



THE ROYAL BOROUGH OF KINGSTON UPON THAMES

PLAYING PITCH STRATEGY

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Integrity, Innovation, Inspiration

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KINGSTON UPON THAMES PLAYING PITCH STRATEGY

GLOSSARY

AGP	Artificial Grass Pitch
3G	Third Generation (artificial turf)
NGB	National Governing Body
FA	Football Association
ECB	England and Wales Cricket Board
EH	England Hockey
RFU	Rugby Football Union
S106	Section 106
FIT	Fields in Trust
GIS	Geographical Information Systems
KKP	Knight, Kavanagh and Page
NPPF	National Planning Policy Framework
FPM	Facilities Planning Model
FE	Further Education
HE	Higher Education
TGR	Team Generation Rate
CSP	County Sports Partnership

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PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Kingston upon Thames. Building upon the preceding Assessment Report it provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2014 and 2019. The PPS covers the following playing pitches and outdoor pitch sports:

- ◀ Football pitches
- ◀ Cricket pitches
- ◀ Rugby pitches
- ◀ Hockey/Artificial Grass Pitches (AGPs)

The Strategy is capable of:

- ◀ Providing adequate planning guidance to assess development proposals affecting playing fields;
- ◀ Informing land use decisions in respect of future use of existing outdoor sports areas and playing fields (capable of accommodating pitches) across the Borough;
- ◀ Providing a strategic framework for the provision and management of outdoor sports across the Borough;
- ◀ Supporting external funding bids and maximise 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.

1.1: Structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Kingston upon Thames to provide:

- ◀ A vision for the future improvement and prioritisation of playing pitches (including ancillary facilities).
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of the playing pitch stock.
- ◀ A series of sport by sport recommendations which provide a strategic framework for sport led improvements to provision.
- ◀ A prioritised area-by-area action plan to address key issues.

The Strategy and Action Plan recommends a number of priority projects for the Royal Borough of Kingston, which should be implemented from 2014 to 2019. 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 will 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.

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There is a need to build key partnerships between the Borough Council, National Governing Bodies of Sport (NGBs), Sport England, schools, further education providers, community clubs and private landowners to maintain and improve playing pitch provision. In these instances, the potential for the Borough 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 the key issues that they can directly influence and achieve.

1.2 Context

As outlined by the Council in the preparation stages of the study, the key drivers for a new PPS are:

- ◀ To inform planning policy relating to the National Planning Policy Framework and provide an evidence base for responding to planning applications affecting playing fields.
- ◀ To establish a clear strategic pathway for improvement, investment and protection of playing pitches.
- ◀ To have a robust evidence base upon which to be able to apply for external funding such as Sport England's Protecting Playing Fields Fund.
- ◀ To inform development of new schools including a new secondary school and two new primary schools with more planned.
- ◀ A recognised need to improve the quality and capacity of existing provision, regardless of ownership or management and to drive participation
- ◀ A need to assess supply and demand issues with cross-boundary usage of sites in neighbouring local authorities.
- ◀ To ensure links with the Borough's Health Needs Assessment and to recognise the sport and physical activity benefits related to outdoor sports facilities.

1.3 Links to other strategies

The outcome for the Council is to see the provision of a range of good quality and accessible facilities, services and opportunities that:

- ◀ Reflect the unique nature of the Borough.
- ◀ Maximise the strengths of the voluntary sports sector.
- ◀ Increase participation in sport and physical activity.
- ◀ Contribute to an overall improvement in health and wellbeing.

There are a number of related strategies which have been used to inform this study:

- ◀ Royal Borough of Kingston upon Thames Core Strategy (April 2012)
- ◀ A Sporting Future for London (2009)
- ◀ Kingston Plan – Kingston's vision for 2020
- ◀ Children and Young People's Plan (2013-2017)
- ◀ Royal Borough of Kingston upon Thames Green Space Strategy (2008-2018)

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PART 2: VISION

2.1 Vision

This study has been developed on the basis of the above strategic drivers in order to ensure that it reflects the Council's wider ambitions. A vision has been set out to provide a clear focus with desired outcomes for the Kingston Playing Pitch Strategy:

“Produce a robust and comprehensive Strategy for Kingston which will provide the essential evidence base for informing decisions on planning and investment in the pursuit to provide appropriate provision for all.”

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PART 3: KEY ISSUES

As identified in the Assessment Report, below are the key issues summaries on a sport by sport basis:

3.1 Football

- ◀ Overall in the Borough there is a lack of 5v5, 7v7 and 9v9 pitches for mini football.
- ◀ The audit identifies a total of 117 football pitches. Of these, 101 (27 sites) are available for community use.
- ◀ A total of 284 teams are identified in Kingston. 280 play on grass pitches. A further 27 teams play on pitches that are mapped as being outside of the Boundary but which service Kingston.
- ◀ Many changing facilities, especially at council owned sites are of poor quality.
- ◀ TGRs indicate a future increase in teams of 27 adult, 34 youth and 26 mini teams which will all require additional pitches. Adult and youth teams can be accommodated; however there will be an additional requirement of 11 youth pitches.
- ◀ The majority (66%) of football pitches in Kingston are rated as standard quality and 19% of pitches are rated as good quality, located on a mixture of privately owned and/or managed sites and local authority sites. Most Clubs (60%) report that quality of pitches is no different to the past year.
- ◀ Four clubs report unmet demand equating to eight pitches and one club reports latent demand equating to two pitches
- ◀ Of the 80 pitches with spare capacity, 37 pitches are available within the peak period (or around 46%).
- ◀ Nine sites are identified as being overplayed in Kingston. All are assessed as poor quality which is a significant contributing factor.
- ◀ Overall in Kingston there is a shortfall of two adult pitches to accommodate over-play, unmet demand, latent demand and future demand. However on an analysis area basis Chessington requires additional pitches whilst all others have sufficient capacity. This is largely due to youth teams playing on senior pitches and so a reconfiguration of pitch sizes could balance provision out to meet relevant demand.
- ◀ Overall in Kingston there is an insufficient number of available Youth 11v11 and Youth 9v9 match equivalent sessions to accommodate over-play, unmet demand, latent demand and future demand. On an analysis area basis none have spare capacity and all require additional pitches at both 11v11 and 9v9 size.
- ◀ Overall in Kingston there are insufficient Mini 7v7 and Mini 5v5 pitches to accommodate over-play, unmet demand, latent demand and future demand. On an analysis area basis there is a small amount of spare capacity, however Chessington requires additional pitches and represents a significant proportion of Mini pitch demand, especially Mini 7v7 pitches.

3.2 Cricket

- ◀ In total, there are 17 grass cricket grounds identified in Kingston accommodating 63 teams (33 senior and 20 junior teams), and a further 10 senior university teams.
- ◀ All pitches are available for community use except the pitch and artificial wicket at Shrewsbury House School.
- ◀ Two pitches are assessed as good quality (Malden Wanderers CC & Victoria Recreation Ground), 14 as standard and one as poor.
- ◀ Two sites are overplayed (Malden Wanderers CC & Kings College Sports Ground). All other sites have some form of spare capacity.

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- ◀ Most of the Council sites are underutilised. However; not all would be considered suitable by some of the higher level Saturday leagues.
- ◀ There is sufficient capacity within Kingston to accommodate over play and future demand; however, it must be considered that not all of the spare capacity will be usable by all clubs due to league facility standards/requirements.
- ◀ LMS was operating within Kingston up until 2011. There is interest to reinvigorate this programme but new non-turf wickets are likely to be required.
- ◀ Malden Wanderers CC requires the use of a second ground and is in discussions to use Beverley Park. The Club would need to upgrade the square in order to use the site.
- ◀ Old Emmanuel CC and Worcester Park CC (outside Kingston but serving Kingston residents) have unsecured use of their home grounds and may therefore require access to a ground within Kingston in the future.
- ◀ Overplay, unmet demand and possible relocation requirements are all focussed on the New Malden analysis area.

3.3 Rugby union

- ◀ There are three clubs in Kingston; Kingston RFC, Wandsworthians RFC and Racal Decca RFC. Kingston RFC has a long term lease on its home ground.
- ◀ Racal Decca RFC and Wandsworthians RFC both hire university grounds, Kingston University and Kings College respectively, community use is therefore unsecured.
- ◀ Other clubs around Kingston service Kingston residents, most notably; Old Emmanuel RFC. The Club has issues securing tenure on its current site and may need to look for a ground within Kingston as an alternative.
- ◀ In total, 17 rugby union pitches are located across eight sites in Kingston. Of these, nine pitches are available for community use.
- ◀ The majority of pitches in Kingston are assessed as standard (13 pitches) quality. Three pitches are assessed as poor quality and one as good.
- ◀ Three universities field a total of 12 rugby union teams, playing midweek (Wednesday) fixtures in Kingston.
- ◀ There is actual spare capacity at London School of Economics Sports Ground for one match equivalent session at the weekend, but not on Wednesdays when the University teams play.
- ◀ Tolworth Court is overplayed by four matches per week. The pitch is of good quality due to a good standard of regular maintenance however is heavily used for matches and training; in excess of the recommended capacity.
- ◀ Overall in Kingston there is a shortage of match equivalent sessions both now and in the future.

3.4 Hockey

- ◀ There is one sand based AGP suitable for competitive hockey within Kingston. The pitch is considered to be standard quality and has secured community use.
- ◀ There are four hockey clubs within the Borough; Aces HC, Mid Surrey HC, Old Kingstonian HC and Kingston University HC.
- ◀ Surbiton Hockey Club is situated just outside of the Kingston boundary in Surbiton. It offers hockey up to elite level and subsequently draws players from inside Kingston and beyond.
- ◀ All competitive play within the Borough takes place at Tiffin Girls' School. The pitch is oversubscribed both mid-week for training and Saturdays for competitive play. Old Kingstonian HC therefore accesses pitches outside of the Borough in order to accommodate all demand.

