

SURREY HEATH COUNCIL

PLAYING PITCH STRATEGY & ACTION PLAN

DECEMBER 2016

QUALITY, INTEGRITY, PROFESSIONALISM

Knight, Kavanagh & Page Ltd
Company No: 9145032 (England)

MANAGEMENT CONSULTANTS

Registered Office: 1 -2 Frecheville Court, off Knowsley Street, Bury BL9 0UF
T: 0161 764 7040 **E:** mail@kcp.co.uk www.kcp.co.uk



SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

CONTENTS

ABBREVIATIONS.....	2
PART 1: INTRODUCTION	3
PART 2: VISION.....	11
PART 3: OBJECTIVES	12
PART 4: SPORT BY SPORT RECOMMENDATIONS.....	13
PART 6: ACTION PLAN.....	39
PART 7: KEEP THE STRATEGY ROBUST AND UP TO DATE	61
APPENDIX ONE: STRATEGIC CONTEXT	65
APPENDIX TWO: FUNDING PLAN.....	74
APPENDIX THREE: GLOSSARY	78

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

ABBREVIATIONS

3G	Third generation turf pitch
AGP	Artificial grass pitch
AC	Athletics Club
BC	Bowls Club
CC	Cricket Club
CIL	Community Infrastructure Levy
CSP	County Sports Partnership
CASC	Community Amateur Sports Club
CFA	County Football Association
CUA	Community use agreement
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FE	Further Education
GIS	Geographical Information Systems
HC	Hockey Club
HE	Higher Education
IOG	Institute of Groundmanship
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
LTA	Lawn Tennis Association
LMS	Last Man Stands
LTC	Lawn Tennis Club
NGB	National Governing Body of Sport
NPPF	National Planning Policy Framework
NC	Netball Club
PQS	Performance Quality Standard
PPS	Playing Pitch Strategy
PF	Playing Field
PIP	Pitch Improvement Programme
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106 Agreement
SHBC	Surrey Heath Borough Council
SE	Sport England
TGR	Team Generation Rate
TC	Tennic Club
U	Under
YFC	Youth Football Club

PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Surrey Heath Borough Council (SHBC) and its partners. Building upon the preceding Assessment Report it provides a strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2017 and 2022. The PPS covers the following playing pitches and outdoor sports:

- ◀ Football pitches (grass and 3G pitches)
- ◀ Cricket pitches
- ◀ Rugby union pitches
- ◀ Hockey pitches (artificial grass pitches - AGPs)
- ◀ Outdoor tennis courts
- ◀ Outdoor bowling greens
- ◀ Outdoor athletics tracks
- ◀ Outdoor netball courts

The Strategy is capable of:

- ◀ Providing adequate planning guidance to assess development proposals affecting outdoor sports facilities, as appropriate, directing open space contributions secured through development and informing and shaping local planning policy.
- ◀ Inform the protection and provision of outdoor sports facilities.
- ◀ Informing land use decisions in respect of future use of existing outdoor sports areas and playing fields (capable of accommodating pitches).
- ◀ Providing a strategic framework for the provision and management of outdoor sports facilities.
- ◀ Supporting external funding bids and maximising support for outdoor sports facilities.
- ◀ Providing the basis for on-going monitoring and review of the use, distribution, function, quality and accessibility of outdoor sport facilities.

The report is one document in a wider inter-related strategy for sport and recreation which also includes an Indoor Sports Facilities Strategy and an Open Space Standards Paper. The inter-relationship between the strategies must be noted as some sports covered by the PPS also use indoor facilities for matches or training and also use open space areas for informal use. It is intended that the Strategy will provide sufficiently robust evidence to inform the following:

- ◀ The drafting of future planning policy
- ◀ An updated Infrastructure Delivery Plan
- ◀ A Green Infrastructure Strategy
- ◀ The justification of the collection of developer contributions to open space
- ◀ The spending of Community Infrastructure Levy (CIL) receipts
- ◀ Any sport and open space strategies pursued by the Council's Leisure and Green Space teams

1.1: Structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Surrey Heath to identify:

- ◀ Appropriate locally derived provision standards for quantity, quality and accessibility from which deficiencies and surpluses in provision can be measured.
- ◀ Deficiencies and surpluses in provision using the standards identified for Surrey Heath.
- ◀ Possible thresholds above which developers should be required to provide on-site provision.
- ◀ Options for addressing deficiencies and surpluses in provision.
- ◀ Whether there are ways of making more effective use of existing provision to address any deficiencies.
- ◀ Sufficiently robust evidence to inform future projects.

The Strategy and Action Plan recommends a number of priority projects for Surrey Heath which should be implemented from 2017 to 2022. It is outlined to provide a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding may be identified.

The recommendations that come out of this strategy must be translated into local plan policy so there is a policy mechanism to support delivery and secure provision/investment where the opportunity arises.

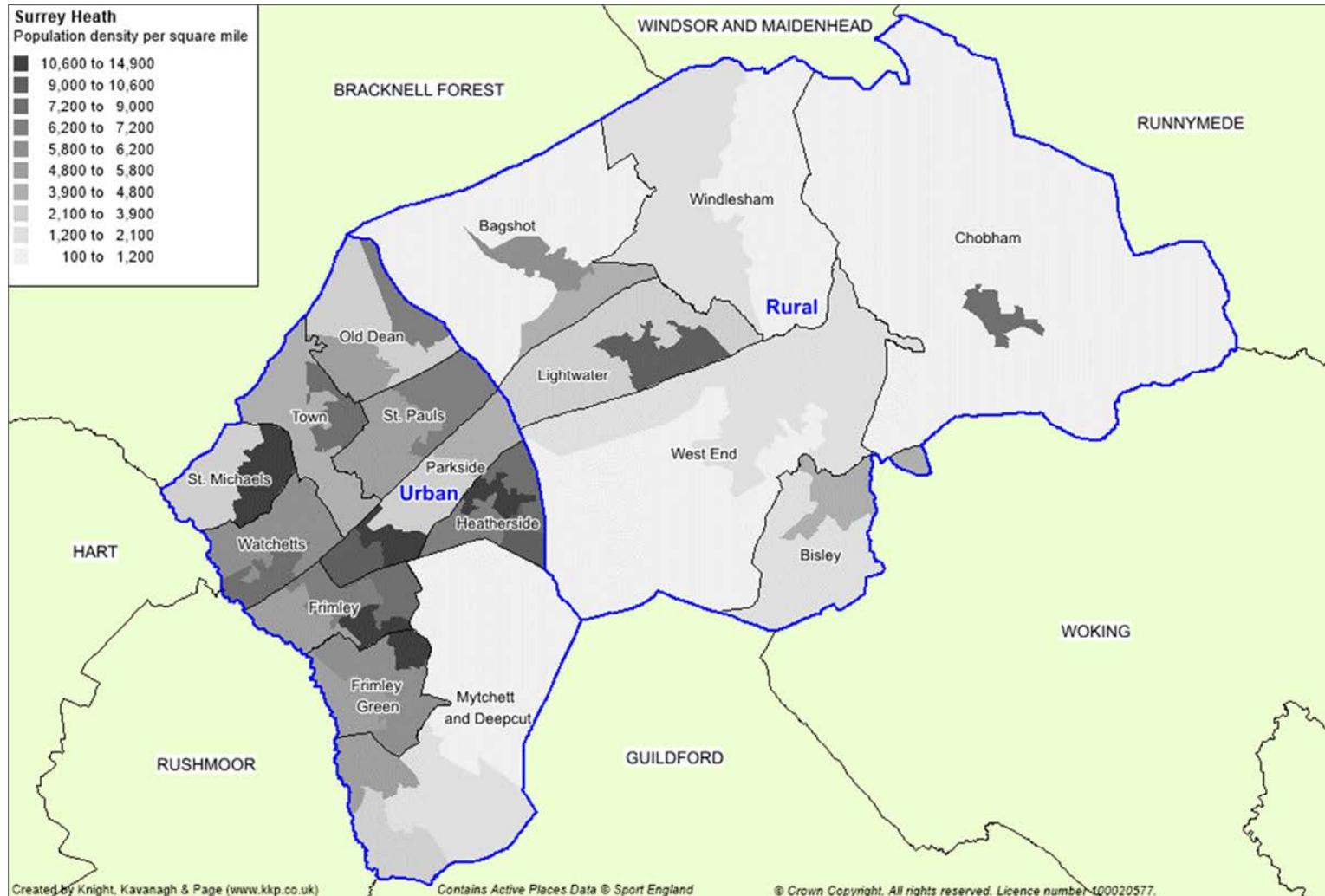
There is a need to build key partnerships between the Council, National Governing Bodies of Sport (NGBs), Sport England, schools, further/higher education providers, community clubs and private landowners to maintain and improve outdoor sport provision. In these instances, the potential for the Council to take a strategic lead is more limited (except in terms of Section 106 Agreements). This document will provide clarity about the way forward, and allow key organisations to focus on addressing key issues that they can directly influence and achieve.

1.2 Study area

The study area is the Surrey Heath Council boundary area. Further to this, sub areas or analysis areas have been created to allow a more localised assessment of provision and examination of supply and demand, with local circumstances and issues taken into account. For the purposes of the project, Surrey Heath has been split into two distinct areas: urban and rural. Please see the map overleaf.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Figure 1.1: Analysis area map



1.3 Context

The rationale for undertaking the study is to identify current levels of provision within Surrey Heath across the public, education, voluntary and commercial sectors, and to compare this with current, and likely future levels of demand. The primary purpose of the PPS is therefore to provide a strategic framework which ensures that the provision of outdoor sports facilities meets the local needs of existing and future residents.

Concern at national government level over the loss of playing fields prompted the development of localised Playing Pitch Assessments and Strategies which identify current and future requirements for playing fields. Developing a strategic approach to the analysis of playing pitch supply and demand is necessary to:

- ◀ Protect playing pitches against development pressures on land in, and around, urban areas.
- ◀ Identify pitch (natural grass and artificial) supply and demand issues in relation to predicated population changes.
- ◀ Address 'demand' pressures created as a result of specific sports development pressures e.g. growth of mini soccer and wider use of artificial grass pitches.
- ◀ Address budget pressures and public sector cuts.

This Strategy will provide an evidence base for planning decisions and funding bids and provide background evidence to support the emerging Local Plan policies in relation to formal recreation. It will ensure that this evidence is sound, robust, and capable of being scrutinised through examination and meets the requirements of the National Planning Policy Framework (NPPF)¹.

The Council needs to annually review and revise the PPS in order to comply with Sport England guidance².

Surrey Heath's Community Strategy

The vision for the Surrey Heath Partnership is to:

- ◀ Sustain and constantly improve Surrey Heath as a desirable place to live, learn, work and play.
- ◀ Support individuals to achieve their full potential as a part of the local community

The Surrey Heath Sustainable Community Strategy is built around five themes with actions developed for each. The themes are:

- ◀ *Children and Young People* – improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged.
- ◀ *Health and Wellbeing* – promote healthy lifestyles, particularly targeting groups and communities at most risk.
- ◀ *Housing, Infrastructure and Environment* – achieve better standards of development to deliver more social, environmental, and economically sustainable benefits.

¹<http://www.sportengland.org/facilities-planning/planning-for-sport/forward-planning/>

²<http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/>

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ *Safer and Stronger Communities* – improve public confidence in the ability of public services to keep residents safe, reduce crime and anti-social behaviour, strengthen local communities through targeted public and voluntary sector activity, active citizenship and work to tackle inequalities.
- ◀ *Economic Development* – improve the economic sustainability of the area and ensure an inclusive approach to working with business.

In addition to the above, the Corporate Plan recognises the importance of replacing the Arena Leisure Centre by indicating that the proposal to do this has become part of a wider civic vision for the town centre, including a new school, library, heritage and cultural facilities. SHBC is committed to maintaining its current facilities while it works on this ambitious and longer term project.

Health and Wellbeing in Surrey Heath - Preventing avoidable illness and death 2014/15 – 2015/16

This prevention plans describes services, programmes and activities taking place (or planned) within Surrey Heath that contribute to the prevention of avoidable illness and death. It is a multi-agency plan, contributed to by Surrey County Council (SCC), SHBC, Surrey Heath Clinical Commissioning Group and wider partners. It reports to the Surrey Heath Health and Wellbeing Group.

The priorities within the plan have been chosen based on assessment of the health and wellbeing needs of the Surrey Heath population. All the prevention activities described consider the inequalities within Surrey Heath, whether socio-economically based or related to inequalities between particular population groups. Activities are linked to other plans that aim to address inequalities such as the Old Dean priority group.

Active Surrey

Active Surrey, the County Sports Partnership (CSP) for Surrey, set up in 1999 by Sport England and local partners is a not for-profit organisation and the strategic lead for sport and physical activity for the county. It works with and through our partners to support the local infrastructure. It is also responsible for delivering major youth sports events including the P&G Surrey Youth Games and direct work with clubs, volunteers, athletes, schools, facilities and businesses.

Its stated aim is to create a 'single system' whereby all agencies work together more effectively to widen access, increase participation, create clear pathways and improve levels of performance in sport and physical activity. It is looking to maximise the sporting legacy from the many World/European championships to be held in the UK this decade.

Active Surrey's vision is that Surrey continues to be the most active county in England. Its mission is to work with its partners to develop long lasting, high quality sporting and physical activity opportunities for all. It attracts investment for sport and physical activity into Surrey from Sport England, local authorities, national governing bodies of sport (NGBs) and Surrey-based businesses to achieve its strategic aims.

It has seven strategic priorities including:

- ◀ Participation: Involve more people in events and activities.
- ◀ Places: Develop clubs and facilities.
- ◀ People: Coordinate training and volunteering pathways.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ Performance: Support talented athletes.
- ◀ Partnerships: Support partners and stakeholders to work together.
- ◀ Publicity: Communicate effectively with the public
- ◀ Policy: Improve delivery standards and influence strategy.

The Active Surrey team has identified that its culture should be:

- ◀ Innovative, adaptable and flexible;
- ◀ Collaborative, approachable and connective; and
- ◀ Structured and resilient.

Programmes and services run/reflected in its operation include Sportivate, satellite clubs, School Games, This Girl Can, Activity Finder, Inclusive Sport and health and well-being.

Population

The resident population in Surrey Heath is recorded as 87,522 (these are the ONS 2014 mid-year estimates). By 2037, the population is projected to increase by 7,963 to 95,485 (ONS 2012-based projections 2012-2037). There are higher proportions of people aged 40-54 (23.8%) compared to that of the South East (21.5%). There are, however, lower proportions of people aged 20-29 (10%) than in the South East (12.2%).

Surrey Heath's ethnic composition differs from that of England as a whole. According to the 2011 Census, the largest proportion (90.2%) of the local population classified itself as White; this is higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 6.3% which is lower than the national equivalent (7.8%).

1.4 Headline findings

The table below highlights the quantitative headline findings from the Surrey Heath Playing Pitch Assessment Report:

Quantitative headline findings

Sport	Analysis area	Current picture	Future demand (2037) ³
Football (grass pitches)	Rural	Current demand is being met.	Shortfall of two youth 11v11, four youth 9v9, 0.5 mini 7v7 and 0.5 mini 5v5 match sessions.
	Urban	Shortfall of four adult, 2.5 youth 11v11, and five youth 9v9 match sessions.	Shortfall of seven adult, nine youth 11v11, 11 youth 9v9, 3.5 mini 7v7 and two mini 5v5 match sessions.
Football (3G pitches) ⁴	Rural	Shortfall of two full size 3G pitches based on FA training model.	Shortfall of two full size 3G pitches on FA training model.
	Urban	Shortfall of two full size 3G pitches based on FA training model.	Shortfall of three full size 3G pitches on FA training model.

³ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

⁴ Based on accommodating 42 teams to one full size pitch for training.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Sport	Analysis area	Current picture	Future demand (2037) ³
Cricket	Rural	Current demand is being met	Future demand can be met
	Urban	Current demand is being met	Future demand can be met
Rugby union	Rural	Shortfall of 4.5 match sessions	Shortfall of 5.5 match sessions
	Urban	Shortfall of 7.5 match sessions	Shortfall of eight match sessions
Hockey (Sand AGPs)	Surrey Heath	Current demand is being met.	Additional pitch or greater access to current pitches required if Camberley & Farnborough HC increases its number of senior teams.
Tennis	Surrey Heath	Chobham & District LTC and Camberley LTC operating above capacity.	Chobham & District LTC, Camberley LTC and Bagshot TC operating above capacity.
Bowls	Surrey Heath	Current demand is being met.	Future demand can be met.
Athletics	Surrey Heath	Latent demand expressed by Camberley & District AC.	Future demand expressed by Camberley & District AC cannot be accommodated.
Netball	Surrey Heath	Current demand is being met.	Future demand can be met.

Conclusions

The existing position for all pitch sports is either demand is being met or there is a shortfall, whereas the future position shows the exacerbation of current shortfalls and the creation of shortfalls for some pitches and for some areas where demand is currently being met. As such, there is a need to protect all existing playing pitch provision until demand is met and a surplus is created; or, there is requirement to replace any lost provision to an equal or better quantity and quality.

Further to this, there are also recognised shortfalls for non-pitch sports, specifically tennis and athletics, where clubs report a need for access to more facilities. In the main, shortfalls expressed can be met by improving quality but in some instances this may also require access to existing unused facilities, such as at school sites, or the creation of new provision, particularly in key housing growth areas.

Definitions

Match sessions

Pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected. As the main usage of pitches is likely to be for matches, it is appropriate for the comparable unit to be match equivalent sessions but may for example include training sessions.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Based on how they tend to be played this unit for football and rugby union pitches relate to a typical week within the season for each sport. For cricket pitches it is appropriate to look at the number of match equivalent sessions over the course of a season.

Pitch capacity

The capacity for pitches to regularly provide for competitive play, training and other activity over a season is most often determined by quality. As a minimum, the quality and therefore the capacity of a pitch affects the playing experience and people's enjoyment of playing football. In extreme circumstances, it can result in the inability of the pitch to cater for all or certain types of play during peak and off peak times. Pitch quality is often influenced by weather conditions and drainage.

As a guide, each NGB has set a standard number of matches that each grass pitch type should be able to accommodate without adversely affecting its current quality (pitch capacity):

Sport	Pitch type	No. of matches per week		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3	2	1
	Youth pitches	4	2	1
	Mini pitches	6	4	2
Rugby union*	Natural Inadequate (D0)	2	1.5	0.5
	Natural Adequate (D1)	3	2	1.5
	Pipe Drained (D2)	3.25	2.5	1.75
	Pipe and Slit Drained (D3)	3.5	3	2
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season	N/A	N/A

Shortfalls

Please note that for football, cricket and rugby union, shortfalls are expressed in match sessions rather than converted to pitches. To convert match sessions into pitches, the number of match sessions should be halved (to take account of teams playing on a home and away basis).

For a full glossary of terms please refer to Appendix Three.

