



CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

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**CANNOCK CHASE DISTRICT COUNCIL
PLAYING PITCH STRATEGY & ACTION PLAN**

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PART 1: INTRODUCTION

This is the Cannock Chase Draft Playing Pitch Strategy for the period 2018-2036. Recommendations are drawn from the Playing Pitch Assessment Report, researched and prepared initially between December 2017 and April 2018; and updated in December 2018; by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's Sport England's Playing Pitch Strategy Guidance: *An approach to developing and delivering a Playing Pitch Strategy* and in consultation with Cannock Chase District Council (CCDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Purpose

A Playing Pitch Strategy will provide the evidence required to help protect playing fields to ensure sufficient land is available to meet existing and projected future pitch requirements. Planning Policy and other relevant sport related corporate strategies must be based upon a robust evidence base in order to ensure planning, local policies and sport development criteria can be implemented efficiently and effectively.

Cannock Chase both aspires and needs to consider its facilities planning, particularly in the context of future growth needs; the changing economic and demographic profile of the area and the potential change of circumstance following the closure of Rugeley Power Station and its surrounds.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of outdoor sport and leisure facilities that Cannock Chase requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

Scope

The following types of outdoor sports facilities are included in the Assessment and Strategy:

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

Pitch sports were assessed using the guidance set out in Sport England's Playing Pitch Strategy Guidance: *An approach to developing and delivering a playing pitch strategy*.

Outdoor sports

- ◀ Tennis
- ◀ Bowls
- ◀ Athletics
- ◀ Golf

Outdoor sports were assessed using Sport England's Assessing Needs and Opportunities Guidance (2014). Non-pitch outdoor sports require a different methodology to assess demand and supply to that used for pitch sports.

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Strategy structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Cannock Chase to provide:

- ◀ A vision for the future improvement and prioritisation of outdoor sports facilities.
- ◀ A number of aims to help deliver the recommendations and actions.
- ◀ A series of sport by sport recommendations which provide a strategic framework for sport led improvements to provision
- ◀ A range of sport by sport and local authority wide scenarios to help inform policy recommendations and prioritisation of actions.
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of provision.
- ◀ A prioritised area-by-area action plan to address key issues.

The Strategy and Action Plan recommends a number of priority projects for Cannock Chase which should be implemented over the next ten years. It provides a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding (see Appendix Four: Funding Plan¹) have been identified.

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

The PPS should be reviewed on an annual basis from the date it is formally signed off by the Steering Group. This will help to maintain the momentum and commitment that would have been built up when developing the PPS. Taking into account the time to develop the PPS this should also help to ensure that the original supply and demand information is no more than two years old without being reviewed. Part 8 of this strategy report contains a suggested process for carrying out the update and monitoring. The Steering Group will need to agree the process prior to adoption of this strategy.

Study area

Cannock Chase District covers over seven thousand hectares on the northern fringe of the West Midlands conurbation, extending through the Cannock Chase Area of Outstanding Natural Beauty (AONB) to the River Trent flood plain in the north. Walsall Metropolitan Borough Council and the Staffordshire Districts of Lichfield, Stafford and South Staffordshire border the District.

Since 2011, Cannock Chase has formed part of both the Greater Birmingham and Solihull Local Enterprise Partnership (along with Birmingham, Bromsgrove, East Staffordshire, Lichfield, Redditch, Solihull, Tamworth and Wyre Forest) plus the Stoke-on-Trent and Staffordshire Local Enterprise Partnership.

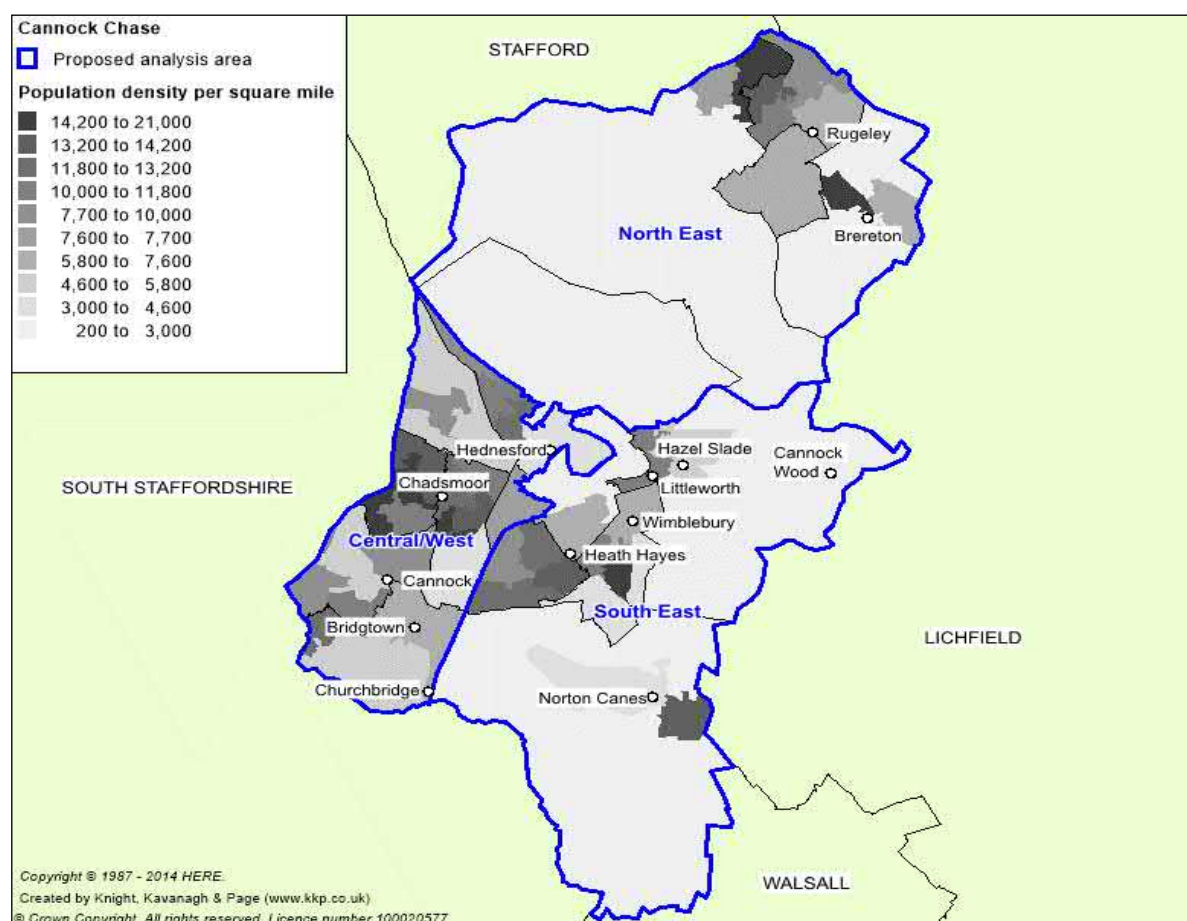
¹ Please note that Sport England funding streams will be subject to change throughout 2018/19.

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Given that 60% of the District is designated Green Belt, it is a crucial feature of the District's overall character. Cannock Chase, to the north of the district, is a designated Area of Outstanding Natural Beauty (AONB). As well as being an amenity for local people it also attracts many visitors which must be carefully managed due to both landscape and ecological sensitivities. The Council provides a range of formal parks (four of which have achieved national (Green Flag) standard plus play areas and open spaces.

The study will report on a Districtwide basis and by three distinct sub-geographical (catchment areas), generally reflecting the main urban areas in the North East (Rugeley), Central/West (Cannock and Hednesford) and South East (Heath Hayes and Norton Canes). However, these will only be applied as relevant to the sport and where demand warrants it, for example, for football due to its size and spread of facilities across the District.

Figure 1.1: Analysis areas



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Context

Population growth

The resident population in Cannock Chase is recorded as 98,534 (based on ONS 2016 mid-year estimates). By 2036 (in line with the Local Plan review period), the District's population is projected to increase by 5,558 or 6% to 104,092 (ONS 2014-based projections²).

The basis for identifying future demand within the PPS has been ONS 2014-based projections on the basis that the Government advised to revert to using the 2014 figures ONS-based projections when setting housing need as it better reflects the likely population growth.

The population is at its most dense around Cannock in the west and Rugeley in the north of the District. Cannock Chase has similar levels of deprivation to the rest of Staffordshire; 30% of the District population lives in areas covered by the country's three most deprived cohorts (national average;30%). In contrast to this, 20.7% live in the three least deprived groupings in the country; compared to a 'norm' of c.30%.

Planning context

The Government is changing the way in which housing need is calculated, using a new national standardised methodology. CCDC will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives CCDC a figure (which could still change) of 284 dwellings per year (for the period 2016-2026) compared to the current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, the performance of CCDC is also likely to be measured using a new Housing Delivery Test for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan so the Council will need to be mindful of this as it prepares the new plan.

CCDC is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area (GBHMA). Across this wider area, there is a significant housing shortfall of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report has recently been published which considers the following across the entire Housing Market Assessment area:

- ◀ Current capacity
- ◀ Potential for increasing densities
- ◀ Further supply on non-Green Belt sites
- ◀ Potential Green Belt opportunities utilising a strategic Green belt review

² Data Source: ONS 2014-based projections 2014-2039. Released: 25 May 2016

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CCDC is not able to say how much growth it might be able to accommodate at present as it will need further evidence to see what capacity it might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). The Local Plan is being reviewed and, potentially, may need to explore some Green Belt options if sufficient urban capacity and brownfield options cannot be found to deliver the growth needed. This would require a range of evidence based work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).

In addition, CCDC's Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 800 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

National Planning Policy Framework July 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how 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.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

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 states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

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It is, essential that CCDC, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

Headline findings

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	Central/ West	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity
	North East	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Youth 11v11 pitches at capacity ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Shortfall of 0.5 youth 11v11 MES ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
	South East	<ul style="list-style-type: none"> ◀ Spare capacity of 2.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ³	Study Area	◀ Shortfall of 1 full size, floodlit 3G pitch.	◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	◀ Shortfall of 1.25 senior MES	◀ Shortfall of 2.5 senior MES
Cricket	Study Area	◀ Current demand is being met.	◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/ water AGPs)	Study Area	◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.	◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	◀ Current demand is likely to be being met. However, quality needs addressing.	◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.

³ Based on accommodating 38 teams to one full size pitch for affiliated team training.

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Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Athletics tracks	Study Area	◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.	◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	◀ Current demand is being met by existing provision.	◀ Future demand can be met by current provision.

Note: MES = match equivalent sessions

Conclusions

The assessment report identifies that the existing position for all the specified sports is either that demand is broadly being met or that there is a shortfall (albeit this is small in the case of football). In terms of the future position, current shortfalls are shown as exacerbating or new shortfalls emerge in respect of some facility types in some areas.

As such, there is a need to protect all existing outdoor sports provision, or to deliver an equivalent or better quantity and quality of provision to offset any loss of facility prior to the loss taking place.

The only exception to the above would be in the case of sports provision being replaced by a different form of sports provision (e.g. a sand-based AGP being replaced by a 3G pitch) subject to no clubs/sports users being displaced without suitable alternative arrangements being in place, and also subject to overall sports benefits being achieved and proposals being agreed upon by Sport England in conjunction with appropriate NGBs.

In part, natural turf ('grass') overplay shortfalls expressed could be addressed by improving quality at some existing operational sites, particularly in the case of football pitches. However, the extent of increased capacity achievable through this route would clearly be dependent upon practical opportunities arising and funding being identified for delivering enhancements at specific sites, and also upon secure maintenance arrangements being put in place to sustain the higher quality standards in the long term.

Definitions

Match equivalent sessions

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

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

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Pitch capacity

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

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

Sport	Pitch type	Number of matches per week		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3	2	1
	Youth pitches	4	2	1
	Mini pitches	6	4	2
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season	N/A	N/A

Rugby union pitches		Maintenance rating		
		Poor (M0)	Adequate (M1)	Good (M2)
Drainage rating	Natural Inadequate (D0)	Poor	Poor	Standard
	Natural Adequate (D1)	Poor	Standard	Good
	Pipe Drained (D2)	Standard	Standard	Good
	Pipe and Slit Drained (D3)	Standard	Good	Good

Shortfalls

Please note that shortfalls are expressed in match equivalent sessions rather than as pitches as it is possible that shortfalls could be accommodated in various ways (e.g. through pitch improvements) and not just by providing more pitches. For a full Glossary of terms please refer to Appendix Four.

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PART 2: VISION

A vision has been set out to provide a clear focus with desired outcomes for the Cannock Chase PPS. It builds upon the conclusions identified in the Assessment Report (August 2018) and Sport England's five-year strategy 'Towards an Active Nation', which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Cannock Chase can be identified. The primary focus is to enable residents to gain access to outdoor sports facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes for all of the population that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2036.

To provide accessible high quality leisure and sports facilities in Cannock Chase that encourages an active lifestyle, increases participation and helps improve health and wellbeing

To achieve this strategic vision, the strategy seeks to deliver the following objectives:

- ◀ Ensure that all valuable facilities are protected for the long-term benefit of sport
- ◀ Promote a sustainable approach to the provision of playing pitches and management of sports clubs
- ◀ Ensure that there are enough facilities in the right place to meet current and projected future demand
- ◀ Ensure that all clubs have access to facilities of appropriate quality to meet current needs and longer-term aspirations.

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PART 3: AIMS

The following overarching aims are based on the three Sport England themes (see Figure 1 below). Delivery of the Strategy is the responsibility of and relies on, the Steering Group.

It is recommended that the following are adopted by the Council and its partners to enable it to achieve the overall vision of the Playing Pitch Strategy and Sport England's requirements.

Aim 1

To **protect** the existing supply of playing pitches where it is needed for meeting current and future needs

Aim 2

To **enhance** playing fields, pitches and ancillary facilities through improving quality and management of sites

Aim 3

To **provide** new playing pitches where there is current or future demand to do so

Figure 1: Sport England planning objectives - Protect, Enhance and Provide



Source: Sport England 2015

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PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

Recommendations detailed herein are not solely for the Council to action, nor do they imply an expectation that the Council will or can afford to make the necessary investments required. Rather, the purpose of the recommendations is to guide investment for any relevant bodies, including but not limited to Sport England and the NGBs for the sports the recommendations refer to.