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- ◀ There is imported demand from London Wayfarers HC, London Edwardians HC and London Academicals due to the clubs being unable to access sufficient pitch time in their home areas. In addition to this London Wayfarers HC and London Edwardians HC have unmet demand.
- ◀ The FPM predicts that there are adequate pitches to accommodate current demand for hockey, however;
- ◀ Local supply and demand analysis highlights the need for at least one additional pitch suitable for hockey within Kingston as the current pitch is at capacity. Not only to accommodate exported demand but also to accommodate future demand if Mid Surrey HC expands as planned and if Old Kingstonian HC continues to expand including through Back to Hockey sessions.
- ◀ Kingston University has aspirations to create an AGP to accommodate hockey at the Tolworth Court Ground and if this was to go ahead could reduce unmet demand for artificial pitches. Securing community use of this site would be imperative.
- ◀ Due to the cross boundary nature of hockey in this part of London, driven by the location of current facilities, it would be beneficial to develop a hockey action plan alongside the neighbouring boroughs of Wandsworth, Merton and Richmond.

3.5 Artificial grass pitches (AGPs)

- ◀ There are 26 AGPs in Kingston with 22 being 3G and four sand based. Tiffin Girls' School has the only full size pitch which is sand dressed. There are no 60mm piles carpets compliant to IRB 22 standard.
- ◀ In the main, availability of provision in the peak period is generally good. Where there is provision on education sites, this is generally made available after school and at weekends.
- ◀ Five of the 26 pitches in Kingston are assessed as good quality. These are located at Chessington Sports Centre (three) and Fulham FC Training Ground (two). The remaining sites are assessed as standard quality.
- ◀ The carpet of an AGP usually lasts for approximately 10 years. No pitches require imminent carpet replacement and most have approximately five years lifespan remaining.
- ◀ The FPM highlights the need for two full size 3G pitches for football. Currently there are none in the Borough.
- ◀ The FA estimates that one full size AGP can service 60 teams. On the basis there are 284 teams playing competitive football in Kingston, there is a recommended need for five full size 3G pitches to cater for football demand, currently there are none. By analysis area this equates to two in the Chessington area and one in each of the other analysis areas.
- ◀ Over half (57%) of football clubs responding to the survey express additional demand for 3G training facilities and 45% specified 3G pitches as a requirement.
- ◀ There are four hockey clubs within the Borough; Aces HC, Mid Surrey HC, Old Kingstonian HC and Kingston University HC.
- ◀ Surbiton Hockey Club is situated just outside of the Kingston boundary in Surbiton. It offers hockey up to elite level and subsequently draws players from inside Kingston and beyond.
- ◀ All competitive hockey play within the Borough takes place at Tiffin Girls' School. The pitch is at capacity both mid-week for training and Saturdays for competitive play. Old Kingstonian HC therefore accesses pitches outside of the Borough in order to accommodate all demand.
- ◀ The FPM predicts that there are adequate pitches to accommodate current demand for hockey, however;

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- ◀ Local supply and demand analysis highlights the need for at least one additional pitch suitable for hockey within Kingston as the current pitch is at capacity. Not only to accommodate exported demand but also to accommodate future demand if Mid Surrey HC expands as planned and if Old Kingstonian HC continues to expand including through Back to Hockey sessions.
- ◀ Kingston University has aspirations to create an AGP pitch to accommodate hockey at the Tolworth Court Ground and if this was to go ahead could reduce unmet demand for AGPs.
- ◀ In summary, there is a current undersupply of full size AGPs to service current provision for football and hockey.

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PART 4: OBJECTIVES

The following overarching objectives are based on the key issues emerging from the Assessment Report. 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:

OBJECTIVE 1

Seek to **protect** playing pitch facilities from loss as a result of redevelopment

OBJECTIVE 2

To **enhance** existing playing pitch facilities through improving their quality, accessibility and management

OBJECTIVE 3

To **provide** new playing pitch facilities that are fit for purpose to meet demands for participation now and in the future.

Figure 1: Sport England themes



Source: Sport England 2014

PART 5: STRATEGIC RECOMMENDATIONS

The 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.

Implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.

OBJECTIVE 1

Seek to **protect** playing pitch facilities from loss as a result of redevelopment

Recommendations:

- a. Ensure, through the use of the Playing Pitch Strategy, that sports facilities are protected through the implementation of local 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 outdoor sports facilities where there is a need to do so.

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

Based on the outcomes of the playing pitch strategy, emphasise the requirements of the National Planning Policy Framework (NPPF paragraph 73) and highlight Sport England’s statutory consultee role on planning applications that affect playing field land.

Development Management Policy 24, of the Kingston Core Strategy, helps towards NPPF paragraph 74 and sets out the protection and provision of community facilities (to include playing pitches):

Policy DM 24

Protection and Provision of Community Facilities

The Council will:

- a. resist the net loss of community facilities unless
 - there is evidence to suggest the facility is no longer needed,
 - where appropriate, it has been vacant and marketed for a community use without success, or
 - it can be re-provided elsewhere or in a different way
- b. require new developments to contribute towards additional infrastructure requirements and community needs resulting from the development in accordance with the Planning Obligations SPD or Community Infrastructure Levy charge, in line with Policy IMP3

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In order to be fully consistent with paragraph 74 and ensure the protection of playing pitches, policy should be improved to be brought in line with NPPF as follows:

74. 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 majority of facilities from the assessment report justify protection. The scope to legally safeguard long term use of strategically important sites to the community, such as the strategic sites and key centres identified (see recommendation (e) of Objective 2), should be considered. For example, through the Fields in Trust programme (www.fieldsintrust.org).

The following criteria should be established as the basis for negotiations to mitigate the loss of playing field provision:

- ◀ Ensure that where playing fields are lost through alternative development or closure, that the type of provision of the same or improved standard is provided to meet demand identified.
- ◀ Where pitches are lost due to redevelopment of the site, compensatory re-provision or an equivalent or better contribution for re-investment into new pitches will be sought as appropriate in an alternative accessible location.
- ◀ Where opportunities exist to additionally increase pitch quality (and therefore pitch capacity to accommodate more matches) this should be a priority (please refer to the action plan to identify quality deficiencies in the appropriate area).
- ◀ All negotiations and mitigation packages should be raised and discussed in partnership with the relevant NGB and Sport England through the Playing Pitch Strategy Steering Group.

For further information please refer to Sport England's Playing Fields Policy - 'A Sporting Future for the Playing Fields of England' Policy Exceptions E4 and E5 which can be found at:

<http://www.sportengland.org/media/123579/policy-exception-4.pdf>

<http://www.sportengland.org/media/123588/policy-exception-5.pdf>

In terms of mitigation it is important, where possible and appropriate for a particular sport, that this takes place in an area that is accessible to the playing field that is lost to avoid a scenario where a redundant playing field is lost in an area of the Borough which has deficiencies and is replaced on the other side of the Borough.

Furthermore, any potential school sites which become redundant over the lifetime of the Strategy may offer potential for meeting community needs on a localised basis. Where schools are closed their playing fields may be dedicated to community use to help address any unmet community needs. Closed school playing fields should be considered in the first instance for becoming community playing fields to meet the needs identified in the Strategy, before being considered for other uses.

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The following should be considered when assessing the suitability of conversion of former school playing fields for community use:

- ◀ Location and willingness of the Council or a club (or other party) to take on ownership/lease/maintenance
- ◀ Size
- ◀ Quality
- ◀ Physical accessibility
- ◀ History of community access
- ◀ Availability of ancillary facilities

There are a number of dormant sites within Kingston. Given the shortfalls of match equivalents, across all of the sports, it would not be recommended that any sites are disposed without mitigation. Current recommendations for these sites can be seen below:

Site name	Analysis area	Pitch type	Sport	No of pitches	Recommendations
Old Bevonians Rugby Club	New Malden	Adult	Rugby Union	3	Bring back into use or mitigate the loss due to shortages in the Area
Old BBC Sports Ground	New Malden	Unknown	Football Cricket Rugby	-	Bring back into use or mitigate the loss due to shortages in the Area.
Lovelace Playing Field	Chessington	Unknown	Football	-	Bring back into use or mitigate the loss due to shortages in the Area.
Tolworth Girls School	Chessington	Youth 11v11	Football	1	Bring back into use or mitigate the loss due to shortages in the Area.

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Recommendation (b) – Secure tenure and access to sites for high quality, development minded clubs and/or organisations through a range of solutions and partnership agreements

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)¹. Clubs should also be encouraged to work with partners locally, such as volunteer support agencies or linking with local businesses.

As well as improving the quality of well-used, local authority sites, there are a number of sites which have poor quality (or no) ancillary facilities. It is recommended that security of tenure should be granted to the clubs playing on these sites (minimum 25 years as recommended by Sport England and NGBs) so the clubs are in a position to apply for external funding to improve the ancillary facilities.

There are a number of sites in Kingston where security of tenure for the club/user needs to be secured (on private or industrial playing fields for example). This also often refers to education sites where formal community use agreements are not in place. NGBs can often help to negotiate and engage with schools, particularly academies where the local authority may not have direct influence. For further information on this, please refer to Recommendation (c) of Objective 1.