PART 2: VISION

2.1 Vision

A vision has been set out to provide a clear focus with desired outcomes for the Surrey Heath Playing Pitch Strategy:

“To work with partners to create high quality, sustainable outdoor sports facilities which meet community need, increase participation, help tackle health issues and provide accessible, inclusive activities for Surrey Heath residents as part of an active lifestyle.”

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

PART 3: OBJECTIVES

The following overarching objectives are based on the three Sport England themes (see Figure 1 below). It is recommended that the following are adopted by the Council and its partners to enable it to achieve the overall vision of the Strategy and Sport England planning objectives.

AIM 1

To **promote** and **protect** the existing supply of outdoor sports facilities and pitches where it is needed for meeting current and future needs.

AIM 2

To **enhance** outdoor sports facilities and accompanying ancillary facilities through improving quality and management of sites.

AIM 3

To **provide** new outdoor sports facilities where there is current or future demand to do so.

Figure 1: Sport England themes



PART 4: SPORT BY SPORT RECOMMENDATIONS

In order to help develop the recommendations/actions and to understand their potential impact a number of relevant scenario questions are tested against the key issues in this section for the playing pitch sports resulting in the sport specific recommendations.

Football – grass pitches

Summary

- ◀ There are 102 football pitches in Surrey Heath across 44 sites. Of these, 75 are available for community use across 30 sites.
- ◀ Many youth 11v11 teams (45) are playing on adult pitches, which may be in part due to a lack of youth 11v11 pitches rather than a preference for adult pitches.
- ◀ Of the pitches available for community use, 5 are assessed as good quality, 44 as standard quality and 26 as poor quality.
- ◀ The overall assessment of changing facilities rated 14% as good quality, 53% as standard quality and 33% as poor quality.
- ◀ There are 171 teams recognised as playing within Surrey Heath across 35 clubs. This consists of 40 adult teams, 85 youth teams and 46 mini teams.
- ◀ There is latent demand amounting to one adult team, nine youth teams and four mini teams.
- ◀ There are 18 teams from within five clubs registered to Surrey Heath that are accessing pitches outside of the local authority area.
- ◀ Application of team generation rates (to 2037) predicts a growth of six youth boys' teams.
- ◀ Future demand expressed by clubs equates to one adult, ten youth and 11 mini teams.
- ◀ There is a total of 18 match sessions of actual spare capacity across Surrey Heath, the majority of which is on adult pitches and in the Urban Analysis Area.
- ◀ There are 16 pitches overplayed across ten sites by a total of 20.5 match equivalent sessions.
- ◀ There is a current shortfall of 2.5 match equivalent sessions on youth 11v11 pitches and a future shortfall of 11 match equivalent sessions.
- ◀ There is a current shortfall of four match equivalent sessions on 9v9 pitches and a future shortfall of 14 match equivalent sessions.
- ◀ There is current spare capacity on 7v7 pitches, however, future demand results in a shortfall of four match equivalent sessions.
- ◀ There is current spare capacity on 5v5 pitches, however, future demand results in a shortfall of 2.5 match equivalent sessions.
- ◀ Overall, there is a current shortfall of youth 11v11 and 9v9 pitches in Surrey Heath and a future shortfall across each pitch type amounting to 35 match equivalent sessions.

Scenarios

Improving pitch quality

Improving pitch quality on overplayed pitches (i.e. through increased maintenance or drainage improvements) to either standard or good quality will increase pitch capacity and therefore accommodate expressed overplay. The majority of overplayed pitches could accommodate current demand if quality increased to good, with the exception of pitches at Kings International College and Tomlinscote School & Sixth Form College, which would still be over capacity.

Further to this, there are currently 3.5 match sessions of spare capacity discounted across Surrey Heath due to poor quality. Improving pitch quality at these sites will therefore provide and increase overall actual spare capacity. This can then be used to help accommodate demand from currently overplayed sites as well as latent, displaced and future demand.

Given the costs of improving pitch quality, however, alternatives need to be considered that can offer a more sustainable model for the future of football. The alternative to grass pitches is the use of 3G pitches for competitive matches.

Providing security of tenure

There are currently 21.5 match sessions played on unsecured pitches throughout Surrey Heath. If these pitches were to fall out of use, shortfalls would be significantly exacerbated.

The majority of unsecure use is located at educational sites. Creating community use agreements between providers and users will ensure that these match sessions can continue to be provided for in the long term.

Should unsecured provision be permanently lost, replacement provision of an equal or greater quantity and quality at a suitable location is required elsewhere within Surrey Heath.

Conclusions

Pitch quality, overplay and security of tenure should be addressed as a priority. On some sites there is capacity to reconfigure pitches, particularly in relation to a lack of youth 11v11 pitches. New provision will be needed to meet future demand shortfalls in Surrey Heath. This should be designed and built in accordance with FA/Sport England standards, with appropriate ancillary provision to service the sites, club centred with secure access and financially sustainable capable of maintaining the site for the long term.

Recommendations

- ◀ Protect existing quantity of pitches (unless replacement provision is provided).
- ◀ Ensure all teams are playing on the correct pitch sizes and explore, where possible, pitch reconfiguration to increase youth 11v11 pitch stock.
- ◀ Where pitches are overplayed, and assessed as poor or standard quality, prioritise investment and review maintenance regimes to ensure it is of an appropriate standard to sustain use and improve quality.
- ◀ Seek transfer of play from sites that remain overplayed to alternative sites with spare capacity or to sites which are not currently available for community use.
- ◀ Work to accommodate latent, displaced and future demand at sites which are not operating at capacity or at sites which are not currently available for community use.
- ◀ Provide security of tenure for all clubs using educational sites through community use agreements.
- ◀ Where appropriate, develop partnerships and/or lease arrangements with large, sustainable, development minded clubs to manage their own sites.
- ◀ Seek to improve ancillary facilities rated as poor by club users.
- ◀ In the longer term, explore opportunities for access to additional 3G pitches to cater for grass pitch shortfalls and explore transfer of match play onto 3G pitches.

3G pitches

Summary

- ◀ There is one full size 3G pitch within Surrey Heath, located at Frimley Lodge Park, and one smaller sized pitch, located at Lightwater Leisure Centre.
- ◀ Both pitches are a medium pile surface and are floodlit.
- ◀ Camberley Town FC has been granted planning permission for the creation of a full size 3G pitch at Crabtree Park as well as seven smaller size (5v5) 3G pitches.
- ◀ As Frimley Lodge Park was provided in 2014, no quality issues exist and the pitch is considered to be good quality, whereas Lightwater Leisure Centre was provided in 2005 and has reached the end of its lifespan.
- ◀ Both 3G pitches are reported to be operating at capacity.
- ◀ Frimley Lodge Park is FA tested to host competitive matches.
- ◀ Neither pitch is World Rugby compliant, although there is evidence to suggest a need for one to be provided.
- ◀ Priority should be placed on the creation of new 3G pitches whilst ensuring the quality of the current stock is sustained.

Scenarios

Accommodating training demand

In order to satisfy current and future training demand, there is a need for five full size 3G pitches (three in the Urban Analysis Area and two in the Rural Analysis Area). This means, when taking into account the AGP at Frimley Lodge Park, a current shortfall of two full size pitches within both analysis areas and a shortfall of four full size pitches overall.

When taking into account future demand, the shortfall increases to three full size 3G pitches in the Urban Analysis Area and to five 3G pitches overall. This calculation, however, does not take into account the potential development of a full-size pitch at Crabtree Park, which would reduce the shortfall to two in the Urban Analysis Area.

Accommodating match play demand

Moving all competitive mini football matches from grass pitches to 3G would require three full size 3G pitches currently and four full size 3G pitches in the future. Likewise, moving all 9v9 football from grass pitches to 3G pitches would also require three full size 3G pitches currently and four full size 3G pitches in the future. As such, if all 9v9 football was moved to a Saturday, and all mini football was retained on a Sunday (or vice versa), it is feasible that all current and future demand for mini and 9v9 football could be accommodated on four full size 3G pitches (meaning a current shortfall of three).

Recommendations

- ◀ Protect current stock of 3G pitches.
- ◀ Improve quality at Lightwater Leisure Centre and explore replacing surface.
- ◀ Encourage providers to have a sinking fund in place to ensure the long-term sustainability of pitches.
- ◀ Encourage Frimley Lodge Park to undergo FA testing every three years so that it remains suitable to host competitive matches.

- ◀ Support creation of a full size 3G pitch at Crabtree Park and ensure the development is provided to a good quality, is community available, and is FA tested to host competitive matches.
- ◀ Identify feasible sites to further increase provision of full size 3G pitches in both analysis areas to meet training and competitive demand.
- ◀ The FA and County FA to continue to work closely with leagues and clubs to encourage the use of 3G pitches for competitive play. The operators for their part should be encouraged to offer a match day charge at weekends consistent with local grass pitch fees and charges to ensure that price is not a barrier to participation.

Cricket pitches

Summary

- ◀ There are 17 grass cricket squares identified in Surrey Heath, of which, 13 are available for community use.
- ◀ A non-turf wicket pitch accompanies a grass wicket square at Hall Grove School, however this is not available to the community.
- ◀ Standalone non-turf wicket squares are available to the community at Collingwood College and Tomlinscote School & Sixth Form College, whereas two are unavailable to the community at Gordon's School.
- ◀ The audit of grass wicket cricket pitches found two pitches to be good quality, nine pitches to be standard quality and two pitches to be poor quality.
- ◀ All clubs have access to changing room facilities at their home ground and the majority of provision is assessed as good.
- ◀ All clubs have access to practice net facilities, with the exception of Frimley Green CC. The Club, however, is a one team club and does not have any known demand for training facilities to be provided.
- ◀ In total, there are six clubs generating 26 senior and 38 junior teams.
- ◀ In correlation to a national decline in participation, two clubs report a decline in senior participation over the previous three years and one club reports a decline in junior participation. No clubs report an increase in participation.
- ◀ TGRs (2037) predict an increase of one junior team, whilst three clubs express future demand for a total increase of one senior men's, two senior women's, three junior boys' and three junior girls' teams.
- ◀ No non-turf wicket pitches are recorded as accommodating more than 60 matches per season, therefore, all non-turf wickets are considered to have spare capacity.
- ◀ There are eight pitches which have potential spare capacity on grass wickets, totalling 147 match sessions per season. Of these, six pitches have actual spare capacity at peak time for senior cricket.
- ◀ Three sites are adjudged to be overplayed by 43 match equivalent sessions per season.
- ◀ There is current spare capacity of 86 match equivalent sessions throughout Surrey Heath and future spare capacity of 54 match equivalent sessions.
- ◀ Notwithstanding overall spare capacity, there remains a need to address overplay at Bagshot Park, Camberley Cricket Ground and Chobham Road Recreation Ground.

Scenarios

Addressing overplay

Ensuring appropriate maintenance at overplayed sites will allow squares to accommodate overplay; however, a better solution would be to transfer demand away from the sites through access to pitches with actual spare capacity. Alternatively, a non-turf wicket could be installed in situ which will allow for junior teams to transfer from the grass wickets, thus alleviating overplay. First and foremost, this should be explored at Bagshot Park as it currently receives the most overuse.

Accommodating future demand

Whilst future demand can be accommodated overall, it must be noted that Camberley CC expresses future demand for a site that is already operating over capacity (Camberley Cricket Ground). To accommodate this demand, new teams will either to play at a secondary venue with spare capacity, or, a non-turf wicket can be installed on site to enable the transfer of junior teams from grass wickets.

Recommendations

- ◀ Protect existing quantity of cricket squares.
- ◀ Work with clubs and groundsmen to review quality issues on those pitches assessed as standard and poor to ensure appropriate quality is achieved and sustained.
- ◀ Consider use of equipment banks to assist clubs that manage their own maintenance regime or have a desire to do so.
- ◀ Ensure tenure remains secure for all clubs and seek community use agreements for clubs that use secondary venues.
- ◀ Sustain quality of changing facilities and make improvements where necessary.
- ◀ Address overplay at Bagshot Park, Camberley Cricket Ground and Chobham Road Recreation Ground through improved maintenance, transfer of play and/or the installation of non-turf wickets.
- ◀ Alternatively, consider exploration of community use at educational sites to reduce overplay.
- ◀ Ensure future demand is accommodated on squares with actual spare capacity.
- ◀ Seek to develop cricket within communities that more commonly play informal formats of the game.

Rugby pitches

Summary

- ◀ There are 11 sites containing 16 senior rugby union pitches, of which, 11 are available to the community.
- ◀ There are no dedicated mini or junior pitches; instead, all mini play is recorded on senior pitches.
- ◀ Of the pitches available to the community, there are four senior pitches assessed as standard quality and six assessed as poor quality; no pitches are assessed as good quality.
- ◀ Three rugby union clubs play within Surrey Heath, consisting of eight senior men's, 15 junior boys', five junior girls' and 13 mini teams.
- ◀ Camberley RUFC has planning permission to increase its number of changing facilities and reports the current facilities are poor quality.

- ◀ Tenure is considered unsecure for Chobham RUFC at Wishmore Cross Academy and Gordon's School, for Camberley RUFC at Watchetts Recreation Ground and for Lightwater RUFC at Lightwater Leisure Centre.
- ◀ Many teams train at their home ground on match pitches. As a result, usage is concentrated which reduces the capacity for match play on these pitches and means they are more likely to be overplayed.
- ◀ In addition, the pitch at Lightwater Leisure Centre is a dual use football pitch, which impacts on its capacity for rugby use and also its availability.
- ◀ It is predicted that future population increases will not generate enough demand for any additional teams, although this does not take into contextual events such as initiatives following the World Cup.
- ◀ Both Camberley RUFC and Lightwater RUFC express plans to increase by one senior men's team from next season onwards and Lightwater RUFC also expresses an interest in developing a veteran's team.
- ◀ Kings International College and Tomlinscote School & Sixth Form College contain 0.5 match equivalents of spare capacity; however, this should be retained to protect and improve quality.
- ◀ Overplay amounts to 12 match equivalent sessions across seven pitches and is evident at Chobham Rugby Club, Lightwater Leisure Centre and Watchetts Recreation Ground.
- ◀ There is an overall shortfall of senior pitches amounting to 14 match equivalent sessions based on current and future demand and a shortfall is evident within both analysis areas.

Scenarios

Improving pitch quality

Installing drainage systems at sites would improve pitch quality and therefore increase the carrying capacity of pitches. This is particularly required at pitches assessed as poor quality and/or pitches that are overplayed. Improving drainage at all sites available to the community to good quality (D3 - pipe and slit drained) would result in a further eight match sessions of capacity. This would reduce overall overplay from 12 match sessions to seven match sessions, although some level of overplay would remain at all three sites currently overplayed (Chobham Rugby Club, Lightwater Leisure Centre and Watchetts Recreation Ground).

Improving maintenance at all sites available to the community to good (M2) would result in a further 6.5 match sessions of capacity. This would reduce overall overplay from 12 match sessions to 7.5 match sessions, although, again, some level of overplay would remain at all three sites currently overplayed.

A combination of improving drainage and maintenance as indicated above, would result in a further 18.5 match sessions of spare capacity. This would reduce overplay from 12 match sessions to 4.5 match sessions, yet minimal overplay would still remain at Lightwater Leisure Centre and Watchetts Recreation Ground.

Alleviating overplay

In addition to pitch quality improvements, installing floodlighting or providing additional floodlighting at Watchetts Recreation Ground would enable Camberley RUFC to spread out its training demand across more pitches (or on separate land). This would create additional pitch capacity and alleviate overplay on the pitch that is currently used for training (providing pitch quality improvements are made).

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

The main reason for overplay at Lightwater Leisure Centre is due it being a dual use football pitch. Options for a resolution to this should be sought, such as marking out the pitches separately (if space allows) or transferring to a site that can accommodate a dedicated rugby union pitch.

Alternatively, there is evidence to suggest a World Rugby compliant 3G pitch is required. The RFU investment strategy into 3G pitches considers sites where grass rugby pitches are over capacity and where a 3G pitch would support the growth of the game at the host site and for the local rugby partnership, including local clubs and education sites. To achieve this, the RFU is keen to work locally with partners such as the Council and the FA to look at sites of mutual interest. A World Rugby compliant pitch that is accessible to each club would allow for all training demand to be moved away from grass pitches which would in turn alleviate all overplay (providing pitch quality improvements are made).

Another reason for overplay is mini and junior teams playing on senior pitches. In total, 11.75 match sessions across senior pitches in Surrey Heath are attributed to mini and junior match play demand. By potentially marking out additional, dedicated mini and junior pitches away from the senior pitches (where the space allows), overplay will be alleviated (providing pitch quality improvements are made).

Recommendations

- ◀ Protect existing quantity of rugby union pitches.
- ◀ Ensure greater security of tenure for all clubs through a lease or, as a minimum, a community use agreement.
- ◀ Seek to reduce overplay at Chobham Rugby Club, Lightwater Leisure Centre and Watchetts Recreation Ground through improving pitch quality via improved maintenance regimes and the installation of drainage systems.
- ◀ Seek to fully address overplay through the installation of additional floodlighting or through access to a World Rugby compliant AGP.
- ◀ Where space allows, consider marking out dedicated mini and junior pitches to reduce use of senior pitches by mini and junior teams.
- ◀ Support Camberley RUFC in its aspirations to develop its clubhouse facilities.
- ◀ Explore community use aspects at currently unused educational sites to ensure the pitches are available at peak time and throughout the rugby union season.

Hockey pitches (AGPs)

Summary

- ◀ There are three full size (sand based/dressed) AGPs in Surrey Heath, however, only one is available for community use (Kings International College).
- ◀ In addition, there are numerous smaller sized pitches that, although too small to host competitive matches, could be used to accommodate some training demand.
- ◀ Kings International College is available throughout the peak period (as identified by Sport England's FPM), whilst The Princess Royal Barracks is unavailable due to being reserved for private use and further details relating to the pitch are unknown.
- ◀ Gordon's School is unavailable due to a planning condition which allows for school use only, although the School is trying to have this restriction lifted so that it can offer community use.
- ◀ Gordon's School was provided in 2010, whilst Kings International College was resurfaced in 2011. Both pitches are therefore within their lifespan and no quality issues were reported.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ Camberley & Farnborough HC is the only club in Surrey Heath; it consists of four men's, three women's, one mixed and one veteran's team, as well as five junior boys' and four junior girls' teams.

Scenarios

Accommodating current and future demand

Based on a floodlit AGP being able to accommodate a maximum of four hockey matches (or eight teams playing on a home and away basis) on one day, and based on teams playing home and away, there is a requirement for one full size, floodlit, hockey suitable AGP in Surrey Heath. As there is currently one suitable pitch (discounting those unavailable for community use), supply is deemed sufficient to meet current demand, although no spare capacity exists for growth in senior teams. Further consultation is therefore required with Camberley & Farnborough HC to fully determine its needs and in particular its future demand to understand whether access to another pitch is required. If so, enabling community access to Gordon's School is seen as a possible option to be explored.

