections are stored and displayed are largely inadequate. Furthermore, the understanding of the physical objects resides almost exclusively with one individual.

Although the commercially-produced books were catalogued in 2011 this record has not been formally maintained for three years. Historic documents (letters, invoices, photographs etc) are not classified or recorded, while the only record of most paintings and items of sports equipment is a simple listing for insurance purposes.

1.3 THE SEARCH FOR SOLUTIONS

A voluntary Heritage Working Group has been charged by Nottinghamshire County Cricket Club ('NCCC') with developing proposals for 'protecting and sharing the unique heritage of Trent Bridge, so that it can make a significant contribution to the visitor experience, to member engagement and to community involvement.'

To help achieve this aim, the Trent Bridge Community Trust (NCCC's charity) has recently received a 'Start-up' grant from the Heritage Lottery Fund which will enable the Working Group to:

- Properly understand the heritage assets at Trent Bridge: their significance and conservation requirements, and the challenges and opportunities presented by current and potential collections
- Clarify the potential contribution that the heritage collections and associated activities could make to formal education (from school visits to academic research), informal learning (e.g. local studies, family history), health and wellbeing (e.g. reminiscence, lifestyle), community cohesion projects and sports tourism
- Investigate and appraise a range of options for protecting and sharing the unique heritage of Trent Bridge

The Start-up project will also consider how any proposed heritage developments can be related to NCCC's current activities such as:

- An extensive section on the Club's website which includes photographs and information about approx. 600 former players, each team since 1862, and the history and development of the ground itself
- An archive containing several thousand photographic prints, recently acquired from a press agency and managed by NCCC's Marketing & Communications Department
- The outreach work of the Trent Bridge Community Trust (TBCT), which operates two social cohesion projects in deprived areas of Nottinghamshire
- The 'Trent Bridge Classroom programme' – involving approximately 1,000 school children each year – which includes a visit to the Library with information specific to their home area
- Weekly volunteer-led tours of the ground, which also include a visit to the Library

The majority of the funding received from the HLF will be invested in a number of complementary activities – expressed below as ‘work packages’ – that will enable the voluntary Heritage Working Group to be advised and guided by museum/heritage professionals in the following areas:

- a) ‘Vision & Purpose’. This element of the project (which is described in more detail below) will result in a range of options worthy of further, detailed investigation through the other work packages.
- b) ‘Collections Management’. This work package will include support for documentation volunteers; advice on the conservation and display requirements of priority objects; advice on the requirements and costs for storing the collections (including spaces, equipment, materials, environmental controls, security etc.); and support for various collections-related policies that need to be produced.

For each of the options selected for further investigation during the Vision & Purpose work package, professional help will also be required in the following areas:

- c) ‘Governance & Management’. This work package will provide advice about: possible models of governance (including the constitution and status of a ‘permanent’ heritage group within the NCCC organisation); ownership of the collections; and the systems, policies and management requirements of each option.
- d) ‘Collections Access’. This work will include the development of proposals and costings for: the display and interpretation of heritage objects at various locations around Trent Bridge; a comprehensive oral history programme; and the means of increasing access to the collections through off-site use and in digital and printed communications.
- e) ‘Finance & Operations’. Advice and recommendations will be required about: estimated visit/participation numbers and income; the operation and workforce requirements of possible heritage services/facilities; the estimated running costs and an outline business plan for certain options; and potential sources of external funding.

Knowledge transfer to the Heritage Working Group volunteers will be a key part of each work package.

The outcome of the Start-up project will be a set of final proposals that will be presented to the NCCC General Committee by summer 2016.

2. THE VISION & PURPOSE WORK PACKAGE

An underlying principle of this project is that the volunteers in the Heritage Working Group should acquire and/or increase their knowledge, skills and experience of heritage management through active participation in all aspects of the project.