There are also examples of clubs on the border of RBK, such as Old Emanuel's, that require security of tenure. The Old Emanuel Sports Club based at Blagdon Sports Ground has issues with security of tenure and the long term future of the cricket and rugby club is therefore under threat. Despite being outside of RBK the club services a number of Kingston residents and securing tenure for the Club should be a priority. There is already a shortfall of cricket pitches within New Malden and should access to Blagdon Sports Ground be lost there would be greater pressure on pitches. Similarly there is limited spare capacity (one match per week) on rugby pitches in New Malden.

In addition there are a number of examples where long term leases could be put into place for the continued use of a site. Each club should be required to meet service and/or strategic objectives. However, an additional set of criteria should be considered, which takes into account the quality of the club, aligned to its long term development objectives and sustainability.

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 to allow this.

¹ <http://www.cascinfo.co.uk/cascbenefits>

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Recommended criteria for lease of sport sites to clubs/organisations:

Club	Site
<ul style="list-style-type: none"> ◀ Clubs should have Clubmark/FA Charter Standard accreditation award. ◀ Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links. ◀ 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. ◀ Ideally, clubs should have already identified (and received an agreement in principle) any match funding required for initial capital investment identified. ◀ Clubs have processes in place to ensure capacity to maintain sites to the existing, or better, standards. 	<ul style="list-style-type: none"> ◀ Sites should be those identified as 'Club Sites' (recommendation d) 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. ◀ As a priority, sites should acquire capital investment to improve (which can be attributed to the presence of a Clubmark/Charter Standard club). ◀ Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site. ◀ An NGB/Council representative should sit on a management committee for each site leased to a club.

The Council can further recognise the value of Clubmark/Charter Standard 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.

Club outcomes for lease agreements

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 Policy

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.

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For any asset transfer that involves changing facilities and/or buildings, but not pitches, it is imperative that community use of the pitches continues; not only for the organisations taking on the asset transfer, but for other clubs as well.

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/support__advice/asset_transfer.aspx

Recommendation (c) Maximise community use of outdoor sports facilities

Education sites

In order to maximise community use of educational facilities it is recommended to establish a more coherent, structured relationship with schools, regardless of ownership, i.e. academies, independent schools, etc. 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, but especially to train. In Kingston, pricing policies at facilities can be a barrier to access at some of the education sites but physical access and resistance from schools, especially 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 school/college and the local clubs. The Council and other key partners must work with schools and colleges to develop an understanding of the issues that restrict or affect community access. Support should be provided, where appropriate, to address underlying problems.

It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to outdoor sports facilities to the community is limited. Consultation identified several issues relating to the use of school facilities:

- ◀ Many schools report that pitches cannot be accessed by the community due to being unable to staff the opening/closing of facilities.
- ◀ Community use is limited and often based on informal agreements between individual schools and clubs.
- ◀ There is no strategic guidance as to which clubs are allocated the use of playing pitch facilities (i.e. in accordance with a strategic need).
- ◀ There are management issues inherent in developing, implementing and managing community use agreements. Advice and guidance can be obtained from Sport England's Schools toolkit and Sports organisations toolkit.
(www.sportengland.org/facilities-planning)

Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use. This needs to be examined against the following:

- ◀ The analysis provides a clear indication of the future pitch requirements and provides a basis for partners to negotiate.
- ◀ Community use should not impact on the needs of schools to deliver curricular and extracurricular activities.

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/accessing-schools/>

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It is recommended that a working group, led by a partner from the education sector or Achieving for Children (the children's services community interest company wholly owned by Kingston and Richmond borough councils), and supported by a range of other sectors including sport and leisure, is established to implement the strategic direction in relation to the increased/better use of school facilities. Broadly speaking, its role should be to:

- ◀ Better understand current community use, practices and issues by 'auditing' schools.
- ◀ Ensure community use agreements are upheld
- ◀ Identify and pilot one school/club formal community use agreement with a view to rolling out the model across the area.
- ◀ Ensure that funding to improve the quality of the facilities is identified and secured.
- ◀ As part of any agreement secure a management arrangement for community access, which does not rely on existing school staff structures.
- ◀ Ensure that pitch provision at schools is sufficient in quality and quantity to be able to deliver its curriculum. Once this has been achieved provision could contribute to overcoming deficiencies in the area.

Sport England reports that housing growth often leads to an increase in school places. S106 contributions are then secured to pay for these places which usually result in an extension to a school, sometimes on playing field. If applicable, this should be identified early in the process and embraced in policy that any replacement of playing fields i.e. compensatory provision, due to school expansion should be negotiated directly with the relevant developer. This is particularly pertinent in Kingston with the proposals for a new secondary school and two new primary schools and further planned primary schools.

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OBJECTIVE 2

To **enhance** existing playing pitch facilities through improving their quality, accessibility and management

Recommendations:

- d. Improve pitch quality and changing facilities.
- 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 pitch quality and changing facilities

There are a number of ways in which it is possible to increase pitch quality, including for example, addressing overplay and improving maintenance. These are explored in more detail below. Improving quality at current sites improves capacity and makes the best use of existing pitches.

Addressing quality issues

Priority in the short term (given limited resources) should be directed to key sites that have poor quality pitches and that are over played. These sites can be seen in the table below.

Key sites with pitch quality issues:

Sport	Site	Analysis Area	Pitch type	Number of pitches
Football	Churchfields Recreation Ground	Chessington	Adult	3
			Youth 9v9	1
			Mini 7v7	1
	King George's Recreation Ground	Chessington	Adult	2
			Youth 9v9	3
			Mini 7v7	2
	Chessington & Hook FC	Chessington	Adult	1
			Youth 11v11	1
			Youth 9v9	1
Mini 7v7			2	
Mini 5v5			1	
Rugby Union	Kingston Rugby Club	Kingston	Adult	2

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

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Good quality refers to pitches that have, for example, good grass cover, an even surface, are free from vandalism, litter etc. 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, goalposts may be secure but in need of minor repair. 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 damage. 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.

Key sites with changing facility issues:

Sport	Site	I.D.	Analysis Area
Rugby Union	Kingston Rugby Club	44	Kingston
Football	King Georges Park	19	Chessington
	Sir Francis Baker	30	Chessington
	Fairfield Recreation Ground	13	Kingston
	Beverley Park	3	New Malden
	Victoria Recreation Ground	40	Surbiton

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 such as those mentioned above should be given priority for improvement.

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 overlay

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
Football	Adult pitches	3 per week
	Youth pitches	4 per week
	Mini pitches	6 per week
Rugby union*	Pipe and Slit Drained and a good level of maintenance (D3/M2)	3.5 per week

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Sport	Pitch type	No. of matches
	Pipe drained and a good level of maintenance (D2/M2)	3.25 per week
	Natural (adequate) drainage and a good level of maintenance (D1/M2)	3 per week
Rugby league	Senior	3 per week
Cricket	One grass wicket	5 per season
	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 over played, 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 pitch 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, the FA has introduced a Pitch Advisor Scheme and has been working in partnership with Institute of Groundsmanship (IOG) to develop a Grass Pitch Maintenance service that can be utilised by grassroots football clubs with the simple aim of improving the quality of grass pitches. The key principles behind the service are to provide football clubs with advice/practical solutions on a number of areas, with the simple aim of improving the club's playing surface.

In relation to cricket, 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 7: 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 playing pitch 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.

Some investment in new provision will not be made by the Council directly, it is important, however, 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. London Sport, the CSP, is also a source of advice, guidance and 'critical friend' for clubs and organisations seeking funding.

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. However, one of sport's greatest contributions is its positive impact on public health. It is therefore important to lever in investment from other sectors such as health through, for example, the PCT. Sport England research suggests the following:

Economic impact:

- ◀ In 2010, sport and sport-related activity contributed £20.3 billion to the English economy – 1.9% of the England total.
- ◀ The contribution to employment is even greater – sport and sport-related activity is estimated to support over 400,000 full-time equivalent jobs, 2.3% of all jobs in England.

Health impact:

- ◀ Physical activity, including sport, is linked to reduced risk of over 20 illnesses, including cardiovascular disease and some cancers.
- ◀ Taking part in regular sport can save between £1,750 and £6,900 in healthcare costs per person.

Social and cultural impact:

- ◀ Published studies show the positive effects of sport on education include improved attainment, lower absenteeism and drop-out, and increased progression to higher education. For instance, young people's participation in sport improves their numeracy scores by 8 per cent on average above non-participants.

- ◀ Other studies have found that sport programmes aimed at youths at risk of criminal behaviour can enhance self-esteem and reduce reoffending.

Recommendation (g) –Secure developer contributions

It is important that this strategy informs policies and emerging supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development. The guidance should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate playing fields and its subsequent maintenance. Section 106 contributions or CIL (Community Infrastructure Levy) could also be used to improve the condition and maintenance regimes of the pitches in order to increase pitch capacity to accommodate more matches. 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 Planning Committee, 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 playing pitches 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 playing pitch facilities that are fit for purpose to meet demands for participation now and in the future.

Recommendations:

- h. Rectify quantitative shortfalls in 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 in the current pitch 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 6).

It is important that the current levels of grass pitch provision are protected, maintained and enhanced to secure provision now and in the future. For most sports the future demand for provision identified in Kingston can be overcome through maximising use of existing pitches through a combination of:

- ◀ 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 increase usage.

There may be a requirement to protect some adult football pitches as they provide the flexibility to provide adult, youth or mini pitches (through different line markings/coning areas of the pitch). However, further work should be undertaken on this as an action for the Council/NGBs. Furthermore, the re-designation of adult pitches that are not currently used may lead to a deficiency of adult pitches in the medium to longer term as younger players move up the ages.

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 following table 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.