Recommendations

- ◀ Protect Kings International College as a sand-based AGP and ensure a sinking fund is in place for long term sustainability and improvement.
- ◀ Further consult with Camberley & Farnborough HC to fully understand its needs and in particular its future demand.
- ◀ Explore future options at Gordon's School to enable community use, particularly if Camberley & Farnborough HC increases its senior teams.

Tennis courts

Summary

- ◀ There are 70 tennis courts identified in Surrey Heath located across 21 sites. Of the courts, 53 are categorised as being available for community use across 14 sites.
- ◀ The majority of community available courts are located within council sites (45%) or club/commercial sites (38%).
- ◀ Tenure is considered unsecure for Bagshot TC, which leases its site from the Council as a member of the Bagshot Playing Fields Association.
- ◀ All courts have a macadam surface, with the exception of four courts at Tomlinscote Sports Centre and two courts at Lightwater Leisure Centre which have an artificial turf surface.
- ◀ There are a comparatively high number of courts serviced by floodlighting, which enables use throughout the year is particularly key to club development.
- ◀ Of provision that is available for community use, 12 courts are assessed as good quality, 28 as standard and 13 as poor.
- ◀ Bagshot TC rates its ancillary provision as poor quality and expresses an ambition to have its own facility (separate to other members of the Bagshot Playing Field Association).
- ◀ The four clubs that responded to consultation collectively provide 422 senior members and 400 junior members. The exact membership of Lightwater Park TC is unknown, although the Club is considered to be the smallest in the area.
- ◀ Membership has increased throughout the responding clubs over the last five years, with no clubs reporting a decrease in membership at either senior or junior level.

- ◀ Ad Tennis uses Lightwater Leisure Centre as its flagship venue and runs an ever expanding, active programme which currently caters for over 50 seniors and 200 juniors.
- ◀ The majority of current use of council courts takes place throughout the summer months, although spare capacity for a growth in demand is considered to exist.
- ◀ No courts available for community use at school sites are currently used for tennis, whilst no club courts are readily available for casual use by non-members.
- ◀ Bagshot TC reports a large future demand for an increase of 25 senior and 100 junior members, whilst Frimley LTC reports future demand for an increase of ten senior and ten junior members.
- ◀ Based on current demand, Camberley LTC and Chobham & District LTC require access to additional courts. When including future demand, Bagshot TC also requires an increase in provision.
- ◀ As all remaining (non-club) courts are deemed to have spare capacity, precedence should be placed on improving quality to an adequate standard for informal play.

Recommendations

- ◀ Improve court quality at sites assessed as poor or standard quality.
- ◀ Provide greater security of tenure to Bagshot TC and support the Club in its aspiration to develop its own clubhouse facility.
- ◀ Explore options to provide Camberley LTC, Chobham & District LTC and Bagshot TC with access to a greater number of courts, preferably that are floodlit.
- ◀ Seek to improve offering at council sites through improved ancillary facilities and, where possible, the installation of floodlighting.
- ◀ Continue to support Ad Tennis and ensure the organisation remains catered for.

Bowling greens

Summary

- ◀ There are five flat green bowling greens in Surrey Heath provided across the same number of sites.
- ◀ In addition, there is a disused green at Watchetts Recreation Ground.
- ◀ Tenure is considered unsecure for Camberley BC, West End BC and Mytchett BC as their current lease arrangements are coming to an end.
- ◀ All five greens are assessed as good quality, with no issues raised during the audit assessment or from consultation.
- ◀ All clubs have access to a dedicated clubhouse/pavilion, although Windlesham BC, Camberley BC, West End BC and Mytchett BC all report quality issues.
- ◀ Of the consulted clubs, membership consists of 270 senior men, 174 senior women and nine juniors.
- ◀ Despite a national trend of declining membership, Camberley BC, West End BC, Old Dean BC and Mytchett BC report that membership has increased over the previous three years. Windlesham BC reports a reduction in membership.
- ◀ As the persons aged 65 and over is likely to substantially increase using ONS projections (2012-2037), demand for bowling greens is likely to increase.
- ◀ All consulted clubs express future demand, totalling 81 senior members and 25 junior members.
- ◀ Based on known membership figures, all available greens within Surrey Heath are operating above the ideal membership level for single green sites.
- ◀ As none of the clubs report any capacity issues, there is no requisite for additional green space to be provided, but support is required to ensure the clubs needs continue to be met.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ Although there is no known demand for additional greens to be provided, this does not translate to a surplus in provision.

Recommendations

- ◀ Protect existing supply of used bowling greens.
- ◀ Ensure appropriate maintenance to sustain green quality at all sites.
- ◀ Seek resolution to security of tenure issues expressed by Camberley BC, West End BC and Mytchett BC.
- ◀ Seek to improve ancillary provision where necessary, particularly in relation to changing facilities.
- ◀ Support clubs operating above the ideal membership to ensure needs continue to be met.

Athletics

Summary

- ◀ There are no synthetic athletics tracks within Surrey Heath. Instead, provision is limited to tracks being marked out onto grass playing fields, most commonly at school sites.
- ◀ The nearest synthetic track provision is located just on the border of Camberley, at The Royal Military Academy, in Sandhurst, Bracknell Forest.
- ◀ Camberley & District AC is the only club within Surrey Heath. The Club uses King's International College as a home base and also uses The Royal Military Academy for some of its training demand.
- ◀ The Club expresses an aspiration to develop a cinder track within Surrey Heath as provision at The Royal Military Academy is not deemed ideal due to access issues.
- ◀ The Club currently has waiting lists in place due to a lack of qualified coaches.
- ◀ High levels of future demand are also expressed for both junior and senior members, although this hinges on recruiting more coaches and accessing more suitable, local facilities.
- ◀ A Park Run event is held every Saturday at Frimley Lodge Park.
- ◀ There are two Run England groups; Any1canrun and Run with Royston.
- ◀ There are currently no 3-2-1 routes in Surrey Heath.
- ◀ Priority should be focused on ensuring Camberley & District AC can begin to accommodate its latent and future demand.

Recommendations

- ◀ Explore options to improve the stock of athletics facilities in Surrey Heath to better accommodate Camberley & District AC and return its displaced demand.
- ◀ Ensure the Club remains provided for at King's International College.
- ◀ Support the Club in its need to attract more qualified coaches so that it can alleviate its latent demand.
- ◀ Explore future options in relation to roll out initiatives such as Park Run, Run England and 3-2-1 routes in park sites.

Netball

Summary

- ◀ There are 20 netball courts within Surrey Heath, of which, 12 are available to the community.
- ◀ Only Connaught Junior School and Lightwater Leisure Centre are serviced by floodlighting.
- ◀ Of the courts available to the community, two are assessed as good quality and ten are assessed as poor quality; none are assessed as standard quality.
- ◀ Surrey Heath NC has more than 100 junior and 20 senior members and currently runs ten teams in various indoor and outdoor leagues; however, none of the leagues access venues within Surrey Heath.
- ◀ The Club trains at Connaught Junior School but reports that quality is poor and lacks security of tenure as no community use agreement is in place.
- ◀ The Club runs Back to Netball sessions at the School during out of season months (January-March and July-September).
- ◀ Netball participation has grown throughout the country in recent years and is likely to further increase in the future.
- ◀ Whilst Surrey Heath NC does not quantify any future demand, it is open to increasing its membership and has a policy of not turning people away.

Recommendations

- ◀ Support the improvement of court quality, particularly at Connaught Junior School given the level of demand it receives from Surrey Heath NC.
- ◀ Provide the Club with greater security of tenure at Connaught Junior School through a community use agreement.
- ◀ Consider installation of floodlighting at remaining sites and the potential impact it would have on attracting community demand.

PART 5: STRATEGIC RECOMMENDATIONS

The strategic recommendations for the Strategy have been developed via the combination of information gathered during consultation, site visits and analysis which culminated in the production of an assessment report, as well as key drivers identified for the Strategy. They reflect overarching and common areas to be addressed, which apply across outdoor sports facilities and may not be specific to just one sport.

OBJECTIVE 1

To **promote** and **protect** the existing supply of outdoor sports facilities and pitches where it is needed for meeting current and future needs.

Recommendations:

- a. Ensure, through the use of the Playing Pitch Strategy, that outdoor sports facilities are protected through the implementation of local planning policy.
- b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.
- c. Maximise community use of education facilities where there is a possibility to do so.

Recommendation (a) – Ensure, through the use of the Playing Pitch Strategy, that outdoor sports facilities are protected through the implementation of local planning policy.

NPPF paragraph 74 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- ◀ An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- ◀ The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- ◀ The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

The PPS Assessment shows that all currently used sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future.

Lapsed, disused, underused and poor quality sites should also be protected from development or replaced either by new facilities or by improvements to existing provision, where there is a requirement for playing field land to accommodate more pitches to meet the identified shortfalls.

For sports where there has been a significant drop off in use, such as cricket, and where the cost of council maintenance is high, a robust business plan is required to secure the future of such sites. This may involve the asset transfer of pitches to club users that are self-sufficient and that can manage their own maintenance regimes.

Development management - The PPS should also be used to help inform Development Management decisions that affect existing or new playing fields, pitches, tennis courts, bowling greens and ancillary facilities by assessing all applications on a case by case basis taking into account site specific factors. Sport England will in addition use the PPS to help assess planning applications against their Playing Fields Policy.

New housing development - The PPS should be used to determine what impact any new housing development will have on the demand and capacity of existing sites in the area, and whether there is a need for local improvements to increase capacity or make new provision if required.

School playing fields - School playing fields in Surrey Heath are currently key to servicing the level of demand. Local authorities wanting to dispose of school playing field land need consent under Section 77 of the Schools Standards and Framework Act 1998. Consent is now also required for disposal of any land used by a school or academy under Schedule 1 to the Academies Act 2010 and Academies also need consent to any leases or disposals under their Funding Agreement.

It should be noted that consent under Section 77 of the Schools Standards and Framework Act does not necessarily mean subsequent planning approval will be granted. Therefore, any application for planning permission must still meet the requirements of the relevant land-use planning policy, in this case paragraph 74 of NPPF, Local Plan Policy and Sport England policy. Applicants are advised to engage Sport England before submitting applications. Robust implementation of the statutory obligation will ensure protection of school playing fields for use by pupils (and sometimes the community as a whole) to ensure receipt is ploughed back into sports education.

Sport England's playing field policy exception E1 only allows for development of lapsed or disused playing fields if a PPS shows a clear excess in the quantity of playing pitch provision at present and in the future across all playing pitch sports types and sizes.

Policy Exception E1:

'A carefully quantified and documented assessment of current and future needs has demonstrated to the satisfaction of Sport England that there is an excess of playing field provision in the catchment, and the site has no special significance to the interests of sport'.

Where the PPS cannot demonstrate the site, or part of a site, is clearly surplus to requirements then replacement of the site, or part of a site, will be required to comply with Sport England policy exception E4.

Policy Exception E4:

'The playing field or fields to be lost as a result of the proposed development would be replaced, prior to the commencement of development, by a new playing field site or sites:

- ◀ of equivalent or better quality and
- ◀ of equivalent or greater quantity;
- ◀ in a suitable location and
- ◀ subject to equivalent or better management arrangements.

Further to this, all playing fields should be protected or replaced up until the point where all satisfied demand has been met within the study area or each individual sports catchment areas within a sub area.

Each currently disused/lapsed site is included within the action plan together with a recommendation in relation to the need to bring the site back into use or mitigate the loss on a replacement site to address the shortfalls identified with the Assessment.

Recommendation (b) – Secure tenure and access to sites through a range of solutions and partnership agreements.

A number of school, commercial and private sites are being used in Surrey Heath for competitive play, predominately for football. In some cases, use of pitches has been classified as secure, however, use is not necessarily formalised and further work should be carried out to ensure an appropriate Community Use Agreement (CUA) is in place (including access to changing provision where required). This is especially the case for sites which have unsecured community use.

NGBs can often help to negotiate and engage with schools, particularly academies where the local authority may not have direct influence.

Sport England has also produced guidance, online resources and toolkits to help open up and retain school sites for community use and can be found at:
<http://www.sportengland.org/facilities-planning/use-our-school/>

In the context of the Comprehensive Spending Review, which announced public spending cuts, it is increasingly important for the Council to work with voluntary sector organisations in order that they may be able to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, the Council should support and enable clubs to generate sufficient funds.

Local sports clubs should be supported by partners including the Council, NGBs or the County Sports Partnership (CSP) to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, support club development and encourage clubs to develop evidence of business and sports development plans to generate an income through their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)⁵. Clubs should also be encouraged to work with partners locally whether volunteer support agencies or linking with local businesses.

The Council should further explore opportunities where security of tenure could be granted to clubs through a lease agreement (minimum 25 years as recommended by Sport England and NGBs) so the clubs are in a position to apply for external funding. This is particularly the case at poor quality local authority sites, possibly with inadequate ancillary facilities, so that quality can be improved and the site can be developed.

For clubs with lease arrangements already in place, these should be reviewed when there is under 25 years remaining on the existing agreement so that it can be extended, thus improving security of tenure and helping clubs attract funding for site developments.

⁵ <http://www.cascinfo.co.uk/cascbenefits>

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Each club that is interested in leasing a site should be required to meet service and/or recommended criteria. An additional set of criteria should also be considered, which takes into account the quality of the club, aligned to its long-term development objectives and sustainability, as seen below.

Recommended criteria for lease of sport sites to clubs/organisations

Club	Site
<p>Clubs should have SE Clubmark/NGB accreditation award.</p> <p>Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links.</p> <p>Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers.</p> <p>Ideally, clubs should have already identified (and received an agreement in principle) any match funding required for initial capital investment identified.</p> <p>Clubs have processes in place to ensure capacity to maintain sites to the existing, or better, standards.</p>	<p>Sites should be those identified as 'Local Sites' (recommendation e) for new clubs (i.e. not those with a Borough wide significance) but which offer development potential. For established clubs, which have proven success in terms of self-management 'Key Centres' are also appropriate.</p> <p>As a priority, sites should acquire capital investment to improve (which can be attributed to the presence of a Clubmark/Charter Standard club).</p> <p>Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site.</p> <p>An NGB/Council representative should sit on a management committee for each site leased to a club.</p>

The Council can further recognise the value of NGB club accreditation by adopting a policy of prioritising the clubs that are to have access to these better quality facilities. This may be achieved by inviting clubs to apply for season long leases on a particular site as an initial trial.

The Council should establish a series of core outcomes to derive from clubs taking on a lease arrangement to ensure that the most appropriate clubs are assigned to sites. As an example, outcomes may include:

- ◀ Increasing participation.
- ◀ Supporting the development of coaches and volunteers.
- ◀ Commitment to quality standards.
- ◀ Improvements (where required) to facilities, or as a minimum retaining existing standards.

In addition, clubs should be made fully aware of the associated responsibilities/liabilities when considering leases of multi-use public playing fields.

Community asset transfer

The Council should continue to work towards adopting a policy which supports community management and ownership of assets to local clubs, community groups and trusts. This presents sports clubs and national governing bodies with opportunities to take ownership of their own facilities; it may also provide non-asset owning sports clubs with their first chance to take on a building.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

The Sport England Community Sport Asset Transfer Toolkit is a bespoke, interactive web based tool that provides a step by step guide through each stage of the asset transfer process: <http://www.sportengland.org/facilities-planning/tools-guidance/asset-transfer/>

Recommendation (c) Maximise community use of education facilities where there is a possibility to do so.

It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to grass pitches for community use is limited.

In order to maximise community use of educational facilities it is recommended to establish a more coherent, structured relationship with schools. The ability to access good facilities within the local community is vital to any sports organisation, yet many clubs struggle to find good quality places to play and train. In Surrey Heath, pricing policies at facilities can be barrier to access at some of the education sites but physical access, poor quality and resistance from schools, especially some academies, to open up provision is also an issue.

A large number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the schools and the local clubs. The Council and other key partners must work with schools to develop an understanding of the issues that restrict or affect community access. Support should be provided, where appropriate, to address underlying problems. Consideration should be given to a centralised booking system for community use of schools to minimise administration and make access easier for the users.

The following is a list of schools that have outdoor sports facilities in Surrey Heath but do not allow community use:

- ◀ Bisleigh C of E Primary School
- ◀ Crawley Ridge Junior School
- ◀ Hall Grove School
- ◀ Grove Primary School
- ◀ Lakeside Primary School
- ◀ Wishmore Cross Academy
- ◀ Cordwalles Junior School
- ◀ Coworth Flexlands School
- ◀ Frimley C of E School
- ◀ Holy Trinity C of E Primary School
- ◀ Gordon's School
- ◀ Ravenscote Junior School

In some instances, grass pitches are unavailable for community use due to poor quality and therefore remedial works will be required before community use can be established. The low carrying capacity of these pitches sometimes leads to them being played to capacity or overplayed simply due to curricular and extra-curricular use, meaning they cannot accommodate any additional use by the community.

As detailed earlier, Sport England has also produced guidance, online resources and toolkits to help open up and retain school sites for community use and can be found at:

Community Use: <https://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/community-use-agreements/>

Schools Toolkit: <http://www.sportengland.org/facilities-planning/use-our-school/>

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Although there are a growing number of academies in Surrey Heath that the Council has no control over the running of, it is still important to understand the significance of such sites and attempt to work with the schools where there are opportunities for community use. In addition, the relevant NGB has a role to play in supporting the Council to deliver the strategy and communicating with schools where necessary to address shortfalls in provision, particularly for football pitches.

OBJECTIVE 2

To enhance outdoor sports facilities through improving quality and management of sites

Recommendations:

- d. Improve quality
- e. Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites.
- f. Work in partnership with stakeholders to secure funding
- g. Secure developer contributions.

Recommendation (d) – Improve quality

There are a number of ways in which it is possible to improve quality, including, for example, addressing overplay and improving maintenance. Given that most councils are operating under reducing budgets it is currently advisable to look at improving only poor quality pitches as a priority. However, given such pressures on budgets any direct investment into pitch quality is unlikely and other options for improvements should be considered. This could be via asset transfer as highlighted in Objective 1, for example for cricket, the Club could maintain the square and the Council the outfield. Other options may include equipment banks and the pooling of resources for maintenance.

The FA, and ECB are both part of the Pitch Improvement Programme (PIP) which has been developed in partnership with Institute of Groundsmanship (IOG) to develop a grass pitch maintenance service that can be utilised by grassroots clubs with the aim of improving the quality of grass pitches. The key principles behind the service are to provide clubs with advice/practical solutions on a number of areas, with the simple aim of improving the clubs' playing surface. Where quality issues are identified, the PIP should be accessed to help support improvements.

Addressing pitch quality issues

Pitch quality in Surrey Heath is variable but on the whole, is assessed as standard quality, with a small proportion of poor and good quality pitches.