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

Football pitches

Summary

- ◀ **Current and future supply of football pitch provision can sufficiently accommodate demand in Cannock Chase across adult, mini 7v7 and mini 5v5 pitch, with a current shortfall for both youth 11v11 and youth 9v9 pitches.**
- ◀ **When accounting for future demand shortfalls are exacerbated on youth 11v11 and youth 9v9 pitches.**
- ◀ The audit identifies a total of 72 grass football pitches across 40 sites in Cannock Chase, with 62 pitches across 33 sites identified as being available for community use on some level. The ten pitches, across seven sites that are unavailable for community use are all located at education sites.
- ◀ Most available football pitches in Cannock Chase (39%) are adult sized, in part due to youth 11v11 teams playing on adult pitches.
- ◀ The potential closure of The Hart (Lower School) site could result in the loss of two youth 11v11 pitches and a youth 9v9 pitch.
- ◀ Both Heath Hayes FC and Hednesford Town FC have aspiration to establish 3G pitches on sites in the District.
- ◀ The pitch quality ratings determined through a combination of non-technical assessments and user feedback show most (77%) pitches available for community use are rated as standard quality, with 21% rated as poor and only one pitch as good, equating to just 2%.
- ◀ Cannock Chase District Council manages and operates 11 football pitch sites, of which, seven are accompanied by changing provision.
- ◀ Through consultation, clubs indicate that car parking at Old Fallow Road and 5's Pavilion and Sports Ground is inadequate with other sites considered to have appropriate car parking either on site or nearby.
- ◀ Brereton Town FC reports aspirations to acquire a long-term lease of its home pitch in line with the current lease agreement it has for the ancillary facilities on the same site.
- ◀ In total there are 140 teams identified as playing competitive football matches or training within Cannock Chase. This consists of 39 men's teams, one women's team, 51 youth boys' teams, six youth girls' teams and 43 mini soccer teams.
- ◀ Due to the presence of a number of central venue mini and junior leagues to which Cannock Chase clubs affiliate, the majority of displaced demand will remain consistent in the future. There is, however, 6.5 match equivalent sessions of actual spare capacity of displaced demand that would prefer to be based within the District.
- ◀ Including both TGRs and club aspirational the total amount of future demand across Cannock Chase equates to one match equivalent session on adult pitches, 0.5 match equivalent sessions on mini 7v7 pitch type and 5.5 match equivalent session on mini 5v5 pitches.

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- There are nine match equivalent sessions per week of actual spare capacity (i.e. at peak time) located across ten sites on 12 pitches. Any actual spare capacity at unsecured sites has been discounted from any totals as the long-term existence of those pitches cannot be relied upon in the future.
- Overplay on football pitches in Cannock Chase amounts to seven match equivalent sessions per week over seven sites and nine pitches.

Scenarios

Improving pitch quality

Improving pitch quality on overplayed pitches (i.e. through increased maintenance or drainage improvements) to good quality will increase capacity and therefore help to accommodate expressed overplay. As can be seen in the table below, if quality was improved to good quality at some sites this would eradicate overplay and create spare capacity.

Please see the table below for a site-by-site breakdown of capacity rating should currently overplayed pitches be improved to good quality. As a reminder, the capacity rating for each type and quality rating is:

Adult pitches		Youth pitches		Mini pitches	
Pitch quality	Matches per week	Pitch quality	Matches per week	Pitch quality	Matches per week
Good	3	Good	4	Good	6
Standard	2	Standard	2	Standard	4
Poor	1	Poor	1	Poor	2

Overplay if all pitches were good quality

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current Capacity rating ⁴	Good quality capacity rating ⁵
3	Brereton Sports and Social Club	Adult	1	Standard	0.5	0.5
6	Cannock Park	Youth 11v11	1	Poor	2	1*
7	Cardinal Griffin Catholic College	Youth 9v9	1	Standard	1	1
16	Heath Hayes FC	Adult	1	Standard	0.5	0.5
41	The Hart School (Lower School)	Youth 9v9	1	Standard	1	1
42	The Hart School (Upper School)	Adult	3	Poor	1.5	1.5*

*Indicates where pitch quality has improved from poor to good quality, rather than just by one increment (poor to standard or standard to good).

⁴ Match equivalent sessions

⁵ Match equivalent sessions

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Where overplayed pitches are assessed as poor quality, it may be more feasible to increase to standard quality. Therefore, the table above shows the capacity rating if improved to standard rather than good. In one instance this will be enough to address overplay, at The Hart (Upper School); however, it would not eliminate overplay at Cannock Park, this would require improving the pitch quality to good, thus creating potential capacity of one match equivalent session.

Where, even after improving quality, overplay is still present, there is also a need to consider transfer of play to alternative pitches/sites in order to eradicate overplay.

Given the costs of improving pitch quality, alternatives also need to be considered that can offer a more sustainable model for the future of football. The alternative to grass pitches is the use of 3G pitches for competitive matches. Not only can this alleviate overplay of grass pitches but it can also aid quality improvements through the transfer of play and therefore reduced use.

Loss of access to unsecure sites

There are currently 52 match equivalent sessions per week across 16 sites taking place on pitches with unsecure tenure across Cannock Chase District. Of this, 37 match equivalent sessions are from curricular and extra-curricular demand; meaning that 15 match equivalent sessions of community use is taking place on unsecure pitches. These pitches are all located at education sites, with no form of community use agreements in place and accounting for approximately 37% of all community play taking place on pitches in Cannock Chase District.

In particular, Cardinal Griffin Catholic College accommodates match demand from 12 teams on both grass and 3G pitches with no secure tenure. A loss of access to the site would generate the need to re-accommodate six match equivalent sessions across Cannock Chase District.

Loss of pitches

It is reported that The Hart School (Lower School) site is due to close, resulting in the loss of its pitch provision for community use. Currently there are two youth 11v11 pitches and a youth 9v9 pitch on site; all of which are accessed by community clubs.

Youth teams representing both Lea Hall Youth FC and Lakeside FC access the site for match demand; and the loss of the pitches on this site would result in the requirement to relocated one match equivalent session of youth 9v9 demand and one match equivalent sessions of youth 11v11 demand in the North East Analysis Area.

Closure of The Hart School (Lower School)

At present, youth 11v11 pitches in the North East Analysis Areas are at capacity; meaning that the loss of the provision at The Hart School (Lower School) would result in a shortfall of one match equivalent sessions in the Analysis Area; increasing overall shortfall of three match equivalent sessions on youth 11v11 pitches throughout Cannock Chase District.

There is currently a shortfall of youth 9v9 pitches in the North East Analysis Area, of one match equivalent session; which is sustained when Cannock Chase District is considered. The loss of the youth 9v9 pitch at The Hart School (Lower School) site would require the relocation of the aforementioned one match equivalent session on youth 9v9 pitches, which would then result in a shortfall of two match equivalent sessions on youth 9v9 pitches in both North East Analysis Area and Cannock Chase District.

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Recommendations - football

- ◀ Protect existing quantity of pitches (unless replacement provision is agreed upon and provided).
- ◀ Ensure all teams are playing on the correct pitch sizes and explore reconfiguration to accommodate more youth 11v11 pitches where possible.
- ◀ Seek to increase use of 3G pitches in order to increase capacity available on grass pitches to address current and future shortfalls, particularly in the North East Analysis Area.
- ◀ Where pitches are overplayed and assessed as poor or standard quality, review maintenance regimes to ensure it is of an appropriate standard to sustain use and improve quality.
- ◀ Additional and correct types of grounds machinery should be invested in by clubs, private sites and the LA to ensure pitches can be maintained to a good level through more regular maintenance.
- ◀ Work to accommodate displaced and future demand at sites which are not operating at capacity or at sites which are not currently available for community use.
- ◀ Improve ancillary facilities at sites that are currently serviced by poor provision (e.g. car parking at Old Fallow Road and 5's Pavilion and Sports Ground).
- ◀ Aim to provide security of tenure for clubs using unsecure sites through community use agreements particularly those located at school sites.
- ◀ Consult and negotiate with school sites to encourage them to establish community use.
- ◀ Re-provide the football pitch that was lost following the closure of Rugeley Power Station. Any new pitch should be of adult size to address current and future shortfalls and should be linked to Key site developments in the District.

Third generation artificial grass pitches (3G pitches)

Summary

- ◀ **In conclusion, based on the FA affiliated team training model there is an insufficient supply of full sized 3G pitches to meet current demand which will continue with forecasted future demand increases. However, this shortfall will be addressed once the conversion of the small sized 3G pitch at Rugeley Leisure Centre to a full size 3G pitch is completed, the timescale for which is currently unknown.**
- ◀ There are two full sized 3G pitches in Cannock Chase, both of which have floodlighting and are available for community use.
- ◀ There is a small sized 3G pitches, at Rugeley Leisure Centre which is also floodlit and available for community use.
- ◀ The two full sized 3G pitches at Cardinal Griffin Catholic College and 5's Pavilion and Sports Ground are FA certified, therefore are both compliant for use for competitive matches.
- ◀ Both full size pitches are considered good quality with both being within the recommended ten year life spans, meaning that resurfacing will not be required in the short term.
- ◀ Both full size 3G pitches are used as central venues for mini and junior leagues in the area, meaning that they accommodate some imported match demand.
- ◀ Due to the site's proximity to the Cannock Chase District, AGPs at Cannock Cricket and Hockey Club are used to accommodate some football training demand.
- ◀ Staffordshire FA reports that both the CFA and the Football Foundation are exploring options with CCDC to help fund the resurfacing and extension of the small sized 3G pitch at Rugeley Leisure Centre to create a full sized 3G pitch on site.

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- Of the 30 clubs that stated a demand for additional training facilities, 19 specifically stated a need for increased use of 3G pitches.
- It is considered that there are 140 teams which require access to train once per week on floodlit 3G surface. When applied on a district-wide level, this equates to the need for three full sized 3G pitches to service this level of training demand. At present, there are two available full sized 3G pitches across the District. Therefore, there is a shortfall of one full sized 3G pitch to meet training demand for football.

Scenarios

Accommodating football training demand

As identified within the Assessment Report, there is an actual shortfall of one full size 3G pitch in Cannock Chase District to meet football training demand.

To alleviate this shortfall, consideration should be given to this being provided within the North East area, particularly given there are no full size 3G pitches in the Area. On the basis that according to The FA standard, one full sized 3G pitch can service 38 teams, there is enough demand in the Area for this to be feasible but would require further investigation works as to the best location to achieve this.

If the displaced demand referred to in the Assessment Report Section 2: Football, continues to opt for training provision outside of the District; then demand to be accommodated for reduces from 140 to 110, also lowering the requirement of the number of full size 3G pitches from three (3.7) to two (2.9). However, given a lack of small sized or sand based AGPs to accommodate residual demand; three full size 3G pitches would still be recommended.

Moving football match play demand to 3G pitches⁶

Moving match play to 3G pitches is supported by the FA. To further the use of 3G pitches for matches, the FA is particularly keen to work with local authorities to understand the potential demand for full size floodlit 3G pitches should all competitive matches that are currently played on council pitches be transferred. The following table therefore calculates the number of teams currently using council and parish/town council facilities in Cannock Chase for each pitch type at peak time.

Number of teams currently using council pitches

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	23
Youth	11v11	Sunday PM	6
Youth	9v9	Sunday PM	5
Total			34

Please note that there are no mini teams currently playing on council or parish/town council grass mini pitches in Cannock Chase.

The FA suggests an approach for estimating the number of full size, floodlit 3G pitches required to accommodate the above demand for competitive matches, as seen in the table below.

⁶ Refer to Appendix One: FA 3G Pitch Scenarios for the programming model used.

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Full size 3G pitches required for the transfer of council pitch demand

Format	No teams per time (x)	No matches at PEAK TIME (y) = x/2	3G units per match (z)	Total units required formats (A)=(y)*(z)	3G pitches required B= (A)/64
Adult	23	11.5	32	368	5.75
11v11	6	3	32	96	1.5
9v9	5	5.5	10	55	0.86

Given that peak time for the youth pitch types (Sunday PM) is different to peak time for adult football (Sunday AM), transferring the majority of matches currently on council pitches would equate for the need for five full size 3G pitches. This would accommodate most of the adult match demand on 3G pitches, but retain some demand on local authority grass pitches.

If the pitch at Rugeley Leisure Centre is extended and resurfaced to a full size 3G pitch; and both Heath Hayes FC and Hednesford Town FC were successful in establishing full size 3G pitches then this would meet the above need, provided that all pitches were certified for competitive football and on the FA Register.

However, the establishment of these additional pitches may adversely impact the financial viability of all full size 3G pitches in the District, particularly in relation to the FA's training model, which suggests a current and future need for three full size 3G pitches. Business models should be considered before planning permission is approved for the development of the prospective pitches.

New provision

It is understood that the District Council and Football Foundation are currently exploring options to help fund an extension and resurfacing of the small sized 3G provision at Rugeley Leisure Centre, creating a full size 3G pitch on the site. Increasing the provision of full sized 3G pitches in the District, specifically in the North East Analysis Area, would meet the current shortfall demonstrated by the FA's training model for 3G pitches.

There are currently 36 teams based in the South East Analysis Area, two short of meeting the requirement for a full size 3G pitch. This may warrant a need for a new full size 3G pitch in the Analysis Area, meeting not only demand from the District but also cross-boundary (Lichfield, Walsall and Bloxwich districts). This should be considered as an option moving forward with the Norton Canes settlement the area with greatest potential given its proximity to bordering authorities and its distance from other larger settlements (Cannock and Rugeley) within Cannock Chase District. The population and development in this area should be considered as factors when assessing this.

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Recommendations – 3G pitches

- ◀ Protect current stock of 3G pitches.
- ◀ As a priority, identify funding to extend and resurface the small sized 3G pitch at Rugeley Leisure Centre to a full size pitch.
- ◀ Ensure that the extended pitch is FA registered, whilst considering the value of making the pitch WR compliant.
- ◀ Encourage all current and future providers to put in place a sinking fund to ensure long-term sustainability.
- ◀ Encourage more match play demand to transfer to 3G pitches, where possible to help address overplay identified on grass pitches.
- ◀ Identify feasible sites to increase provision of full size 3G pitches to meet training and competitive demand, with North East being the priority analysis area.
- ◀ Consider the establishment of a full size 3G pitch in the South East Analysis Area, specifically in Norton Canes, to meet increasing demand in the settlement, as well as some demand from neighbouring authorities which could easily access provision.
- ◀ Ensure that all new 3G pitches are constructed to meet FA/RFU recommended dimensions and quality performance standards to meet performance testing criteria.

Cricket pitches

Summary

- ◀ **There is sufficient supply of cricket provision to cater for current demand, however, a shortfall is created once displaced and future demand is considered.**
- ◀ **In order for this to be accommodated on existing provision all future senior demand would need to take place outside of the peak period for senior men's cricket (Saturday). Any peak time future demand would require access to more provision, however, should the second square be developed adjacent to Rugeley CC and secure for the Club's use this would fully address the shortfall identified.**
- ◀ In total, there are two grass cricket squares in Cannock Chase located across two sites. In addition, there are two squares located at Cannock Cricket and Hockey Club, in neighbouring South Staffordshire but servicing demand from Cannock Chase. All grass squares are available for community use and used.
- ◀ In total, there are eight non-turf pitches (NTPs) servicing Cannock Chase. Of which, five are located accompanying natural turf squares at club sites and three are standalone based at school sites.
- ◀ Rugeley CC has been granted permission for a change of use of an adjacent field (CH/18/106) which will result in the creation of a second square to then be leased by the Club.
- ◀ Pitch quality ratings determined by non-technical quality assessments and user feedback found that all natural grass squares are of good quality⁷.
- ◀ Both Cannock CC and C&R Hawks CC are considered to have security of tenure⁸. There is a need to ensure that a long term lease agreement is signed by Rugeley CC to give the Club security of tenure.
- ◀ Consultation reports that the clubhouse facility at Cannock Cricket and Hockey Club is due to be sold, with a purpose built facility built elsewhere onsite.
- ◀ There are 15 senior cricket teams, one of which is a women's team; and 14 junior teams playing competitive matches across the three clubs, totalling 29 cricket teams.

