



Lancashire
Cricket



Lancashire Cricket 'Heritage Experience' Activity Plan Consultant Brief

June 2025

1. Brief:

This brief is for the research, development and scripting of a Delivery Phase Activity Plan. This forms part of a Round 2 application to the National Lottery Heritage Fund (NLHF) for the Lancashire Cricket Heritage Experience Project.

2. Background Information:

2.1 Lancashire Cricket Foundation

The Lancashire Cricket Foundation works across the Northwest to deliver a range of Education, Health, Inclusion and Cricket Development projects designed to engage, excite, inspire and improve individuals and communities through cricket. Our aims are to:

- Provide education and training opportunities for targeted communities.
- Improve young people's physical and mental health through the provision of sport.
- Use the power of cricket to provide positive experiences that engage and inspire.

Our work specifically targets young people from lower socio-economic groups, women and girls, people with disabilities and ethnically diverse communities.

Please visit our website for more information on the work of the Lancashire Cricket Foundation. [Lancashire Cricket Foundation](#)

2.2 The Lancashire Cricket Heritage Experience Project

The Lancashire Cricket Foundation, in partnership with Lancashire Cricket Club, have been successful in securing an initial £176,650 Development Phase grant from The National Lottery Heritage Fund ("NLHF") to pilot, test and develop work on a £5.2 million heritage project. The project aims to build a world-class 'Heritage Experience' at Emirates Old Trafford ("EOT") to connect with thousands of people across the region (and beyond) through an innovative programme of sustained activities, exhibitions and events engaging with hundreds of schools, grassroots cricket clubs and communities.

The project, in line with NLHF objectives, has three key aims:

- To engage with local, regional, national and international communities that don't participate in traditional heritage offers
- To maximise the learning opportunities offered by cricket and enhance the educational outcomes and life chances of children and young people
- To make our collections more accessible by providing public access to the existing archive materials to widen inclusion and participation in heritage as well as serve the needs of existing Lancashire Cricket members.

How we intend to achieve our aims:

- Heritage Hub: Creating a brand-new Heritage Hub at EOT which will feature heritage collections, immersive technology, interactive displays, oral histories and hands on exhibits showcasing the pivotal role Lancashire Cricket and EOT has played in the community for over 160 years.
- Heritage Trail: Developing a Heritage Trail incorporating the whole stadium by extending displays into the existing Members' area of the Pavilion, into the Player & Media Centre, and transforming the concourse areas at the ground, tunnels and outdoor space to reflect key heritage events and stories and enhance the Heritage Hub experience. In addition, we will create an archive room and safe storage space for our collection.
- Outreach Programme: Delivering an Outreach Programme to take Lancashire Cricket out to targeted schools and communities across the County, widening inclusion, access and participation in heritage.

2.3 The National Lottery Heritage Fund

NLHF grant applications over £250,000 are assessed in two Phases. The Lancashire Cricket Heritage Experience has initially been granted Phase One development funding of £176,650 by the NLHF, allowing it to progress with its plans. Detailed proposals are then considered by the NLHF at second Phase, where a final decision is made on the full remaining funding award of £2,105,350. As the largest dedicated funder of the UK's heritage, The NLHF's vision is for heritage to be valued, cared for and sustained for everyone, now and in the future as set out in their strategic plan, Heritage 2033.

3. Overview

Our vision is to build an interactive heritage hub and vibrant outreach programme to safeguard and promote the sporting and cultural heritage of Lancashire Cricket to reach new and diverse audiences as well as to serve the interests of existing Members and supporters.

The overall Project costs are estimated at circa £5.25million (of which circa £1.6million is Value-in-Kind cost).

The Development Phase of the Project is expected to last until July 2026.

The Delivery Phase of the Project is expected to last from 2027 until 2030 with the opening of the Lancashire Cricket Heritage Hub in 2028.

3.1 Core and Priority Audiences

Ahead of the Round 1 application, a full market analysis was undertaken to identify priority audiences who do not currently engage. They are as follows:

- Hyper local community: This is the Trafford community who live on the doorstep of the stadium.
- Young people aged 5 – 21: The primary mechanism for engagement of young people is through schools and colleges across Manchester and Lancashire, using Lancashire Cricket Foundation's existing networks.

- Ethnically diverse families and adults: This is primarily the South Asian and Black British communities living in Manchester and Lancashire.
- Low-income families and adults: These audience will be targeted in areas in Manchester and Lancashire that have income deprivation on the Government's indices of multiple deprivation and will intersect with the other priority audiences.