As such, we are *not* looking for a consultant who will ‘take a brief and then come back later with a set of proposals’. Rather, we are seeking a consultant who will guide and support the volunteers through the process by providing expert knowledge and advice that will help the Heritage Working Group to:

- a) Clarify the scope of the heritage project;
- b) Define a vision and ‘sense of purpose’;
- c) Identify the potential themes and stories;
- d) Develop a range of options for achieving the vision
- e) Identify, in broad terms, the likely audiences for each option;
- f) Consult with current and potential audiences;
- g) Identify, in broad terms, the operational practicalities and other implications of each option; and
- h) Agree a number of options worthy of further investigation

We expect that, by using their specialist knowledge and experience, the consultant will help the Heritage Working Group volunteers to:

- i. Understand the broad range of options that could potentially protect and share the unique heritage of Trent Bridge;
- ii. Develop some robust criteria by which these options can be assessed;
- iii. Recognise the implications, opportunities and risks of pursuing each option (i.e. broad costs, spatial, workforce and other requirements etc.); and
- iv. Select an appropriate number of realistically achievable options for further investigation.

In seeking to clarify the scope of the project and to develop a vision and purpose, the Working Group needs the consultant’s help to consider a number of issues including:

- What stories could/should be told, and in what balance?
For instance: Nottinghamshire County Cricket Club, notable cricket events, test matches and other matches at Trent Bridge, cricket in Nottinghamshire, the history of and development of the ground, other sports played at Trent Bridge, links with local industries (e.g. coal mining, framework knitting), indicators of social change (e.g. amateurs and professionals, women in sport etc.)
- Who could our audiences be?
For instance: Highly knowledgeable cricket statisticians and historians, cricket enthusiasts, cricket players, children on school visits, children on leisure visits, general interest tourists, Nottinghamshire residents, visitors from further afield dementia sufferers
- What type(s) of facilities are most appropriate?
For instance: an archive, a museum, a reference library, a visitor centre, an art gallery
- Where could/should the collections be stored and displayed?
For instance: At Trent Bridge, off-site, virtually, digitally

We envisage a process of ‘knowledge transfer’ that will develop the volunteers’ skills and increase their confidence. In seeking to maximise the value that the consultant will add to such a process, we do *not* require, for instance, extensive reporting or presentations; rather we envisage the consultant summarising the results of discussions, ensuring accountability for agreed actions, providing sources of relevant information and commenting on draft documents produced by volunteers. (Reporting and presentation requirements will be confirmed with the appointed consultant on the basis of the agreed programme and method of work.)

The Heritage Working Group will provide a full briefing/induction for the consultant, and – subject to agreement – will arrange for the consultant to have access to appropriate NCCC/TBCT staff, Working Group members and/or NCCC premises.

2.1 SKILLS AND EXPERIENCE REQUIRED

- a) Essential:
 - i. Broad knowledge of the heritage sector;
 - ii. Strategic vision;
 - iii. Facilitation;
 - iv. Support and empowerment of volunteers;
 - v. Feasibility studies/options appraisals; and
 - vi. Integral involvement with the establishment of one or more voluntary museum/heritage attraction
- b) Desirable:
 - i. A knowledge of/interest in cricket and/or sports heritage; and
 - ii. A knowledge of/ interest in the social history of Nottinghamshire/the East Midlands

2.2 TIMETABLE

- a) Applications to be submitted by 12:00 noon on Monday 6 July 2015
- b) Review of applications and selection of preferred consultant: w/c 6 July 2015
- c) Commissioning meeting, including confirmation of the working methods, process and final timetable: w/c 6 July 2015
- d) Review meeting with Heritage Working Group: August 2015 (*exact date tbc*)
- e) Completion: September 2015 (*exact date tbc*)

2.3 REPORTING/ACCOUNTABILITY

The consultant will:

- a) Report to, and have day-to-day contact with, Heritage Working Group representative Steve LeMottee
- b) Work with various Heritage Working Group members; and
- c) Be accountable to Tracey Francis, TBCT Head of Community Sport

2.4 CONFIDENTIALITY AND COPYRIGHT

The consultant is responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed during their work on this project.