⁷ When non-technical assessments were undertaken pitch quality at C&R Hawks was considered to be good quality. It has since been reported by the ECB that the quality of the pitch has since declined.

⁸ Tenure of Cannock CC will become unsecure if outstanding debt is called in and access to the site restricted. This would then result in a need for additional provision within Cannock Chase District given that club members are mainly from the District.

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- ◀ Both Rugeley CC and C&R Hawks CC have senior men's teams displaced to secondary venues outside of the District. C&R Hawks CC does not report aspirations to return its displaced team to the District. Rugeley CC, however, does plan to return its displaced senior team, however, it is predicted that this team will be lost until the second pitch at Rugeley Cricket Club is established in three to four seasons time.
- ◀ Despite two sites having potential capacity totalling 56 match sessions per season, there is no actual spare capacity available during the peak period for senior men's play (Saturday).
- ◀ No pitches are considered overplayed in Cannock Chase District.

Scenarios

Alleviating future overplay

Current demand can be sufficiently accommodated on existing provision; with all clubs also having security of tenure. However, should current provision remain the same there will be a future shortfall of 27 match equivalent sessions once displaced (11 match equivalent sessions) and future (16 match equivalent sessions) are considered, specifically at Rugeley CC.

In order for future demand to be accommodated on existing provision it would be required to take place outside of the peak time for senior men's cricket (Saturday). The presence of a senior Sunday League in the District means that this could be accommodated on existing provision.

Alternatively, the establishment of a second square at Rugeley CC could accommodate current displaced and future senior demand during the peak period (Saturday), without creating an overall shortfall.

It should be noted that whilst the aforementioned second square is developed at Rugeley CC, the Club's current 3rd XI and future 4th XI are without a dedicated home venue as neither could be accommodated at Rugeley CC on Saturday afternoons. Added to this the 3rd XI team, which is currently displaced, will no longer be able to access its displaced site after the conclusion of the 2018 season.

A solution may be that the 3rd XI team either obtains use of another venue outside of Cannock Chase District or participates in the senior Sunday league, utilising the pitch at Rugeley CC, until the new square is fully established. If alternative provision can not be found then it is likely that the team will be lost.

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Recommendations – cricket⁹

- ◀ Existing quantity of cricket pitches to be protected.
- ◀ Seek to improve standard quality facilities for matches and training, such as identified at Cannock Cricket & Hockey Club.
- ◀ Support clubs with aspirations to improve and extend ancillary provision including access to external funding opportunities where possible and available.
- ◀ Sustain the current quality of pitches servicing Cannock Chase District demand; reducing the impact of unofficial use, dog fouling or overmarking.
- ◀ Continue to deliver All Stars Cricket and women & girls programmes and seek to increase junior and female participation as a result.
- ◀ Support the development of new cricket provision at Rugeley Cricket Club, enabling the Club's displaced team to return to the District whilst also increasing capacity for future growth. Additional changing facilities will also be required to support this second pitch.
- ◀ Support Rugeley CC 3rd XI to access alternative provision locally whilst the second square at Rugeley Cricket Club is established.
- ◀ Understand the impact of potential developments at Chase Park to the tenure and sustainability of Cannock CC.
- ◀ Support Cannock CC to develop its ancillary provision, improving the quality.
- ◀ Once the new second pitch at Rugeley CC is established (2020) there is no requirement for new cricket provision in the District.

⁹ Recommendations in relation to Cannock CC is subject to the Club retaining security of tenure to its current home venue. If tenure is lost due to outstanding debt being called in and, subsequently, access to the site is restricted, then feasibility should be undertaken to identify an appropriate site(s) to accommodate club demand given that the majority of the membership are Cannock Chase District residents.

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Rugby union pitches

Summary

- ◀ **Current supply is not sufficient to cater for the level of demand expressed in Cannock Chase at present, totalling a need for a further 1.25 match equivalent sessions on pitches. This is further exacerbated to create a future requirement for 2.5 match equivalent sessions.**
- ◀ **Also, there are current and future shortfalls totalling 5.25 match equivalent session at Cannock Rugby Club (South Staffordshire) which serves some demand from the Cannock Chase District population.**
- ◀ In total, there are six rugby union pitches in Cannock Chase across five sites, of which four are senior sized and two junior size. In addition there are two senior pitches and a junior pitch located at Cannock Rugby Club, which also contribute to the local supply. All pitches are available for community use in some capacity.
- ◀ At present, there are no World Rugby (WR) compliant 3G pitches in Cannock Chase, with the nearest pitches located at the University of Wolverhampton (Walsall) and Keele University (Newcastle Under Lyme). A new WR compliant 3G pitch is now full operational at Walsall RUFC as part of the RFU's Rugby365 programme.
- ◀ The Floodlit provision across the District is low. To support participation growth both clubs should have access to high quality floodlighting to allow them to train and play matches in a safe environment.
- ◀ All pitches are of poor quality, rated (M0/D1). Maintenance of pitches is considered basic, whilst drainage is not a reported issue on any of the sites.
- ◀ Ancillary facilities for Rugeley RFC are considered poor quality, whilst those servicing Cannock RUFC are of good quality, with minor issues relating to informal car parking and ownership of the access road.
- ◀ Cannock and Rugeley rugby clubs provide a total of 19 teams, only one of which is a women's team whilst there are no dedicated girls' teams in the District.
- ◀ Both clubs are considered to have security of tenure via lease agreements in the short term, although Rugeley RFC's agreement does not provide long term security of tenure which is required for NGB funding.
- ◀ None of Rugeley RFC's training demand takes place on the match pitch due to a lack of floodlighting with training relocated to the small size 3G pitch at Rugeley Leisure Centre; whilst all of Cannock RUFC's training is accommodated on the Club's one floodlit pitch.
- ◀ Future demand from both TGRs and participation growth contribute an additional 1.25 match equivalent sessions per week on pitches in the District.
- ◀ There is no actual spare capacity on rugby union pitches in the District with all potential capacity located at unsecure education sites.
- ◀ There are four pitches across two sites which are overplayed totalling 6.5 match equivalent sessions.

Scenarios

Improving pitch quality

As a guide, the RFU has set a standard number of matches that each pitch should be able to accommodate. Capacity is based upon a basic assessment of the drainage system and maintenance programme ascertained through a combination of the quality assessment and the club survey as follows:

Pitch capacity (matches per week) based on quality assessments

	Maintenance		
	Poor (M0)	Adequate (M1)	Good (M2)

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Drainage	Natural Inadequate (D0)	0.5	1.5	2
	Natural Adequate (D1)	1.5	2	3
	Pipe Drained (D2)	1.75	2.5	3.25
	Pipe and Slit Drained (D3)	2	3	3.5

As shown overleaf, improving maintenance from poor (M0) to standard (M1) or standard (M1) to good (M2) at sites with secure tenure would create additional capacity of two match equivalent sessions (MES) per week across the four overplayed pitches.

Increasing maintenance by one increment

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current capacity rating ¹⁰	Improved quality	New capacity rating ¹¹
36	St Augustine's Field	Senior	1	M0/D1 (Poor)	1.25	M1/D1 (Standard)	0.75
57	Cannock Rugby Club	Senior	2	M0/D1 (Poor)	1.75	M1/D1 (Standard)	0.75
57	Cannock Rugby Club	Junior	1	M0/D1 (Poor)	3.5	M1/D1 (Standard)	3

Improving the maintenance regime by one increment at St Augustine's Field and Cannock Rugby Club would reduce overplay, however, all pitches would remain overplayed, meaning future growth would not be able to be accommodated.

Improving maintenance by two increments (M0 to M2) would eliminate overplay at St Augustine's Field, creating potential capacity for 0.25 match equivalent sessions on the site. Alternatively, installing pipe and slit drainage, along with improving the maintenance by one increment would also eliminate overplay at the site.

Similarly, maintenance improvements at Cannock Rugby Club by two increments (M0 to M2) would eliminate overplay on senior pitches at the site, whilst also creating 0.75 match equivalent sessions of potential capacity. An alternative would be improving the maintenance by one increment (M0 to M1) whilst also installing pipe drainage both pitches; which would result in 0.25 match equivalent sessions of potential capacity.

No amount of improvements to maintenance and/or drainage on the junior pitch at Cannock Rugby Club would fully eliminate overplay; with the pitch accommodating five match equivalent sessions of demand, including all of the Club's midweek training demand as the pitch is the only one on site with floodlighting.

One solution to removing all overplay from Cannock Rugby Club site, whilst retaining all demand on grass pitch provision would be to improve maintenance by two increments (M0 to M2) whilst also installing pipe drainage on all pitches (D1 to D2). This would provide the site with sufficient overall capacity to accommodate all demand from Cannock RFC, however, all pitches would also need to be floodlit to allow training demand to be distributed evenly across the three pitches.

The final solution would be for the Club to either access alternative grass provision in the locale or have access to a WR compliant 3G for all training and some match demand.

Creation of new rugby union pitch provision

¹⁰ Match equivalent sessions

¹¹ Match equivalent sessions

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Hagley Playing Field

Currently Hagley Playing Field is unavailable due to flood defence development work being undertaken. Provided on the site prior to the development was two grass football pitches and a senior rugby union pitch. Once the site returns to use from the 2019/20 season, the grass pitch provision should be re-established to provide a senior rugby union pitch.

If the returned pitch has a quality rating of M0/D1 and Rugeley RFC were provided with a community use agreement for the pitch; then this would eliminate overplay at St Augustine's Field without qualitative improvements being required. However, Rugeley RFC training demand would continue to take place on a non-WR compliant 3G pitch which is not conducive to player development.

Alternative options in the Analysis Area would be to re-mark football pitches accommodating little or no demand to rugby union pitches; whilst also ensuring that football demand is accommodated elsewhere within the locale. There are two sites in the North East Analysis Area which have potential spare capacity and could be considered to a change of sport, namely, Mount Road and Green Lane.

Mount Road currently has one, poor quality, adult football pitch which accommodates 0.5 match equivalent sessions per week. Whilst provision at Green Lane is of two, poor quality, adult pitches which accommodate one match equivalent sessions per week.

The latter of the two options would be the most feasible to re-purpose with the one match equivalent session able to be accommodated on a single adult pitch. This would then open the possibility of the second adult pitch being changed to a senior rugby union pitch.

Issues with either option would be the lack of ancillary provision; currently at Mount Road that has been highlighted as an issue in the PPS Assessment Report; and the current shortfall of 0.5 match equivalent sessions in the North East Analysis Area for adult football pitches; coupled with a future shortfall of 0.5 match equivalent sessions for youth 11v11 pitches in the same Area.

Should Rugeley RFC be relocated to an alternative site then floodlit provision should be provided on site to enable the Club to provide members with appropriate and safe midweek training.

Floodlit provision

At present there is minimum floodlit provision available to rugby union clubs accommodating rugby union demand from the District. Rugeley RFC does not currently have any adequate, grass floodlit provision, which is significantly prohibiting club growth. The Club is currently accessing a small size 3G pitch which is not WR compliant for some training demand; but would be more appropriately supported through the provision of a floodlit pitch or dedicated training area.

Cannock RUFC currently has one floodlit pitch, of junior size; but has a requirement for three floodlit pitches to accommodate training and match demand (coupled with pitch improvements). The quality of the current floodlighting at Cannock Rugby Club is also of a low quality and requires improvement to safely allow the Club to train and host midweek, evening matches.

Should floodlit provision in the District and at Cannock Rugby Club improve then this will allow Rugeley RFC and Cannock RUFC to deliver more to current and prospective club members; increasing overall rugby union participation.

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3G provision

Walsall RFC

Encourage use of the newly established WR compliant 3G pitch at Walsall RFC (Walsall) to relocate midweek training demand off match pitches; thus reducing overplay at home venues of Rugeley RFC and Cannock RUFC.

Also, ensure that any rugby union activity taking place on the 3G pitch at Rugeley Leisure Centre does not incorporate any contact or line-out sessions; as the pitch does not meet WR compliance and is therefore not certified.

Recommendations – rugby union

- ◀ Protect existing quantity of rugby union pitches.
- ◀ Reduce overplay at Cannock Rugby Club and St Augustine's Field through improved maintenance regimes to increase capacity and match/training options.
- ◀ Although there is still a short-term priority to ensure poor quality is addressed and overplay minimised, the need for new pitches needs to be addressed as a priority for the short, medium and long-term sustainability of the clubs.
- ◀ Support a relationship between The Hart School and Rugeley RFC, understanding why the pitch provided as mitigation for the Hagley Playing Field development is currently unused by the Club.
- ◀ Increase the amount of floodlit rugby union provision in the District and/or at Cannock RUFC to assist rugby union clubs to prosper. This is particularly important given that Rugeley RFC currently accesses a small size 3G pitch which is not WR compliant for training demand; which significantly limits the type of training that can take place.
- ◀ Floodlit provision should be a priority for Rugeley RFC should the Club's access to the 3G pitch at Rugeley Leisure Centre diminish if it is extended to full size with greater football use.
- ◀ Improve ancillary provision servicing Rugeley RFC, providing adequate changing provision and social space; in addition to on-site car parking.
- ◀ Assist Cannock RUFC to formalise car parking provision on site; whilst also understanding ownership/responsibility for maintenance of the access road.
- ◀ Should new rugby provision be provided to support the growth of Rugeley and Cannock rugby clubs then appropriate ancillary facilities should be provided.
- ◀ Consider making Hagley Playing Fields the home venue of Rugeley RFC, with three full senior pitches and appropriate ancillary provision, including floodlighting.

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Hockey pitches (AGPs)

Summary

- ◀ **The current supply of hockey suitable AGPs is considered sufficient to accommodate the current level of hockey demand for both at peak time and training requirements. Although in reality this would mean that some demand from Lichfield HC would have to access supply at Cannock HC which may not be wholly realistic.**
- ◀ **There is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs considered to have security of tenure at their home venues in neighbouring authorities.**
- ◀ **Resurfacing of two of the hockey suitable AGPs is required in the near future, given their age; and to prevent a decline in quality.**
- ◀ There are no hockey suitable AGPs located in Cannock Chase District, either full or small sized. The sites accessed by the two hockey clubs, which accommodate the District's hockey demand are based in South Staffordshire and Lichfield respectively.
- ◀ All hockey suitable AGPs accessed by Cannock Chase demand are of good quality, however, all pitches either exceed or are nearing their recommended ten year lifespans.
- ◀ Both clubs servicing demand from Cannock Chase are considered to have security of tenure either through site ownership or leasehold; however, Cannock HC's long term presence at its site is subject to financial sustainability.
- ◀ Combined, the two clubs provide a total of 46 teams with Cannock HC having 220 members and Lichfield HC having 556 members.
- ◀ Lichfield HC has plans to increase the number of teams representing the Club by six, with the creation of one additional senior men's team; two junior boys' teams and three junior girls' teams. Cannock HC did not report any aspirations to create additional teams.