Furthermore, retaining some spare capacity allows some pitches to be rested to protect overall pitch quality in the long term. Therefore, whilst in some instances it may be appropriate to re-designate a senior pitch where there is low demand identified a holistic approach should be taken to re-designation for the reasons cited. The site-by-site action planning will seek to provide further clarification on where re-designation is suitable. Retaining spare capacity should be considered in the context of secured community use, in

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that spare capacity which is retained for future growth, pitch improvements, etc. should be established at existing or potential new sites that are secured for community use.

Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	Demand for adult football is likely to be sustained with the FA focusing on retention. There is likely to also be some movement towards small sided football for adults as well as mid-week 11 aside matches.	Additional need for 3G pitches.
	Demand for mini and youth football is likely to increase based on TGRs	A need for more mini and youth pitches in the Borough.
	An increase in women and girls football following £2.4m investment over the next two years (2014-2016) from Sport England to increase the number of women and girls taking part in football sessions.	A need to provide segregated ancillary facilities and the potential need for more pitches.
	Increase in disability programmes, in particular those led by pro clubs such as Fulham.	A need to provide facilities that are DDA compliant.
Cricket	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.
	A resurgence of Last Man Stands (LMS) in the Borough.	Additional need for non-turf wickets.
Rugby union	The Rugby World Cup (2015) is predicted to see a further increase in the demand for rugby provision. Strong junior sections.	Clubs are likely to field more teams in the future, and therefore have a demand for more pitches. It is important, therefore, to work with the clubs to maintain the current pitch stock and to support facility development where appropriate.
AGPs	Demand for 3G pitches for football is high and will continue to increase as currently there are no full size pitches in the Borough. It is likely that future demand for the use of 3G pitches, especially for training, will increase. Provision of 3G pitches which are IRB compliant will help to reduce overplay as a result of training on rugby pitches.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches. Utilise Sport England/NGB guidance on choosing the correct surface: http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf
Hockey	Continued potential to increase participation.	Requirement for additional hockey provision.

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

The Council should use, and regularly update, the Action Plan within this Strategy for improvements to its own pitches whilst recognising the need to support partners. The Action

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Plan lists improvements to be made to each site focused upon both qualitative and quantitative improvements as appropriate for each area.

Furthermore, any potential school sites which become redundant over the lifetime of the Strategy may offer potential for meeting community needs on a localised basis. Where schools are closed their playing fields may be converted to dedicated community use to help address any unmet community needs.

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PART 6: SPORT SPECIFIC RECOMMENDATIONS

Site specific actions falling out of the sport by sport recommendations outlined below are detailed within the action plan.

FOOTBALL RECOMMENDATION

Seek to focus future investment in hub sites, to include improvement of changing facilities and creation of new 3G AGPs.

Grass pitches

- ◀ Where pitches are assessed as standard or poor quality, review maintenance regimes to ensure it is of an appropriate standard to sustain/improve pitch quality.
- ◀ Transfer play on sites which are played to capacity or overplayed to alternative venues which are not operating at capacity or are not currently available for community use.
- ◀ Work to accommodate displaced, latent and future demand on sites which are not operating at capacity or are not currently available for community use.
- ◀ Seek to improve changing provision where necessary.
- ◀ Attempt to provide toilets as a minimum on all youth sites.
- ◀ Consider reconfiguring pitches to youth pitches in order to meet current and future demand.
- ◀ Work with schools to maximise access to secondary schools and academies to address latent, displaced or future demand and to develop school-club links.

3G pitches

- ◀ Seek to provide new AGPs to reduce shortfalls and ensure that they are fully utilised and available for community use at peak times, including weekends. All new pitches should be FIFA tested.
- ◀ Ensure that sinking funds are in place to maintain any new 3G pitches in the long term.
- ◀ Ensure that all current AGP's are FIFA tested.

CRICKET RECOMMENDATION

Gain access to additional pitches and work to increase the quality of existing provision.

- ◀ Protect current levels of provision and seek to provide new fine turf or artificial pitches for clubs requiring a second ground.
- ◀ Reinvigorate Last Man Stands programme.
- ◀ Ensure that any facilities developed support opportunities for women's and girl's competitive cricket.
- ◀ Support clubs to develop and improve 'off pitch' practice facilities.

RUGBY RECOMMENDATION

Work towards meeting identified current and future deficiencies and increase the quality of pitches and ancillary facilities as required.

- ◀ Improve the quality of pitches in order to address overplay of pitches at club sites.
- ◀ Ensure all clubs have access to training areas which are either dedicated floodlit grassed areas or through the provision of an International Rugby Board (IRB) AGP.
- ◀ Seek to ensure all clubs have secured community use.
- ◀ Improve ancillary facilities at club sites where there is a need to do so.

HOCKEY RECOMMENDATION

Ensure quality of existing pitches is maintained and provide additional pitches to accommodate current and future demand.

- ◀ Work with neighbouring boroughs of Wandsworth, Merton and Richmond to create a facilities development plan.
- ◀ Provide additional hockey pitches to accommodate current and future demand.
- ◀ Work with England Hockey to ensure priority hockey sites are protected and their quality is sustained/improved.
- ◀ Ensure that sinking funds are in place to maintain AGPs quality in the long term.

PART 7: ACTION PLAN

7.1 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. The action plan is for all stakeholders and is a document that should be delivered in partnership and not by one organisation alone.

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 supply. 7.2 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.

7.2 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 Borough of Kingston has a number of 'key centres', which are sites that are considered to be the most popular and therefore need to be of a high standard in order that they can accommodate a sufficient number of matches per week. This applies mostly to football pitch hire. However, the Council should extend this provision model to recognise the supply and demand issues identified throughout the Assessment Report (i.e. current levels of overplay) and the investment necessary to improve sites based on current levels of usage. The identification of sites is based on their strategic importance in a Borough-wide context (i.e. they accommodate the majority of play). In addition, there are a number of sites which have been identified as accommodating both adult and youth matches, sometimes concurrently. Not only could such sites require a mixture of mini, youth and adult pitches, but they also require split-level ancillary facilities, in order to maximise their usage at all times.

In the context of developing a tiered model approach to the management of sports facilities Kingston has a number of multi-team youth clubs and leagues which place a great demand on the pitch stock. There are therefore a number of sites which are still owned and maintained by the local authority, but are actually booked by the clubs or leagues for the entire season. The sites are then recognised as the 'home ground'. Such sites are fundamentally different from those which can be hired on a regular basis because they are in effect, 'allocated' to a certain club and management responsibility, in terms of allocating teams to pitches, is transferred to the individual club or league.

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Proposed tiered site criteria

Criteria	Strategic sites	Key centres	Club or education sites	Reserve sites
Site location	Strategically located in the Borough. Priority sites for NGB.	Strategically located within the analysis area.	Serves the local community.	Serves the local community.
Site layout	Accommodates three or more grass pitches, including provision of an AGP.	Accommodates two or more grass pitches.	Accommodates more than one pitch.	Likely to be single-pitch site.
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.	Supports informal demand and/ or training etc.
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 or with an appropriate club on a lease arrangement.	Club either has long-term lease/hires the pitch for the entire season or owns the site. Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned.	Management control remains with the Council or existing management body.
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.	Basic level of maintenance i.e. grass cutting and line marking as required.
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.	Appropriate access changing to accommodate both senior and junior use concurrently (if required).	No requirement for access changing to accommodation.

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Strategic sites, such as King George's Recreation Ground and Churchfields Recreation Ground, 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. Sport England provides further guidance on the development of community sports hubs at:

http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_hubs.aspx

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 Centre sites 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.

Club/Education 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 more than one pitch. 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.

Reserve sites could be used as overspill for neighbouring sites and/or for summer matches/competitions, training or informal play. They are most likely to be single-pitch sites with no ancillary facilities.

7.3 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/Master plan – 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.
- ◀ Football investment programme/3G pitches development with the football association.

7.4 Action plan

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).

Partners

The column indicating partners refers to the main organisation(s) that Kingston Borough Council will liaise with in helping to deliver the actions. The next stage in the development of the action plan will be to agree a Lead Partner to help deliver the actions.

Costs

The 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 www.sportengland.org/media/198443/facility-costs-4q13.pdf

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CHESSINGTON AREA

Football

Summary of pitches required to meet current and future demand

Pitch type	Actual spare capacity ²	Demand (match equivalent sessions)				
		Overplay	Unmet demand	Current total	Future demand	Total
Adult pitches	2	16	0.5	+14.5	3	+17.5
Youth pitches 11v11	-	-	1.5	+1.5	4	+5.5
Youth pitches 9v9	2	4.5	-	+2.5	4	+6.5
Mini pitches 7v7	2.5	9.5	2	+9	3	+12
Mini pitches 5v5	1	-	-	-1	3	+2

- ◀ Only 5v5 demand is currently being met.
- ◀ There are shortfalls of pitches for future demand across all pitch types.
- ◀ The most significant shortfalls are in adult pitches which is mostly a result of a significant level of over play (11 match equivalents) at King Georges Recreation Ground.
- ◀ There are small amounts of actual spare capacity on most pitch types but this is cancelled out due to significant levels of over play.

Scenario – improving pitch quality:

If all poor or standard quality pitches that are currently over played were improved to good quality what would the shortfalls be?

Pitch type	Actual spare capacity	Demand (match equivalent sessions)				
		Overplay	Unmet demand	Current total	Future demand	Total
Adult pitches	2	7.5	0.5	+6	3	+9
Youth pitches 11v11	-	-	1.5	+1.5	4	+5.5
Youth pitches 9v9	2	-	-	-2	4	+2
Mini pitches 7v7	2.5	1	2	+0.5	3	+3.5
Mini pitches 5v5	1	-	-	-1	3	+2

If all poor pitches were improved to good quality, over play would be alleviated at all sites, with the exception of King George's Recreation Ground that still has shortfalls of 7.5 adult, and one 7v7, match equivalent shortfalls.