Generally, where pitches are assessed as standard or poor quality and/or overplayed, maintenance regimes should be reviewed and, where possible, improved to ensure it is of an appropriate standard to sustain/improve pitch quality. Ensuring existing maintenance of good quality pitches continues is also important.

Based on an achievable target using existing quality scoring to provide a baseline, a quality standard should be used to identify deficiencies, and investment should be focused on those sites which fail to meet the proposed standard (using the site audit database, provided in electronic format). The Strategy approach to these outdoor sports facilities achieving these standards should be to enhance quality and therefore the planning system should seek to protect them.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

For the purposes of the Quality Assessments, the Strategy will refer to pitches and ancillary facilities separately as Good, Standard or Poor quality. For example, some good quality sites have poor quality elements i.e. changing rooms or a specific pitch.

Good quality refers to pitches that have, for example, good grass cover, an even surface, are free from vandalism and litter. For rugby, a good quality pitch is also pipe and/or slit drained. In terms of ancillary facilities, good quality refers to access for disabled people, sufficient provision for referees, juniors/women/girls and appropriate provision of showers, toilets and car parking.

Standard quality refers to pitches that have, for example, adequate grass cover, minimal signs of wear and tear and goalposts may be secure but in need of minor repair. For rugby, drainage is natural but adequate. In terms of ancillary facilities, standard quality refers to adequately sized changing rooms, storage provision and provision of toilets.

Poor quality refers to pitches that have, for example, inadequate grass cover, uneven surface and poor drainage. For rugby, pitches will have inadequate natural drainage. In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old, dated interior.

Please refer to the Sport England/NGB quality assessments. Sites played beyond capacity may require remedial action to help reduce this.

Without appropriate, fit for purpose ancillary facilities, good quality pitches may be underutilised. Changing facilities form the most essential part of this offer and therefore key sites should be given priority for improvement.

In order to prioritise investment into key sites it is recommended that the steering group works up a list of criteria, relevant to Surrey Heath, to provide a steer on future investment.

For improvement/replacement of AGPs refer to Sport England and the NGBs 'Selecting the Right Artificial Surface for Hockey, Football, Rugby League and Rugby Union' document for a guide as to suitable AGP surfaces:

www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/

Addressing pitch overplay

In order to improve the overall quality of the playing pitches stock; it is necessary to ensure that pitches are not overplayed beyond recommended weekly carrying capacity. This is determined by assessing pitch quality (via a non-technical site assessment) and allocating a weekly match limit to each. Each NGB recommends a number of matches that a good quality pitch should take:

Sport	Pitch type	No. of matches		
		Good quality pitch	Standard quality pitch	Poor quality pitch
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Sport	Pitch type	No. of matches		
		Good quality	Standard quality	Poor quality
Rugby union*	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

* Please note that the RFU believes that it is most appropriate to base the calculation of pitch capacity upon an assessment of the drainage system and maintenance programme afforded to a site.

There are also sites that are poor quality but are not overplayed. These sites should not be overlooked as often poor quality sites have less demand than other sites but demand could increase if the quality was to increase. Improving pitch quality should not be considered in isolation from maintenance regimes.

Whilst it works both ways, in so much as, poor pitch condition is a symptom of pitches being overplayed, potential improvements may make sites more attractive and, therefore, more popular; which in the long run can lead again to poor quality pitches if they are not maintained properly.

There is also a need to balance pitch improvements alongside the transfer of play to alternative pitch sites. Therefore, work with clubs to ensure that sites are not played beyond their capacity and encourage play, where possible, to be transferred to alternative venues which are not operating at capacity.

Increasing maintenance

Standard or poor grass pitch quality may not just be a result of poor drainage. In some instances, ensuring there is an appropriate maintenance for the level/standard of play can help to improve quality and therefore increase pitch capacity. Each NGB can provide assistance with reviewing pitch maintenance regimes.

For example, NGBs have introduced a Pitch Advisor Scheme and have been working in partnership with Institute of Groundmanship (IOG). The key principles behind the scheme are to provide clubs with advice/practical solutions on a number of areas, with the simple aim of improving the club's playing surface.

At local authority sites in Surrey Heath, maintenance of grass pitches is deemed to be basic. Where local authority pitches are recommended for improvement within the action plan, carrying out additional regular work such as aerating and sand dressing, as well as fertilising and/or weed killing the whole pitch will all improve quality. An improvement in post season remedial work is also recommended. The Council should work with users and the County FA to fully determine the most appropriate pitch improvements on a site by site basis.

In relation to cricket specifically, maintaining high pitch quality is the most important aspect of cricket. If the wicket is poor, it can affect the quality of the game and can, in some instances, become dangerous. The ECB recommends full technical assessments of wickets and pitches available through a Performance Quality Standard Assessment (PQS). The PQS assesses a cricket square to ascertain whether the pitch meets the Performance Quality Standards that are benchmarked by the Institute of Groundsmanship. Please note that PQS assessments are also available for other sports.

Recommendation (e) – Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites

To allow for facility developments to be programmed within a phased approach the Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities. Please refer to Part 6: Action Plan for the proposed hierarchy.

Recommendation (f) – Work in partnership with stakeholders to secure funding

Partners, led by the Council, should ensure that appropriate funding secured for improved sports provision are directed to areas of need, underpinned by a robust strategy for improvement in outdoor sports facilities.

In order to address the community's needs, to target priority areas and to reduce duplication of provision, there should be a coordinated approach to strategic investment. In delivering this recommendation the Council should maintain a regular dialogue with local partners and through the Playing Pitch Steering Group.

Although some investment in new provision will not be made by the Council directly, it is important that the Council seeks to direct and lead a strategic and co-ordinated approach to facility development by education sites, NGBs, sports clubs and the commercial sector to address community needs whilst avoiding duplication of provision.

Please refer to Appendix Two for further funding information which includes details of the current opportunities, likely funding requirements and indicative project costs.

One of sport's greatest contributions is its positive impact on public health and it is therefore important to lever in investment from other sectors such as health and wellbeing, for example. Sport and physical activity can have a profound effect on peoples' lives, and plays a crucial role in improving community cohesion, educational attainment and self-confidence.

Recommendation (g) –Secure developer contributions

It is important that this Strategy informs policies and supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development.

The following guidance should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate playing fields and subsequent maintenance. Section 106 contributions could also be used to improve the condition and maintenance regimes of the pitches in order to increase pitch capacity to accommodate more matches.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

A number of planning policy objectives should be implemented to enable the above to be delivered:

- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106 Agreement or equivalent must be completed specifying the amount which will be linked to Sport England's Building Cost Information Service from the date of the permission, and timing of the Contribution(s) to be paid.
- ◀ Contributions should also be secured towards the first ten years of maintenance on new pitches. NGBs and Sport England can provide further and up to date information on the associated costs.
- ◀ External funding should be sought/secured to achieve maximum benefit from the investment into appropriate playing pitch facility enhancement and its subsequent maintenance.
- ◀ Where new multiple pitches are provided, appropriate changing rooms and associated car parking should be located on site.
- ◀ All new or improved outdoor sports facilities on school sites should be subject to community use agreements. For further guidance please refer to Sport England:
<http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/community-use-agreements/>

OBJECTIVE 3

To provide new outdoor sports facilities where there is current or future demand to do so.

Recommendations:

- h. Rectify quantitative shortfalls through the current pitch stock.
- i. Identify opportunities to add to the overall stock to accommodate both current and future demand.

Recommendation (h) - Rectify quantitative shortfalls through the current stock

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the Assessment Report and the sport by sport specific recommendations (Part 4: Sport by Sport Recommendations).

It is important that the current levels of grass pitch provision are protected, maintained and enhanced to secure provision now and in the future. Maximising use of existing pitches through a combination of the following will help to reduce shortfalls and accommodate future demand:

- ◀ Improving pitch quality in order to improve the capacity of pitches to accommodate more matches.
- ◀ The re-designation of pitches for which there is an oversupply.
- ◀ Securing long term community use at school sites.
- ◀ Working with commercial and private providers to gain access to pitches currently unavailable for community use.

Unmet demand, changes in sport participation and trends, and proposed housing growth should be recognised and factored into future facility planning. Assuming an increase in participation and housing growth occurs, it will impact on the future need for certain types of sports facilities. Sports development work also approximates unmet demand which cannot currently be quantified (i.e. it is not being suppressed by a lack of facilities) but is likely to occur. The table overleaf highlights the main development trends in each sport and their likely impact on facilities. However, it is important to note that these may be subject to change and are not necessarily area specific.

Furthermore, retaining some spare capacity allows some pitches to be rested to protect overall quality in the long term. Therefore, whilst in some instances it may be appropriate to re-designate a pitch where there is low demand identified a holistic approach should be taken to re-designation for the reasons cited.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Likely future sport-by-sport demand trends

Sport	Future sports development trend	Strategy impact
Football	Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small sided football for adults.	Additional need for 3G pitches. Sustain current pitch stock but give consideration to pitch reconfiguration to accommodate youth 11v11 football. Qualitative improvements.
	Demand for mini and youth football is likely to increase based on TGRs and The FA has a key objective to deliver 50% of mini and youth football on 3G AGP's.	Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise new or existing 3G pitches to accommodate this demand and ensure FA testing.
3G pitches	Demand for 3G pitches for football is high and will continue to increase as currently there is a shortfall of full size pitches. It is likely that future demand for the use of 3G pitches, especially for training, will increase.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches as well as sinking funds. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches. Utilise Sport England/NGB guidance on choosing the correct surface: https://www.sportengland.org/media/4275/selecting-the-right-artificial-surface-rev2-2010.pdf
Cricket	Demand is likely to remain static for grass wickets for both junior and adult participation; however, there is an expected continued increase in non-traditional formats such as LMS and T20.	Sustain current pitch stock. Isolated pockets of demand for access to additional facilities where pitches are operating at capacity. A need to install non-turf wickets and encourage greater use for non-traditional formats and junior cricket.
	An increase in casual play, especially from South Asian communities.	Develop cricket within communities that more commonly play informal formats of the game.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Rugby union	The RFU work towards achieving the stated outcomes of its National Facilities Strategy (2013-2017), the RFU National Women and Girls Strategy and the RFU National Male XV-a-side Strategy. Locally the RFU want to ensure access to pitches in Surrey Heath that satisfies the existing demand and predicted growth. Further, the RFU is aiming to protect and improve pitch quality plus that of ancillary facilities including changing rooms and floodlights as current and future demand requires.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock, support facility development where appropriate and increase the number of floodlit pitches where necessary, subject to normal planning considerations.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Sport	Future sports development trend	Strategy impact
	The RFU investment strategy into AGPs considers sites where grass rugby pitches are over capacity and where an AGP would support the growth of the game at the host site and for the local rugby partnership, including local clubs and education sites. To achieve this, the RFU is keen to work locally with partners such as the Council and the FA to look at sites of mutual interest.	Consider requirement for a World Rugby compliant 3G pitch given shortfalls identified on grass pitches and level of training demand on grass pitches.
Hockey	Current playing level is likely to be sustained although future demand relating to the one hockey club playing in Surrey Heath is unknown.	Ensure continued use of at least one sand-based AGPs to accommodate current demand and ensure sinking funds are in place for long-term sustainability. Further communicate with Camberley & Farnborough HC to fully determine its needs and in particular its future demand. Should it express future demand for an increase in senior teams, an additional sand-based pitch needs protection and community access is required.
Tennis	Membership of clubs is expected to increase, whilst casual play is expected to remain static.	Increases in participation can be accommodated through protecting current court supply and providing additional courts that are floodlit where possible.
Bowls	No expected net increase in memberships.	Likely that any future increase could be accommodated on existing greens.
Athletic	Membership of athletics clubs is likely to increase based on latent and future demand expressed. There is also an expected increase in demand for Park Run, 3-2-1 routes and Run England groups.	Increases in club participation requires an increase in provision and particularly an increase in coaching. The creation of more Park Run events, 3-2-1 routes and Run England groups should also be explored.
Netball	Membership of clubs is expected to increase.	Likely that any future increase could be accommodated on existing courts, however, providing more courts that are floodlit would be beneficial.

Recommendation (i) - Identify opportunities to add to the overall stock to accommodate both current and future demand

The Steering Group should use, and regularly update, the Action Plan within this Strategy for improvements to council pitches whilst recognising the need to support partners. The Action Plan lists improvements to be made to each site focused upon both qualitative and quantitative improvements as appropriate for each area.

Although there are identified shortfalls of match equivalent sessions, the majority of current and identified future demand is currently being met and most of these shortfalls are likely to be addressed through quality improvements. Adding to the current facility stock, particularly in the short term, is therefore not recommended as a priority, except in the case of 3G pitches where there is a discrete need for additional pitches, or where there is significant housing growth.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Notwithstanding the above, there remains an isolated need to reconfigure pitches at certain sites, in particular in relation to the lack of dedicated youth 11v11 football pitches. There may also be a need for new pitch provision should future demand substantially eclipse what is currently projected, such as for a large housing development in an area with playing pitch shortfalls.

New housing development - the PPS should be used to determine what impact any new housing development will have on the demand and capacity of existing sites in the area, and whether there is a need for local improvements to increase capacity or make new provision if required.

The Council should use Sport England's Playing Pitch Demand Calculator as a tool for determining developer contributions linking to sites within the locality. Please contact Sport England for access to the calculator <https://www.sportengland.org/contact-us/>

PART 6: ACTION PLAN

Introduction

The site-by-site action plan seeks to address key issues identified in the accompanying Assessment Report. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement.

It should be reviewed in the light of staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make. Recommendation e below explains the hierarchy of priorities on the list. It is imperative that action plans for priority projects should be developed through the implementation of the strategy.

The Council should make it a high priority to work with NGBs and other partners to comprise a priority list of actions based on local priorities, NGB priorities and available funding.

Recommendation (e) - Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites

To allow for facility developments to be programmed within a phased approach, the Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities.

The identification of sites is based on their strategic importance in a Borough-wide context i.e. they accommodate the majority of demand or the recommended action has the greatest impact on addressing shortfalls identified either on a sport by sport basis or across the Borough as a whole.

Table 6.1: Proposed tiered site criteria

Criteria	Strategic sites	Key centres	Local sites
Site location	Strategically located in the Borough. Priority sites for NGBs.	Strategically located within the analysis area.	Serves the local community.
Site layout	Accommodates three or more grass pitches, including provision of an AGP.	Accommodates two or more grass pitches.	Accommodates one or more pitches.
Type of sport	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision.
Management	Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned.	Management control remains within the local authority/provider or with an appropriate club on a lease arrangement.	Management control remains within the local authority/provider or with an appropriate club on a lease arrangement.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Criteria	Strategic sites	Key centres	Local sites
Maintenance regime	Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in house maintenance contract.
Ancillary facilities	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	No changing room access on site or appropriate access to accommodate both senior and junior use concurrently (if required).

Strategic sites are of Borough wide importance where users are willing to travel to access the range and high quality of facilities offered and are likely to be multi-sport. These have been identified on the basis of the impact that the site will have on addressing the issues identified in the assessment.

The financial, social and sporting benefits which can be achieved through development of strategic sites (also known as hub sites) are significant.

It may be appropriate to consider rationalisation of some existing playing field sites (that are of low value i.e. one/two pitch sites with no changing provision) to generate investment towards creating bigger better quality sites (Strategic Sites) in order to develop the hierarchy of sites (see recommendation e). Identification of these potential sites should be carried out in partnership with the Steering Group and in particular, the NGB for that particular sport.

Key centres although these sites are more community focused, some are still likely to service a wider analysis area (or slightly wider). However, there may be more of a focus on a specific sport i.e. a dedicated site.

From a football perspective, these sites already seek to accommodate the growing emphasis on football venues catering for youth football (especially mini-soccer) matches. The conditions recommended for mini and youth football are becoming more stringent. This should be reflected in the provision of a unique tier of pitches for mini and youth football solely that can ensure player safety, as well as being maintained more efficiently. It is anticipated that both youth and mini-football matches could be played on these sites. Initial investment could be required in the short term and identified in the Action Plan.

Additionally, it is considered that some financial investment will be necessary to improve the ancillary facilities at both Strategic sites and Key Centres to complement the pitches in terms of access, flexibility (i.e. single-sex changing if necessary), quality and that they meet the rules and regulations of local competitions.

Local sites refer to those sites which are hired to clubs for a season, or are sites which have been leased on a long-term basis. Primarily they are sites with one pitch or a low number of pitches that service just one sport. The level of priority attached to them for Council-generated investment may be relatively low and consideration should be given, on a site-by-site basis, to the feasibility of a club taking a long-term lease on the site (if not already present), in order that external funding can be sought.

It is possible that sites could be included in this tier which are not currently hired or leased to a club, but have the potential to be leased to a suitable club. Such sites will require some level of investment, either to the pitches or ancillary facilities, and it is anticipated that one of the conditions of offering a hire/lease is that the club would be in a position to source external funding to improve the facilities.

It is possible that sites could be included in this tier which are not currently hired or leased to a club, but have the potential to be leased to a suitable club. NGBs would expect the facility to be transferred in an adequate condition that the club can maintain. In the longer term, the Club should be in a position to source external funding to improve/extend the facilities.

Management and development

The following issues should be considered when undertaking sports related site development or enhancement:

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.
- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Negotiation with landowners to increase access to private strategic sites.
- ◀ Availability of funding.

Action plan columns

Partners

The column indicating 'Partners' refers to the main organisations that the Council should look to work with to support delivery of the actions. Given the extent of potential actions it is reasonable to assume that partners will not necessarily be able to support all of the actions identified but where the action is a priority and resource is available the partner will endeavour to provide support.

Site hierarchy tier

Strategic sites have a **high** priority level as they have Borough wide importance and have been identified on the basis of the impact that the site will have on addressing the key issues identified in the assessment.

Key centres are a **medium** priority and have analysis area importance and have been identified on the basis of the impact that the site will have on addressing the issues identified in the assessment.

Low priority sites tend to be single pitch or single sport sites and often club or education sites with local specific importance but that may also contribute to addressing the issues identified in the assessment.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Costs

The strategic actions have also been ranked as low, medium or high based on cost. The brackets in which these sit are:

(L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above. These are based on Sport England's estimated facility costs which can be found at:

<https://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/>

Timescales

The action plan has been created to be delivered over a ten year period. The information within the Assessment Report, Strategy and Action Plan will require updating as developments occur. The timescales relate to delivery times and are not priority based.

Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

RURAL ANALYSIS AREA

Football

Summary of current and future demand for grass football

Analysis area	Demand (match equivalent sessions)					
	Actual spare capacity ⁶	Overplay	Current total	Latent/displaced demand	Future demand	Total
Adult pitches	5	0.5	4.5	1	-	3.5
Youth pitches 11v11	-	-		1	1	2
Youth pitches 9v9	-	-		3	1	4
Mini pitches 7v7	2	-	2	2	0.5	0.5
Mini pitches 5v5	1	-	1	-	1.5	0.5

- ◀ There is a current spare capacity on adult pitches amounting to 4.5 adult match sessions, which reduces to 3.5 match sessions when accounting for future demand.
- ◀ Youth 11v11 pitches are currently played to capacity, however, future demand results in a shortfall of two match sessions.
- ◀ Youth 9v9 pitches are currently played to capacity, however, future demand results in a shortfall of four match sessions.
- ◀ There is current spare capacity on 7v7 pitches amounting to two match sessions, however, future demand results in a shortfall of 0.5 match sessions.
- ◀ There is a small amount of current spare capacity on 5v5 pitches amounting to one match session, however, future demand results in a shortfall of 0.5 match sessions.
- ◀ An adult pitch at Lightwater Leisure Centre is overplayed by 0.5 match sessions.
- ◀ There is current and future demand for two full size 3G pitches to satisfy training demand, of which, there are currently none.
- ◀ There is a smaller size 3G pitch at Lightwater Leisure Centre, which can accommodate some training demand.

Recommendations

- ◀ Improve pitch quality to reduce shortfalls and to increase future capacity.
- ◀ Seek to improve pitch quality at Lightwater Leisure Centre to alleviate overplay, or transfer play to sites with actual spare capacity.
- ◀ Transfer youth 11v11 teams from adult pitches to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future youth pitch capacity.
- ◀ Seek use of currently unavailable sites in order to further reduce shortfalls and build future capacity.
- ◀ Provide security of tenure for all clubs using education sites through community use agreements.
- ◀ Improve changing facilities at Bisley Recreation Ground, Briar Avenue Recreation Ground and Windlesham Field of Remembrance.
- ◀ Explore feasibility of increasing 3G pitch stock by two to alleviate training shortfall.

⁶ In match equivalent sessions

Cricket

- ◀ There are seven grass wicket cricket squares available for community use and no non-turf wickets.
- ◀ Of the squares available for community use, one is assessed as good and six are assessed as standard quality.
- ◀ Windlesham Field of Remembrance and Woodcote House School both have actual spare capacity amounting to 25 and 30 match sessions respectively and both pitches are currently unused by the community.
- ◀ Bagshot Park is overplayed by 18 match sessions.
- ◀ There is overall spare capacity equating to 37 match sessions both currently and in the future.

Recommendations

- ◀ Review quality issues and seek to improve quality where possible.
- ◀ Explore use of equipment banks to improve maintenance regimes.
- ◀ Ensure appropriate maintenance at Bagshot Park to accommodate high levels of use and consider options to alleviate overplay, such as transferring play or installing a non-turf wicket.
- ◀ Alternatively, explore community use at currently unused sites to alleviate overplay.

Rugby union

- ◀ There are four senior pitches available for community use and six pitches unavailable for community use.
- ◀ All of the pitches available for community use are assessed as standard quality.
- ◀ Chobham RUFC is without security of tenure at its secondary venues (Wishmore Cross Academy and Gordon's School), as is Lightwater RUFC at Lightwater Leisure Centre.
- ◀ Chobham Rugby Club and Lightwater Leisure Centre are overplayed by 2.5 and two match sessions respectively, with all other pitches played to capacity.
- ◀ Based on current and future demand, there is an overall shortfall amounting to six match sessions.

Recommendations

- ◀ Improve pitch quality at Chobham Rugby Club through improved maintenance and/or the installation of a drainage system to reduce overplay.
- ◀ Explore installation of additional floodlighting to fully alleviate overplay at Chobham Rugby Club.
- ◀ Alternatively, explore feasibility of providing a World Rugby compliant 3G pitch.
- ◀ Seek resolution to overplay at Lightwater Leisure Centre due to it being a dual use football pitch.
- ◀ Improve security of tenure at Wishmore Cross Academy, Gordon's School and Lightwater Leisure Centre through community use agreements.

Hockey

- ◀ There is one full size, floodlit, sand-based AGP, located at Gordon's School.
- ◀ The pitch is unavailable for community use due to a planning condition, although the School is trying to get this lifted so that it becomes available.
- ◀ It was provided in 2010 and has no reported quality issues.

Recommendations

- ◀ Explore community use options at Gordon's School and consider lifting planning permission, particularly if Camberley & Farnborough HC expands and requires access.
- ◀ If the pitch is made available to the community, and if it is required by Camberley & Farnborough HC, protect as a sand-based AGP.
- ◀ Ensure a sinking fund is in place for long-term sustainability.

Tennis

- ◀ There are 19 courts available for community use and ten courts unavailable for community use.
- ◀ Of courts available for community use, six are assessed as good quality, ten as standard quality and three as poor quality.
- ◀ There are 16 floodlit courts.
- ◀ Tenure is considered unsecure for Bagshot Tennis Club and the Club also rates its ancillary provision as poor quality.
- ◀ Ad Tennis operated in the area out of Lightwater Leisure Centre.
- ◀ Bagshot TC and Chobham & District LTC are operating above capacity, meaning the clubs require access to additional courts.

Recommendations

- ◀ Improve court quality at club sites where required and improve offering of council courts to an adequate standard for informal play.
- ◀ Support Bagshot TC in its site development aspirations and improving its security of tenure through extending its lease agreement.
- ◀ Support Ad Tennis to ensure the organisation continues to operate within Surrey Heath.
- ◀ Explore options to provide Bagshot TC and Chobham & District TC with access to more courts.
- ◀ Explore community use at currently unused sites.

Bowls

- ◀ There are two greens, both of which are assessed as good quality.
- ◀ Security of tenure is an issue at West End Bowls Club.
- ◀ Both greens are operating above the ideal membership for single green sites, however, current supply is deemed adequate to service demand as no clubs express a need for an additional green to be provided.

Recommendations

- ◀ Ensure appropriate maintenance to sustain green quality.
- ◀ Seek improved security of tenure for West End BC.
- ◀ Support clubs with aspirations to make ancillary facility developments.

Athletics

- ◀ There are no athletics facilities in the Analysis Area.

Recommendations

- ◀ Explore future options in relation to roll out initiatives such as Park Run, Run England and 3-2-1 routes in park sites.

Netball

- ◀ There are five courts available for community use and eight courts unavailable.
- ◀ Of courts available to the community, two are assessed as good (Lightwater Leisure Centre) and three are assessed as poor (Connaught Junior School).
- ◀ Connaught Junior School is accessed by Surrey Heath NC for training purposes, although no security of tenure is provided.
- ◀ Back to Netball sessions also take place at Connaught Junior School

Recommendations

- ◀ Improve court quality at Connaught Junior School and seek to provide security of tenure to Surrey Heath NC.

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁷	Cost ⁸
2	Bagshot Park	Cricket	Club	A standard quality square with 12 grass wickets that is used by Bagshot CC. Overplayed by 18 match sessions per season.	Review maintenance regime to improve quality and sustain high levels of usage. Consider installation of a non-turf wicket on site to alleviate overplay.	Club ECB	Local	S	L
4	Bisley C of E Primary School	Football	School	A poor quality 7v7 pitch that is unavailable to the community.	Improve pitch quality and explore community use options with the School to reduce local shortfalls	School FA	Local	S	L
5	Bisley Recreation Ground	Football	Council	Two standard quality adult pitches that are played to capacity. Changing facilities are rated as poor quality. High levels of imported demand received.	Review maintenance regime to sustain usage and protect quality. Improve changing facilities.	FA	Local	S	M
6	Briar Avenue Recreation Ground	Football	Council	A standard quality adult pitch with one match equivalent of actual spare capacity. Changing facilities are rated as poor quality. Used exclusively by youth 11v11 teams.	Improve changing facilities and retain some spare capacity to protect quality. Consider pitch reconfiguration to better accommodate youth 11v11 users.	FA	Local	S	L
9	Chobham Cricket Club	Football	Club	One 9v9, one 7v7 and one 5v5 pitch all assessed as poor quality due to drainage issues. Pitches are over marked on to cricket outfield and are unavailable when the cricket season is ongoing. Actual spare capacity on each pitch type is discounted due to poor quality.	Improve pitch quality via improved drainage to provide actual spare capacity. Ensure appropriate maintenance to sustain over markings.	Club FA	Key	S	M
		Cricket		A good quality square with 14 grass wickets that is owned by Chobham CC and played to capacity.	Review maintenance regime to sustain quality and high levels of usage. Ensure no further use to prevent overplay.			Club ECB	L
10	Chobham Recreation Ground	Football	Council	A standard quality adult pitch with minimal spare capacity.	Retain spare capacity to protect and improve quality.	FA	Local	L	L
		Tennis	Club	Three good quality, floodlit, macadam courts that are leased by Chobham & District LTC. The courts are considered to be operating over capacity.	Sustain court quality. Explore options to provide Chobham & District LTC with access to more courts.	Club LTA		S	L
12	Chobham Rugby Club	Rugby union	Club	Two standard quality senior pitches, owned by Chobham RUFC, with adequate maintenance (M1) and natural adequate drainage (D1). One of the pitches is floodlit for training purposes. One pitch is played to capacity and one pitch is overplayed by 2.5 match equivalent sessions.	Improve pitch quality through improved maintenance and/or the installation of a drainage system to reduce overplay. Explore installation of additional floodlighting to fully alleviate overplay, or explore providing a World Rugby compliant 3G pitch.	Club RFU	Key	S	L
15	Connaught Junior School	Football	School	One 9v9 and three 7v7 pitches all assessed as standard quality. Played to capacity at peak time. Tenure for club users is considered unsecure.	Seek community use agreements with club users to provide improved security of tenure. Ensure appropriate maintenance regime to sustain usage and protect quality.	School FA	Local	S	L
		Tennis		Three poor quality macadam courts that are floodlit. No regular tennis demand recorded.	Retain and improve quality for school use and for netball use.	School LTA		S	L

⁷ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

⁸ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁷	Cost ⁸
		Netball		Three poor quality macadam courts that are floodlit. Used by Surrey Heath NC for training purposes and for Back to Netball sessions, although no security of tenure is provided.	Improve court quality to sustain usage and provide greater security of tenure through a community use agreement.	School		S	L
16	Coworth Flexlands School	Football	School	A standard quality 7v7 pitch that is unavailable for community use.	Explore community use options with the School to reduce local shortfalls.	School FA	Local	S	L
21	Gordon's School	Football	School	Three adult, two 9v9 and two 7v7 pitches assessed as standard quality. The 9v9 pitches are over marked onto a senior rugby pitch. No community use is allowed.	Explore community use options with the School to reduce local shortfalls. Ensure appropriate maintenance to sustain over markings.	School FA	Key	S	L
		Cricket		Two standard quality standalone non-turf wicket squares that are unavailable to the community.	No local demand. Retain for school use.	School ECB		L	L
		Rugby union		Two good quality senior pitches with good maintenance (M2) and natural adequate drainage (D1). Officially unavailable to the community, although some use is recorded by Chobham RUFC.	Sustain quality. Seek to formalise use by Chobham RUFC through a community use agreement.	School RFU		S	L
		Hockey		A full size, floodlit, sand-based AGP that was provided in 2010. The pitch is unavailable for community use due to a planning condition, however, the School has aspirations to have this lifted so that it can be made available.	Ensure a sinking fund is in place for long term sustainability. Consider options to life planning condition to allow for community use, particularly if Camberley & Farnborough HC expresses a need for an additional pitch to be provided.	School EH		S	L
		Tennis		Two standard quality macadam courts that are floodlit and unavailable for community use.	No local demand. Retain for school use.	School LTA		L	L
22	Hall Grove School	Football	School	Two standard quality adult pitches that are unavailable for community use.	Explore community use options with the School to reduce local shortfalls and consider pitch reconfiguration to better accommodate school users.	School FA	Key	S	L
		Cricket		Four grass wickets squares with a total of 18 grass wickets and one standalone non-turf wicket. Unavailable for community use.	No local demand. Retain for school use.	School ECB		L	L
		Rugby union		Two standard quality senior pitches with adequate maintenance (M1) and natural adequate drainage (D1). Unavailable for community use.	Review maintenance regime and retain spare capacity for school use.	School RFU		S	L
		Tennis		One good quality macadam court that is floodlit and unavailable for community use.	No local demand. Retain for school use.	School LTA		L	L
25	Holy Trinity C of E Primary School	Football	School	A standard quality 9v9 pitch and a standard quality 7v7 pitch that are unavailable for community use.	Explore community use options with the School to reduce local shortfalls.	School FA	Local	S	L
		Tennis		Two poor quality macadam courts that are without floodlighting and are unavailable for community use.	No local demand. Retain for school use.	School LTA		L	L

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁷	Cost ⁸
29	Lightwater Leisure Centre	Football	Commercial	A standard quality adult pitch that is a dual use rugby pitch. The pitch is overplayed.	Seek the transfer of teams to a site with actual spare capacity to alleviate overplay, such as Lightwater Recreation Ground. Ensure appropriate maintenance to sustain over markings or explore option to mark out a dedicated pitch.	FA	Key	S	L
		Rugby union		A standard quality senior pitch with adequate maintenance (M1) and natural adequate drainage (D1). Over marked by an adult football pitch. Used by Lightwater RUFC, although no security of tenure is provided. Pitch is substantially overplayed.	Seek to improve pitch quality through improved maintenance and/or the installation of a drainage system. Explore options to mark out a dedicated pitch to alleviate overplay due to football use. Provide improved security of tenure through a community use agreement.	RFU		S	L
		Tennis		Two good quality, floodlit, artificial turf courts. Used by Lightwater Park TC for all activity and by Ad Tennis for coaching sessions.	Sustain quality. Ensure community use agreements are in place with Lightwater Park TC and for Ad Tennis.	LTA		L	L
30	Lightwater Recreation Ground	Football	Council	A standard quality adult pitch with one match session of actual spare capacity.	Seek the transfer of teams from overplayed sites to maximise carrying capacity.	FA	Local	S	L
31	Lion Park	Football	Council	A standard quality adult pitch that is used to capacity. Well used by youth 11v11 teams and also by imported teams.	Review maintenance regime to sustain usage and protect quality. Seek transfer of youth 11v11 teams to dedicated youth 11v11 pitches with actual spare capacity.	FA	Local	S	L
36	Pennyhill Park	Rugby union	Private	A good quality senior pitch with good maintenance (M2) and natural adequate drainage (D1). Unavailable for community use, although use is recorded by the national team.	Review maintenance regime to sustain quality and consider benefits of installing a drainage system.	RFU	Local	L	L
		Tennis		One good quality, floodlit, macadam court that is reserved for private use.	Retain for private use.	LTA		L	L
39	The Recreation Ground	Tennis	Council	Three standard quality macadam courts that are without floodlighting. Used only by casual users.	Improve offering to an adequate standard for informal play.	LTA	Local	M	L
42	Valley End Cricket Club	Cricket	Club	Two standard quality squares with 22 grass wickets combined. Owned by Valley End CC and used by Bagshot CC. Played to capacity at peak time.	Review maintenance regime to improve quality and sustain usage.	Club ECB	Local	L	L
46	Windlesham Field of Remembrance	Football	Council	A standard quality adult pitch and a standard quality 5v5 pitch. Serviced by poor quality changing facilities. One match session of actual spare capacity exists on both pitches.	Improve changing facilities and retain some spare capacity to protect quality.	FA	Key	S	L
		Cricket		A standard quality square with five grass wickets that is currently unused by the community.	Review maintenance regime and explore lack of community demand.	ECB		S	L
		Tennis		Three standard quality macadam courts that are without floodlighting. Used only by casual users.	Improve offering to an adequate standard for informal play.	LTA		M	L

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁷	Cost ⁸
		Bowls	Club	A good quality green that is used by Windlesham BC, The Club expresses an aspiration to improve its clubhouse facility. The green is operating above the ideal membership level.	Protect green and sustain quality to accommodate high membership. Support club in its clubhouse development aspirations.	Club		L	L
47	Windlesham Park	Cricket	Club	A standard quality square with ten grass wickets that is used by Valley End CC and played to capacity.	Review maintenance regime to improve quality and sustain usage. Ensure no further play to prevent overplay.	Club ECB	Local	L	L
48	Woodcote House School	Football	School	A standard quality 9v9 pitch that is used to capacity at peak time. No security of tenure is provided to club users.	Ensure appropriate maintenance to sustain quality and usage. Seek community use agreements with clubs users to provide greater security of tenure.	School FA	Local	S	L
		Cricket		A standard quality square with six grass wickets that is currently unused by the community despite being available.	No local demand. Retain for school use.	School ECB		L	L
		Rugby union		A standard quality senior pitches with adequate maintenance (M1) and natural adequate drainage (D1). Unavailable for community use.	Retain for school use and explore community options with the School and feasibility of transferring community demand from overplayed sites. Review maintenance regime to improve quality.	School RFU		S	L
		Tennis		Three standard quality macadam courts that are without floodlight and are unavailable to the community.	No local demand. Retain for school use.	School LTA		L	L
50	Connaught Pavillion	Football	Club	Two standard quality 5v5 pitches and a standard quality youth 11v11 pitch. Pitches are used to capacity at peak time.	Review maintenance regime to sustain usage and protect quality.	Club FA	Local	L	L
52	Bagshot Football Club	Football	Club	A standard quality adult pitch that is used to capacity.	Review maintenance regime to sustain usage and protect quality. Ensure no further use to prevent overplay.	Club FA	Local	L	L
56	Wishmore Cross Academy	Football	School	A standard quality adult pitch that is unavailable for community use.	Explore community use options with the School to reduce local shortfalls and consider pitch reconfiguration to better accommodate school users.	School FA	Key	S	L
		Rugby union		A standard quality senior pitches with adequate maintenance (M1) and natural adequate drainage (D1). Used by Chobham RUFC as a secondary venue, although no security of tenure is provided.	Review maintenance regime to improve quality. Provide improve security of tenure to Chobham RUFC through a community use agreement.	School RFU		S	L
		Tennis		Two poor quality macadam courts that are without floodlighting and are unavailable to the community.	No local demand. Seek to improve quality and retain for school use.	School LTA		L	L
58	Bagshot Tennis Club	Tennis	Club	Four standard quality macadam courts that are floodlit and leased by Bagshot TC, although this agreement is close to expiring. The changing facilities are reported as poor quality and Bagshot TC has an aspiration to instead have its own clubhouse facility provided.	Seek to improve court quality to good. Explore options to provide Bagshot TC with access to more courts. Extend lease arrangement and support clubs in its clubhouse development aspirations.	Club LTA	Local	M	M

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁷	Cost ⁸
59	West End Bowls Club	Bowls	Club	A good quality green that is leased by West End BC, although only two years remain on this agreement. The green is operating above the ideal membership level.	Protect green and sustain quality to accommodate high membership. Ensure lease agreement is extended to provide greater security of tenure.	Club	Local	L	L

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

URBAN ANALYSIS AREA

Football

Summary of current and future demand for grass football

Analysis area	Demand (match equivalent sessions)					
	Actual spare capacity ⁹	Overplay	Current total	Latent/displaced demand	Future demand	Total
Adult pitches	8.5	12.5	4	2.5	0.5	7
Youth pitches 11v11	-	2.5	2.5	1	5.5	9
Youth pitches 9v9	1	5	4	2.5	3.5	10
Mini pitches 7v7	0.5	-	0.5	2.5	1.5	3.5
Mini pitches 5v5	0.5	-	0.5	0.5	2	2

- ◀ There is a current shortfall on adult pitches amounting to four match sessions, which increases to seven match sessions when accounting for future demand.
- ◀ There is a current shortfall on youth 11v11 pitches amounting to 2.5 match sessions, which increases to nine match sessions when accounting for future demand.
- ◀ There is a current shortfall on 9v9 pitches amounting to four match sessions, which increases to ten match sessions when accounting for future demand.
- ◀ There is a small amount of current spare capacity on 7v7 pitches amounting to 0.5 match sessions, however, future demand results in a shortfall of 3.5 match sessions.
- ◀ There is a small amount of current spare capacity on 5v5 pitches amounting to 0.5 match sessions, however, future demand results in a shortfall of two match sessions.
- ◀ Overplay is evident on pitches at Collingwood College, Frimley Green Recreation Ground, Frimley Lodge Park, Kings International College, Tomlinscote School & Sixth Form College and South Camberley Primary & Nursery School (Redwood Campus).
- ◀ There is current demand for two full size 3G pitches to satisfy training demand and future demand for three, of which, there is currently one (Frimley Lodge Park).
- ◀ Camberley Town FC has been granted planning permission to create a full size 3G pitch at Crabtree Park as well as seven smaller size pitches.