Scenarios

Access to provision in neighbouring authorities

There is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs (Cannock HC & Lichfield HC) having security of tenure¹² at their home venues in neighbouring authorities. It is considered that Cannock Chase demand is being serviced by the two clubs. Given the age of the hockey suitable AGPs accessed by the two clubs, despite quality, one pitch has exceeded the recommended lifespan, at Cannock Cricket & Hockey Club; whilst the two other pitches are nearing the end of respective lifespans.

It should be noted that given the uncertainty surrounding the long term sustainability of Chase Park (Outside), home to Cannock HC, then there may be a requirement in the future to provide hockey suitable provision in the District; particularly given that the majority of club members are Cannock Chase District residents. Further exploratory/feasibility work should be undertaken to ascertain the most appropriate venue for this if required.

¹² As Cannock HC part owns the Chase Park site it is considered that the Club has security of tenure. However, financial pressures surrounding the continued viability of Chase Park means that the Club's presence on the site could soon change.

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Recommendations – hockey

- ◀ Protect hockey suitable AGPs utilised by both Cannock HC and Lichfield HC.
- ◀ Understand the impact of potential developments at Chase Park to the tenure and sustainability of Cannock HC.
- ◀ Secure increased access to midweek and non-peak time capacity to allow for both growth in training demand and development and delivery of alternative hockey formats, such as short format matches/leagues and less formal participation based sessions.
- ◀ Resurface those pitches that have exceeded recommended lifespans; also ensuring that sinking funds are in place for future refurbishment/resurfacing.
- ◀ Further explore possible secondary venues for Lichfield HC to access as club demand increases.
- ◀ Continue to increase participation driven through community clubs and schools.
- ◀ Monitor growth in hockey activity at Lichfield HC; with the Club taking part in EH's Hockey Heroes initiative for five to eight year olds. An increase in membership may mean that the Club requires access to a second hockey suitable AGP.
- ◀ Improve ancillary provision available to Cannock HC¹³, whilst ensuring that Lichfield HC obtains guaranteed access to changing facilities for match demand.

Bowling greens

Summary

- ◀ There are ten crown bowling greens in Cannock Chase, located across ten sites.
- ◀ There are no multiple green sites in Cannock Chase.
- ◀ There are four disused greens in the District, two of which are located at sites owned and managed by Cannock Chase District Council.
- ◀ Non-technical site assessments indicate that five greens in Cannock Chase are good quality; three are standard quality and two are poor.
- ◀ All clubs in the District are considered to have security of tenure at home venues either having long term lease agreements in place or from owning sites freehold.

Recommendations – bowls

- ◀ Protect existing levels of bowling green provision.
- ◀ Improve green quality at sites assessed as poor or standard quality and sustain quality of sites assessed as good.
- ◀ Ensure clubs have access to appropriate quality ancillary facilities to meet the needs of the clubs.
- ◀ Support clubs to maximise membership through promotion of pay and play opportunities.
- ◀ Look to support clubs with a small membership base to ensure they are not at risk of folding.
- ◀ Due to a lack of response from clubs; there does not appear to be a local need to re-provide the bowling green that was previously lost following the closure of Rugeley Power Station. Investment would be better served improving the quality and sustainability of provision locally.

¹³ Support to improve facilities available to Cannock HC is subject to the Club retaining security of tenure at Chase Park. Should outstanding debt be called in and access to the site restricted then the Club will no longer have security of tenure; with a need for an alternative venue to support club demand.

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Tennis courts

Summary

- ◀ **Generally, there is sufficient supply of tennis courts in Cannock Chase to meet current demand. However, courts at Hednesford Park are likely overplayed by Cheslyn Hay TC.**
- ◀ **As such Cheslyn Hay TC requires access to additional court capacity, supportive of its aspirations to improve court provision in the District.**
- ◀ There is a total of 41 tennis courts identified in Cannock Chase located across nine sites, of which, 22 or 54% are as considered to be available for community use. Four of the courts are junior size, all located at one site, Hednesford Park.
- ◀ Of available court provision in Cannock Chase, 11 courts (50%) are assessed as good quality, four courts (18%) are assessed as standard quality and seven courts (32%) are assessed as poor quality.
- ◀ Most poor quality courts are located at council managed sites and in particular Cannock Park which accommodates six courts is considered to be a key site.
- ◀ There are two tennis clubs based in Cannock Chase (Lea Hall TC and Etching Hill TC). Further to this, Cheslyn Hay TC is based outside of the District in South Staffordshire, but much of its demand access courts at Hednesford Park as an activity provider for the Tennis for Free Scheme.
- ◀ Cannock LTC is based at Cannock Cricket and Hockey Club in South Staffordshire, but the majority of its players are residents of Cannock Chase, therefore the Club is considered a Cannock Chase club. However, the Club did not respond to consultation requests and following internet research it is thought that it may have folded and the courts have fallen into disrepair.
- ◀ The two Cannock Chase based clubs (Etching Hill TC and Lea Hall TC) provide a total of 49 members.
- ◀ Further to this, Cheslyn Hay TC has a total of 1,100 members (which covers members playing at Club's home venue in South Staffordshire and those playing at Hednesford Park in the Tennis for Free initiative).
- ◀ Lea Hall TC and Etching Hill TC are considered to have sufficient court capacity to accommodate current and future membership, with neither club reporting aspirations for future demand to increase participation.
- ◀ Cheslyn Hay TC is considered to be operating over capacity. The courts used by the Club at both its home venue in South Staffordshire and Hednesford Park have a combined capacity for 680 members despite a current membership of 1,100 members.
- ◀ Cannock Chase District has been identified by the LTA, as one of 72 optimal locations, across the Country, for indoor courts. The District is ranked 22nd nationally which highlights the level of demand for tennis locally. As such, the LTA is keen to increase the number of indoor tennis courts in the District in the coming years.

Scenarios

Increasing capacity

The LTA suggests that a non-floodlit hard court can accommodate a maximum of 40 members, whereas a floodlit hard court can accommodate 60 members.

Cheslyn Hay TC is considered to be operating over the recommended LTA capacity. Club membership stands at 1,100 members despite courts at Hednesford Park and the Club's home venue in South Staffordshire having a combined capacity of 680 members.

Providing the Club with a community use agreement at Cannock Park (six courts) whilst also improving the quality of those courts, from poor quality, would then increase the Club's

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capacity. Providing floodlighting at both Hednesford Park and Cannock Park would also increase capacity on both sites, to alleviate current overplay.

Recommendations – tennis

- ◀ Protect existing quantity of tennis courts, particularly those used by clubs.
- ◀ Review quality issues relating to poor quality courts and seek improvements, where possible.
- ◀ Support Cheslyn Hay TC's aspiration to increase tennis activity in the District by improving current provision.
- ◀ Improving the quality of courts at Cannock Park, alongside expanding the Free Tennis provision would increase tennis activity.
- ◀ Assist both Etching Hill TC and Lea Hall TC to increase membership levels to ensure that the courts at these site are sustainable.
- ◀ Improve ancillary provision at non-club sites to improve the casual tennis offer.
- ◀ Explore feasibility of creating a membership scheme at council courts via an access control system.
- ◀ Assist clubs in engaging with the County LTA to obtain advice and potential funding streams.
- ◀ Given that there are no capacity issues in the North East Analysis Area; re-provision of the two tennis courts that were lost following the closure of Rugeley Power Station, would not appear to best serve the District. Investment should be made to improve the quality of courts in the Analysis Area; whilst also encouraging participation in tennis with the development of LTA programmes such as Tennis for Free.
- ◀ These programmes, however, require quality provision available to be sustainable.

Athletics tracks

Summary

- ◀ **Priority should be focused on supporting the activity of local running groups given that Cannock & Stafford AC is currently accommodated in Stafford Borough.**
- ◀ Future options should be explored in relation to Run Together groups and routes given that none are currently in place.
- ◀ There are no dedicated athletics facilities within Cannock Chase, with the nearest track located at Rowley Park Sports Stadium (Stafford Borough).
- ◀ There is one athletics club in Cannock Chase; Cannock & Stafford Athletics Club which is based at Rowley Park Sports Stadium (Stafford Borough). Further to this there are also three running clubs which are based at sites throughout the District.
- ◀ There is one Park Run event in Cannock Chase, based from Marquis Drive; however, there are no junior Park Run events, with the closest located at King George V Playing Fields (Bloxwich).
- ◀ There are no Run Together groups in the District.
- ◀ The Council is exploring ways of increasing running routes, as shown through its development of three routes being provided in Cannock Stadium.

Recommendations – athletics

- ◀ Actively support local running groups in the District by providing safe off-road running routes; akin to that established at Cannock Stadium.
- ◀ Cannock Chase based clubs should remain actively engaged within the Staffordshire Athletics Network to provide participants will the widest possible support and training.
- ◀ Continue to run/promote Run Together groups and Parkrun routes in the District.

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Golf courses

Summary

- ◀ **The overall picture suggests that there is significant demand for golf within Cannock Chase which can be met by the two clubs currently in existence, meaning each course should be protected. Further to this, clubs should be supported to maximise their usage throughout the week.**
- ◀ There are two courses within Cannock Chase, Beau Desert Golf Club and Cannock Park Golf Club.
- ◀ Beau Desert Golf Club is operated by the named club, whilst Cannock Park Golf Club is operated by a social enterprise, Inspiring Healthy Lifestyles, that manages the course on behalf of the Council.
- ◀ Both courses of 18-hole courses and putting greens, whilst Beau Desert Golf Club also has a ten-bay driving range.
- ◀ Both courses are considered to be good quality.
- ◀ Both courses are available via both membership and pay and play.
- ◀ In total, an average of 72,514 people are identified as current or potential users of each golf course within Cannock Chase.
- ◀ Demand is likely to be highest for Cannock Park Golf Club, which has 100,097 potential users.
- ◀ Cannock Park Golf Club accommodates a dedicated UK Footgolf affiliated 18-hole course, with a nine hole course coming online from April 2019.
- ◀ There are a large number of non-golf commercial opportunities that could take place at golf clubs, ranging from weddings and conferences to fun runs, footgolf, walking and even cycling and running clubs. These activities could provide additional income streams and open up golf clubs to an entirely new customer base, including the more independent golfing segments.
- ◀ A golf course at Rugeley Power Station has closed; and is subject to loss through wider site developments.

Recommendations – golf

- ◀ Protect existing provision in order to continue to meet current and future need in Cannock Chase District.
- ◀ Support clubs to maximise their usage, encouraging clubs to offer a variety of golf formats; including Golf Express and Get in to Golf.
- ◀ Given the location of golf clubs in neighbouring Lichfield District; and those in Cannock Chase District, there does not appear to be a need to fully replace the 18-hole golf course that was lost following the closure of Rugeley Power Station. It may be that it would be more appropriate to provide funds to the two remaining golf course, enhancing the golfing offer available to Cannock Chase District residents; or by creating an alternative non-traditional provision in the Area to encourage golf participation.

Please note that given that all golf courses are assessed as good quality and have no reported issues, these are not included within the action plan.

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PART 5: STRATEGIC RECOMMENDATIONS

The strategic recommendations for the Strategy have been developed from the key issues cutting across all playing pitch sports and categorised under each of the Strategy Aims. They reflect overarching and common areas to be addressed which apply across outdoor sports facilities and may not be specific to just one sport.

Aim 1

To **protect** the existing supply of playing pitch facilities where it is needed for meeting current or future needs

Recommendations:

- a. Protect playing field sites through local planning policy
- b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.
- c. Maximise community use of education facilities where there is a need to do so.

Recommendation a – Protect playing field sites through local planning policy

The PPS Assessment shows that all currently used playing field sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Therefore, based on the outcomes of the PPS, local planning policy should reflect this situation.

Paragraph 97 of the Framework states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

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

Lapsed and disused – playing field sites that formerly accommodated playing pitches but are no longer used for formal or informal sports use.

- ◀ **Disused** – sites that are not being used at all by any users and are not available for community hire either. Once these sites are disused for five or more years they will then be categorised as 'lapsed sites'.
- ◀ **Lapsed** - last known use was as a playing field more than five years ago. These sites fall outside of Sport England's statutory remit but still have to be assessed using the criteria in paragraph 97 of the National Planning Policy Framework and Sport England would nonetheless challenge a proposed loss of playing pitches/playing field which fails to meet such criteria. It should be emphasised that the lawful planning use of a lapsed site is still that of a playing field.

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The PPS Assessment shows that all currently used playing field sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Lapsed, disused, underused and poor quality sites should also be protected from development or replaced as there is potential need for playing field land to accommodate more pitches to meet the identified shortfalls.

It is recommended that the Council allocates all disused/lapsed sites as playing field in the first instance until such time as the Council, NGB/Community group or a developer expresses an interest in the site. It is also recommended that the following priority order of options is adopted with regards to addressing disused/lapsed sites:

- 1) Firstly, explore the feasibility of bringing the site back into use. A feasibility study may show either:
 - a) The site can be brought back into sustainable use where funding is available and use is secured by the Council and relevant NGBs/Community Groups; or
 - b) The site is not in a sustainable location and in which case no amount of money will make it desirable.
- 2) The site could become public open space to meet a need identified in the Open Space Study; or
- 3) Redevelop the site for an alternative use but use the capital receipt to invest in existing sites in the locality

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

New housing development - where proposed housing development is located within access of a high quality playing pitch, this does not necessarily mean that there is no need for further pitch provision or improvements to existing pitches in that area in order to accommodate additional demand arising from that development. The PPS should be used to help determine what impact the new development will have on the demand and capacity of existing sites in the area, and whether there is a need for improvements to increase capacity or if new provision is required.

Development management - the PPS should be used to help inform Development Management decisions that affect existing or new playing fields, pitches and ancillary facilities. All applications are assessed by the Local Planning Authority on a case by case basis taking into account site specific factors. In addition, Sport England as statutory consultee on planning applications that affect or prejudice the use of playing field will use the PPS to help assess that planning application against paragraph 96 of the National Planning Policy Framework (NPPF) and its Playing Fields Policy¹⁴.

¹⁴<https://www.sportengland.org/media/3497/a-sporting-future-for-the-playing-fields-of-england-planning-policy-statement.pdf> updated March 2018

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Sport England will oppose the granting of planning permission for any development which would lead to the loss of, or would prejudice the use of:

- ◀ all or any part of a playing field, or
- ◀ land which has been used as a playing field and remains undeveloped, or
- ◀ land allocated for use as a playing field unless, in the judgement of Sport England,
- ◀ the development as a whole meets with one or more of five specific exceptions.