Recommendations

- ◀ Improve pitch quality on all football pitches to good, in order to alleviate some of the over play.
- ◀ Seek new provision within the area to meet shortfalls, especially at King George's Recreation Ground. Consider the use of 3G pitches as a way to reduce shortfalls.
- ◀ Enhance or provide changing provision at King George's Park and Sir Francis Barker.

² In match equivalent sessions

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Cricket

- ◀ There is enough capacity on cricket pitches to accommodate current and future demand; however quality is an issue, as is security of tenure at Hollyfield School Sports Ground.

Recommendations

- ◀ Improve pitch quality
- ◀ Secure tenure at Hollyfield School

Rugby union

- ◀ There is no current demand for rugby pitches.
- ◀ There are two senior pitches; neither is available for community use. One is at Southborough High School and one is at Hollyfield School.

Recommendation

- ◀ Improve community use if demand increases in the future.

Hockey

- ◀ No full size sand based AGPs in the area.

Recommendation

- ◀ None currently as no hockey demand in the Area.

3G pitches

- ◀ There is a requirement for two full size 3G pitches in the Area based on the FA model.

Recommendation

- ◀ Seek sites to accommodate new 3G provision.

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PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
5	Chessington And Hook United Football Club	Football	Private	Site has six standard quality pitches – one adult, one youth 11v11, one 9v9, two 7v7 and one 5v5. There is spare capacity of one match per week on the 5v5, 7v7 and 9v9 pitches. The first team plays at Step 6 but pitches are uneven and drainage is poor.	Investment is required to improve pitch quality, in particular drainage issues.	Club FA Council	Club	M	Enhance	M
6	Chessington Sports Centre	3G AGP	Private	There are three 5aside 3G pitches built in 2009 and assessed as good quality.	Ensure sinking fund is in place and that the pitches have a test certificate.	Sports Club FA	Club	S	Protect	L
7	Churchfields Recreation Ground	Football	Council	Site has five poor quality pitches – three adult, one 9v9 and one 7v7. Pitches are often used for casual and unofficial use. All pitches are over played (adult by three matches per week and the 9v9 and 7v7 by one match).	Improve pitch quality in order to reduce over play.	Council FA	Strategic	S-M	Enhance	L
17	Hollyfield School Sports Ground	Football	Academy	Two standard quality pitches, one adult and one youth 11v11. There is no community use in order to preserve quality for school use.	If quality can be improved look at ways to work with the School in order to open up for community use.	Council FA	Education	S-M	Enhance	L
		Cricket		Standard quality square located on offsite provision. Used by Hook & Southborough CC. Some spare capacity at peak time for juniors.	Secure tenure for the Club in order to apply for funding and improve changing facilities.	Club Academy Council	Education	S	Enhance	L
		Rugby Union		One standard quality senior pitch unavailable for community use in order to preserve quality for school use.	If quality can be improved look at ways to work with the School in order to open up for community use if rugby demand increases in the area in the future.	Council RFU	Education	L	Enhance	L
18	King Edwards Recreation Ground	Football	Council	Two adult pitches of standard quality. Clubs report that the quality of line marking is poor and grass is not adequately cut. Dog fouling is a problem. Poor changing facilities. Site overplayed by one match per week.	Explore ways to increase pitch quality and maintenance. Consider options for asset transfer of changing facilities.	Council	Club	M	Enhance	L
19	King Georges Recreation Ground	Football	Council	Site has seven poor quality pitches – two adult, three 9v9 and two 7v7. Clubs report intermittent cutting of the grass and marking of pitches. Prone to water logging. Poor changing rooms. 15 teams in the PBFL use these pitches which contribute to over play of 11 matches per week on the adult pitches, 3.5 on the 9v9 and 8.5 on the 7v7.	Linked to site I.D. 42 the site needs improvements in pitch quality and changing facilities. Consider options for asset transfer of changing facilities.	Council	Strategic	M	Enhance	H
30	Sir Francis Barker Recreation Ground	Football	Council	One standard quality adult pitch over played by 0.5 matches per week and one standard 7v7 with spare capacity for 0.5 matches per week. Pavilion requires improvements.	Improve the quality of the adult pitch and make improvements to the pavilion.	Council Club	Club	S	Protect	M
		Cricket		Two standard quality cricket squares. Spare capacity at peak time for juniors. Some problems with unofficial use and damage to the surface.	There are two cricket squares at the Site; one private square owned by Chessington CC and one council square. Ensure maintenance is continued to sustain pitch quality	Council Club	Club	S	Protect	L
31	Southborough High School Grass Pitches	Football	High School	Two poor quality adult pitches and one poor 9v9. School reports pitches are available for community use but currently unused. Corinthian Casuals has a community link enabling it to hire pitches if required.	Explore options to improve pitch quality in partnership with club.	School	Education	M	Enhance	M

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
		Rugby Union		One poor senior rugby union pitch not available for community use to avoid over play. Significant level of unofficial use and vandalism on the Site.	Consider pitches for community use if pitch quality improves.	School	Education	M	Enhance	L
		Sand AGP		Half size sand AGP not floodlit. Only available during half term – no community use agreement.	Work with the School to establish a community use agreement and explore options to install floodlighting.	School FA	Education	S-M	Enhance	L
39	Tolworth Recreation Centre	3G AGP	Council	There are two standard quality 3G 5v5 AGPs at the Site. School use runs week days until 5pm when the pitches are available for community use.	Ensure community use agreement is in place.	Council	Club	S	Protect	L
42	Corinthian Casuals FC (King Georges Arena)	Football	Club	One standard quality adult pitch with no spare capacity at peak time. Club has aspirations for a new two storey clubhouse as well as a new 3G pitch. The first team plays at Step 4 in the football pyramid.	Linked to site I.D.19, consider options to create a new 3G but ensure community use agreement is in place.	Club FA	Club	M	Provide	H
55	Lovelace Primary School	Football	School	Two standard quality 7v7 pitches. Not available for community use as the School has never explored this as an option.	Work with the School to look at possibilities of opening for community use.	Council	Education	S	Enhance	L
-	Lovelace Playing Field	Football	-	Currently dormant site.	Explore options to bring back in to use to reduce shortfalls.	Council	Club	S-M	Protect	M

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

KINGSTON AREA

Football

Summary of pitches required to meet current and future demand

Analysis area	Actual spare capacity ³	Demand (match equivalent sessions)				
		Overplay	Unmet demand	Current total	Future demand	Total
Adult pitches	8	-	-	-8	2	-6
Youth pitches 11v11	-	-	-	0	2.5	+2.5
Youth pitches 9v9	-	4	-	+4	2.5	+6.5
Mini pitches 7v7	-	-	-	0	1.5	+1.5
Mini pitches 5v5	1	-	-	-1	1.5	+0.5

- ⚡ There is some current spare capacity of adult pitches and 5v5 pitches, however;
- ⚡ There is a shortfall of all pitch types for future demand except for adult pitches.
- ⚡ All 9v9 overplay is at Latchmere Park where pitches are standard quality.
- ⚡ Future demand cannot be accommodated on the current supply of youth 11v11, 9v9, 7v7 or 5v5 pitches.
- ⚡ Actual spare capacity on adult pitches can accommodate all future demand. Some spare capacity should be retained to protect/improve quality.
- ⚡ Demand for additional 3G provision.

Recommendations:

- ⚡ Reconfigure adult pitches where possible to reduce shortfalls in other pitch types, especially 9v9.
- ⚡ Improve 9v9 pitch quality at Latchmere Park to reduce overplay from 4 to 1.5.
- ⚡ Improve changing facilities at key site Fairfield Recreation Ground.
- ⚡ Consider 3G provision as a way to reduce shortfalls

Cricket

- ⚡ Spare capacity on the area's only square, however the pavilion needs improving.

Recommendations

- ⚡ Improve pavilion.

Rugby union

- ⚡ One club in the area at Kingstonian RFC. Current pitches at capacity due to poor quality and changing facilities are poor.
- ⚡ Future demand of 0.5 match sessions per week cannot currently be accommodated.

Recommendations

- ⚡ Improve pitch quality to accommodate future demand.

³ In match equivalent sessions

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

- ◀ Refurbish changing facilities.

Hockey

- ◀ There is only one full size sand based AGP in the Borough and it is located within this analysis area. The pitch is at capacity and there is demand for a second AGP in the Area.

Recommendation

- ◀ Seek sites in the Area to provide additional sand based provision for hockey, however, also consider sites outside this analysis area, and the Borough, if they are suitable and can accommodate demand.

3G pitches

- ◀ There is a requirement for one full size 3G pitch in the Area based on the FA model.

Recommendation

- ◀ Seek sites in the Area to provide additional 3G provision.

