



KIVETON COMMUNITY SPORTS PARK

COMMUNITY ASSET CASE STUDY

IN BRIEF



Name: Kiveton Park Community Sports Park

Overall cost: £550,000

Type: Creation of a full-size 3G pitch

Sport England contribution/fund: £75,000

Type of organisation: A Community Development Trust (Kiveton Park and Wales Community Development Trust)

Other significant funding:
Power to Change £278,454

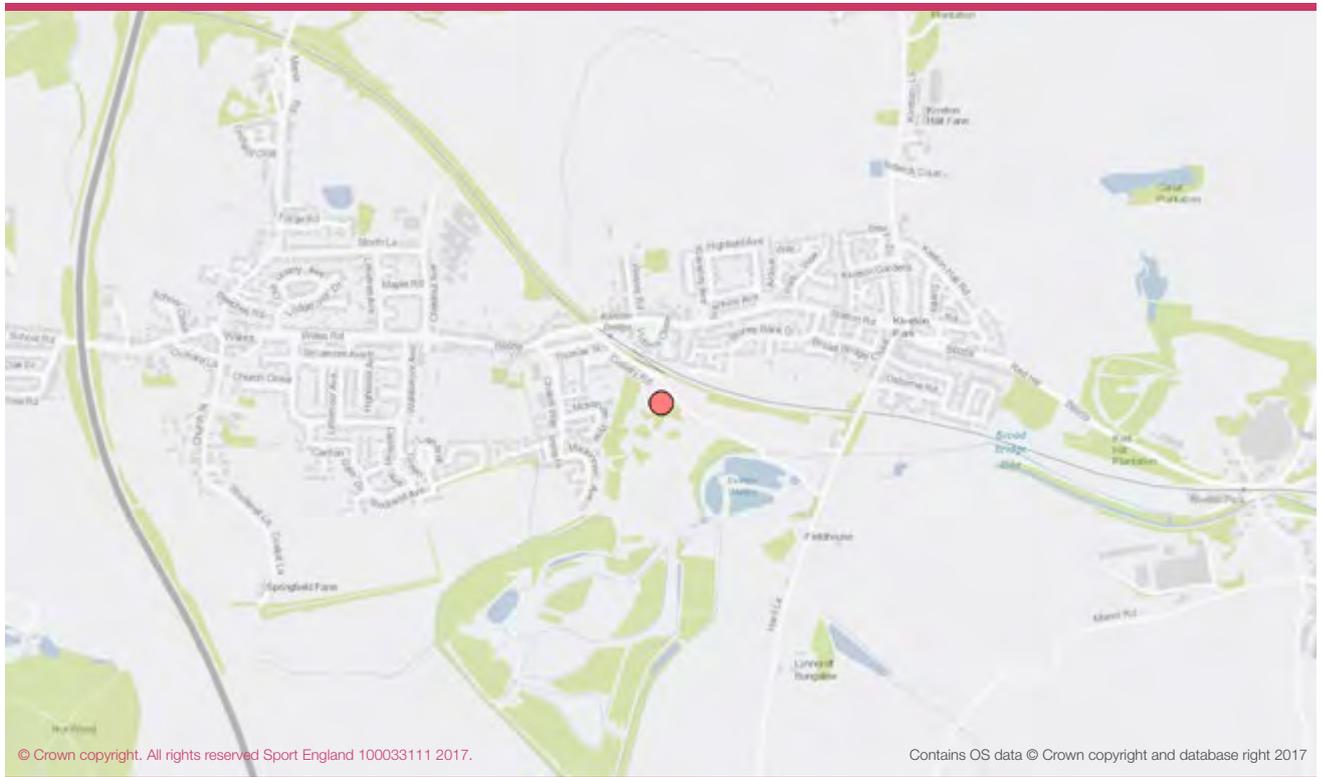
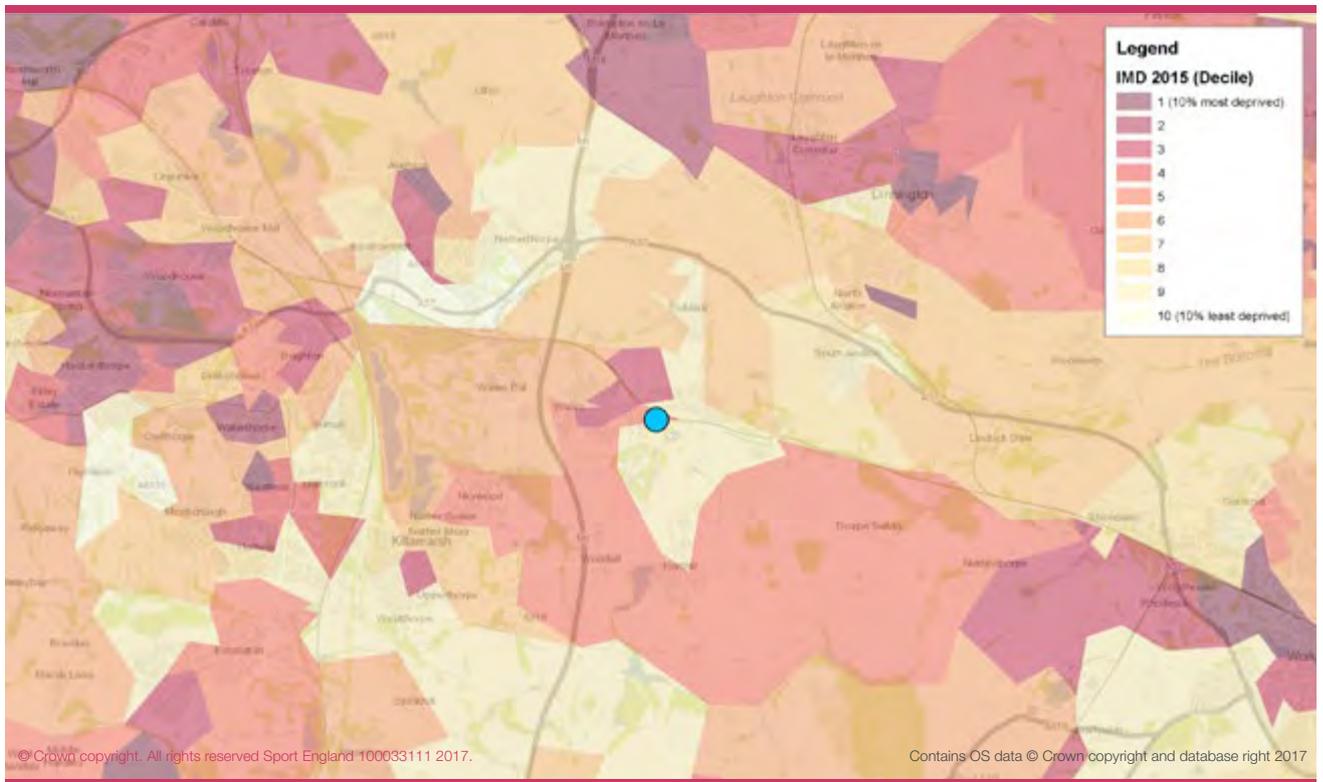
Sports: Football, tag rugby, boccia, goalball, cricket, bowls