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

Exception 1:

'A robust and up-to-date assessment has demonstrated, to the satisfaction of Sport England, that there is an excess of playing field provision in the catchment, which will remain the case should the development be permitted, and the site has no special significance to the interests of sport.'

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

Exception 4:

'The area of playing field to be lost as a result of the proposed development will be replaced, prior to the commencement of development, by a new area of playing field:

- ◀ of equivalent or better quality, and
- ◀ of equivalent or greater quantity, and
- ◀ in a suitable location, and
- ◀ subject to equivalent or better accessibility and management arrangements'

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

Local authorities wanting to dispose of school playing field land need consent under Section 77 of the Schools Standards and Framework Act 1998, but consent is now also required for disposal of any land used by a school or academy under Schedule 1 to the Academies Act 2010.

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

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

A number of school sites are being used in Cannock Chase for competitive play, predominately for football. In all cases use of pitches has not been classified as unsecure, however, use is not necessarily formalised and further work should be carried out to ensure an appropriate Community Use Agreement (CUA) is in place (including access to changing provision where required).

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

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

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)¹⁵. Clubs should also be encouraged to work with partners locally whether 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. **The Council should further explore opportunities where security of tenure could be granted to the clubs playing on these sites (minimum 25 years as recommended by Sport England and most NGBs) so the clubs are in a position to apply for external funding to improve the ancillary facilities.**

Further to this there could be examples in Cannock Chase 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 recommendations. However, an additional set of criteria should be considered, which consider 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.

¹⁵ <http://www.cascinfo.co.uk/cascbenefits>

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

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

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

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

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

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

Community asset transfer

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

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

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Recommendation c – Maximise community use of education sites where there is a need to do so

Given the mix of provider in Cannock Chase, including for example, parish/town councils and private clubs, there is a need for the Council and NGBs to work with other partners to help maximise use of outdoor sports facilities and in particular grass pitches and AGPs.

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

A 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. Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use.

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

In some instances, grass pitches are unavailable for community use due to poor quality and therefore remedial works will be required before community use can be established.

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

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

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

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Aim 2

To **enhance** playing fields, pitches and ancillary facilities through improving quality and management of sites

Recommendation:

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

Recommendation d – Improve quality

There are a number of ways in which it is possible to increase pitch quality and these are explored below. One way for improving quality on football sites is via the FA's pitch improvement programme.

The FA Pitch Improvement Programme (PIP)

The key principles behind the service are to provide football clubs with advice/practical solutions on a number of areas and discounts on machinery and materials to support improving the clubs' playing surface. The programme should be utilised in order to help any clubs that take on the management and maintenance of sites or which are currently managing and maintaining their own pitch site.

As subsidy is removed for pitch maintenance the PIP is an essential toolkit in supporting self-management/maintenance of sites, particularly on adult sites that have historically been maintained by the Council.

Addressing quality issues

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

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

For the purposes of the Quality Assessments, this Strategy will refer to pitches and ancillary facilities separately as Good, Standard or Poor quality. In Cannock Chase, 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, a good maintenance regime coupled with 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. For rugby union, a good pitch is also pipe and/or slit drained.

Standard quality refers to pitches that have, for example, an adequate maintenance regime coupled with 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. For rugby union, drainage is natural and adequate.

Poor quality refers to pitches that have, for example, poor levels of maintenance coupled with 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. For rugby union, drainage is natural and inadequate.

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

In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old dated interior.

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 overplay

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

Sport	Pitch type	Number of match equivalent sessions per week		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week

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Sport	Pitch type	Number of match equivalent sessions per week		
		Good quality	Standard quality	Poor quality
Rugby union ¹⁶	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

There are also a number of 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.

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, ECB and RFL in partnership have recently introduced a Pitch Advisor Scheme and have been working in partnership with Institute of Groundmanship (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.

At local authority sites in Cannock Chase, maintenance of grass pitches is deemed to be basic and for football covers grass cutting and seeding only, resulting in many pitches being assessed as poor quality. Where local authority pitches are recommended for improvement within the action plan, carrying out additional regular work such as aerating, sand dressing, fertilising and/or weed killing will all improve quality. An improvement in post season remedial work is also recommended. It is recommended that the Council works with users and the Staffordshire County Football Association (SCFA) to fully determine the most appropriate pitch improvements on a site by site basis.

¹⁶ 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.

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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, whilst the Groundsman's Association offers maintenance tips to local clubs as well as an onsite assessment service with subsequent report advising recommended maintenance actions.

Improving changing provision

There is a need to address changing provision at some sites in the District, including some local authority sites. It is recommended that a holistic view is taken in regard to improvements and provision on site.

Sites which predominantly accommodate adult and/or older junior age group sports should be prioritised for improvements, whilst there is a trend for younger junior age groups (particularly for football) not to require use of changing provision, with suitable male and female toilet provision for players and spectators considered to be of greater importance.

Further to the above, there may be potential for wider development of existing changing facilities and buildings to include spaces for wider community activity. For example, development of new changing facilities with toilets, social space and catering facilities would allow for local meetings, activity such as fitness classes or chair-based exercise, a base for community organisations or charities, whilst also acting as social space for the resident sports clubs and providing revenue generation opportunities through the sale of snacks and beverages. This may also be achievable at sites where this kind of infrastructure already exists, for example rugby union or cricket clubs which are largely asset owning or have long-term leasehold.

Recommendation e – Adopt a tiered approach (hierarchy of provision) for 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 is 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 therefore 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.

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Aim 3

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

Recommendations:

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

Recommendation g - 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.

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 Cannock Chase 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.

While maximising the use of existing pitches offers scope to address the quantitative deficiencies for most sports, new or additional pitches may be required to meet the levels of demand identified for football and rugby both now and in the future.

There may be an opportunity to use some senior pitches to provide senior, junior 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. It is likely that for some sports, particularly football, that the provision of new pitches and facilities will be required in the future to support the predicted future demand.

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.

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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.

Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	As a result of the FA Youth Development Review pitch demands are changing. This could also see changes in the seasonal demand of pitches (youth football).	Consider re-allocating leases to Community Charter Standard clubs with a large number of teams. Work with clubs to identify facility development opportunities.
	Demand for senior football is likely to be sustained based on current trends and the move to small sided football. County FA focus to maintain growth of youth football through to adults.	Sustain current stock but consideration given to reconfigure pitches if required.
	An increase in women and girls football following £2.4m investment from Sport England between 2014 and 2016 to increase the number of women and girls taking part in football sessions. Additionally, one of the major goals of The FA's 'Game Changer' strategy for Women's and Girls' football (2017-2020) is to double participation from the current 6,000 teams to 12,000.	A need to provide segregated ancillary facilities and the potential need for more pitches.
Cricket	Demand is likely to remain static for grass wickets for adult participation. The ECB targets participation increases at junior level through the Allstars Cricket Programme which may have a subsequent future impact on requirement for grass and non-turf cricket provision.	Isolated pockets of demand for access to additional facilities where pitches are operating at capacity. A need to encourage greater use of non-turf wickets particularly for junior use to help meet shortfalls.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Rugby union	Locally, the RFU wants to ensure access to pitches that satisfies existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities including changing rooms and floodlights.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock, support facility development where appropriate and increase the number of floodlit pitches where necessary.

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Sport	Future development trend	Strategy impact
AGPs	<p>Demand for 3G pitches for competitive football will increase. It is likely that future demand for the use of 3G pitches to service competitive football, particularly mini and youth will result in some reduced demand for grass pitches.</p> <p>Provision of 3G pitches which are World Rugby compliant will help to reduce overplay as a result of training on rugby pitches.</p>	<p>Ensure that access to AGP provision across the District is maximised and that community use agreements are in place.</p> <p>Utilise Sport England/NGB guidance on choosing the correct surface: http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf</p>
Hockey	Potential increase of participation, however, it is not thought this will create new teams.	Sinking funds in place to improve quality and ensure continued use of provision for current and future hockey demand.
Tennis	Membership of clubs is expected to increase, whilst casual play is expected to remain static.	<p>Increases in participation can be accommodated through existing court provision.</p> <p>An increase in casual play can be encouraged through adopting LTA initiatives such as the access control system.</p>
Bowls	No expected net increase in memberships although an increasing elderly population could change this.	Some greens already operating at or over capacity and should be monitored in terms of quality.
Athletics	Membership is expected to remain static.	Ensure membership stays above 200 to ensure that facilities are sustainable, with quality improvements encouraged.
	Expected increase in Park Run and Run Together Groups	Identify sites that can accommodate such facilities/demand.
Golf	Declining membership expected to 'level off'.	Clubs are likely to see a rise in membership by offering non-traditional formats.
	Non-traditional formats of play are becoming increasingly popular.	Clubs should tailor their offer towards non-traditional formats of play to attract new users.

Active aging

Within its Towards an Active Nation Strategy¹⁷, Sport England identifies a priority to reduce inactivity amongst particular populations, one demographic being older adults. The Strategy evidences that 42% per cent of people aged 55 and over are inactive compared to 26% of the adult population¹⁸. As such, this research shows that as people get older, they are far more likely to be inactive and do less than 30 minutes of physical activity each week.

Through its Active Aging Fund opened in December 2016, Sport England is investing ten million pounds in projects and schemes to get older people more active and increase opportunity in order to reduce levels of inactivity. The investment also includes attaining learning outcomes throughout, in order to better understand how older adults can be supported in physical activity and how behavioural and lifestyle changes can be made more likely to be sustained.

¹⁷ <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>

¹⁸ <https://www.sportengland.org/media/11410/active-ageing-prospectus.pdf>

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Recommendation h - 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 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.

Some sites (or adjacent land) in Cannock Chase also have the potential to accommodate more pitches which may be a solution to meeting shortfalls identified, as is further explored within the action plan.

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PART 6: ACTION PLAN

Introduction

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

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

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

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

To allow for facility developments to be prioritised and programmed within a phased approach a tiered model to for the improvement of playing pitch sites and associated facilities is useful.

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

Hub sites	Key sites	Local sites	Reserve sites
Strategically located. Priority sites for NGB.	Strategically located within the Analysis Area.	Serves the local community. Likely to include education sites.	Serves the local community.
Accommodates three or more good quality grass pitches.	Accommodates two or more good quality grass pitches.	Accommodates more than one pitch.	Likely to be single-pitch site.
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.
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.
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.

Hub sites are of Districtwide 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 high impact on addressing the issues identified in the assessment.

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Key sites 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.

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

Local sites refer to those sites which are generally one and two pitch sites and may be Council owned hired to clubs for a season or are sites which have been leased on a long-term basis. However, they are also likely to be private club sites serving one particular sport.

The level of priority attached to them for Council-generated investment may be relatively low and consideration should be given, on a site-by-site basis, to the feasibility of a club taking a long-term lease on the site (if not already present), in order that external funding can be sought.

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

Management and development

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

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.
- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Availability of funding for hub site development.
- ◀ Impact on all sports that use a site regardless of the sport that is the subject of enhancements.

Action plan columns

Partners

The column indicating Partners refers to the main organisation that the 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.

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Site hierarchy tier and priority level

Although Hub Sites are mostly likely to have a **high** priority level as they have District wide importance, high priority sites have been identified on the basis of the impact that the site will have on addressing the key issues identified in the assessment and therefore some Key Centres are also identified as having a high priority level. It is these projects/sites which should generally be addressed within the short term (1-2 years).

It is recommended that as the Steering Group reviews and updates the action plan that medium and low priority sites are then identified as the next level of sites for attention. As a guide, it is recommended that:

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

Low priority sites generally have local specific importance and have been identified on a site by site basis as issues appertaining to individual sites but that may also contribute to addressing the issues identified in the assessment

Costs

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

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

These are based on Sport England's estimated facility costs which can be found at <https://www.sportengland.org/media/13346/facility-costs-q2-18.pdf>

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 are recommended within the following three categories:

- ◀ Short (S) – 1 to 2 years
- ◀ Medium (M) - 3 to 5 years
- ◀ Long (L) - 6+ years

Aim

Each action seeks to meet at least one of the three aims of the Strategy; **Enhance, Provide, Protect.**

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Central/West Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	Central/West	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ¹⁹	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1 full size, floodlit 3G pitch. 	<ul style="list-style-type: none"> ◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1.25 senior MES 	<ul style="list-style-type: none"> ◀ Shortfall of 2.5 senior MES
Cricket	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality. 	<ul style="list-style-type: none"> ◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	<ul style="list-style-type: none"> ◀ Current demand is likely to be being met. However, quality needs addressing. 	<ul style="list-style-type: none"> ◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District. 	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	<ul style="list-style-type: none"> ◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium. 	<ul style="list-style-type: none"> ◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ To meet the current and future shortfall of youth 11v11 football match equivalent sessions, a combination of reconfiguration of adult pitches with appropriate goals for youth 11v11 football (Laburnum Avenue) and pitch improvements should be undertaken in line with those identified as part of the scenarios (e.g. Cannock Park).
- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the

¹⁹ Based on accommodating 38 teams to one full size pitch for affiliated team training.