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
12	Dinton Field	Football	Council	There are two adult (one good quality, one standard), one 9v9 (good quality), one 7v7 (standard quality) and one 5v5 pitch (standard quality). Only the adult pitches show some spare capacity (two matches per week). The site's predominant user is Kingstonian Youth FC which reports latent demand for more pitches. Club would like to take on a 25yr lease of the Site and build a full size AGP. Parking is inadequate.	Support the Club to take on the lease at the Site. Explore potential options with the Club to build a 3G pitch and improve car parking.	Council Club	Club	M	Enhance Provide	H
13	Fairfield Recreation Ground	Football	Council	Four standard quality adult pitches. Some signs of wear in parts and issues with dog foul. Changing facilities not fit for purpose. There is spare capacity for one match per week at peak time; however there is casual and unofficial use at the Site which impacts on quality.	Explore options to expand changing facility.	Council	Key Centre	M	Enhance	H
		Cricket		One standard quality square on site. Poor quality pavilion. There is spare capacity at peak time for seniors and juniors.	Pavilion is not currently suitable for asset transfer. Explore options to improve alongside football. Potential on site to install a non-turf wicket to accommodate Last Man Stands.	Council	Key Centre	M	Enhance	M
21	Kingsmeadow Stadium	Football	Private	There is one adult pitch used by AFC Wimbledon and Kingstonian FC. AFC Wimbledon has plans for a new stadium in Merton and will eventually leave Kingsmeadow.	Ensure quality at the Site is retained.	Club	Club	L	Protect	L
		3G AGP		There are two standard quality 5aside 3G pitches on site available for community use.	Ensure community use continues and establish a community use agreement.	Club Council	Club	S	Protect	L
22	Kingston Road Recreation Ground	Football	Council	Two poor quality adult pitches and poor changing facilities. Pitches are currently unused. Parking is also an issue at the Site.	Consider options to reconfigure the pitches to 9v9 if quality can be improved. Investigate ways to improve parking.	Council	Strategic Reserve	M	Enhance	M
24	Latchmere Park	Football	Council	There are six standard pitches at the Site, three are 5v5 and three are 9v9. The 9v9 pitches are overplayed by 4.5 matches per week. There is no peak time spare capacity on the 5v5 pitches. Kingston Little League is the main user at the Site.	Pitch quality needs to be improved to ensure that over play does not lead to deterioration in pitch quality. Explore option of transferring some play to 5v5 3G pitch at Fern Hill Primary School or Tiffin School.	Club	Club	S	Enhance	L-M
35	The Tiffin Girls' School	Football	School	One standard quality adult pitch. Not currently used for community use despite the School reporting that it is available. Significant weekly school usage.	Potential to transfer some play from Latchmere Park (Site I.D. 24).	School KLL	Education	S	Enhance	L
		Sand AGP		Only full size AGP in the Borough. Used heavily for both hockey and football. The pitch is at capacity and	Ensure sinking fund is in place and look strategically for site to prioritise demand from inside the Borough.	School	Education	S	Protect	M

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
				therefore Old Kingstonian HC travels outside the Borough in order to access additional provision.						
36	Tiffin School Sports Centre	3G AGP	School	There is a good quality half size 3G pitch on site used mostly for football training. The pitch was constructed to IRB 22 but there is no recent accreditation which means the pitch cannot be used for rugby.	Work towards regaining IRB 22 quality standard in order that the pitch can be used for rugby training and ensure sinking fund is in place for future carpet replacements.	School	Education	M	Enhance	L
41	YMCA (Hawker Centre)	Football	Private	Two standard quality adult football pitches used by Fulham Soccer Schools 9am-12pm Saturdays.	Ensure appropriate maintenance is in place to sustain quality.	Hawker Centre	Club	M	Protect	L
44	Kingston Rugby Club	Rugby Union	Private	There are three senior pitches on site, one standard quality and two of poor quality. Poor pitches have drainage issues and pitch two dips along one touchline. Changing facilities are fit for purpose. The pitches are currently at capacity however there is future demand of 0.5 match sessions.	Pitch improvements should be a priority at the Site including improving the drainage. Consider transferring training to I.D 36 if pitch becomes IRB compliant in order to reduce over play.	Club	Club	M	Enhance	M
49	Fern Hill Primary School	3G AGP	School	One 5aside 3G pitch on site available for community use with spare capacity.	Pitch could potentially accommodate some over play from Latchmere Park (Site I.D. 24)	School KLL	Education	S	Protect	L

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

NEW MALDEN AREA

Football

Summary of pitches required to meet current and future demand

Analysis area	Actual spare capacity ⁴	Demand (match equivalent sessions)				
		Overplay	Unmet demand	Current total	Future demand	Total
Adult pitches	3	-	-	-3	3	0
Youth pitches 11v11	-	-	1	+1	0	+1
Youth pitches 9v9	-	-	-	-	-	-
Mini pitches 7v7	3	-	-	-3	1	-2
Mini pitches 5v5	1	-	-	-1	1	0

- ⚡ There is current spare capacity on all pitch types except youth 11v11.
- ⚡ The only spare capacity in the future is on 7v7 pitches. The other pitch types are at capacity or have an under supply.

Recommendations

- ⚡ Reconfigure pitches with spare capacity to accommodate unmet 11v11 demand.
- ⚡ Improve changing facilities at key sites such as Beverley Park.
- ⚡ Consider 3G provision as a way to accommodate future demand.

Cricket

- ⚡ New Malden has the only over played square in RBK and it is located at Kings College Sports Ground.
- ⚡ Considering unmet and future demand there is a shortfall of approximately four cricket grounds in New Malden.

Recommendations

- ⚡ Seek new or dormant sites to increase number of cricket grounds in the Area.
- ⚡ Explore options to add additional fine turf wickets to current squares where possible to increase capacity.
- ⚡ Seek sites, particularly council sites, to install non-turf wickets for LMS.

Rugby union

- ⚡ There is total actual spare capacity for one match equivalent session per week. Future demand of one can therefore be accommodated. However, if Blagdon Sports Ground (adjacent to New Malden in Merton Borough Council) becomes unavailable there would be increased demand in the area.

Recommendations

- ⚡ Secure community use at Blagdon Sports Centre as a priority.

⁴ In match equivalent sessions

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

- ◀ If Blagdon Sports Centre is secured for community use, consider investing at the Site due to large number of Kingston residents that are serviced there.

Hockey

- ◀ Currently no hockey pitches in the New Malden area.

Recommendations

- ◀ Support potential for hockey to be brought into the Area if feasible.

3G pitches

- ◀ There is a requirement for one full size 3G pitch in the Area based on the FA model.

Recommendations

- ◀ Seek sites to provide new 3G provision.

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
3	Beverley Park	Football	Council	One standard quality adult pitch with minimal spare capacity. Poor quality changing facilities. Subject to unofficial use.	Improve changing facilities.	Council Leaseholder	Key Centre	M	Enhance	M
		Cricket		One poor quality pitch, community use of which is being kept to minimum due to quality issues. Spare capacity of 31 matches per season, available at peak time for senior and juniors. Poor quality changing facilities.	Improve the quality and increase the size of the square. Potential asset transfer to Old Emanuel CC. Providing a non-turf wicket at the Site would provide opportunities for recreational and LMS cricket.	Council	Key Centre	S	Provide	M-H
10	Coombe Boys School	Football	School	One standard quality adult pitch not made available for community use.	Explore community use options with the School.	School	Education	M	Enhance	L
11	Coombe Girls' School	Football	School	One standard quality adult pitch not made available for community use.	Explore community use options with the School.	School	Education	M	Enhance	L
14	Fulham Football Club Training Ground	Football	Private	Six good quality adult pitches, used as a training base for professional club Fulham FC and therefore unavailable for community use.	No action	Club	Club	L	Protect	-
		AGP		Two small sided medium pile pitches, available for community use at limited times.	Work with club to agree community use agreement.	Club	Club	S	Enhance	L
20	Kings College Sports Ground	Football	Higher Education	Five adult pitches and one mini 5v5pitch all assessed as standard quality. Spare capacity at peak time for both adult and mini play, with no mini play currently recorded on this pitch.	Improve quality. Explore options with the University to increase community use at the Site.	University Council FA	Education	S	Enhance	L
		Rugby Union		Two standard (M1/D1) quality senior pitches. Primarily used for university fixtures midweek and weekends. No spare capacity at peak times.	Make quality improvements to the pitches where possible.	University	Education	M	Enhance	L
		Cricket		One standard quality pitch overplayed by 13 matches per season. Due to several university teams playing midweek and weekend cricket, in addition to Kingstonian CC. No spare capacity available.	Explore options to add an additional fine turf wicket to the square to help reduce over play.	University ECB	Education	L	Provide	L
25	London School Of Economics Sports Ground (Berrylands)	Football	Higher Education	Seven adult pitches and one mini 7v7 pitch all assessed as standard quality. Pitches used by University and Fulham Academy and at capacity.	Support a sustainable relationship.	University Club	Education	L	Enhance	L
		Rugby Union		Two standard (M1/D1) quality senior pitches. Primarily used for university fixtures midweek and weekends. Spare capacity of one match per week, available for community use at peak time weekends.	Make quality improvements to the pitches where possible. Ensure community use agreement is in place.	University	Education	M	Enhance	L
		Cricket		Two standard quality pitches each with a five wicket square. No course use or casual bookings by students.	Make quality improvements to the pitches where possible. Ensure community use agreement is in	University	Education	M	Enhance	L