PEOPLE AND PLACE

Category	
ONS Urban / Rural	
Top tier classification	Rural
Second tier classification	Town and Fringe
Geographical setting	
Location description:	Former mining town in rural area near Rotherham
Local Authority Population	261,930 ¹
Local Authority and Region	
Local authority	Rotherham
Region	Yorkshire and Humber
IMD	
LSOA ranking position	15,684 ² This is in the top 48% MOST deprived neighbourhoods in England

1 Source: Mid-Year Population Estimates 2016, ONS

2 Each LSOA is ranked out of 32,844 LSOAs in England; where 1 is the most deprived



RESOURCES



PROJECT COST:

Total project cost: £550,000

Purpose: Creation of a full-size 3G pitch

SPORT ENGLAND CONTRIBUTION

Inspired Facilities Fund: £75,000

OTHER GRANT FUNDING

- **£278,454** from Power to Change's Community Business Fund to fund the pitch
- **£30,000** from Power to Change to fund a chief executive post
- **c.£10,000** from Social Investment Business for initial pre-feasibility work and business plan.

OTHER SOURCES OF FINANCE

Kiveton Park and Wales Community Development Trust (Kiveton Park) is a social enterprise that raises funds from a variety of activities. These include renting out managed workspace, providing training and online trading on its Kivo-ebiz platform. Income is pooled and used to subsidise other community development activities. All of this activity helped cover costs in the early stages of the project.





OTHER SUPPORT

Most significant: Harsco Steel provided materials and labour to the value of £200,000. These included assisting with clearing the site, fencing, asphaltting and landscaping the grounds. They also provide a defibrillator for the site.

Local authority: In 2014 the project benefited from a community asset transfer of the former colliery offices and 7.5 acres of land on which the facility was built.

Political: The Trust has had and continues to have a number of elected members from the parish and borough councils on its board. This has facilitated connections with council officers and other parties. In particular it helped Kiveton Park negotiate a transfer of additional land from a neighbouring landowner and eased the planning permission application.

Political: Neighbours and users of the site with professional skills in architecture, business planning, construction and sports development made themselves known to and became involved with the trust and the project. Most notably a regional manager of Harsco who was also on the committee of the local football club became involved and joined the board. A local architect was able to help with initial concept drawings, facilitating consultation before final plans were drawn up.



THE JOURNEY

KEY EVENTS AND MILESTONES

Date	Event
1994	The coal pit closes
1997	Kiveton Park and Wales Community Development Trust is founded
2011	A community campaign to acquire the old colliery offices and land begins
2014	A successful asset transfer of the offices and land takes place
2014	Consultation findings inform the decision to seek development of a sports facility
Oct 2015	Construction commences
May 2016	Facility opens

FIRST IDEAS

The spark: Kiveton Park's chair, Steph Hryschko, and the main committee members strongly felt that existing tarmacked courts were run down and dangerous. They saw that there was a real need for a quality sports facility in the neighbourhood. But the feeling amongst other Kiveton Park members is that the project was very much driven by one individual – Steph.

Knowledge of the audience: The committee conducted an extensive community consultation to ensure they were clear on the needs of the potential user groups.

The location: There was an existing and dilapidated hardcourt playing area on the site and, following the community consultation, the decision was taken to focus on developing a new sports facility.

FIRST STEPS

Kiveton Park secured a grant from Social Investment Business to conduct a community consultation. A survey distributed to 1,000 local people attracted 277 responses with large majorities indicating a desire for activities for children and young people (74%) and sport activities (60%). Funding for a subsequent feasibility study from Power to Change paid for a local architect to produce concept drawings for the site. These supported a wider market research exercise with potential customers.

Together, all of the information and feedback gathered by Kiveton Park demonstrated the viability of the project and informed the development of a business plan.

“WE NEEDED SOMETHING IN THE VILLAGE, ESPECIALLY THE YOUNG PEOPLE, TO GET THEM SOMETHING TO DO. IT WAS A DERELICT SPORTS COURT WHICH WAS TARMACKED AND DANGEROUS,”