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establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
1	5's Pavilion and Sports Ground	Football	Local Authority	A full sized 3G pitch which is of good quality. The pitch is currently on the FA register and hosts one of the District's two Wildcat centres. The pitch was built in 2017 and has 25% spare capacity, which is currently impacted by insufficient car parking. The site operates as a central venue for a mini league.	Sustain pitch quality by continuing with the current maintenance regime. Ensure that sinking funds are in place for future refurbishment/resurfacing. Consider providing either user clubs or resident league, formal community use agreements giving security of tenure. Continue to make the pitch available for community use. Planning permission to extend the car parking on site was granted and the project is reportedly close to completion.	FF SCFA	Key	M	L	M	Protect
4	Cannock & Rugeley Colliery Cricket Club	Bowls	Sports Club	A poor quality crown green, which is the home venue of C&R Hawks BC. The green has significant signs of wear on the surface. There is limited disabled access on the site.	Explore funding opportunities to increase the green quality and where possible improve disabled access.	BCGBA	Key	M	M	M	Protect Enhance
		Cricket		A square consisting of 12 grass wickets, alongside an NTP. The site is the home venue of C&R Hawks CC, accommodating 46 match equivalent sessions per season. Despite the potential spare capacity, there is no actual spare capacity on Saturday, but there is 0.5 match equivalent sessions available on Sunday. The Club does have a displaced team; however, it is content with this arrangement and is not seeking to return to Cannock Chase. C&R Hawks CC has 25 years remaining on its lease agreement. Ancillary provision is considered good quality. When non-technical site assessments were undertaken the pitch was good quality. Since then, however, pitch quality has declined and is currently considered to be standard quality.	Sustain the quality of the ancillary provision by continuing with the current maintenance regime. Improve the maintenance programme of the square to increase quality from standard to good.			ECB	L	L	
5	Cannock Chase High School	Football	School	Two youth 11v11 pitches and a youth 9v9 pitch; all of which are standard quality. The pitches are available for community use and are used by Heath Hayes Juniors FC. Actual spare capacity of 2.5 match equivalent sessions has been discounted from the total due to the unsecure nature of pitch availability.	Improve quality as required and look to provide a community use agreement to secure club use. Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	FF SCFA	Local	M	M	L	Protect Enhance

²⁰ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

²¹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
		Rugby union		A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage (M0/D1). There is no extra-curricular rugby union activity on this pitch which has 0.5 match equivalent sessions of potential capacity.	Retain provision and improve pitch quality to increase capacity at the site. In particular for curricular and extracurricular demand.	RFU		L	L	L	
6	Cannock Park	Bowls	Local Authority	A disused crown bowling green.	Further work required to establish local demand for future use. Consider alternative uses.	CCDC	Key	L	S	L	Protect Enhance
		Football		One adult pitch and a youth 11v11 pitch, both of poor quality. The youth 11v11 pitch is overplayed by two match equivalent sessions, whilst the adult pitch has 0.5 match equivalent sessions of actual spare capacity. Ancillary provision on site consists of three changing rooms of standard quality, with communal showers and toilets. The overall ancillary facilities require some refurbishment to modernise and improve the quality.	Improve pitch quality from poor to good in order to increase capacity and reduce overplay at the site and in the Analysis Area. Explore funding opportunities to refurbish the changing rooms to an acceptable standard.	FF SCFA		M	M	M	
		Tennis		Six poor quality tarmac tennis courts which are available for community use but are not floodlit. The quality of the surface, as opposed to the netting and/or surrounding fencing lowers the quality of the courts.	Resurface the courts and improve the maintenance regime to increase court quality. If improvements are made consider providing Cheslyn Hay TC with a community use agreement to accommodate the Club's growing demand; as well as possibly extending the Free Tennis offer.	LTA		H	M	M	
7	Cardinal Griffin Catholic College	Football	School	An adult pitch, a youth 11v11 pitch and a youth 9v9 pitch; all of standard quality and available for community use. The youth 9v9 pitch is overplayed by one match equivalent session whilst the others are at capacity.	Improve pitch quality in order to increase capacity and reduce overplay at the site. Ensure community use is secured.	FF SCFA	Key	M	S	L	Protect Enhance
		Rugby union		A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage (M0/D1). Although the School does not have a formal team the pitch does accommodate some extra-curricular activity. With this in mind the pitch is at capacity.	Retain provision and improve pitch quality to increase capacity at the site. In particular for curricular and extracurricular demand.	RFU		L	L	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim	
		Football		A full size, medium pile, 3G pitch which is good quality and available for community use. The pitch is on the FA register and operates as one of the central venues for the Mid Staffs Junior Football League. Resurfacing will be required in 2022 when the pitch has reached its recommended lifespan.	Sustain pitch quality by continuing with the current maintenance regime. Ensure that sinking funds are in place for future refurbishment/resurfacing. Continue to make the pitch available for community use. Provide current users with formal community use agreements to give security of tenure.	FF SCFA		M	L	M		
10	Cotswold Road	Football	Local Authority	A standard quality adult pitch which does not have any actual spare capacity available for community use. The pitch is uneven and needs levelling, but generally the site is adequate.	Given quality issues and as one pitch site investigate the need to retain this pitch and whether demand could be accommodated elsewhere i.e. Cannock Stadium.	FF SCFA	Local	L	M	L	Enhance	
19	Hednesford Park	Bowls	Local Authority	A disused crown bowling green.	Further work required to establish local demand for future use. Consider alternative uses.	CCDC	Key	L	S	L	Protect Enhance	
		Football		A poor quality adult pitch which is at capacity; and a youth 9v9 pitch of poor quality that has one match equivalent session of actual spare capacity. The site suffers from unofficial use with broken glass a regular occurrence, whilst the pitches also have poor drainage. The pitches would be standard quality if only maintenance was assessed.	Improve pitch quality in order to increase capacity leading to maximising use of the site. Explore opportunities to install measure to help reduce unofficial use.			FF SCFA	M	M		M
		Tennis		Eight good quality, macadam tennis courts, four of which are junior sized. The courts are available for community use but are not floodlit. The courts are beginning to show a decrease in quality due to wear of the surface and growing moss. The site is utilised by Cheslyn Hay TC that is considered to have security of tenure as the deliver partner for the Tennis for Free scheme. Changing facilities on site are considered poor quality and as such are rarely used. The courts are considered overplayed when Cheslyn Hay TC's total membership is considered.	Sustain the court quality by contributing with the current maintenance regime, removing moss growth. Consider resurfacing the courts should wear on site continue. Provide Cheslyn Hay TC with a formal community use agreement to give the Club formal security of tenure. Continue with the Tennis for Free scheme on site which has grown since its inception. Improve ancillary provision on site to encourage participation and link to other sporting uses of the site i.e. football.			LTA	M	M		L
20	Hednesford Valley High School	Football	School	One mini (7v7) pitch of standard with no community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect	
23	Laburnum Avenue	Football	Local Authority	One standard quality adult pitch with one match session of actual spare during the peak period.	Retain pitch for community use. Seek to increase quality by improving the current maintenance regime. Reconfigure the pitch as youth 11v11 size to help eliminate shortfalls of this format from the Analysis Area.	FF SCFA	Local	L	M	L	Enhance	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
25	Longford School	Football	School	One mini (7v7) and one youth (9v9) pitch both standard quality and used for community use. Although pitches have spare capacity this is discounted due to being unsecure use.	Improve quality as required and look to provide a community use agreement to secure club use. Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	FF SCFA	Local	L	S	L	Protect Enhance
26	Moorhill Primary School	Football	School	One mini (7v7) pitch of standard with no community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
31	Old Fallow Road	Football	Local Authority	One standard quality adult pitch with no actual spare capacity during the peak period. No parking on site is inconvenient resulting in street parking.	Investigate the need to maintain this pitch and whether demand could be accommodated elsewhere i.e. Cannock Stadium.	FF SCFA	Local	L	M	L	Enhance
32	Cannock Stadium	Athletics	Local Authority	Following site developments running routes around the site have been established. Free to use and fully floodlit, the venue could benefit local running and/or athletics clubs.	Promote use throughout Cannock in order to help maximise use of the site.	EA CCDC	Key	M	L	L	Protect Enhance Provide
		Football		Two standard quality adult pitches with no spare capacity. A third pitch will come in to use from the 18/19 season to increase capacity on site. No changing facilities servicing the site.	Maximise use of additional two pitches by accommodating demand from one pitch sites in the District. Explore funding options for creation of changing pavilion. Explore options and funding opportunities to increase the number of mini and junior pitches on site.			M	M	M	
33	Pye Green Valley Primary School	Football	School	One standard quality youth 9v9 pitch with unsecured community use. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
38	St Luke's C of E Primary School	Football	School	One mini 7v7 and two youth 9v9 with unsecured community use. All standard quality. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
48	West Hill Primary School	Football	School	One mini 5v5, one mini 7v7 and one youth 9v9, all standard quality. No community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
52	Bridgtown Social	Bowls	Community Organisation	One good quality bowling green. Disabled access is considered good. Membership unknown.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect
60	Chadsmoor Bowling Club	Bowls	Sports Club	One good quality bowling green. Membership unknown.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect
62	Hednesford Ex-Service Working Men's Club	Bowls	Community Organisation	One standard quality bowling green. Membership unknown.	Improve quality as required. Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect Enhance
64	High Green	Bowls	Community Organisation	One good quality bowling green. Membership unknown. Site secured via a Trust from 1896 which established that the land is to be retained as a bowling green, in perpetuity, provided that the Club has at least 15 members to maintain the site in an attractive condition.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect

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North East Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	North East	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Youth 11v11 pitches at capacity ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Shortfall of 0.5 youth 11v11 MES ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ²²	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1 full size, floodlit 3G pitch. 	<ul style="list-style-type: none"> ◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1.25 senior MES 	<ul style="list-style-type: none"> ◀ Shortfall of 2.5 senior MES
Cricket	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality. 	<ul style="list-style-type: none"> ◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	<ul style="list-style-type: none"> ◀ Current demand is likely to be being met. However, quality needs addressing. 	<ul style="list-style-type: none"> ◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District. 	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	<ul style="list-style-type: none"> ◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium. 	<ul style="list-style-type: none"> ◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ To meet the current and future shortfall of adult and youth 9v9 football match equivalent sessions then pitch improvements in in line with those identified as part of the scenarios would be sufficient to address this.
- ◀ Future shortfalls of youth 11v11 provision should be addressed through a reconfiguration of some adult pitches with appropriate goals as no youth 11v11 pitches in the Analysis Area were identified for pitch quality improvements in the scenarios.

²² Based on accommodating 38 teams to one full size pitch for affiliated team training.

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- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
3	Brereton Sports and Social Club	Football	Sports Club	One standard quality adult pitch which is overplayed by 0.5 match sessions. Poorly drained pitches. Poor quality ancillary facilities that require significant refurbishment.	Explore funding options to improve pitch quality in order to address overplay and in the longer term to improve changing facilities.	FF SCFA	Local	L	M	H	Protect Enhance
9	Churchfield Primary School	Football	School	One mini 7v7 pitch of standard quality. No community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
14	Green Lane	Football	Local Authority	Two adult and one youth 9v9 pitch, all poor quality. Some spare capacity due to quality issues.	Explore options to improve quality and maximise use by accommodating demand from one pitch sites in the District. If football clubs do not prefer to access the site; then consider re-marking the pitches for alternative provision e.g. rugby union, to help address evident shortfalls.	FF SCFA RFU	Key	M	S	L	Protect Enhance
15	Hagley Playing Fields	Football	Local Authority	Currently unavailable due to flood defence work the site previously had two adult football pitches and a senior rugby union pitch on site, along with changing facilities.	These pitches should be re-established following the work (2019). Assessment identifies more demand to bring back into use for rugby. Consider as a potential new home venue for Rugeley RFC, with three pitches and a clubhouse. This would result in St Augustine's Field becoming a football pitch. This would also be subject to the 3G at Rugeley Leisure Centre being extended but not made World Rugby compliant.	FF SCFA RFU	Key	H	S	M	Protect Enhance Provide
		Rugby union									
24	Lea Hall Sports and Social Club	Bowls	Community Organisation	One standard quality bowling green. Membership unknown. Disabled access could be improved.	Explore funding opportunities to increase the green quality and where possible improve disabled access.	BCGBA	Local	M	M	M	Protect Enhance
		Football		One mini 7v7 and youth 11v11 pitch both standard quality. One match session of actual spare during the peak period. Changing rooms will require refurbishment in the future.	Explore funding options to improve pitch quality in order to address overplay and in the longer term to improve changing facilities.	FF SCFA		L	M	H	
		Tennis		Four floodlit macadam courts, all standard quality. Hired by Lea Hall TC which reports no specific issues.	Improve courts as required in order to sustain usage.	LTA		L	L	L	
27	Mount Road	Football	Local Authority	One standard quality adult pitch with 0.5 match sessions of actual spare during the peak period. No changing rooms or toilets on site which can be an issue, but the car parking on site is considered adequate.	As a one pitch site with no changing rooms investigate the need to maintain this pitch and whether demand could be accommodated elsewhere. The site will still need to be kept in reserve should demand in the District increase. Consider remarking the pitch for an alternative sport, e.g. rugby union; helping address demonstrated shortfalls.	FF SCFA	Local	L	M	L	Protect Enhance

²³ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

²⁴ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
34	Ravenhill Park	Football	Local Authority	One standard quality adult pitch with no actual spare capacity during the peak period. Brereton Town FC rents the pitch but has a lease agreement in place for the footprint of the clubhouse facility (poor quality). The Club would be keen to lease the pitch from the Council, however, pitch quality needs improving and unofficial use addressing.	Exploring funding options to improve grass pitch and refurbish changing facilities. In the longer term consider extending the existing lease to include the pitch and explore options for addressing unofficial use, for example, perimeter fencing.	FF SCFA	Key	H	S	M	Protect Enhance
		Tennis		One poor quality, floodlit macadam court.	No local demand in current state. Consider alternative sporting uses for example creation of a multi-use games area.			CCDC	M	M	
35	Rugeley Leisure Centre	Football Rugby	Local Authority	One small size 3G pitch, standard quality with capacity, however, the size of the pitch restricts its use by local football teams. There are plans to create a full size 3G in place of the small sized 3G pitch. This conversion will require resurfacing and an extension to the current footprint of the pitches. Both the Football Foundation and Staffordshire FA are exploring options with the District Council to help fund this extension. It is currently used for football and rugby union.	There is currently a shortfall of one full size 3G pitch within the District to service training demand, which will be eradicated by this development. Consider options to provide additional car parking provision as part of the 3G pitch development.	FF SCFA RFU	Key	H	S	H	Protect Enhance Provide
36	St Augustine's Field	Rugby union	Sports Club	Home venue of Rugeley RFC. The senior pitch rated M0/D1 is overplayed by 1.25 match equivalent sessions as a result of accommodating all club match demand. The Club leases the clubhouse facility from Rugeley open Spaces Association (ROSA) until 2022, although this should be protected for a further ten years; whilst the pitch is licenced under the same agreement. The Club is unable to install floodlighting on site due to land owner objections (ROSA); and ancillary facilities are poor quality. Training takes place off-site at Rugeley Leisure Centre 3G which is neither full size nor World Rugby compliant.	Provide the Club with access to better maintenance equipment to assist with pitch improvements. Improve the pitch quality to reduce current levels of overplay. Extend the current lease agreement for the ancillary provision whilst also extending this to include the pitch. Re-provide a clubhouse facility on site as the current provision is inadequate, with changing rooms not meeting either SE or RFU standards. Alternatively, explore options for relocation to Hagley Playing Fields with this pitch to be remarked as football.	RFU	Local	H	M	H	Protect Enhance Provide
37	St Joseph's Catholic Primary School	Football	School	Two mini 7v7 and one youth 9v9 with unsecured community use. All standard quality. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use. Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	FF SCFA	Local	L	S	L	Protect Enhance