Recommendations

- ◀ Improve pitch quality to reduce shortfalls, alleviate overplay and to increase future capacity.
- ◀ Improve pitch quality at Tomlinscote School & Sixth Form College and Kings International College and transfer remaining overplay to sites with actual spare capacity.
- ◀ Transfer youth 11v11 teams from adult pitches to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future youth pitch capacity.
- ◀ Seek use of currently unavailable sites in order to further reduce shortfalls and build future capacity.
- ◀ Provide security of tenure for all clubs using education sites through community use agreements.
- ◀ Improve changing facilities at Mytchett Community Centre.
- ◀ Insure a sinking fund is in place at Frimley Lodge Park and ensure FA testing goes ahead every three years so the pitch remains suitable for competitive matches.
- ◀ Ensure 3G pitches at Crabtree Park are provided to a high standard and encourage FA testing.

⁹ In match equivalent sessions

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ Explore feasibility of further increasing 3G pitch stock by two to alleviate training shortfall.

Cricket

- ◀ There are six grass wicket cricket squares available for community use and two standalone non-turf wicket squares.
- ◀ Of the grass wicket squares available for community use, one is assessed as good and five are assessed as standard quality.
- ◀ The standalone non-turf wicket square at Tomslincote School & Sixth Form College is assessed as poor quality.
- ◀ Frimley Green Recreation Ground, Frimley Lodge Park and London Road Recreation Ground all have actual spare capacity amounting to 74 match sessions combined.
- ◀ Camberley Cricket Ground and Chobham Road Recreation Ground are overplayed by 12 and 13 match sessions respectively.
- ◀ There is current spare capacity equating to 49 match sessions currently and 17 match sessions in the future.

Recommendations

- ◀ Review quality issues and seek to improve quality where possible.
- ◀ Explore use of equipment banks to improve maintenance regimes.
- ◀ Ensure appropriate maintenance at Camberley Cricket Ground and Chobham Road Recreation Ground to accommodate high levels of use and consider options to alleviate overplay, such as transferring play or installing a non-turf wicket.
- ◀ Alternatively, explore community use at currently unused sites to alleviate overplay.

Rugby union

- ◀ There are six senior pitches available for community use and one pitch (Collingwood College) unavailable for community use.
- ◀ All of the pitches available for community use are assessed as poor quality (four at Watchetts Recreation Ground, one at Kings International College and one at Tomlinscote School & Sixth Form College).
- ◀ The number of changing facilities at Watchetts Recreation Ground is considered to be insufficient to meet the needs of Camberley RUFC.
- ◀ The lease agreement at Watchetts Recreation Ground expires in 2017, meaning no security of tenure is provided.
- ◀ Watchetts Recreation Ground is overplayed by 7.5 match sessions in total, whilst Tomlinscote School & Sixth Form College and Kings International College are unused by the community.
- ◀ Based on current and future demand, there is an overall shortfall amounting to eight match sessions.

Recommendations

- ◀ Improve pitch quality at Watchetts Recreation Ground through improved maintenance and/or the installation of a drainage system to reduce overplay.
- ◀ Consider installation of additional floodlighting to further reduce overplay by spreading out training demand.
- ◀ Alternatively, explore feasibility of a World Rugby compliant 3G pitch.
- ◀ Retain spare capacity at Tomlinscote School & Sixth Form College and Kings International College to improve quality for school use.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

- ◀ Improve security of tenure for Camberley RUFC.
- ◀ Support the Club in its aspirations to make clubhouse improvements.

Hockey

- ◀ There are two full size, floodlit, sand-based AGPs, located at Kings International College and The Princess Royal Barracks.
- ◀ Kings International College is used by Camberley & Farnborough HC, whereas The Princess Royal Barracks is reserved for private use.
- ◀ Kings International College was resurfaced in 2011 and has no reported quality issues.
- ◀ The pitch is operating close to capacity and does not have availability for an increase in senior hockey demand.

Recommendations

- ◀ Further consult with Camberley & Farnborough HC to fully understand its needs, particularly in relation to future demand.
- ◀ Ensure the Club has access to another hockey suitable AGP should it expand its senior section.
- ◀ Protect Kings International College as a sand-based AGP.
- ◀ Ensure a sinking fund is in place for long-term sustainability.

Tennis

- ◀ There are 34 courts available for community use and seven courts unavailable for community use.
- ◀ Of courts available for community use, six are assessed as good quality, 18 as standard quality and ten as poor quality.
- ◀ There are nine floodlit courts.
- ◀ Camberley LTC is operating above capacity, meaning the Club requires access to additional courts.

Recommendations

- ◀ Improve court quality at club sites where required and improve offering of council courts to an adequate standard for informal play.
- ◀ Explore options to provide Camberley LTC with access to more courts.
- ◀ Explore community use at currently unused sites.

Bowls

- ◀ There are three greens, all of which are assessed as good quality.
- ◀ Security of tenure is an issue at Mytchett Community Centre and London Road Recreation Ground.
- ◀ All three greens are operating above the ideal membership for single green sites, however, current supply is deemed adequate to service demand as no clubs express a need for an additional green to be provided.

Recommendations

- ◀ Ensure appropriate maintenance to sustain green quality.
- ◀ Seek improved security of tenure for Camberley BC and Mytchett BC.
- ◀ Support clubs with aspirations to make ancillary facility developments.

Athletics

- ◀ Camberley & District AC operates out of the Analysis Area and uses Kings International College as a home base.
- ◀ The School contains a small clubhouse facility that the Club leases and the grass playing fields are used for training purposes.
- ◀ The Club also accesses a synthetic track outside of Surrey Heath at The Royal Military Academy but reports an aspiration for this demand to take place within Surrey Heath due to access issues.
- ◀ There are two Run England groups; Any1canrun operates out of Frimley Lodge Park and Run with Royston operates out of Arena Leisure Centre
- ◀ A Park Run event is held every Saturday at Frimley Lodge Park.

Recommendations

- ◀ Explore opportunities to develop athletics facilities within Surrey Heath to return displaced demand.
- ◀ Ensure Camberley & District AC remains provided for at Kings International College and protect quality.
- ◀ Support Run England groups and Park Run and explore creation of 3-2-1 routes.

Netball

- ◀ There are seven courts (four at Collingwood College and three at Kings International College), all of which are available for community use.
- ◀ All of the courts are assessed as poor quality and none are floodlit.
- ◀ Neither provider records any regular netball demand.

Recommendations

- ◀ Seek to improve court quality for school and casual use.
- ◀ Consider impact of floodlight installation in relation to attracting community demand.

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹
1	Alma Dettingen Playing Fields	Football	Council	A standard quality adult pitch that is currently unused by the community.	Explore lack of community demand and seek transfer of teams from overplayed sites.	FA	Local	S	L
8	Camberley Cricket Ground	Cricket	Club	A good quality square with 12 grass wickets and owned by Camberley CC. Overplayed by 12 match sessions per season.	Ensure appropriate maintenance to sustain quality and high levels of usage. Consider installation of a non-turf wicket on site to alleviate overplay.	Club ECB	Local	S	L
11	Chobham Road Recreation Ground	Football	Council	A standard quality adult pitch and a standard quality 9v9 pitch, both with one match session of actual spare capacity.	Seek to utilise actual spare capacity through the transfer of teams from overplayed sites.	FA	Key	S	L
		Cricket		A standard quality square with 13 grass wickets that is rented by Frimley CC. The Club expresses an aspiration to lease the clubhouse on site. A non-turf wicket was previously in place but suffered from vandalism. The square is overplayed by 13 match sessions per season.	Review maintenance regime to improve quality and to sustain high levels of usage. Seek transfer of play to sites with spare capacity such as Frimley Lodge Park and Frimley Recreation Ground, both of which are already used by Frimley CC. Enable club to lease the clubhouse on a long term basis.	ECB		S	L
14	Collingwood College	Football	School	A poor quality adult pitch and a poor quality 9v9 pitch. Issues include poor drainage and poor grass coverage. Adult pitch is used exclusively by youth 11v11 teams. Both pitches are overplayed by one match session. No security of tenure is provided to club users.	Improve pitch quality through improve drainage and re-seeding to alleviate overplay. Consider pitch reconfiguration to better accommodate youth 11v11 and school users. Seek community use agreements to provide greater security of tenure to club users. Consider 3G suitability.	School FA	Key	S	L
		Cricket		A standard quality standalone non-turf wicket square that is unused by the community despite being available.	No local demand. Retain for school use.	School ECB		L	L
		Rugby union		A standard quality senior pitch with adequate maintenance (M1) and adequate drainage (D1). Unavailable for community use until September 2016 as the pitch has recently been reseeded and is being protected.	Review maintenance regime to improve quality. Explore community use options with the School from September 2016 and explore feasibility of transferring demand from overplayed sites.	School RFU		S	L
		Tennis		Four poor quality macadam courts that are without floodlight. Unavailable to the community due a lack of demand and quality issues.	No local demand. Seek to improve quality and retain for school use.	School LTA		L	L
17	Crawley Ridge Junior School	Football	School	A standard quality 9v9 pitch that is unavailable to the community.	Explore community use options with the School to reduce local shortfalls.	School FA	Local	S	L

¹⁰ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

¹¹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹
19	Frimley Green Recreation Ground	Football	Council	Four adult pitches assessed as poor quality due to drainage issues, damaged goal posts, poor grass coverage and high levels of unofficial use. Pitches are overplayed by four match sessions. Well used by youth 11v11 teams.	Improve pitch quality through re-seeding, drainage improvements and replacing goalposts to reduce overplay. Seek transfer of some demand to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 users. Consider 3G suitability.	FA	Strategic	S	M
		Cricket		A standard quality square with eight grass wickets that is used by Frimley CC as a secondary venue. Spare capacity remains equating to 18 match sessions and the pitch is available at peak time.	Review maintenance regime to improve quality and seek transfer of play from overplayed Chobham Recreation Ground.	ECB		S	L
		Tennis		Two poor quality macadam courts that are without floodlighting. Used by casual users only.	Improve offering to an adequate standard for informal play.	LTA		M	L
20	Frimley Lodge Park	Football	Council	Four adult, one 9v9, two 7v7 and one 5v5 pitch assessed as poor quality due to drainage issues and high levels of unofficial use. Also a full size 3G pitch assessed as good quality that is FA tested to host competitive matches. Adult pitches are well used by youth 11v11 teams and are substantially overplayed by five match sessions. The 9v9 pitch is overplayed by 1.5 match sessions, whereas spare capacity is discounted on the 7v7 and 5v5 pitches due to quality issues.	Improve grass pitch quality first and foremost through drainage improvements to reduce overplay on adult and 9v9 pitches and to provide actual spare capacity on 7v7 and 5v5 pitches. Seek transfer of some demand from overplayed pitches to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 users. Ensure sinking fund is in place for long term sustainability of 3G pitch and ensure FA testing goes ahead every three years so that it can continue to host competitive matches.	FA	Strategic	S	M
		Cricket		A standard quality square with eight grass wickets that is used by Frimley CC as a secondary venue and Frimley Green CC. Spare capacity remains equating to 16 match sessions and the pitch is available at peak time.	Review maintenance regime to improve quality and seek transfer of play from overplayed Chobham Recreation Ground.	ECB		S	L
24	Heatherside Recreation Ground	Football	Council	Three standard quality adult pitches with two match sessions of actual spare capacity. Well used by youth 11v11 teams.	Seek to utilise actual spare capacity through the transfer of teams from overplayed sites and review maintenance regime to sustain quality and increased levels of usage. Consider pitch reconfiguration to better accommodate youth 11v11 users.	FA	Local	S	L
27	Kings International College	Football	School	A standard quality adult pitch and a standard quality 9v9 pitch. Both pitches are overplayed by 2.5 and two match sessions respectively. Adult pitch is used by youth 11v11 teams. No security of tenure is provided to club users.	Ensure appropriate maintenance to sustain quality give high usage levels. Seek transfer of demand to sites with actual spare capacity to alleviate overplay; particularly the transfer of youth 11v11 demand to dedicated youth 11v11 pitches. Seek community use agreements to provide users with greater security of tenure.	School FA	Key	S	L

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹
		Rugby union		A poor quality senior pitch with adequate maintenance (M1) and natural inadequate drainage (D0). Unused by the community despite being available.	Improve pitch quality through drainage improvements. Retain spare capacity for school use.	School RFU		S	L
		Hockey		A full size, floodlit, sand-based AGP that is used and managed by Camberley & Farnborough HC outside of school hours. The pitch was resurfaced in 2011 and has no quality issues. Used to capacity at peak time for senior hockey, although spare capacity remains for an increase in junior hockey.	Ensure a sinking fund is in place for long term sustainability and protect as a hockey suitable surface. Further consult with Camberley & Farnborough HC to fully determine its needs and in particular its future demand.	School Club EH		L	L
		Tennis		One standard quality macadam court and three poor quality macadam courts, all without floodlighting. Community use is available but no regular demand is received.	Retain and improve quality for school use and explore options to attract community demand.	School LTA		S	L
		Athletics		Used by Camberley & District AC as a home base, with the playing field used for training purposes.	Ensure club remains provided for and explore options for its displaced demand to return to Surrey Heath through the creation of additional facilities.	School Club		M	M
28	Krooner Park / Crabtree Park	Football	Club	A good quality adult pitch that services Step 5 football. Actual spare capacity discounted to protect quality. Planning permission has been granted for a new 3G stadia pitch (as well as smaller sized 3G pitches) to be created as replacement for the grass pitch.	Review maintenance regime to sustain quality. Ensure pitch remains suitable for club users to progress through the football pyramid. Support club in its development plans and ensure 3G pitches are provided to a good quality.	Club FA	Local	S	H
33	London Road Recreation Ground	Football	Council	One standard quality adult pitch and one standard quality 7v7 pitch. Actual spare capacity of one match session exists on the adult pitch, whereas the 7v7 pitch is played to capacity at peak time.	Seek to utilise spare capacity on adult pitch through transfer of teams from overplayed sites. Review maintenance regime to sustain quality and increased levels of usage.	FA	Key	S	L
		Cricket		A standard quality square with eight grass wickets that is currently unused by the community, although it is accessed sporadically by local companies.	Review maintenance regime to improve quality and explore transfer of play from overplayed sites.	ECB		S	L
		Tennis		Eight standard quality macadam courts that are without floodlighting. Used by casual users only.	Improve offering to an adequate standard for informal play.	LTA		M	L
		Bowls	Club	A good quality green that is leased by Camberley BC, although only three years remain on this agreement. The Club expresses an aspiration to improve its clubhouse facility. The green is operating above the ideal membership level.	Protect green and sustain quality to accommodate high membership. Ensure lease agreement is extended to provide greater security of tenure and support club in its clubhouse development aspirations.	Club		L	L
34	Mytchett Community Centre	Football	Council	Two adult, one 9v9 and one 7v7 pitch all assessed as standard quality. The 9v9 and 7v7 pitches over mark the adult pitches. Changing facilities are rated as poor. Actual spare capacity across each pitch type discounted due to over markings.	Ensure appropriate maintenance regime to sustain pitch over markings and usage. Improve changing facilities.	FA	Key	S	L

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹
		Tennis		Two standard quality macadam courts that are without floodlighting. Used by casual users only.	Improve offering to an adequate standard for informal play.	LTA		M	L
		Bowls	Club	A good quality green that is used by Mytchett BC and is operating above the ideal membership level. The Club is currently renegotiating a lease agreement and also has aspirations to improve its clubhouse.	Protect green and sustain quality to accommodate high membership. Ensure lease agreement is extended to provide greater security of tenure and support club in its clubhouse development aspirations.	Club		L	L
35	Old Dean Recreation Ground	Football	Council	Two standard quality adult pitches with two match sessions of actual spare capacity.	Seek to utilise spare capacity on adult pitch through transfer of teams from overplayed sites. Review maintenance regime to sustain quality and increased levels of usage.	FA	Local	S	L
		Bowls	Club	A good quality green that is used by Old Dean BC and is operating above the ideal membership level.	Protect green and sustain quality to accommodate high membership.	Club		L	L
37	Ravenscote Community Junior School	Football	School	One standard quality 9v9 and one standard quality 7v7 pitch that are unavailable for community use.	Explore community use options with the School to reduce local shortfalls.	School FA	Local	S	L
38	The Princess Royal Barracks	-	MOD	Site currently contains football, hockey and tennis facilities that are reserved for private use only. Outline permission has been granted for housing-led redevelopment which includes the provision of a sports hub. A planning condition requires the detail of the sports facilities/pitches to be provided to be set out in an outdoor strategy agreed with the local planning authority.	The Sports Hub will meet the needs of new residents. Opportunities for the Sports Hub to reduce some of the shortfalls and meet some of the needs identified through the PPS should be explored. Ensure facilities are provided to a good quality and ensure security of tenure. Fully explore community use options.	-	Local	S	H
40	Tomlinscote School & Sixth Form College	Football	School	One adult and one youth 11v11 pitch assessed as poor quality due to drainage issues. Adult pitch is played to capacity, whereas the youth 11v11 pitch is overplayed by 2.5 match sessions.	Improve pitch quality through drainage improvements to reduce overplay on youth 11v11 pitch and to provide actual spare capacity on the adult pitch. Seek transfer of remaining overplay on the youth 11v11 pitch to sites with actual spare capacity. Consider 3G suitability.	School FA	Key	S	L
		Cricket		A poor quality standalone non-turf wicket square that is unused by the community despite being available.	No local demand. Seek to improve quality and retain for school use.	School ECB		S	L
		Rugby union		A poor quality senior pitch with adequate maintenance (M1) and natural inadequate drainage (D0). Unused by the community despite being available.	Improve pitch quality through drainage improvements. Retain spare capacity for school use.	School RFU		S	L
		Tennis		Four standard quality artificial turf courts that are floodlit. Available to the community although no regular demand is received.	Retain for school use and explore options to attract community demand.	School LTA		L	L
44	Watchetts Recreation Ground	Cricket	Council	A poor quality square with four grass wickets that is used by Camberley CC as a secondary venue. Actual spare capacity is minimal and does not provide enough capacity for additional, regular usage.	Review maintenance regime to improve quality.	ECB	Key	S	L