KEITH STONE, SECRETARY AND TRUSTEE



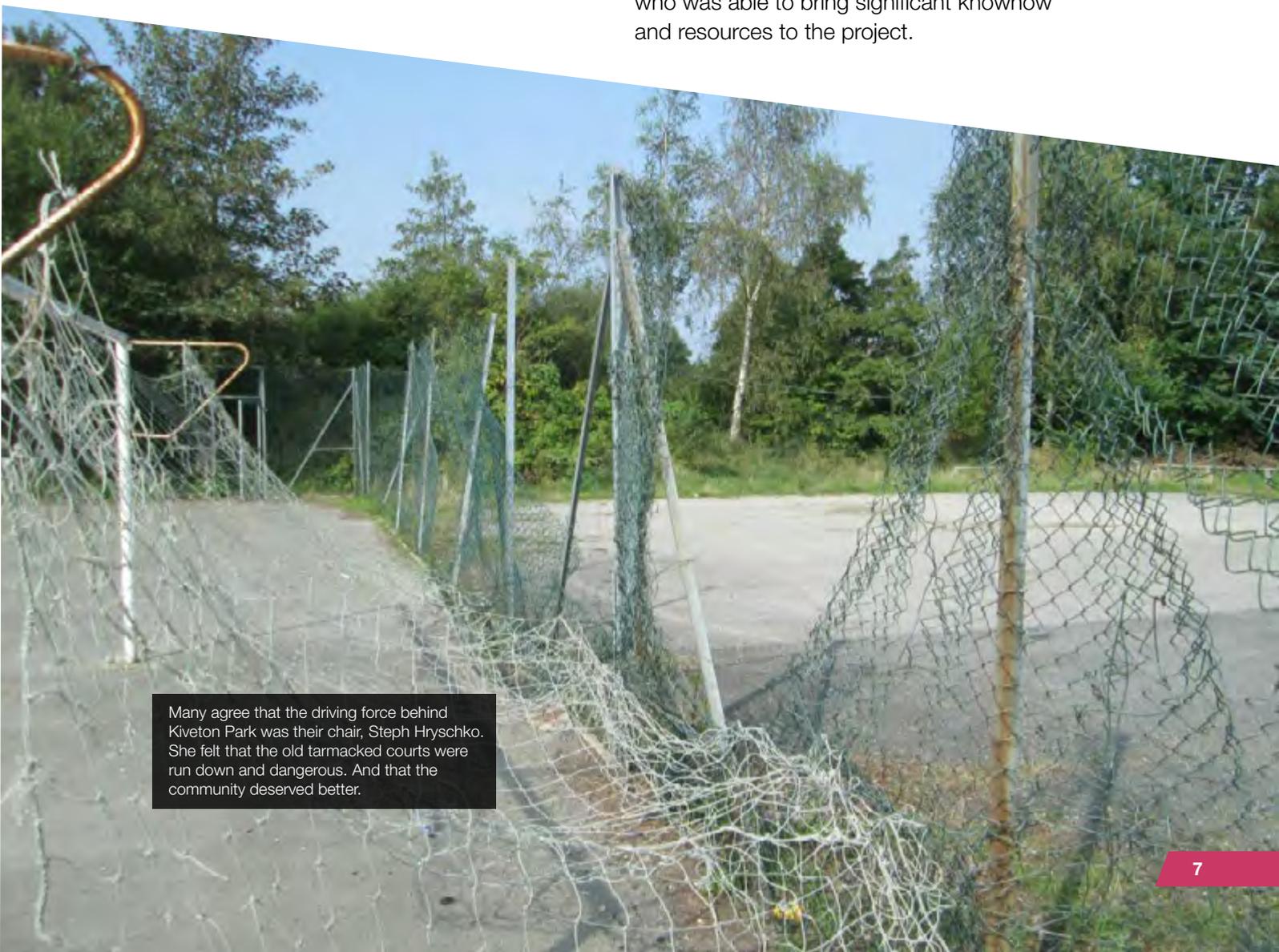
FORMATION

Kiveton's coal mine closed in 1994. Three years later Kiveton Park and Wales Community Development Trust (Kiveton Park) was formed, to support social, cultural and economic regeneration in the area. When ownership of the former colliery buildings and land was transferred to the Trust in 2014 a steering group was established to lead the project.