The copyright for the content, design and production of any documents and materials produced by the consultant during the course of their work on this project will be the property of the Trent Bridge Community Trust.

2.5 LOCATION OF THE CONTRACT

The consultant will work from their own premises and will attend meetings at Trent Bridge.

2.6 REMUNERATION

The fee for this contract is £2,000, to include expenses and VAT

The consultant will be responsible for their own National Insurance and Tax.

The Trent Bridge Community Trust will deal with financial matters.

The schedule of payments will be agreed with the consultant, and payment(s) will be made against invoice(s).

2.7 INSURANCE

The consultant will be required to have professional indemnity insurance providing a minimum of £250,000 cover.

2.8 HEALTH & SAFETY

The consultant will comply with the NCCC/TBCT health and safety policies while at Trent Bridge; otherwise they will be responsible for ensuring their own health and safety, and will comply with all relevant legislation.

2.9 EQUAL OPPORTUNITIES

The Trent Bridge Community Trust operates an equal opportunities policy and welcomes applications from individuals regardless of their gender, age, race, status, religion, culture or any physical or mental impairment.

3. EXPRESSIONS OF INTEREST

Please apply by sending a CV and letter that:

- a) Explain how you meet the 'Skills and experience' requirements (see 2.1 above);
 - b) Demonstrate your understanding of the brief, and describe how you would approach the work – including a proposed process and programme, an outline of your working methods and an estimated number of working hours / days;
 - c) Provide the contact details of two referees / previous clients with whom you have undertaken projects that are as similar to this work package as possible; and
 - d) Identify other work packages for which you believe you are suitably qualified and for which you might be interested in applying in the future – see page 3. (Although 'Vision & Purpose' is the only work package currently being offered, an applicant's ability to lead more than one package will be a selection criterion.)
- If you would like an informal discussion about this work before submitting an application, please contact Steve LeMottee (Heritage Working Group member) on 07767-338981 or stephen.lemottee@hotmail.com
 - Your application should be e-mailed to Tim Eatherington (NCCC Finance Director) at tim.eatherington@nottsccc.co.uk to arrive by 12:00 noon on Monday 13 July 2015.
 - The receipt of all applications will be acknowledged, and the decisions of the selection panel will be conveyed to all applicants during w/c 13 July.

A BRIEF HISTORY OF NOTTINGHAMSHIRE COUNTY CRICKET CLUB AND TRENT BRIDGE

The first reported cricket match in the county took place in 1771, when Nottingham met Sheffield on Nottingham Racecourse (now known as the Forest Recreation Ground). This venue was to be the main cricket playing area in the town for the next sixty years. The standard of cricket gradually improved in comparison with neighbouring counties, but it was not until William Clarke, a local publican, took charge of the Nottingham team that it could successfully challenge the superior teams in the south of England.

Sussex were playing home and away in 1835 and these matches were the start of genuine inter-county cricket in Nottingham. Clarke realised the need for an enclosed cricket ground (the Racecourse being open to all-comers) and in 1838 he converted a field behind the Trent Bridge Inn into a private sports ground.

Clarke remained in charge of the venue until his death in 1856 when George Parr, then the premier batsman in England, took control of the ground and the county team. In 1859 John Johnson – a local solicitor and cricketer – put the rather shadowy county cricket club on a much firmer basis. He had a brick pavilion built directly behind the Inn and in 1861 introduced a ground-breaking scheme to encourage potential first-class players by arranging a two-day match at Easter between the Notts XI and 22 aspiring hopefuls. This scheme, which continued for over 40 years, unearthed a wealth of talent and from the mid-1860s to 1890 Notts were acclaimed ‘County Champions’ on 14 occasions.

George Parr, the Notts captain until 1870, led the first-ever England overseas tour to North America in 1859, followed by a tour to Australia and New Zealand in 1863. The first tour of England by an official Australian team in 1878 included a game against Notts at Trent Bridge.