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim	
41	The Hart School (Lower School)	Football	School	It is reported that the site is due to close, which would result in the loss of three youth pitches (two youth 11v11 and one youth 9v9). These pitches are currently used by Lea Hall Youth FC and Lakeside FC. Pitches are standard quality and one is overplayed. It should be noted that discussions are ongoing regarding this matter.	Work to secure use of the site for current clubs or alternatively should the site close and the pitches become unavailable, then current users of the site would be required to relocate to alternate local venues.	FF SCFA	Key	H	S	L	Protect Enhance	
		Tennis		Four poor quality tarmac courts. No community use.	No local demand for use. Retain for curricular and extracurricular demand.			LTA	L	L		L
42	The Hart School (Upper School)	Football	School	Three poor quality adult pitches. Unsecure community use and overplayed by 1.5 match sessions.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Key	M	S	L	Protect Enhance	
		Rugby union		Two poor quality school pitches which are available for community use but is unused. One pitch is secure for use by Rugeley RFC but the Club declined use of the pitch due to it not being maintained appropriately by the School.	If Rugeley RFC remains at St Augustine's Field, consider improving quality in conjunction with the Club and securing community use. It is understood that a positive dialogue has opened up between the two parties with the Club looking to increase use of the site.			RFU	M	M		M
		Tennis		Four poor quality tarmac courts. No community use.	No local demand for use. Retain for curricular and extracurricular demand.			LTA	L	L		L
45	Chase View Primary school	Football	School	Two mini 7v7 pitches both standard quality with unsecure community use. Actual spare capacity not considered due to the unsecure nature of the site.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance	
47	Hob Hill CE/Methodist (VC) Primary School	Football	School	One youth 11v11 pitch, standard quality. Actual spare capacity not considered due to the unsecure nature of the site.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance	
55	Etching Hill Tennis Club	Tennis	Sports Club	Three good quality, floodlit macadam courts. Have reportedly improved in recent seasons due to a good maintenance regime and repainting of the surfaces. Etching Hill TC acknowledges that club membership has decreased in recent years. Provision is adequate for club needs.	Sustain court quality and promote spare capacity locally in a drive to increase membership. Also consider informal tennis opportunities.	LTA	Local	L	M	L	Protect	
56	Rugeley Progressive WMC	Bowls	Community Organisation	One good quality green membership unknown.	Further establish membership numbers in order to determine future sustainability.	BCGBA	Local	H	S	L	Protect	
59	Rugeley Cricket Club	Athletics	Sports Club	Rugeley Runners is based at the site as social space for both pre and post running activities.	Consider developing a running path around the site; accommodating Rugeley Runners on site.	EA	Local	L	M	L	Protect Provide	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
		Cricket		<p>One square consisting of 12 grass wickets alongside an NTP. The square is of good quality.</p> <p>The site is the home venue of Rugeley CC; and does not have any actual spare capacity on Saturdays, resulting in the Club displacing a senior men's team out of the District. The Club is looking for this team to return given that its current home will become unavailable.</p> <p>The Club has been granted a lease for an adjacent field, in which a second square will be established, meaning that the Club will be able to accommodate both displaced and future demand on site.</p> <p>Ancillary facilities on site are good quality.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Sustain ancillary quality through consistent maintenance.</p> <p>Once the second square is established on site, relocate the displaced demand to Cannock Chase District.</p> <p>Until the pitch is operational, a secondary venue for the 3rd XI must be sought otherwise the team will be lost.</p> <p>New changing provision will be required to support the second square once it is useable for match cricket.</p>	ECB		H	M	H	
	Rugeley Power Station (disused)	Bowls	Private	<p>A disused crown green, which was previously home to Rugeley Power Station Sports & Social Club. The green became disused in August 2017 following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>There does not appear to be a local need to re-provide the bowling green and on this basis, investment would be better served improving the quality and sustainability of provision locally.</p> <p>Provision located outside of the Cannock Chase District boundary, in the Lichfield District boundary needs to be assessed as part of the future Lichfield District Council PPS before decisions are made on the future of sporting provisions.</p>	BCGBA SE	Local	H	S	H	Provide Enhance
		Cricket		<p>A natural grass square, consisting of nine wickets. The square was previously used as part of Rugeley Power Station Sports & Social Club but became disused in August 2017 following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>Once the new second pitch at Rugeley CC is established there is no requirement for new cricket provision in the District, unless Cannock Cricket and Hockey Club closes, resulting in the relocation of Cannock CC to Cannock Chase District. However, from a Playing Field Policy point of view, there is a need to replace the playing field land to meet shortfalls identified for other pitch sports i.e. rugby and football. In order to fully establish how mitigation should be provided further discussions are required with the NBGs and should be linked to the football pitch provision identified below.</p>	ECB FF RFU SE					
		Football		<p>One adult pitch which was available as part of Rugeley Power Station Sports & Social Club. The pitch became disused following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>Ensure that the pitch is re-provided as part of any site development, supported by appropriate ancillary facilities.</p> <p>Any new pitch should be of adult size to address current and future shortfalls and should be linked to Key site developments in the District.</p>	FF SCFA SE					

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
		Golf		An 18-hole golf course which became disused as part of the whole site closing in August 2017.	Given the location of golf clubs in neighbouring Lichfield District; and those in Cannock Chase District, there does not appear to be a need to fully replace the golf course. In terms of mitigation, seek to enhance the golfing offer available to Cannock Chase District residents; or by creating an alternative non-traditional provision in the Area to encourage golf participation.	EG SE					
		Tennis		Two macadam tennis courts which were available for community use but were not floodlit. The courts were available at part of Rugeley Power Station Sports and Social Club but became disused following closure of the site. Supporting ancillary facilities on site were also available.	Given that there are no capacity issues in the North East Analysis Area; re-provision of the two tennis courts that were lost following the closure of Rugeley Power Station, would not appear to best serve the District. Investment should be made to improve the quality of courts in the Analysis Area; whilst also encouraging participation in tennis with the development of LTA programmes such as Tennis for Free.	LTA SE					

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South East Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	South East	<ul style="list-style-type: none"> ◀ Spare capacity of 2.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ²⁵	Study Area	◀ Shortfall of 1 full size, floodlit 3G pitch.	◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	◀ Shortfall of 1.25 senior MES	◀ Shortfall of 2.5 senior MES
Cricket	Study Area	◀ Current demand is being met.	◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.	◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	◀ Current demand is likely to be being met. However, quality needs addressing.	◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.	◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	◀ Current demand is being met.	◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the

²⁵ Based on accommodating 38 teams to one full size pitch for affiliated team training.

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establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
2	Beaudesert Sports Field and Recreation Ground	Cricket	Local Authority	There is a disused cricket square on site which was previously used Cannock Wood CC that folded in 2017.	If no local demand for community use retain as informal use.	ECB	Local	L	S	L	Enhance
		Football		An adult pitch and a mini 7v7 pitch, both of standard quality and both currently unused by community clubs.	If no local demand for community use retain as informal use.	FF SCFA		L	S	L	
12	Five Ways Primary School	Football	Local Authority	A standard quality mini 7v7 pitch which is available for community use but is unused.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
13	Gorsemoor Primary School	Football	Local Authority	A mini 7v7 pitch and a youth 11v11 pitch; both are standard quality and available for community use but are unused.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
16	Heath Hayes FC	Football	Sports Club	<p>One standard quality adult pitch which is overplayed by 0.5 match sessions, accommodating.</p> <p>Heath Hayes FC report aspirations to sell the site which is in Green belt; with a view to then using those funds to establish a full size 3G pitch on Heath Hayes Park, whilst also securing a long term lease agreement with the Council, which owns the site; for said pitch and multiple grass pitches that the Club would also maintain. It is understood that the current landowners of Heath Hayes FC would gift the funds to the Club to allow developments at Heath Hayes Park to take place.</p> <p>Ancillary facilities on site meet minimum league requirements but are not considered fit for purpose, with insufficient electrical supply, inadequate car parking and no connection to main sewers.</p> <p>The site does not meet minimum requirements for Step 5, which the Club would enter if it was promoted.</p>	<p>Proposals would need to meet Sport England Playing Field Policy.</p> <p>Further research is also required to examine the validity of an agreement to provide the Club with some funds from the sale of the site to help establish a 3G pitch at Heath Hayes Park.</p>	FF SCFA	Key	H	S	H	Enhance Provide
17	Heath Hayes Park	Football	Local Authority	<p>A poor quality adult pitch which has 0.5 match equivalent sessions of actual spare capacity and a poor quality youth 9v9 pitch which is at capacity.</p> <p>The site has poor drainage and unofficial use; both contribute to the poor quality of pitches available.</p> <p>The quality of the changing rooms is poor quality and requires improvement.</p> <p>Heath Hayes FC has ambitions to sell its current home venue and relocate to the site, establishing a 3G pitch that is available for community use. The plans would also have the Club managing the grass pitch provision on site.</p>	<p>There is not currently enough training demand to warrant the creation of another full size 3G pitch but based on competitive demand there may be enough demand to warrant it, especially if Heath Hayes FC moves to the site. If not, a smaller sized 3G pitch may be remain an option.</p> <p>Grass pitches to be brought up to sufficient quality to accommodate Heath Hayes FC and changing rooms require bringing up to standard (if relocation is successful).</p> <p>Explore funding options to improve grass pitches and refurbish the changing facilities.</p>	FF SCFA	Key	H	S	H	Protect Enhance Provide

²⁶ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

²⁷ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
		Tennis		Two poor quality macadam tennis courts that are available for community use but are not floodlit.	Enhance the current maintenance regime to improve court quality and encourage community use.	LTA		L	S	L	Enhance
18	Heath Hayes Primary Academy	Football	Local Authority	A standard quality mini 7v7 pitch which is unavailable for community use.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
21	Keys Park	Football	Sports Club	<p>A standard quality adult pitch which is the home venue of Hednesford Town FC which compete at Step 3 of the football pyramid. The pitch has one match equivalent session of actual spare capacity during the peak period.</p> <p>The pitch would be good quality but there are some issues with the drainage in one corner. This should be rectified prior to the 2018/19 season.</p> <p>Good quality ancillary facilities but would ideally have an extra officials' changing room for female match officials. The stadium does not have mains utilities but will once a housing development is complete on part of the land.</p> <p>The site meets minimum ground requirements for Step 2 of the football pyramid.</p> <p>The Club has ambitions to establish a 3G pitch on site in place of the grass adult pitch. It is understood that the site was recently up for sale but was subsequently taken off the market with the owner agreeing to collaboratively work with a local consortium for 12 months to support club growth.</p>	<p>Improve pitch quality by improving the drainage issue in one area of the pitch. Continue with the current maintenance regime.</p> <p>Sustain the quality of the ancillary facilities, increasing the number of officials' changing rooms.</p> <p>Obtain mains utilities once the housing development locally is underway.</p> <p>Consider the Club's application to establish a 3G pitch on site provided that a sustainable business case can be supported.</p> <p>Monitor the working relationship between the landowner and local consortium; with the risk that the site could be put up for sale again in the future, risking the Club's security of tenure.</p>	FF SCFA	Key	M	M	M	Protect Enhance
22	Kingsmead School	Football	School	<p>An adult pitch and a youth 9v9 pitch, both of standard quality and available for community use.</p> <p>The youth 9v9 pitch is currently unused but the adult pitch is accessed by one community team, a youth 11v11 team representing Hawkins Sports Juniors FC.</p>	<p>Sustain the quality of both pitches by continuing with the current maintenance regime.</p> <p>Consider remarking the adult pitch as youth 11v11 size to accommodate both school and community demand.</p> <p>Continue to make the pitches available for community use provided that this does not adversely affect quality for curricular demand.</p>	FF SCFA	Local				Protect Enhance
		Tennis		Four, standard quality, macadam courts which are neither floodlit nor available for community use.	Improve quality as required and retain for school use.	LTA		L	S	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁸	Cost ²⁹	Aim
28	Norton Canes High School	Football	School	Two adult pitches, on standard quality and one poor. Both are available for community use and are used but unsecure. 1.5 match equivalent sessions of actual spare capacity has been discounted due to the unsecure nature of the site.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
		Rugby union		A senior pitch which is rated as M0/D1; the pitch is available for community use but is currently unused. Consequently, it has 0.5 match equivalent sessions of potential capacity.	Improve quality as required and retain for school use.	RFU		L	L	L	
		Tennis		Seven, poor quality, tarmac tennis courts which are neither floodlit nor available for community use.	Improve quality as required and retain for school use.	LTA					
29	Norton Canes Primary Academy	Cricket	School	A standalone NTP of poor quality. The pitch is available for community use but is currently unused.	Improve quality as required and retain for school use.	ECB	Local	L	L	L	Protect Enhance
		Football		Three pitches of standard quality; a youth 9v9 pitch, a mini 7v7 and a mini 5v5. All pitches are available for community use but are currently unused.	Explore opportunities to accommodate demand from one pitch sites if secured community use can be achieved and quality sustained.	FF SCFA		L	S	L	
30	Norton Canes Recreation Ground	Football	Local Authority	A standard quality adult pitch which has 0.5 match equivalent sessions of actual spare capacity during the peak period. Good maintenance but drainage and unofficial use of the site lowers the quality. The number of changing rooms is inadequate to serve all pitches on site as one room is currently used for storage.	Consider future use of the site and options for improvements required.	FF SCFA	Local	L	M	M	Protect Enhance
44	Yates Sports and Social Club	Football	Community Organisation	A good quality adult pitch which has no actual spare capacity during the peak period despite having two match equivalent sessions of potential capacity. Good quality ancillary facilities, the only thing that is missing is a dedicated medical room. The site is the home venue of both Talbot FC and Yates Sports FC, both senior men's teams.	Sustain pitch quality by continuing with the current maintenance regime. Explore the option of establishing a formal medical room.	FF SCFA	Local	L	L	L	Protect
46	St Peter's CE Primary School	Cricket	School	A standalone NTP of standard quality. The pitch is available for community use but is currently unused.	Sustain pitch quality by continuing with the current maintenance regime. Continue to make the pitch available for community use.	ECB	Local	L	S	L	Protect
		Football		Two standard quality mini 5v5 pitches and a mini 7v7 pitch, also of standard quality; all of which are available for community use but are currently unused.	Improve as required and retain for school use.	FF SCFA		L	L	L	
49	St Joseph's Catholic primary	Football	Local Authority	Two standard quality mini 7v7 pitches which are unavailable for community use.	Improve as required and retain for school use.	FF SCFA	Local	L	L	L	Protect
50	Jerome Primary School	Football	Local Authority	A standard quality mini 7v7 pitch which is unavailable for community use.	Improve as required and retain for school use.	FF SCFA	Local	L	L	L	Protect

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²⁹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁸	Cost ²⁹	Aim
54	Heath Hayes Cons Club	Bowls	Community Organisation	A poor quality, crown bowling green which is home to Heath Hayes Cons BC. The green is considered to have capacity for additional play. The path surrounding the green requires resurfacing.	Increase the current maintenance regime to improve green quality. Resurface the surrounding path to reduce safety concerns.	BCGBA	Local	L	S	L	Protect Enhance
63	The Rag	Bowls	Commercial	A standard quality bowling green which is available for community use, including pay and play. Unknown membership. The green is managed by the pub at which it is located.	Improve green quality by increasing the current maintenance regime.	BCGBA	Local	L	S	L	Protect Enhance