CAPACITY BUILDING

The steering group enabled the Trust to broaden its skills base, co-opting local professional support to work alongside Kiveton Park's board members. These included; Active Regen, a local sport development agency housed in the trust buildings; the local football club Kiveton FC; the architects Burnell Briercliffe; and funding and planning consultants Neil Coulson Associates. The fact that there was a track record of working with these agencies was deemed critical.

Local interest in the project also meant that residents with skills and a desire to see the development go ahead got involved. This included a regional manager of Harsco Steel who was able to bring significant knowhow and resources to the project.



Many agree that the driving force behind Kiveton Park was their chair, Steph Hryshko. She felt that the old tarmacked courts were run down and dangerous. And that the community deserved better.

FUNDING

Different funding avenues were explored with the first funds allocated to supporting feasibility studies. There's a sense that the project wouldn't have got going without this but also that it was important not to go after funding for funding's sake.

Kiveton Park carefully identified funders who would match their plans. Unfortunately their first choice, the Football Foundation, were fully committed for the period. When other funding did not materialise, Sport England's contribution was put in doubt, particularly as Kiveton Park's plans and fundraising requirements had become more ambitious. But their successful bid to Power to Change was an ideal fit. The fund's aim was to support sustainable community business models (rather than 'just' sport) and this, together with Harsco's in-kind contribution, unlocked the Sport England funding.

DEVELOPMENT

The asset transfer was a long, drawn out process, going through a number of iterations. It was assisted by:

- A £1 nominal valuation, based on the dilapidated state of the existing sports facility
- The local authority's desire to see Kiveton Park developed and their support for planning permission
- Overwhelming support of the community for the plans with only one resident raising an objection.

The process was complicated by Kiveton Park's increasingly ambitious plans. They wanted to install a full-sized pitch, capable of incorporating one 9-a-side and three 5-a-side pitches. This required the transfer of additional adjacent unused land from a local property developer – ultimately facilitated by the council overcoming some obstacles to their development of another site.



***“DON'T CHASE THE MONEY,
CHASE THE PLAN”***

KIVETON PARK BOARD MEMBER

From the off, the needs and opinions of local people have driven the development of Kiveton Park. 2011 saw a community campaign to acquire the former colliery premises and findings from a 2014 community consultation steered the direction that the facility took.

BUSINESS PLANNING

A business plan was developed at an early stage of the project in March 2014 with the help of Neil Coulson Associates. This identified five core activity streams and target engagement rates over the five years of the plan. Take-up was projected to rise from 70% in year one to 100% in year five.

Activity	Number of participants
Pre school programme/breakfast clubs	435
Daytime activities	870
After school clubs	870
Evening and weekend activities	6,525
School holiday programmes	435

Based on the sensitivity analysis and a differential pricing model that seeks to encourage low income group and special needs and disability usage the following profit and loss projection was produced.

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Pre-School morning Programme	£2,369	£2,797	£3,046	£3,536	£4,057	£15,715
Morning Activities	£10,185	£11,640	£13,095	£15,205	£17,445	£67,570
Afternoon Activities	£12,688	£14,500	£16,313	£18,941	£21,732	£84,173
After School Clubs	£11,183	£12,780	£14,378	£16,694	£19,154	£74,188
Evening Activity	£70,560	£80,640	£90,720	£105,336	£120,859	£468,115
School holiday Programme	£20,300	£23,200	£26,100	£30,305	£34,771	£134,676
Total	£127,284	£145,467	£163,651	£190,017	£218,019	£844,437
Expenditure	£123,820	£140,303	£157,398	£160,827	£164,331	£421,521
Surplus/deficit	£3,464	£5,164	£6,253	£29,190	£53,688	£97,758



INSTITUTIONAL SUPPORT

The local authority supported Kiveton Park's planning application and helped to negotiate both the initial asset transfer and subsequent land transfer.

THE FUTURE

There are plans for a second phase of the project which would build a pavilion with changing facilities and café as well as a 'mining themed' outdoor play area. Building on the experience of the first phase, some initial illustrations have been produced of the planned developments. The proposed play area equipment has been designed for manufacture following an award from Bright Ideas.