**SURREY HEATH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹
		Rugby union	Club	Four standard quality senior pitches with adequate maintenance (M1) and natural adequate drainage (D1). Leased by Camberley RUFC, however, this agreement expires in 2017. The Club expresses an aspiration to develop the sites clubhouse to provide more changing rooms. One pitch is floodlit and each pitch is overplayed.	Improve pitch quality to reduce overplay through improved maintenance and/or the installation of a drainage system. Consider installation of additional floodlighting to spread out training demand or explore feasibility of a World Rugby compliant 3G pitch. Extend lease arrangement with Camberley RUFC and support club in its development aspirations.	Club RFU		S	H
		Tennis	Club	Four good quality macadam courts, two of which are floodlit. Leased by Frimley LTC and spare capacity exists for an increase in demand, although the Club expresses an aspiration to increase the number of floodlit courts.	Sustain quality and support Frimley LTC in its aspirations to increase its number of floodlit courts.	Club LTA		L	L
			Council	Five poor quality macadam courts that are without floodlighting. Used by casual users only.	Improve offering to an adequate standard for informal play.	LTA		M	L
49	Woodend Road	Football	Council	One 7v7 and three 5v5 pitches all assessed as standard quality. Both pitch types are played to capacity at peak time.	Review maintenance regime to sustain quality and usage.	FA	Local	S	L
51	South Camberley Primary & Nursery School (Redwood Campus)	Football	School	One 9v9, two 7v7 and two 5v5 pitches all assessed as poor quality and also serviced by poor quality changing facilities. The 9v9 pitch is overplayed by 0.5 match sessions, whilst spare capacity on the remaining pitches is discounted due to quality issues.	Improve pitch quality to alleviate overplay and provide actual spare capacity. Improve changing facilities.	School FA	Local	S	L
53	Frimley Green Football Club	Football	Club	A good quality adult pitch that services Step 6 football. Spare capacity discounted to protect quality.	Sustain quality and ensure pitch remains suitable for progression through the football pyramid.	Club FA	Local	L	L
54	Deepcut Community Football Club (Crofters Close)	Football	MOD	One adult, one 7v7 and one 5v5 pitch all assessed as good quality. Actual spare capacity exists across each pitch type.	Ensure appropriate maintenance to sustain good quality and retain some spare capacity to protect.	MOD FA	Local	L	L
55	Mytchett Recreation Ground	Football	Council	Two 5v5 pitches assessed as poor quality due to drainage issues. Actual spare capacity discounted due to quality.	Improve pitch quality through drainage improvements to provide actual spare capacity.	FA	Local	S	L
57	Southcote Park	Tennis	Club	Two good quality macadam courts and three standard quality macadam courts, all of which are floodlit and leased by Camberley LTC. The courts are considered to be operating above capacity.	Sustain court quality. Explore options to provide Camberley LTC with access to more courts.	Club LTA	Local	S	L
60	Lakeside Primary School	Football	School	A standard quality 7v7 pitch unavailable for community use.	Explore community options with the School to reduce local shortfalls.	School	Local	S	L
61	Cordwalles Junior School	Football	School	A standard quality 9v9 pitch unavailable for community use.	Explore community options with the School to reduce local shortfalls.	School	Local	S	L
62	Frimley C of E School	Football	School	A standard quality 7v7 pitch unavailable for community use.	Explore community options with the School to reduce local shortfalls.	School	Local	S	L
63	Grove Primary School	Football	School	A poor quality 7v7 pitch unavailable for community use.	Improve pitch quality and explore community options with the School to reduce local shortfalls.	School	Local	S	L

PART 7: KEEP THE STRATEGY ROBUST AND UP TO DATE

Delivery

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across Surrey Heath. By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy, the current and future sporting and recreational needs of Surrey Heath can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

It is important that this document is used in a practical manner, is engaged with partners and encourages partnerships to be developed, to ensure that outdoor sports facilities are regarded as a vital aspect of community life and which contribute to the achievement of Council priorities.

The production of this Strategy should be regarded as the beginning of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach.

Each member of the steering group should take the lead to ensure the PPS is used and applied appropriately within their area of work and influence. The role of the steering group should not end with the completion of the PPS document

To help ensure the PPS is well used it should be regarded as the key document within the study area guiding the improvement and protection of playing pitch provision. It needs to be the document people regularly turn to for information on how the current demand is met and what actions are required to improve the situation and meet future demand. In order for this to be achieved the steering group need to have a clear understanding of how the PPS can be applied and therefore delivered. Key uses for the PPS include evidence for supporting funding bids, guidance to inform planning decisions and planning applications and decision making for capital investment.

The process of developing the PPS will hopefully have already resulted in a number of benefits that will help with its application and delivery. These may include enhanced partnership working across different agendas and organisations, pooling of resources along with strengthening relationships and understanding between different stakeholders and between members of the steering group and the sporting community. The drivers behind the PPS and the work to develop the recommendations and action plan will have also highlighted, and helped the steering group to understand, the key areas to which it can be applied and how it can be delivered.

Monitoring and updating

It is important that there is regular annual monitoring and review against the actions identified in the Strategy. This monitoring should be led by the local authority and supported by all members of, and reported back to, the steering group. Understanding and learning lessons from how the PPS has been applied should also form a key component of monitoring its delivery. This should form an on-going role of the group. It is possible that in the interim between annual reviews the steering group could operate as a 'virtual' group; prepared to comment on suggestions and updates electronically when relevant.

As a guide, if no review and subsequent update has been carried out within three years of the PPS being signed off by the steering group, then Sport England and the NGBs would consider the PPS and the information on which it is based to be out of date. If the PPS is used as a 'live' document, and kept up to date, the time frame can be extended to five years.

Furthermore, the process of refreshing the PPS would be much less resource intensive if changes and updates have been made throughout the five years. If there are no updates to the document within the period the nature of the supply and in particular the demand for playing pitches is likely to have changed. Therefore, without any form of review and update within this time period it would be difficult to make the case that the supply and demand information and assessment work is sufficiently robust.

Ideally the PPS should be reviewed on an annual basis from the date it is formally signed off by the steering group. This will help to maintain the momentum and commitment that would have been built up when developing the PPS. Taking into account the time to develop the PPS this should also help to ensure that the original supply and demand information is no more than two years old without being reviewed.

An annual review should not be regarded as a particularly resource intensive task. However, it should highlight:

- ◀ How the delivery of the recommendations and action plan has progressed and any changes required to the priority afforded to each action (e.g. the priority of some may increase following the delivery of others)
- ◀ How the PPS has been applied and the lessons learnt
- ◀ Any changes to particularly important sites and/or clubs in the area (e.g. the most used or high quality sites for a particular sport) and other supply and demand information, what this may mean for the overall assessment work and the key findings and issues
- ◀ Any development of a specific sport or particular format of a sport
- ◀ Any new or emerging issues and opportunities.

Once the PPS is complete the role of the steering group should evolve so that it:

- ◀ Acts as a focal point for promoting the value and importance of the PPS and playing pitch provision in the area
- ◀ Monitors, evaluates and reviews progress with the delivery of the recommendations and action plan
- ◀ Shares lessons learnt from how the PPS has been used and how it has been applied to a variety of circumstances
- ◀ Ensures the PPS is used effectively to input into any new opportunities to secure improved provision and influence relevant programmes and initiatives
- ◀ Maintains links between all relevant parties with an interest in playing pitch provision in the area;
- ◀ Reviews the need to update the PPS along with the supply and demand information and assessment work on which it is based. Further to review the group should either:
 - ◀ Provide a short annual progress and update paper;
 - ◀ Provide a partial review focussing on particular sport, pitch type and/or sub area; or
 - ◀ Lead a full review and update of the PPS document (including the supply and demand information and assessment details).

Alongside the regular steering group meetings, it is recommended that SHBC holds annual sport specific meetings with the pitch sport NGBs and other relevant organisations. These meetings should look to update the key supply and demand information, if necessary amend the assessment work, track progress with implementing the recommendations and action plan and highlight any new issues and opportunities. Things to consider include formation of new teams or loss of teams, any new formats of the sports that would impact on facilities, changes in quality or creation of new facilities.

These meetings could be timed to fit with the annual affiliation process undertaken by the NGBs which would help to capture any changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites could be fed into these meetings. The NGBs will also be able to indicate any further performance quality assessments that have been undertaken within the study area. Discussion with the league secretaries may also indicate annual league meetings which it may be useful to attend to pick up any specific issues and/or enable a review of the relevant club details to be undertaken.

The steering group should regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education or other private sites in the future. Updating the action plans will make the task of updating the PPS much easier.

It is important that the Council maintains the data contained with the accompanying Playing Pitch Database. This will enable it to refresh and update area by area plans on a regular basis. The accompanying databases are intended to be refreshed on a season by season basis and it is important that there is cross-departmental working, including for example, grounds maintenance and sports, to ensure that this is achieved and that results are used to inform subsequent annual sports facility development plans. Results should be shared with partners via a consultative mechanism.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Checklist

To help ensure the PPS is delivered and is kept robust and up to date, the steering group can refer to the new methodology Stage E Checklist: Deliver the strategy and keep it robust and up to date:

<http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/>

Stage E: Deliver the strategy and keep it robust and up to date	Tick 	
	Yes	Requires Attention
Step 9: Apply & deliver the strategy		
1. Are steering group members clear on how the PPS can be applied across a range of relevant areas?		
2. Is each member of the steering group committed to taking the lead to help ensure the PPS is used and applied appropriately within their area of work and influence?		
3. Has a process been put in place to ensure regular monitoring of how the recommendations and action plan are being delivered and the PPS is being applied?		
Step 10: Keep the strategy robust & up to date		
1. Has a process been put in place to ensure the PPS is kept robust and up to date?		
2. Does the process involve an annual update of the PPS?		
3. Is the steering group to be maintained and is it clear of its on-going role?		
4. Is regular liaison with the NGBs and other parties planned?		
5. Has all the supply and demand information been collated and presented in a format (i.e. single document that can be filtered accordingly) that will help people to review it and highlight any changes?		
6. Have any changes made to the Active Places Power data been fed back to Sport England?		

APPENDIX ONE: STRATEGIC CONTEXT

The recommendations within this Strategy have been developed via the combination of information gathered during consultation, site visits and analysis. They reflect key areas to be addressed over its lifetime. However, implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.

National context

The provision of high quality and accessible community outdoor sports facilities at a local level is a key requirement for achieving the targets set out by the Government and Sport England. It is vital that this strategy is cognisant of and works towards these targets in addition to local priorities and plans.

DCMS (Department for Culture Media & Sport) is currently (2015) consulting on a new strategy for sport. It will seek to address the following challenges:

- ◀ How to address the recent decline in the number of people that regularly take part in sport and deliver a long-term sustainable increase in participation;
- ◀ What type(s) of participation should be encouraged and how should they be measured;
- ◀ How to ensure that funding goes to those who can best deliver results;
- ◀ How to specifically target under-represented groups;
- ◀ Understanding the role of the private sector, and how public sector bodies,
- ◀ National Governing Bodies (NGBs) and other sports bodies should work with the private sector to help deliver an increase in participation;
- ◀ How to best support participation in new and/or non-traditional sports and activities;
- ◀ How to maximise the potential of new technology to increase participation;
- ◀ How to use the power of sport to achieve broader positive social outcomes and whether some funding should specifically be spent for that purpose.

Sport England: Towards an Active Nation (2016-2021)

Sport England has recently released its new five year strategy 'Towards an Active Nation'. The aim is to target the 28% of people who do less than 30 minutes of exercise each week and will focus on the least active groups; typically women, the disabled and people from lower socio-economic backgrounds.

Sport England will invest up to £30m on a plan to increase the number of volunteers in grassroots sport. Emphasis will be on working with a larger range of partners with less money being directed towards National Governing Bodies.

The Strategy will help deliver against the five health, social and economic outcomes set out in the Government's Sporting Future strategy.

- ◀ Physical Wellbeing
- ◀ Mental Wellbeing
- ◀ Individual Development
- ◀ Social & Community Development
- ◀ Economic Development

National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how these changes are expected to be applied to the planning system. It also provides a framework for local people and their councils to produce distinct local and neighbourhood plans, reflecting the needs and priorities of local communities.

The NPPF states the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies that the planning system needs to focus on three themes of sustainable development: economic, social and environmental. A presumption in favour of sustainable development is a key aspect for any plan-making and decision-taking processes. In relation to plan-making the NPPF sets out that Local Plans should meet objectively assessed needs.

The 'promoting healthy communities' theme identifies that planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. Specific needs and quantitative or qualitative deficiencies or surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

As a prerequisite the NPPF states existing open space, sports and recreation buildings and land, including playing fields, should not be built on unless:

- ◀ An assessment has been undertaken, which has clearly shown that the open space, buildings or land is surplus to requirements.
- ◀ The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location.
- ◀ The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

In order for planning policies to be 'sound' local authorities are required to carry out a robust assessment of need for open space, sport and recreation facilities.

The FA National Game Strategy (2015 – 2019)

The main aims of the National Game Strategy are summarised below:

- ◀ Sustain and Increase Participation
- ◀ Ensure access to education sites to accommodate the game.
- ◀ Help players to be the best that they can be and provide opportunities for them to progress from grassroots to elite
- ◀ Recruit, retain and develop a network of qualified referees
- ◀ Support clubs, leagues and other competition providers to develop a safe, inclusive and positive football experience for everyone.
- ◀ Support Clubs and Leagues to become sustainable businesses, understanding and serving the needs of players and customers.
- ◀ Improve grass pitches through the pitch improvement programme to improve existing facilities and changing rooms
- ◀ Deliver new and improved facilities including new Football Turf Pitches.
- ◀ Work with priority Local Authorities enabling 50% of mini-soccer and youth matched to be played on high quality artificial grass pitches

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

England and Wales Cricket Board (ECB) Cricket Unleashed 5 Year Plan

The England and Wales Cricket Board unveiled a new strategic five-year plan in 2016 (available at <http://www.cricketunleashed.com>). Its success will be measured by the number of people who play, follow or support the whole game.

The plan sets out five important headline elements and each of their key focuses, these are:

- ◀ **More Play** – make the game more accessible and inspire the next generation of players, coaches, officials and volunteers. Focus on:
 - *Clubs and leagues*
 - *Kids*
 - *Communities*
 - *Casual*
- ◀ **Great Teams** – deliver winning teams who inspire and excite through on-field performance and off-field behaviour. Focus on:
 - *Pathway*
 - *Support*
 - *Elite Teams*
 - *England Teams*
- ◀ **Inspired Fans** – put the fan at the heart of our game to improve and personalise the cricket experience for all. Focus on:
 - *Fan focus*
 - *New audiences*
 - *Global stage*
 - *Broadcast and digital*
- ◀ **Good Governance and Social Responsibility** – make decisions in the best interests of the game and use the power of cricket to make a positive difference. Focus on:
 - *Integrity*
 - *Community programmes*
 - *Our environments*
 - *One plan*
- ◀ **Strong Finance and Operations** – increase the game's revenues, invest our resources wisely and administer responsibly to secure the growth of the game. Focus on:
 - *People*
 - *Revenue and reach*
 - *Insight*
 - *Operations*

The Rugby Football Union National Facilities Strategy (2013-2017)

The RFU National Facility Strategy 2013-2017 provides a framework for development of high-quality, well-managed facilities that will help to strengthen member clubs and grow the game in communities around them. In conjunction with partners, this strategy will assist and support clubs and other organisations, so that they can continue to provide quality opportunities for all sections of the community to enjoy the game. It sets out the broad facility needs of the sport and identifies investment priorities to the game and its key partners. It identifies that with 1.5 million players there is a continuing need to invest in community club facilities in order to:

- ◀ Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by RWC 2015.

- ◀ Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships.

In summary the priorities for investment which have met the needs of the game for the previous period remain valid:

- ◀ Increase the provision of changing rooms and clubhouses that can sustain concurrent adult and junior male and female activity at clubs
- ◀ Improve the quality and quantity of natural turf pitches and floodlighting
- ◀ Increase the provision of artificial grass pitches that deliver wider game development

It is also a high priority for the RFU to target investment in the following:

- ◀ Upgrade and transform social, community and catering facilities, which can support the generation of additional revenues
- ◀ Facility upgrades, which result in an increase in energy-efficiency, in order to reduce the running costs of clubs
- ◀ Pitch furniture, including rugby posts and pads, pitch side spectator rails and grounds maintenance equipment

England Hockey (EH) - A Nation Where Hockey Matters (2013-2017)

EH have a clear vision, a powerful philosophy and five core objectives that all those who have a role in advancing Hockey can unite behind. With UK Sport and Sport England's investment, and growing commercial revenues, EH are ambitious about how they can take the sport forward in Olympic cycles and beyond.

"The vision is for England to be a 'Nation Where Hockey Matters'. A nation where hockey is talked about at dinner tables, playgrounds and public houses, up and down the country. A nation where the sport is on the back pages of our newspapers, where children dream of scoring a goal for England's senior hockey team, and where the performance stirs up emotion amongst the many, not the few"

England Hockey aspires to deepen the passion of those who play, deliver and follow sport by providing the best possible environments and the best possible experiences. Whilst reaching out to new audiences by making the sport more visible, available and relevant and through the many advocates of hockey.