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
				Spare capacity of 14 matches per season but capacity only available at junior peak time (Sunday).	place.					
27	Malden Wanderers Cricket Club	Cricket	Sports Club	One good quality square. Spare capacity of 17 matches per season however none of which is available at peak time for either senior or junior cricket.	Continue to maintain the pitch to a good quality.	Club	Club	L	Protect	L
28	Manor Park	Football	Council	Two adult pitches and two mini 7v7 pitches, all assessed as standard quality. Capacity available at peak time for both adult and mini play. Main users are New Malden Little League.	Ensure maintenance regimes in place to sustain quality and retain any spare capacity to allow potential growth of the Little League.	Council	Key Centre	M	Protect	L
		Cricket		One standard quality pitch with spare capacity for 17 matches per season, available at both senior and junior peak times. Location of pavilion is not ideal.	Improve the quality of the pavilion and consider it for potential asset transfer in the future.	Council	Key Centre	L	Enhance	M
29	Richard Challoner School	Football	School	Three pitches of standard quality not made available for community use. One adult, one youth 11v11 and one 9v9 pitch.	Explore options with the School to open up pitches for community use. Potential improvements required to pitch quality	School Council	Education	S	Provide	M
		Rugby Union		There are four standard (M1/D1) quality pitches onsite, two of which are dual use pitches used for football by positioning mobile goals. One of the two dedicated rugby union pitches is of minimum required size. All pitches are unavailable for community use in order to manage quality for weekend school fixtures.	See above.	School Council	Education	S	Provide	M
		AGP		One floodlit, half size, medium pile 3G, available for community use. Assessed as standard quality.	Ensure maintenance is adequate and that a sinking fund is in place.	School	Education	L	Protect	M
		Cricket		Disused cricket square.	Explore options to bring the square back in to use.	School	Education	M	Provide	M
-	Old Bevonians Rugby Club	Rugby Union	-	Currently disused site with three senior rugby union pitches.	Explore options to bring the Site back in to use to accommodate shortfalls in the Area, particularly if use remains unsecured at Blagdons (Old Emanuel).	Council RFU	Club	S	Protect	H
-	Old BBC Sports Ground	Multi-sport	Private	Site in private ownership with several disused sports pitches including two cricket squares.	Explore options to bring the Site back in to use to accommodate shortfalls in the Area, especially for cricket. Consider site for new 3G provision.	Council NGBs	Strategic	M	Protect	H
-	Blagdons (Old Emanuel)	Cricket and Rugby	Private	Just outside of the Borough servicing many RBK residents. Poor changing rooms and issues with security of tenure.	Ensure that community use is secured and improve changing facility.	Club Council NGBs	Club	S	Protect	M

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

SURBITON AREA

Football

Summary of pitches required to meet current and future demand

Analysis area	Actual spare capacity ⁵	Demand (match equivalent sessions)				
		Overplay	Unmet demand	Current total	Future demand	Total
Adult pitches	13.5	-	0.5	-13	3.5	-9.5
Youth pitches 11v11	-	-	-	0	1	+1
Youth pitches 9v9	-	-	-	0	1	+1
Mini pitches 7v7	-	-	-	0	0.5	+0.5
Mini pitches 5v5	-	-	-	0	0.5	+0.5

- ◀ Spare capacity currently only on adult pitches
- ◀ Minimal future shortfall of youth 11v11, 9v9, 7v7 and 5v5 pitches.

Recommendations

- ◀ Convert some adult pitches to accommodate youth/mini future demand.
- ◀ Consider 3G provision as a way to accommodate future shortfalls especially for mini and youth pitches.
- ◀ Improve changing facilities at key sites such as Victoria Recreation Ground.

Cricket

- ◀ There is enough capacity on cricket pitches to accommodate current and future demand; however quality is an issue.

Recommendations

- ◀ Make quality improvements at poor and standard quality sites.
- ◀ Increases maintenance on poor and standard quality pitches.

Rugby union

- ◀ One site at Tolworth Court Ground available for community use. Pitch is overplayed by four matches per week. Used by the University and Racal Decca RFC.

Recommendations

- ◀ Seek new provision to accommodate training and/or match play.

Hockey

- ◀ There is no current hockey demand as there are no pitches in the Surbiton analysis area. However, Surbiton Hockey Club is located in the adjacent borough of Elmbridge and attracts many of Kingston's residents.

⁵ In match equivalent sessions

KINGSTON UPON THAMES PLAYING PITCH STRATEGY

Recommendations

- ◀ Support Surbiton HC, when funds allow, in order to support Kingston residents playing hockey over the border at Surbiton HC in Elmbridge.

3G pitches

- ◀ There is a requirement for one full size 3G pitch in the Area based on the FA model.

Recommendations

- ◀ Seek sites to provide new 3G provision.

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
1	Alexandra Recreation Ground	Football	Council	One poor quality adult pitch. Minimal peak time capacity. Open access site subject to unofficial use. Changing facility recently improved.	Improve pitch quality and retain spare capacity as to not reduce quality further.	Council	Key Centre	M	Enhance	M
		Cricket		One standard quality pitch with minimal spare capacity for 4 matches per season. Some potential to increase junior play at peak time. Recently leased to London Gymkhana CC.	Explore options for a pavilion on site and encourage junior play.	Council	Key Centre	M	Provide	M
15	Goals Soccer Centre (Tolworth)	Football	Private	Three standard quality adult pitches with capacity at peak time.	Explore options to ensure community use is secure.	Council Goals	Club	S	Protect	L
		AGP		Ten standard quality 5v5 sized pitches, primarily used for commercial leagues and casual bookings.	No recommendation	Goals	Club	M	Protect	-
23	Knollmead Primary School	Football	School	One good quality mini 5v5 pitch, unavailable for community use due to no local demand.	Work with school to consider options for community use given shortages in the Area.	School Council	Education	S	Provide	L
33	Surbiton Town Sports Club	Football	Private	Two standard quality adult pitches. Capacity available at peak time.	Improve quality where possible.	Club	Club	L	Enhance	L
37	Tolworth Court Ground (Kingston University)	Football	Further Education	Thirteen good quality adult pitches, used regularly by clubs for training midweek. Substantial capacity at peak time mainly due to university teams playing midweek.	Utilise spare capacity at the Site, however, retention of some spare capacity will help to maintain pitch quality. Consider converting football pitch into rugby union due to over play on rugby pitches. Ensure community use is secured.	University	Key Centre	M	Protect	L
		Rugby Union		One good (M2/D1) quality pitch, well-tended to daily. Pitch is overplayed by 4 matches per week, largely due to several university fixtures and training sessions, midweek.	Consider reconfiguring one football pitch to rugby union and move training away from main pitch.	University	Key Centre	M	Provide	L
		Cricket		Three standard quality pitches, primarily used by university teams playing matches midweek. Spare capacity for 57 matches per season, available at peak time for both senior and junior cricket (i.e. Saturday and/or Sunday).	Consider site for potential Last Man Stands (LMS).	University LMS Franchise	Key Centre	M	Protect	L
		AGP		University has aspirations for a sand based AGP at the Site.	Support aspirations in order to grow hockey in the Area, however consider mitigation requirements if any grass pitches are lost. Also consider possibility of 3G	University EH	Key Centre	M	Provide	H

**KINGSTON UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales	Objective	Cost
					provision given shortfalls in the Area.					
40	Victoria Recreation Ground	Football	Council	Two standard quality adult pitches. No capacity available. Site prone to unofficial use due to public access. Changing facilities are too small, showers don't work properly and changing rooms are not secured. Most players refuse to use.	Explore options to increase maintenance to improve quality. Changing facility requires a complete re-build.	Council	Club	L	Provide	H
		Cricket		One good quality pitch with spare capacity for 33 matches per season, available at peak time for both senior and junior play.	Utilise spare capacity.	Council	Club	S	Protect	L
43	Shrewsbury House School pitches	Rugby Union	Educational	One standard (M1/D1) quality pitch, located at private independent school and unavailable for use.	No current demand from community, however explore options with the School to open for community use should demand exist in the future.	Council	Education	M	Protect	L
		Cricket		One standard quality pitch, located at private independent school and unavailable for use.	No current demand from community, however explore options with the School to open for community use should demand exist in the future.	Council	Education	M	Protect	L

PART 8: DELIVER THE STRATEGY AND KEEP IT ROBUST AND UP TO DATE

Delivery

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across Kingston. 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 Kingston 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. In addition to this new partnerships should be formed. In Kingston it would be beneficial to approach education colleagues and look to set up a forum for delivery of key education actions such as access to schools and universities.

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.

For Kingston there are a number of strategic groups that would benefit from collaborative working around the PPS. These include, but are not limited to, environment, health and education. Kingston CSPAN (Community Sport & Physical Activity Network) is a key stakeholder and partner for the delivery of the PPS.

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 steering 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.

The steering group agreed that a memorandum of understanding (MoU) should be created so that each member of the steering group is able to dedicate a reasonable commitment to taking the playing pitch strategy forward. In addition to this, a 1:1 meeting between the Council and NGBs was agreed as a way to work through the detail of the strategy sport by sport. Furthermore, the process of the steering group providing feedback to ensure the PPS is kept robust and up to date should be included within the MoU.

It is agreed that RBK will be responsible for keeping the database and background supply and demand information up to date in order that area by area action plans can also be updated. Partnership working is essential in enabling the Council to keep the supply and demand data up to date. This should be carried out in consultation with the NGBs, particularly around affiliation time when information is updated, the CSP London Sport and Places for People leisure.

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.

The nature of the supply and in particular the demand for playing pitches is likely to have changed over the three years. 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 could 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.

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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 a good way to keep the strategy up to date and maintain relationships may be to hold annual sport specific meetings with the pitch sport NGBs and other relevant parties. These meetings could 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.

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 sites in the future.

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 development departments, 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.

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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.