It's hoped that these developments would broaden community use of the site. The target audiences would be parents, children and disability groups making use of the nearby woodlands. The idea being that they might visit the café for a 'cuppa' afterwards. Keith Stone, Kiveton Park's secretary and trustee wants their facilities to become *"the hub of the village, with sports and play areas"*.

USP

What stands out about Kiveton is their commitment to social enterprise and to making the facility sustainable. Scarred by the legacy of pit closures, the trust is determined to stand on its own feet and deliver projects that are of genuine and lasting value to the community. They're almost certainly unique in having brought such a substantial facility to a small ex-mining village. A facility which, with a lack of other youth services in the area, is providing young people with a space to use.

"It's just fantastic to see this place coming alive with people again after so many years"
Peter Blanksby, Parish councillor and founding chair of Kiveton Park





KIVETON COMMUNITY SPORTS PARK



power to
change



LOTTERY FUNDED



LOTTERY
FUNDED



SPORT
ENGLAND

SteelPhalt
HARSCO
METALS & MINERALS

Key Fund

As well as land for the sports facilities, Kiveton Park also acquired the old colliery offices as part of the community asset transfer. These are used as a community workspace; providing office space for small local businesses and classrooms for adult learning.

IMPACT

USAGE

- **Throughput:** 25,601
- **Gender:** Girls 915 / 3.6%
- **Age range:** Under 11 (5-10) = 4525 / 17.7%
Under 16 (11-15) = 4423 / 17%
Under 21 (16-10) = 360 / 1.4%.
Seniors = 360 / 1.4%

Building Manger, Kevin Bennett, manages the bookings and points to their 92% capacity rate. The pitches are often fully booked: *“We’re full between 6-10pm and could have filled that twice. We have to turn people away”.*

The data Kiveton Park collect on unique users or user groups is limited. Each team have their own data collecting method so the data is held externally. Kiveton acknowledge this gap in data and are considering ways of correcting this in the future.

OTHER LOCAL IMPACT

Quality local facilities

Before the development there was no equivalent facility for community use in the village. Local primary schools had to use hard court play areas for sports lessons. Kevin (the building manager) is extremely proud of the facility and feels that the people using it are in awe of the pitches: *“Everybody who uses it, they say wow! I played football all my life on the street. What a fantastic facility this is – it’s a mining village and for it to have something like this...”*

Visitors

The facility has given people from outside the area a reason to come to Kiveton. The trust is now in conversation with semi-professional football clubs such as Alfreton about using the site.



The walking football and Boccia sessions are providing vital exercise opportunities for groups might otherwise not have gotten active.



New customers

Having had it approved by the local league, Kiveton FC will now be using the facility for its two girls' teams. Success for Kiveton has been seeing the pitches used regularly by a wide range of users.

“SEEING THE PEOPLE USING IT, NOT JUST THE POWER LEAGUES, BUT THE SCHOOL KIDS, SENIOR CITIZENS AND THE LADS IN THEIR 20S. SEEING THE COURTS BEING USED IS A REALLY NICE FEELING, JOB WELL DONE.”

KEVIN STONE, SECRETARY AND TRUSTEE

Initiatives

- A vibrant over 50s walking football group has been established which has received referrals via Kiveton's 'social prescribing service'
- A gardening club established by the trust is taking responsibility for maintaining verges and beds surrounding the site
- The commercial success of evening football sessions is enabling the site to be used at discounted rates by disability groups and also by young people in the after-school period
- Relationships are now being built with the local woodland trust, with the aim of directing forest-walkers to the planned café.

Stakeholder Satisfaction Survey

Satisfaction: 71.8% of stakeholders were very satisfied (60.9%) or quite satisfied (10.9%) with the facility. 81.4% think that the facility has had a positive social impact locally.