Underpinning all this is the infrastructure which makes the sport function. EH understand the importance of volunteers, coaches, officials, clubs and facilities. The more inspirational people can be, the more progressive Hockey can be and the more befitting the facilities can be, the more EH will achieve. The core objectives are as follows:

- ◀ Grow our Participation
- ◀ Deliver International Success
- ◀ Increase our Visibility
- ◀ Enhance our Infrastructure
- ◀ Be a strong and respected Governing Body

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

England Hockey has a Capital Investment Programme (CIP) that is planned to lever £5.6 million investment into hockey facilities over the next four years, underpinned by £2m million from the National Governing Body. With over 500 pitches due for refurbishment in the next 4-8 years, there will be a large focus placed on these projects through this funding stream. The current level of pitches available for hockey is believed to be sufficient for the medium term needs, however in some areas, pitches may not be in the right places in order to maximise playing opportunities

'The right pitches in the right places'¹²

In 2012, EH released its facility guidance which is intended to assist organisations wishing to build or protect hockey pitches for hockey. It identifies that many existing hockey AGPs are nearing the end of their useful life as a result of the installation boom of the 90's. Significant investment is needed to update the playing stock and protect the sport against inappropriate surfaces for hockey as a result of the rising popularity of AGPs for a number of sports. EH is seeking to invest in, and endorse clubs and hockey providers which have a sound understanding of the following:

- ◀ Single System – clubs and providers which have a good understanding of the Single System and its principles and are appropriately places to support the delivery.
- ◀ ClubsFirst accreditation – clubs with the accreditation are recognised as producing a safe effective and child friendly hockey environment
- ◀ Sustainability – hockey providers and clubs will have an approved development plan in place showing their commitment to developing hockey, retaining members and providing an insight into longer term goals. They will also need to have secured appropriate tenure.

England Hockey Strategy

EH's new Club Strategy will assist hockey clubs to retain more players and recruit new members to ultimately grow their club membership. EH will be focusing on participation growth through this strategy for the next two years. The EH Strategy is based on seven core themes. These are:

- 1 Having great leadership
- 2 Having Appropriate and Sustainable Facilities
- 3 Inspired and Effective People
- 4 Different Ways to Play
- 5 Staying Friendly, Social and Welcoming
- 6 Being Local with Strong Community Connections
- 7 Stretching and developing those who want it

2015-2018 British Tennis Strategy

The new strategy is presented in a concise one page framework that includes key strategies relating to three participation "focus" areas, six participation "drivers" and three participation "enablers". To achieve success, the 12 strategy areas will need to work interdependently to stem the decline and unlock sustainable growth:

¹²

<http://englandhockey.co.uk/page.asp?section=1143§ionTitle=The+Right+Pitches+in+the+Right+Places>

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

The three participation “focus” areas are where tennis is consumed:

- ◀ Deliver great service to clubs
- ◀ Build partnerships in the community, led by parks
- ◀ Enhance the tennis offer in education

The six participation "drivers" are the areas that will make the biggest difference where tennis is consumed. They must all be successful on a standalone and interconnected basis and include:

- ◀ Becoming more relevant to coaches
- ◀ Refocusing on recreational competition
- ◀ Providing results orientated facility investment
- ◀ Applying best in class marketing and promotion
- ◀ Jump starting the peak summer season
- ◀ Establishing a "no compromise" high performance programme with focus

The final layer is comprised of three participation "enablers" that underpin our ability to be successful. These enablers are rooted in how the LTA will get better; how the entire network of partners must be harnessed to work together and the need to raise more financial resources to fund our sport's turnaround. They include:

- ◀ Becoming a more effective and efficient LTA
- ◀ Harnessing the full resource network
- ◀ Generating new revenue

For further information and more detail on the framework please go to <http://www.lta.org.uk/about-the-lta/structure-vision>

Bowls England: Strategic Plan 2014-2017

Bowls England will provide strong leadership and work with its stakeholders to support the development of the sport of bowls in England for this and future generations.

The overall vision of Bowls England is to:

- ◀ Promote the sport of outdoor flat green bowls.
- ◀ Recruit new participants to the sport of outdoor flat green bowls.
- ◀ Retain current and future participants within the sport of flat green bowls.

In order to ensure that this vision is achieved, ten key performance targets have been created, which will underpin the work of Bowls England up until 31st March 2017.

- ◀ 115,000 individual affiliated members.
- ◀ 1,500 registered coaches.
- ◀ Increase total National Championship entries by 10%.
- ◀ Increase total national competition entries by 10%.
- ◀ Medal places achieved in 50% of events at the 2016 World Championships.
- ◀ 35 county development plans in place and operational.
- ◀ County development officer appointed by each county association.
- ◀ National membership scheme implemented with 100% uptake by county associations.
- ◀ Secure administrative base for 1st April 2017.
- ◀ Commercial income to increase by 20%.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Despite a recent fall in affiliated members, and a decline in entries into National Championships over the last five years, Bowls England believes that these aims will be attained by following core values. The intention is to:

- ◀ Be progressive.
- ◀ Offer opportunities to participate at national and international level.
- ◀ Work to raise the profile of the sport in support of recruitment and retention.
- ◀ Lead the sport.
- ◀ Support clubs and county associations.

2015-2018 British Tennis Strategy

The new strategy is presented in a concise one page framework that includes key strategies relating to three participation "focus" areas, six participation "drivers" and three participation "enablers". To achieve success, the 12 strategy areas will need to work interdependently to stem the decline and unlock sustainable growth:

The three participation "focus" areas are where tennis is consumed:

- ◀ Deliver great service to clubs
- ◀ Build partnerships in the community, led by parks
- ◀ Enhance the tennis offer in education

The six participation "drivers" are the areas that will make the biggest difference where tennis is consumed. They must all be successful on a standalone and interconnected basis and include:

- ◀ Becoming more relevant to coaches
- ◀ Refocusing on recreational competition
- ◀ Providing results orientated facility investment
- ◀ Applying best in class marketing and promotion
- ◀ Jump starting the peak summer season
- ◀ Establishing a "no compromise" high performance programme with focus

The final layer is comprised of three participation "enablers" that underpin our ability to be successful. These enablers are rooted in how the LTA will get better; how the entire network of partners must be harnessed to work together and the need to raise more financial resources to fund our sport's turnaround. They include:

- ◀ Becoming a more effective and efficient LTA
- ◀ Harnessing the full resource network
- ◀ Generating new revenue

For further information and more detail on the framework please go to <http://www.lta.org.uk/about-the-lta/structure-vision>

England Athletics: Whole Sport Plan 2013-2017

The England Athletics plan outlines a strategy to attract and retain 3 million athletics participants by 2017, from a current base of 1.9 million as measured by Active People, whilst cementing athletics as the most popular individual sporting activity in England.

“The ambition is to make England an athletic nation. Traditional athletics for some, running for many, fitness for all”.

In order to achieve this, the goals of the strategic plan are:

- ◀ To grow and sustain participation levels in the sport.
- ◀ To improve the experiences of every participant in the sport.
- ◀ To improve performance levels and to grow the next generation of senior athletic champions.

The plan also reflects a total commitment to delivering an inclusive sport, setting specific disability targets that are woven into the core measures for growth and retention of participation. Key personnel within the England Athletics staffing structure will now lead this area of work, focusing on:

- ◀ Delivering inclusive formats of the sport.
- ◀ National policy and programme development.
- ◀ Coaching and teaching resources.

UK Athletics Facilities Strategy (2014-2019)

Facilities are essential to attracting, retaining and developing athletes of the future. Having the right facilities in the right place will be crucial in meeting growing demand, increasing participation in physical activity and athletics, improving the health of the nation and supporting a new generation of athletes in clubs and schools through to national and world class level.

UKA and the Home Country Athletics Federations (HCAFs) recognise the challenges faced by facility owners and venue operators, and our 5 year Facility Strategy (2014-2019) uses a Track & Field facility model designed to support a sustainable UK network of development, training and competition venues that meet Home Country needs aligned to UKA's Athlete/Participant Development Model. In addition to Track and Field provision, UKA recognises the huge amount of club activity that takes place on roads, paths and trails and the strategy also maps out a plan for future “running” facilities.

The strategy does not seek to identify priority facilities, clubs or geographical areas. Instead, it provides the direction and guidance that will enable the four Home Country Athletics Federations (England Athletics, Athletics Northern Ireland, Scottish Athletics and Welsh Athletics) to establish their own priorities and deliver the principles of the UKA Facilities Strategy within their own national context.

UKA's 2014-19 Facilities Strategy key outcomes:

- ◀ Increased participation across all athletics disciplines
- ◀ Increased club membership by providing facilities that support a participation pathway from novice through to club member
- ◀ Increased talent pool

- ◀ Long term improvement in the development of athletes of all ages and abilities
- ◀ Securing the long term future of existing facilities
- ◀ More attractive and inspiring facilities for existing and potential athletes
- ◀ Improving the athletics experience for all participants
- ◀ Improved relationships and interactions between stakeholders, particularly clubs and facility operators

England Netball - Your Game, Your Way 2013-17 Whole Sport Plan

England Netball remains committed to its '10-1-1' mission, vision and values that form the fundamentals for its strategic planning for the future for the sport and business.

To facilitate the successful achievement of Netball 10:1:1 and Goal 4, England Netball will:

- ◀ Accelerate the participation growth by extending our market penetration and reach through the activation of a range of existing and new participant-focused products and programmes that access new and targeted markets.
- ◀ Increase the level of long-term participant retention through targeting programmes at known points of attrition and easy transition through the market segments, supported by an infrastructure that reflects the participant needs and improves their netball experience.
- ◀ Build a sustainable performance pathway and system built on the principles of purposeful practice and appropriate quality athlete coach contact time.
- ◀ Develop sustainable revenue streams through the commercialisation of a portfolio of products and programmes and increasing membership sales. This will also include the creation of cost efficiencies and improved value for money through innovative partnerships and collaborations in all aspects of the business.
- ◀ Establish high standards of leadership and governance that protect the game and its people and facilitates the on-going growth and transformation of the NGB and sport.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

APPENDIX TWO: FUNDING PLAN

Funding opportunities

In order to deliver much of the Action Plan it is recognised that external partner funding will need to be sought. Although seeking developer contributions in applicable situations and other local funding/community schemes could go some way towards meeting deficiencies and/or improving provision, other potential/match sources of funding should be investigated. Below is a list of current funding sources that are relevant for community improvement projects involving sports facilities.

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big invests in community groups and to projects that improve health, education and the environment
Sport England The current funding streams will change throughout 2016/17 so refer to the website for the latest information: https://www.sportengland.org/funding/our-different-funds/	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation http://www.footballfoundation.org.uk/	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation - The Grant Match Scheme www.rugbyfootballfoundation.org	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers).
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
EH Capital Investment Programme (CIP)	The CIP fund is for the provision of new pitches and re-surfacing of old AGPs. It forms part of EH's 4 year Whole Sport's Plan.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: Young people and hockey. Enabling the development of hockey at youth or community level.

Protecting Playing Fields

Sport England's Strategy: Towards an Active Nation (2016-2021) will simplify the funding reducing the number of investment programmes from 30 to 7:

- ◀ Tackling Inactivity
- ◀ Children and Young People
- ◀ Volunteering
- ◀ Taking sport and activity into the mass market
- ◀ Supporting sports core markets
- ◀ Local delivery
- ◀ Creating welcoming sports facilities

The current funding streams listed below will remain operational during 2016/17 but will be phased out and replaced by one or more of the seven listed above.

It launched Protecting Playing Fields (PPF) as part of its Places People Play Olympic legacy mass participation programme and is investing £10 million of National Lottery funding in community sports projects.

The programme is being delivered via five funding rounds (with up to £2 million being awarded to projects in each round). Its focus is on protecting and improving playing fields and developing community sport. It will fund capital projects that create, develop and improve playing fields for sporting and community use and offer long term protection of the site for sport. Projects are likely to involve the construction of new pitches or improvement of existing ones that need levelling or drainage works.

Sport England's 'Inspired Facilities' funding programme will be delivered via funding rounds and where clubs, community and voluntary sector groups and local authorities can apply for grants of between £25k and £150k where there is a proven local need for a facility to be modernised, extended or modified to open up new sporting opportunities.

The programmes three priorities are:

- ◀ Organisations that haven't previously received a Sport England Lottery grant of over £10k.
- ◀ Projects that are the only public sports facility in the local community.
- ◀ Projects that offer local opportunities to people who do not currently play sport.

Besides this scheme providing an important source of funding for potential voluntary and community sector sites, it may also provide opportunities for the Council to access this funding particularly in relation to resurfacing the artificial sports surfaces.

Strategic Facilities Fund

Facilities are fundamental in providing more people with the opportunity to play sport. The supply of the right facilities in the right areas is key to getting more people to play sport. Sport England recognises the considerable financial pressures that local authorities are currently under and the need to strategically review and rationalise leisure stock so that cost effective and financially sustainable provision is available in the long-term. Sport England has a key role to play in the sector, from influencing the local strategic planning and review of sports facility provision to investing in major capital projects of strategic importance.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

The Strategic Facilities Fund will direct capital investment into a number of key local authority projects that are identified through a strategic needs assessment and that have maximum impact on growing and sustaining community sport participation. These projects will be promoted as best practice in the delivery of quality and affordable facilities, whilst demonstrating long-term operational efficiencies. The fund will support projects that bring together multiple partners, including input from the public and private sectors and national governing bodies of sport (NGBs). The fund is also designed to encourage applicants and their partners to invest further capital and revenue funding to ensure sustainability. Sport England has allocated a budget of circa £30m of Lottery funding to award through this fund (2013-17).

Key features which applications must demonstrate are:

- ◀ A robust needs and evidence base which illustrates the need for the project and the proposed facility mix
- ◀ Strong partnerships which will last beyond the initial development of the project and underpin the long-term sustainability of the facility
- ◀ Multi-sport provision and activity that demonstrates delivery against NGB local priorities
- ◀ A robust project plan from inception to completion with achievable milestones and timescales.

Lottery applications will be invited on a solicited-only basis and grants of between £500,000 and £2,000,000 will be considered.

The Strategic Facilities Fund will prioritise projects that:

- ◀ Are large-scale capital developments identified as part of a local authority sports facility strategic needs assessment/rationalisation programme and that will drive a significant increase in community sports participation
- ◀ Demonstrate consultation/support from two or more NGBs and delivery against their local priorities
- ◀ Are multi-sport facilities providing opportunities to drive high participant numbers
- ◀ Are a mix of facility provision (indoor and/or outdoor) to encourage regular & sustained use by a large number of people
- ◀ Offer an enhancement, through modernisation, to existing provision and/or new build facilities
- ◀ Have a long-term sustainable business plan attracting public and private investment
- ◀ Show quality in design, but are fit for purpose to serve the community need
- ◀ Have effective and efficient operating models, combined with a commitment to development programmes which will increase participation and provide talent pathways.

Projects will need to demonstrate how the grant will deliver against Sport England's strategic priorities. The funding available is for the development of the capital infrastructure, which can contribute to the costs of new build, modernisation or refurbishment and purchasing of major fixed equipment as part of the facility development.

Funder's requirements

Below is a list of funding requirements that can typically be expected to be provided as part of a funding bid, some of which will fall directly out of the Playing Pitch Strategy:

- ◀ Identify need (i.e., why the Project is needed) and how the Project will address it.
- ◀ Articulate what difference the Project will make.
- ◀ Identify benefits, value for money and/or added value.
- ◀ Provide baseline information (i.e., the current situation).
- ◀ Articulate how the Project is consistent with local, regional and national policy.
- ◀ Financial need and project cost.
- ◀ Funding profile (i.e., Who's providing what? Unit and overall costs).
- ◀ Technical information and requirements (e.g., planning permission).
- ◀ Targets, outputs and/or outcomes (i.e., the situation after the Project/what the Project will achieve)
- ◀ Evidence of support from partners and stakeholders.
- ◀ Background/essential documentation (e.g., community use agreement).
- ◀ Assessment of risk.

Indicative costs

The indicative costs of implementing key elements of the Action Plan can be found on the Sport England website:

<http://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/cost-guidance/>

There are two sets of costs that are highlighted here; facility capital costs and lifecycle costs.

Facility capital costs

- ◀ Facility capital costs are calculated using estimates of what it typically costs to build modern sports facilities, including fees and external work, naturally taking into account varying conditions, inflation and regional adjustments.
- ◀ Costs are updated regularly in conjunction with information provided by the BCIS (Building Cost Information Service) and other Quantity Surveyors.
- ◀ The document is often referred to as the Planning Kitbag costs as the figures are often used by planners and developers when reviewing potential planning contributions to site developments.

Lifecycle costs

- ◀ Life cycle costs are how much its costs to keep a facility open and fit-for-purpose during its lifetime.
- ◀ It includes costs for major replacement and planned preventative maintenance (PPM) – day to day repairs. The costs are expressed as a percentage of the capital cost.
- ◀ You should not underestimate the importance of regular maintenance and the expense in maintaining a facility throughout its life.

APPENDIX THREE: GLOSSARY

Displaced demand generally relates to play by teams or other users of playing pitches from within the study area (i.e. from residents of the study area) which takes place outside of the area. This may be due to issues with the provision of pitches and ancillary facilities in the study area, just reflective of how the sports are played (e.g. at a central venue for the wider area) or due to the most convenient site for the respective users just falling outside of the local authority/study area.

Unmet demand is demand that is known to exist but unable to be accommodated on current supply of pitches. This could be in the form of a team with access to a pitch for matches but nowhere to train or vice versa. This could also be due to the poor quality and therefore limited capacity of pitches in the area and/or a lack of provision and ancillary facilities which meet a certain standard of play/league requirement. League secretaries may be aware of some unmet demand as they may have declined applications from teams wishing to enter their competitions due to a lack of pitch provision which in turn is hindering the growth of the league.

Latent demand is demand that evidence suggests may be generated from the current population should they have access to more or better provision. This could include feedback from a sports club who may feel that they could set up and run an additional team if they had access to better provision.

Future demand is an informed estimate made of the likely future demand for pitches in the study area. This is generally based on the most appropriate current and future population projections for the relevant age and gender groupings for each sport. Key trends, local objectives and targets and consultation also inform this figure.

Casual use or other use could take place on natural grass pitches or AGPs and include:

- ◀ Regular play from non-sports club sources (e.g. companies, schools, fitness classes)
- ◀ Infrequent informal/friendly matches
- ◀ Informal training sessions
- ◀ More casual forms of a particular sport organised by sports clubs or other parties
- ◀ Significant public use and informal play, particularly where pitches are located in parks/recreation grounds.

Carrying capacity is the amount of play a site can regularly accommodate (in the relevant comparable unit) for community use without adversely affecting its quality and use. This is typically outlined by the NGB

Overplay is when a pitch is used over the amount that the carrying capacity will allow, (i.e. more than the site can accommodate). Pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected.

Spare capacity is the amount of additional play that a pitch could potentially accommodate in addition to current activity. There may be reasons why this potential to accommodate additional play should not automatically be regarded as actual spare capacity, for example, a site may be managed to regularly operate slightly below its carrying capacity to ensure that it can cater for a number of friendly matches and training activity. This needs to be investigated before the capacity is deemed **actual spare capacity**.

SURREY HEATH COUNCIL PLAYING PITCH STRATEGY

Match equivalent sessions is an appropriate comparable unit for pitch usage. For football, rugby union and rugby league, pitches should relate to a typical week within the season and one match = one match equivalent session if it occurs every week or 0.5 match equivalent sessions if it occurs every other week (i.e. reflecting home and away fixtures). For cricket pitches it is appropriate to look at the number of match equivalent sessions over the course of a season and one match = one match equivalent session.