Sport England: A Sporting Habit for Life (2012-2017)

In 2017, five years after the Olympic Games, Sport England aspires to transforming sport in England so that it is a habit for life for more people and a regular choice for the majority. Launched in January 2012 the strategy sets out how Sport England will invest over one billion pounds of National Lottery and Exchequer funding during the five year plan period. The investment will be used to create a lasting community sport legacy by growing sports participation at the grassroots level following the 2012 London Olympics. The strategy will:

- ◀ See more people starting and keeping a sporting habit for life
- ◀ Create more opportunities for young people
- ◀ Nurture and develop talent
- ◀ Provide the right facilities in the right places
- ◀ Support local authorities and unlock local funding
- ◀ Ensure real opportunities for communities

The vision is for England to be a world leading sporting nation where many more people choose to play sport. There are five strategic themes including:

- ◀ Maximise value from current NGB investment
- ◀ Places, People, Play
- ◀ Strategic direction and market intelligence
- ◀ Set criteria and support system for NGB 2013-17 investment
- ◀ Market development

The aim by 2017 is to ensure that playing sport is a lifelong habit for more people and a regular choice for the majority. A specific target is to increase the number of 14 to 25 year olds playing sport. To accomplish these aims the strategy sets out a number of outcomes:

- ◀ 4,000 secondary schools in England will be offered a community sport club on its site with a direct link to one or more NGBs, depending on the local clubs in a school's area.
- ◀ County sports partnerships will be given new resources to create effective links locally between schools and sport in the community.
- ◀ All secondary schools that wish to do so, will be supported to open up, or keep open, their sports facilities for local community use and at least a third of these will receive additional funding to make this happen.
- ◀ At least 150 further educational colleagues will benefit from a full time sports professional who will act as a College Sport Maker.

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- ◀ Three quarters of university students aged 18-24 will get the chance to take up a new sport or continue playing a sport they played at school or college.
- ◀ A thousand of our most disadvantaged local communities will get a Door Step Club.
- ◀ Two thousand young people on the margins of society will be supported by the Dame Kelly Holmes Legacy Trust into sport and to gain new life skills.
- ◀ Building on the success of the Places People Play, a further £100 million will be invested in facilities for the most popular sports.
- ◀ A minimum of 30 sports will have enhanced England Talent Pathways to ensure young people and others fulfil their potential.

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 (2011 – 2015)

The Football Association's (FA) National Game Strategy provides a strategic framework that sets out key priorities, expenditure proposals and targets for the national game (i.e., football) over a four year period. The main issues facing grassroots football are identified as:

- ◀ Growth and retention (young and adult players)
- ◀ Raising standards and behaviour
- ◀ Better players
- ◀ Running the game

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- ◀ Workforce
- ◀ Facilities

'The National Game Strategy' reinforces the urgent need to provide affordable, new and improved facilities in schools, clubs and on local authority sites. Over 75% of football is played on public sector facilities. The leisure budgets of most local authorities have been reduced over recent years, resulting in decaying facilities that do not serve the community and act as a disincentive to play football. The loss of playing fields has also been well documented and adds to the pressure on the remaining facilities to cope with the demand, especially in inner city and urban areas.

The growth of the commercial sector in developing custom built five-a-side facilities has changed the overall environment. High quality, modern facilities provided by Powerleague, Goals and playfootball.net for example, have added new opportunities to participate and prompted a significant growth in the number of five-a-side teams in recent years.

The FA National Facilities Strategy (2013 – 2015)

The recently launched National Facilities Strategy sets out the FA's long term vision for development of facilities to support the National Game. It aims to address and reflect the facility needs of football within the National Game. The National Game is defined as all non-professional football from Steps 1-7 of the National League System down to recreational football played on open public space. The role of facilities will be crucial in developing the game in England. One of the biggest issues raised from 'the Big Grassroots Football Survey' by that of 84% respondents, was 'poor facilities'.

The FA's vision for the future of facilities in England is to build, protect and enhance sustainable football facilities to improve the experience of the nation's favourite game. It aims to do this by:

- ◀ Building - Provide new facilities and pitches in key locations to FA standards in order to sustain existing participation and support new participation.
- ◀ Protecting - Ensure that playing pitches and facilities are protected for the benefit of current and future participants.
- ◀ Enhancing - Invest in existing facilities and pitches, ensuring that participation in the game is sustained as well as expanded.

The Strategy commits to delivering in excess of £150m (through Football Foundation) into facility improvements across the National Game in line with identified priorities:

- ◀ Natural grass pitches improved – target: 100
- ◀ A network of new AGPs built – target 100
- ◀ A network of refurbished AGPs – target 150
- ◀ On selected sites, new and improved changing facilities and toilets
- ◀ Continue a small grants programme designed to address modest facility needs of clubs
- ◀ Ongoing support with the purchase and replacement of goalposts

It also commits to:

- ◀ Direct other sources of investment into FA facility priorities
- ◀ Communicate priorities for investment across the grassroots game on a regular basis
- ◀ Work closely with Sport England, the Premier League and other partners to ensure that investment is co-ordinated and targeted

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England and Wales Cricket Board (ECB) Champion Counties Strategic Plan 2014 – 2017

The England and Wales Cricket Board unveiled a new strategic plan in 2013 which seeks to deliver successful England teams at all levels, to produce a vibrant domestic game as well as increasing participation during the period 2014-17. It builds on the 2005 plan, Building Partnerships and the subsequent 2009 initiative, Grounds to Play.

The plan will take advantage of local partnerships developed in earlier plans and support local delivery of priorities through the County network. It targets operational excellence to make maximum use of scarce resources and facilities during a time of economic austerity.

Among the targets set under the four pillars of Effective Governance, Vibrant Domestic Game, Enthusiating Participation and Successful England teams, which are relevant to the playing pitch strategy, are:

- ◀ An increase in participation as measured by Sport England's Active People Survey from 183,400 to 197,500
- ◀ Expand the number of clubs participating in NatWest CricketForce from 2,000 to 2,200
- ◀ Increase the number of cricket's volunteers to 80,000 by 2017
- ◀ Expand the number of participants in women's and disabilities cricket by 10% by 2017
- ◀ To increase the number of TwelfthMan members from 220,000 to 250,000 by 2017
- ◀ Complete an approved Community Engagement programme with all 18 First Class Counties and MCC
- ◀ For each £1 provided in facility grants through the 'Sport England Whole Sport Plan Grant Programme' ensure a multiplier of three with other funding partners
- ◀ Provide a fund of £8.1m of capital investment to enhance floodlights, sightscreens, replay screens, power sub-stations and broadcasting facilities at First Class County venues
- ◀ Provide an interest-free loan fund to community clubs of £10 million
- ◀ Qualify and engage 50 Level 4 coaches to support the development of professional cricketers
- ◀ Expand the number of coaches who have received teacher level 1, 2 or 3 qualifications to 50,000
- ◀ Provide a fund of £2 million for community clubs to combat the impact of climate change
- ◀ Introduce a youth T20 competition engaging 500 teams by 2017

The following actions executed during the duration of Building Partnerships provide a strong base for this plan. Actions include:

- ◀ Streamlining ECB governance
- ◀ Building participation by more than 20% per annum (as measured through ECB focus clubs and County Cricket Boards)
- ◀ Developing women's cricket
- ◀ Attracting volunteers
- ◀ Expanding cricket's spectator base
- ◀ Introducing grants and loans to clubs
- ◀ Developing disabilities cricket

This plan therefore influences 'Grounds to Play' in the areas of facilities and coaches, which is where ECB investment will be focussed. Partnership funding and support will play a key role in the delivery of actions and maintaining the strength of the pillars.

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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.

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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

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 maximize playing opportunities

‘The right pitches in the right places’⁶

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.

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

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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 : <ul style="list-style-type: none"> Improvement Fund Sportsmatch Small Grants Protecting Playing Fields Inspired Facilities Strategic Facilities Fund http://www.sportengland.org/funding.aspx http://www.sportengland.org/funding/our-different-funds/strategic-facilities/	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: <ol style="list-style-type: none"> 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.

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Awarding body	Description
	Enabling the development of hockey at youth or community level. Smaller Charities.

Protecting Playing Fields

SE launched a funding programme; 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 over the next three years (2011-2014).

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 five funding rounds and is due to launch in Summer 2011 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 providing opportunities for 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.

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

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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)

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- ◀ 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/design_and_cost_guidance.aspx

The costs are for the development of community sports facilities and are based on providing good quality sports facility for the 2nd Quarter 2011. These rounded costs are based on schemes most recently funded through the Lottery (and therefore based on economies of scale), updated to reflect current forecast price indices for 1st Quarter 2010 provided by the Building Cost Information Service (BCIS), prepared by Technical Team Lead of Sport England.

New work output is forecast to fall a little in 2011 as the cuts in public sector spending start to make their mark, partly mitigated by private sector output starting to recover more strongly. It is anticipated that there will be a return to sluggish growth in 2012, as public sector cuts deepen. The BCIS forecast is for tender prices to rise by 2.8% in the year to 4th quarter 2011, rising by 3.1% over the following year.

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APPENDIX THREE: TERMS OF REFERENCE

Pitch quality

The quality of pitches in Dudley has been assessed via a combination of site visits (using non-technical assessments as determined by the methodology) and user consultation to reach and apply an agreed rating as follows:

- ◀ Good
- ◀ Standard
- ◀ Poor

The percentage parameters used for the non-technical assessments were as follows; Good (>80%), Standard (50-80%), Poor (<50%). The final quality ratings assigned to the sites also take into account the user quality ratings gathered from consultation.

Criteria for pitch quality, and examples of non-technical assessment forms, can be accessed on the Sport England website:

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

Unmet demand

See page 21 of the Sport England methodology:

<http://www.sportengland.org/media/217868/pps-guidance-october-2013-updated.pdf>

*“Current **unmet demand** could be in the form of a team that has currently got access to a pitch for its matches but nowhere to train or vice versa. It could also be from an educational establishment that is currently using an indoor facility because of the lack of access to outdoor pitch provision. Along with a lack of pitches of a particular type being available to the community unmet demand may 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.”*