SPORT ENGLAND OUTCOMES

Community Asset Fund – Key Outcome: Innovation

Patterns of deprivation are chronic and deep-seated in the area. One in eight local young people (aged 18-24) are not in education, employment or training. 27% of households in the local ward have a disabled person or persons, but only 14.9% of disabled people take part in sport or physical activity for at least 30 minutes at least once a week. This compared to 40.9% of non-disabled people (South Yorkshire Sport).

Kiveton Park's targeted daytime work with disability groups will help to address these issues. Also by opening up after school and enabling young people to 'turn up and play' they are engaging key target groups in an informal fashion that might be more attractive than structured sessions. Older participants are also being engaged through activities such as walking football and Boccia.

Inspired Facilities Fund

The proposed project measures was a target of 49,000 visits ('throughput') in the first year - there have been 25,601 as of mid-April 2017.



OTHER STRATEGIC OUTCOMES

Health and wellbeing: As well as the general health and fitness benefits that all participants obtain from exercise at Kiveton Park, the walking football and Boccia sessions are particularly well-placed to help. Local health care professionals sometimes prescribe participation in these sessions, providing vital exercise opportunities for groups that would not otherwise have participated.

Personal development: Over eighty people expressed interest in volunteering at the site through initial consultation surveys, many of who are now performing site management, maintenance, refereeing and fundraising roles.

Community development: The site has become a source of immense local pride, a place to visit which is talked about in glowing terms. The hope is that this enthusiasm can only grow if phase two of the project progresses, enabling people to drop by and socialise even if they are not using the sports facilities. This would bring the facility back full-circle to the 'Tea in a ten' initiatives that followed closure of the pit and which were the pre-cursor to formation of the Kiveton trust.

The site is used by a number of distinct user groups including Kiveton Park FC, who are based at the site. Kiveton Park has also provided a safe space for many local marginalised groups to socialise and play sports locally:



“Kids come down straight from school, race down here on their bikes and scooters. It’s given them a safe and better facility to develop their skills. We’re aimed at the local community and marginalised groups.”

- Kevin Bennett, building manager

Economic development: A local shopkeeper noted the lack of other youth services in the area, pointing to the closure of the youth club. They’ve noticed a pick-up of trade since the facility’s opening.

New ways of working: The trust has learned to be entrepreneurial and to ensure that its initiatives are sustainable.

Having visited other 3G sites they wondered what pricing models they adopted and found that typically there’s a single price. They decided to adopt a flexible model that would be more inclusive. This starts with a low standard fee of £30 an hour but also includes a ‘peppercorn’ rate for young people coming by after school who essentially pay what they can afford. It’s hoped this will help them feel this remains ‘their’ facility now that the derelict site has gone.

New types of organisation: The trust genuinely listens to and involves local people. It incorporates local residents, young people, businesses and councillors. It adopts a personal development approach that shows local people how to do things for themselves rather than doing it for them.

Innovations: The site has mining themed play equipment reflecting the history of the area.



TIPS FROM KIVETON PARK

- Get the right steering group with committed people who understand your goals
- Get the community on board
- Stick to your own goals and don't settle for second best
- Set differential pricing with peak and off-peak rates targeting different groups
- Be creative and use local contacts to keep the project moving
- Marketing and the surveys are key; *"you really need to do that, getting it out there"*
- Do a survey of feasibility and feasibility study with architect plans.

LEARNING FOR SPORT ENGLAND

- It would be better to provide guidance on tender processes/contractor selection than to provide list of approved contractors
- Build in a contingency fund. This would address unexpected costs that would enhance the project, but wouldn't require a fresh full application.
- Provide pre-feasibility and feasibility study grants to aid consultation if not available elsewhere
- Don't focus on the organisation driving the project but the people around it and whether they are in for the long haul.

WHAT THEY WOULD DO DIFFERENTLY

- Not much
- Try and better understand the full cost of changing plans mid-project
- Don't consider a national list of recommended contractors. Identify good local contractors you have or can build relationship with.



Sport England
21 Bloomsbury Street
London WC1B 3HF

sportengland.org