The financial success of the county club enabled the construction of a more palatial pavilion in 1873, but only twelve years later the club decided to demolish that in favour of the current pavilion. The original Trent Bridge Inn was also demolished and replaced by the current building, although both the Inn and the pavilion have seen various additions and renovations over the years.

By the mid-1880s the county side possessed nine England Test players, including Arthur Shaw (the country’s best slow bowler), Arthur Shrewsbury (the best batsman after WG Grace) and Wilfred Flowers (the first professional to score 1,000 runs and take 100 wickets in the same season). Both Shaw and Shrewsbury led England in Test matches.

The tremendous success of the Notts team inspired the youth of the county to take up cricket. Only a few could play for their home county, so virtually all other counties benefitted from Notts ‘imports’: Bill Lockwood and Jack Sharpe went to Surrey while George Bean moved to Sussex; all were capped by England, while dozens of other men flourished at their adopted counties.

Apart from county players it was estimated that 400 Notts men left their home county each summer to either coach at public schools or play as professionals at home and abroad – including at least a dozen in North America. Colliery owners in the county were keen to promote the game by creating cricket grounds near to their mines, and by the 1890s about half of the county team were employed as coal miners during the winter.

Trent Bridge staged its first Test Match in 1899 (when the first five-match series was played in England) and Nottingham became the established venue for the first Test in each series against Australia. For the 1899 game a grand Ladies’ Pavilion was built with seating for 900, while at the same time covered seating was built around three-quarters of the ground. The fourth quarter (the Fox Road side) was the venue for Notts County FC’s home games. A shed for indoor cricket was built in 1898 on the corner of

Fox and Hound Roads, and when the cricket and football seasons began to overlap the football club moved to Meadow lane in 1901.

Around the turn of the century the famous Notts players included William Gunn and his nephews John and George; all three played for England, as did AO Jones who captained the national team on their 1907 tour to Australia.

Between the World Wars Notts were fortunate to have a major benefactor – Sir Julien Cahn – who effectively paid for the rebuilding of much of the spectator accommodation, raising the ground's capacity to around 30,000.

Led by England captain Arthur Carr, the inter-war side proved formidable and three fine fast bowlers who had all been coal miners – Harold Larwood, Bill Voce and Fred Barratt – all represented their country. In the immediate post-war period Walter Keeton, Joe Hardstaff junior and Reg Simpson all flourished as batsmen but fresh local talent was drying up.

Like other counties, Notts imported overseas talent and from 1968 to 1974 the team included Garry Sobers, the world's best all-round cricketer. However due to the efforts of new coach Frank Woodhead a batch of local players emerged – notably Derek Randall, Tim Robinson and Bruce French, all of whom represented England. The side was further strengthened by Richard Hadlee from New Zealand and Clive Rice from South Africa, and four trophies returned to Trent Bridge during the 1980s – including both the County Championship and the NatWest Trophy in the 1987 season.

The Club broke new ground in the 1980s by appointing a Development Officer to promote youth cricket throughout the county, an innovation which evolved into the Trent Bridge Community Trust with its wide range of sports and community development programmes.

Through the 1980s and 1990s the pre-war grandstands were replaced by modern spectator accommodation and banqueting facilities; meanwhile the 1886 pavilion was upgraded, although its 19th century character was retained.

Since 2000 the Club has won the County Championship twice (in 2005 and 2010) while the most recent success was the Yorkshire Bank 40-overs trophy in 2013. Meanwhile Notts have continued to provide England with a steady flow of players, including Chris Read, Ryan Sidebottom, Stuart Broad, Graeme Swann, Michael Lumb, Samit Patel, James Taylor, Harry Gurney and Alex Hales.

In 2008 the new Bridgford Road stand, scoreboard and offices were opened and floodlights were installed, while a further new scoreboard was installed in 2013.

During its long history Trent Bridge has played host to a range of other sports, including football, lacrosse, golf, hockey, baseball and clay pigeon shooting, while the ground was used as a hospital during the First World War.

For further information about the history of Nottinghamshire County Cricket Club and Trent Bridge see <http://history.trentbridge.co.uk/index.html>