3.2 Consultation

Between May and December 2023, Lancashire Cricket Foundation consulted on the Project ideas with stakeholders, the community priority audiences and potential partners, including:

- Twelve stakeholder interviews
- Lancashire Cricket Club Members online survey
- Community online survey
- Six focus groups (older adults, young people, recreational cricket clubs, diverse females, adults from low IMD areas, parents from low IMD areas)
- Six 1:1 Strategic Partnership Meetings

The consultation shaped the ideas for the interpretation plan and activity programme and as a result an Outline Activity Plan and Outline Interpretation Plan were created to support the Round 1 application.

4. Methodology

In the Development Phase, the activity plan consultant will be expected to work alongside the Lancashire Cricket Foundation staff to test the ideas detailed in the Phase 1 application and to build on the consultation achieved to date. This piloting activity will allow the consultant to explore the current work of Lancashire Cricket Foundation and the existing community links. Planned pilot projects account for over 300 hours of engagement with communities.

In undertaking the preparation of the Activity Plan the successful consultant will:

- review existing activities and documents, working in conjunction with the evaluation consultant.
- undertake consultation with stakeholders (if appropriate) to ascertain the context and aspirations for the project, working in conjunction with evaluation consultant.
- gather information about comparator visits that have already happened and formally research comparator organisations to learn from best practice.
- undertake consultation with the community (organisations and individuals). This should be focused on non-users, as a great deal of work was done with individuals and organisations that have some connection to the Club.
- build on the consultation already undertaken with the formal learning sector (schools, FE and HE).
- develop the partnership conversations that started before the Round 1 submission
- write a fully costed Activity Plan that draws together all the research and makes a cogent argument for priority audiences and the activity programme. The plan will detail what activity the programme will deliver and create an action plan, identify issues around how the activity will work with a risk register, evaluation plan (working in conjunction with evaluation consultant), and knowledge sharing. Provide details of budget and staffing requirements. The consultant will develop job descriptions for any further work at delivery phase.

- produce a Volunteering Plan and Training Plan for the project.
- attend the NLHF Mid Stage Review.
- produce regular progress reports and attend Heritage Project Group meetings at key milestones.

5. Summary of outputs

The consultant will produce an Activity Plan according to Heritage Fund Activity Plan Good Practice Guidelines (2024). The Plan will be the copyright of the client.

Strict confidentiality should be maintained regarding legal and financial information provided by or obtained for the Project, but the rest of the Plan will be made publicly available.

The consultant will clear the copyright for any illustrations or other material used.

The consultant will produce the Activity Plan in electronic form.

6. Key relationships

The Activity Plan is part of the work being undertaken during the development phase of the Heritage Fund bid and will form part of the resulting Round 2 submission. Other work being undertaken during the development stage includes the production of:

- Evaluation Plan
- Business Plan
- Fundraising Plan
- Interpretation Plan & Exhibition Design
- Access Plan

The different strands of work will be co-ordinated centrally by the Heritage Manager. Project success relies on all consultants working closely together, and the Activity Plan Consultant is expected to liaise with other consultants and attend a limited number of joint meetings.

7. Available documentation

Other documents available are:

The NLHF Round 1 application form 2024
Outline Interpretation Plan

8. Requirements of the submission

Your proposal should include:

- approach to the project.
- a methodology that meets the brief.
- CVs of all personnel who will deliver the services.
- track record of similar projects.
- fees to complete the project (excluding VAT but including expenses).
- Details of Professional Indemnity and Public Liability Insurance.
- Two referees from recent projects.

9. Skills and experience required

Experience of:

- writing successful Round 2 Activity Plans for similar sized projects
- working with heritage organisations
- community consultation
- stakeholder engagement
- market assessments
- comparator analysis
- volunteer planning
- training planning
- costing activities.

Skills we are looking for among the consultant team are:

- excellent communication
- excellent written skills
- excellent interpersonal skills
- delivery of projects on time.

10. Management of the commission

The commission will be managed on a day-to-day basis by Alex Cropper Heritage Manager

We expect a commissioning meeting, regular attendance at project team meetings, regular communication throughout the project and progress reports.

11. Date of submission and timescale

The closing date for submissions is Thursday 3rd July.

The submission should be emailed to both Alex Cropper, Heritage Manager acropper@lancashirecricket.co.uk

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The interview date is planned for Thursday 10th July

The start date for the project is Monday 28th July

The Round 2 bid will be submitted in July 2026.

12. Fee

The fixed fee for the Activity Plan is £25,000 plus VAT but including all expenses.

13. Assessment Process

Proposals will be assessed on best value, 80% quality/ 20% price ratio. Assessment criteria will include:

- the degree of understanding of the project scope demonstrated by the bidder
- the appropriateness of the proposed methodology
- the degree of experience demonstrated by the bidder
- how well the bidder has demonstrated an ability to successfully manage the project and deliver the work to the budget and timetable required

14. Further information

For further information, please contact:

Alex Cropper, Heritage Manager (acropper@lancashirecricket.co.uk)