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Outside

Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
53	Cannock Cricket & Hockey Club	Cricket	Sports Club	<p>There are two squares on site consisting of 22 and 13 grass wickets. The former also has two NTPs alongside whilst the latter has one. Both squares are considered good quality.</p> <p>The site is the home venue of Cannock CC which owns the site alongside Cannock HC. There is no actual spare capacity on site on Saturdays but there is one match equivalent sessions available on Sundays.</p> <p>Cricket ancillary facilities are considered poor quality.</p> <p>Part of the site is under offer, to be sold for housing development, funds from which will extend and refurbish the existing cricket pavilion, as well as establishing a hockey clubhouse on site.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Improve the cricket ancillary provision on site, through both extension and refurbishment.</p> <p>Investigate the Club's ambitions to develop the site, recognising the financial issues experienced by Chase Park (Cannock Cricket & Hockey Club).</p>	South Staffordshire District Council ECB EH	Hub	H	S	H	Protect Enhance
		Hockey		<p>Two good quality, hockey suitable AGPs, both full size. The site is the home venue of Cannock HC, which owns the site along with Cannock CC.</p> <p>The pitches are water based, whilst there is also a disused sand dressed, full size AGP on site. One water based pitch requires resurfacing given the age of the surface; whilst the other water based pitch will require resurfacing in the near future given its age.</p> <p>The pitches are accessed by some local football clubs for training demand.</p> <p>Although the Club owns the site (as mentioned) the level of debt in existence means that the Club's long term presence on the site is vulnerable.</p> <p>Part of the site is under offer, to be sold for housing development, funds from which will extend and refurbish the existing cricket pavilion, as well as establishing a hockey clubhouse on site.</p> <p>Current ancillary provision is considered poor</p> <p>The site is an EH Development Centre as part of the EH Player Pathway.</p> <p>The Club reports that although it has demand to access the site more frequently it is aware that the income generated by external lets helps fund the site's ongoing maintenance.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Resurface the pitches that have exceeded the recommended ten year lifespans; or closely monitor quality, resurfacing once quality declines.</p> <p>Improve hockey ancillary provision on site to support the Club' growth.</p> <p>Ensure sinking funds are in place for future resurfacing/refurbishment.</p> <p>Protect the pitch for hockey use in the future.</p> <p>Continue to make the pitches available for external lets to generate income.</p> <p>Investigate the Club's ambitions to develop the site, recognising the financial issues experienced by Chase Park (Cannock Cricket & Hockey Club).</p> <p>Should the Club be removed from the site due to financial issues then sites for new hockey provision will be required.</p>						

³⁰ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

³¹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
57	Cannock Rugby Club	Rugby union	Sports Club	<p>Two senior pitches which are not floodlit and are overplayed by one and 0.75 match equivalent sessions respectively; alongside a floodlit junior pitch which is overplayed by 3.5 match equivalent sessions. All pitches are rated M0/D1, with the Club highlighting the cost of maintaining the site.</p> <p>The junior pitch accommodates all midweek training demand.</p> <p>The site is the home venue of Cannock RUFC, which leases the site from CISWO and has 17 years remaining on the agreement.</p> <p>Ancillary provision on site is good quality having recently been refurbished. The Club has ambitions to formalise car parking on site; whilst ownership and responsibility of the access road is debated.</p> <p>The RFU reports that the floodlighting provision requires improving.</p>	<p>Improve pitch quality by increasing the maintenance regime.</p> <p>Provide the Club with access to improved maintenance equipment to support pitch improvement.</p> <p>Upgrade the current floodlighting on site to support the Club's continued development.</p> <p>Formalise the existing car parking provision.</p> <p>Further investigation is required to establish which organisation is responsible for improving the access road.</p> <p>Should the 3G pitch at Rugeley Leisure Centre become World Rugby compliant upon extension then provide Cannock RUFC with a formal community use agreement to allow some training demand to be relocated off site.</p>	RFU	Local	H	S	M	Protect Enhance
58	Lichfield Sports Club	Hockey	Sports Club	<p>The home venue of Lichfield HC, which is considered to service some of Cannock Chase District hockey demand.</p> <p>The site has one sand dressed AGP, full size and of good quality; although the surface will require replacement in the near future given that it was installed in 2008.</p> <p>The Club reports a requirement to access a second full size pitch to accommodate growing demand.</p> <p>Lichfield HC does have issues accessing changing facilities on match days given that the site is shared with other sports.</p>	<p>Sustain the pitch quality by continuing with the current maintenance regime.</p> <p>Explore options for a secondary venue for which the Club could access during peak period for match demand.</p> <p>Provide the Club with dedicated hockey changing rooms which can be accessed during peak periods.</p> <p>Ensure sinking funds are in place for future resurfacing/refurbishment.</p> <p>Protect the pitch for hockey use in the future.</p> <p>Lichfield HC has signed up for EH's Hockey Heroes programme, which will see an increase in junior club members in coming seasons. If this is achieved then access to a secondary venue will be required to accommodate all demand.</p>	Lichfield District Council EH	Key	M	M	H	Protect Provide

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PART 7: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2036 (in line with the Local Plan period). This future demand is translated into teams likely to be generated, rather than actual pitch provision required. The Sport England Playing Pitch New Development Calculator (NDC) adds to this, updating the likely demand generated for pitch sports based on housing increases and converts the demand into match equivalent sessions and the number of pitches required. This is achieved via team generation rates (TGRs) in the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth and gives the associated costs of supplying the increased pitch provision.

The PPS will help evidence the review of the Local Plan, however, as detailed earlier, the Council is not yet in a position to fully understand the level of housing growth that will be planned to 2036. Levels of housing growth are currently unclear as the Government issued a revised National Planning Policy Framework (in July 2018) which established a standardised methodology for calculating minimum annual local housing need. This methodology is, however, subject to review when the impact of the revised national household growth projections, published in September 2018, have been fully assessed.

Therefore, the scenario below is an example of how the NDC will show the additional demand for pitch sports generated from future housing growth.

- ◀ **Scenario One:** Development of Rugeley Power Station with 2,000 houses forecasted³².
- ◀ **Scenario Two:** Development of Rugeley Power Station with 1,000 houses forecasted as being located within the Cannock Chase District boundary.

The demand is shown in match equivalent sessions per week for the majority of sports, with the exception of cricket, where match equivalent sessions are by season. This is also equated to pitches required at peak time for each sport rounded up or down to the nearest whole pitch.

For the time being, the indicative figures are based on the assumption that population growth will average 2.4 people per dwelling (until such time that a clearer indication of actual population growth can be provided). Please note that the scenarios can be updated as required over the Local Plan period throughout the lifespan of the PPS to reflect population projections and change in the average household size.

The number of pitches required in the following tables has been rounded up or down accordingly, however capital and revenue costs are based on indicative pitch costs, proportionate to the total match equivalent sessions required rather than just whole pitches required. Though increases in match sessions for some sports are not sufficient to warrant the creation of new pitches, the associated costs have been incorporated and investment into alternative sites could instead be considered to increase capacity to accommodate this new demand.

³² Please note that not all growth may be based in the Cannock Chase District Local Authority; with some development occurring in Lichfield District within in which part of the site sites. This could result in different figures due to TGRs differing.

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Scenario 1: Development of Rugeley Power Station with 2000 houses

The estimated additional population derived from housing growth on the Rugeley Power Station sites is 4,800 (based on 2,000 dwellings being delivered). This population increase equates to 3.52 match equivalent sessions of demand per week for grass pitch sports; and 6.71 match equivalent sessions of demand per season for cricket.

Training demand equates to 6.8 hours of use per week for football on 3G pitches and 0.13 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.1: Likely demand for grass pitch sports generated from housing growth (2000 new homes on Rugeley Power Station)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ³³	Training demand ³⁴
Adult football	0.97	6.8 hours
Youth football	1.39	
Mini soccer	1.04	
Rugby union	0.12	0.13 MES
Adult hockey	-	-
Junior & mixed hockey	-	-
Cricket	6.71	-

The table below translates estimated demand into new pitch provision with associated capital and lifestyle costs.

Table 7.2: Estimated demand and costs for new pitch provision (2000 homes)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁵	Lifecycle Cost (per annum) ³⁶
Adult football	1	£84,864	£17,906
Youth football	1	£100,776	£21,163
Mini soccer	1	£25,341	£5,322
Rugby union	0 (0.12)	£15,116	£3,235
Cricket	0 (0.15)	£41,750	£8,433
Sand based AGPs	0	£0	£0
3G	0 (0.18)	£171,092	£6,526

Further to the above, the NDC also estimates that there will be a need to provide 4.39 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £697,390.

Please note that this scenario excludes demand currently based outside of the District (Cannock CC, Cannock RFC, Cannock HC and Lichfield HC), despite these clubs

³³ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³⁴ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁵ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

³⁶ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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supporting Cannock Chase District population. If, in the future, demand from these clubs is to be accommodated within the District then a new housing growth scenario will need to be run including these teams.

Scenario 2: Development of Rugeley Power Station with 1000 houses located within the Cannock Chase District boundary

The estimated additional population derived from housing growth on the Rugeley Power Station sites is 2,400 (based on 1,000 dwellings being delivered within Cannock Chase District). This population increase equates to 1.77 match equivalent sessions of demand per week for grass pitch sports; and 3.35 match equivalent sessions of demand per season for cricket.

Training demand equates to 3.4 hours of use per week for football on 3G pitches and 0.08 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.3: Likely demand for grass pitch sports generated from housing growth (1000 new homes on Rugeley Power Station in the Cannock Chase District boundary)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ³⁷	Training demand ³⁸
Adult football	0.49	3.4 hours
Youth football	0.69	
Mini soccer	0.52	
Rugby union	0.07	0.08 MES
Adult hockey	-	-
Junior & mixed hockey	-	-
Cricket	3.35	-

The table below translates estimated demand into new pitch provision with associated capital and lifestyle costs.

Table 7.4: Estimated demand and costs for new pitch provision (1000 homes)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁹	Lifecycle Cost (per annum) ⁴⁰
Adult football	0 (0.49)	£42,432	£8,953
Youth football	1	£50,388	£10,581
Mini soccer	1	£12,671	£2,661
Rugby union	0 (0.07)	£9,149	£1,958
Cricket	0 (0.08)	£20,875	£4,217
Sand based AGPs	0	£0	£0
3G	0 (0.09)	£85,546	£3,263

³⁷ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³⁸ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁹ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

⁴⁰ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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Further to the above, the NDC also estimates that there will be a need to provide 2.2 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £340,695.

Please note that this scenario, as Scenario 1 also does, excludes demand currently based outside of the District (Cannock CC, Cannock RFC, Cannock HC and Lichfield HC), despite these clubs supporting Cannock Chase District population. If, in the future, demand from these clubs is to be accommodated within the District then a new housing growth scenario will need to be run including these teams.

Conclusions

The examples above show that for a growth of 2000 or 1000 houses, on the Rugeley Power Station site, demand would be generated for all pitch sports apart from rugby league and hockey. The requirement is in addition to the recommendations made in the PPS regarding the sporting provision which is identified to be either re-provided onsite or through off site contributions.

This position is indicative of developing housing on Rugeley Power Station. It does not specify where on the site the housing is likely to be located or which existing playing fields the additional demand is likely to migrate to. It should be noted that not all housing developments are of sufficient scale to generate demand in their own rate; however, the Sport England Playing Pitch New Development Calculator should be used to assess this need when details of site allocations are firmed up, or when a planning application is submitted.

Once housing developments have been identified in the new local plans, the individual Councils could consider using CIL (if adopted) to obtain contributions to priority sites, or pooling S106 contributions from major housing schemes to invest in priority sites. In either case, the preceding Action Plan and future consultation with NGBs should inform the playing fields that most require investment.

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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 Cannock Chase in the years up to 2036. 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 Cannock Chase can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

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

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

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

To help ensure the PPS is well used it should be regarded as the key document within the study area guiding the improvement and protection of playing pitch provision. It needs to be the document people regularly turn to for information on the 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.

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

Monitoring and updating

It is important that there is regular annual monitoring and review against the actions identified in the Strategy. This monitoring should be led by the local authority and supported by all members of, and reported back to, the steering group. Understanding and learning lessons from how the PPS has been applied should also form a key component of monitoring its delivery. This should form an on-going role of the steering group.

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.

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The nature of the supply and in particular the demand for playing pitches will 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.

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.

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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?		

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APPENDIX ONE: SPORTING CONTEXT

The following section outlines a series of national, regional and local policies pertaining to the study and which will have an important influence on the Strategy.

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: Towards an Active Nation (2016-2021)

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

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

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

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

National Planning Policy Framework

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

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

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

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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 Football Facilities Strategy (2018-28)

The Football Association's (FA) National Football Facilities Strategy (NFFS) provides a strategic framework that sets out key priorities and targets for the national game (i.e., football) over a ten-year period. The Strategy is presently in draft and is due for publication in 2018.

The Strategy sets out shared aims and objectives it aims to deliver on in conjunction with The Premier League, Sport England and the Government, to be delivered with support of the Football Foundation.

These stakeholders have clearly identified the aspirations for football to contribute directly to nationally important social and health priorities. Alongside this, the strategy is clear that traditional, affiliated football remains an important priority and a core component of the game, whilst recognising and supporting the more informal environments used for the community and recreational game.

Its vision is: *"Within 10 years we aim to deliver great football facilities, wherever they are needed"*

£1.3 billion has been spent by football and Government since 2000 to enhance existing football facilities and build new ones. However, more is needed if football and Government's shared objectives for participation, individual well-being and community cohesion are to be achieved. Nationally, direct investment will be increased – initially to £69 million per annum from football and Government (a 15% increase on recent years).

The NFFS investment priorities can be broadly grouped into six areas, recognising the need to grow the game, support existing players and better understand the different football environments:

- ◀ **Improve 20,000 Natural Turf pitches**, with a focus on addressing drop off due to a poor playing experience;
- ◀ **Deliver 1,000 3G AGP 'equivalents'** (mix of full size and small sided provision, including MUGAs - small sided facilities are likely to have a key role in smaller / rural communities and encouraging multi-sport offers), enhancing the quality of playing experience and supporting a sustainable approach to grass roots provision;
- ◀ **Deliver 1,000 changing pavilions/clubhouses**, linked to multi-pitch or hub sites, supporting growth (particularly in women and girls football), sustainability and providing a facility infrastructure to underpin investment in coaching, officials and football development;

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- ◀ **Support access to flexible indoor spaces**, including equipment and court markings, to support growth in futsal, walking football and to support the education and skills outcomes, exploiting opportunities for football to positively impact on personal and social outcomes for young people in particular;
- ◀ **Refurbish existing stock to maintain current provision**, recognising the need to address historic under-investment and issues with refurbishment of existing facilities;
- ◀ **Support testing of technology and innovation**, building on customer insight to deliver hubs for innovation, testing and development of the game.

Local Football Facility Plans

To support in delivery of the NFFS, The FA has commissioned a national project. Over the next two years to 2020, a Local Football Facility Plan (LFFP) will be produced for every local authority across England. Each plan will be unique to its area as well as being diverse in its representation, including currently underrepresented communities.

Identifying strategic priorities for football facilities across the formal, recreational and informal game, LFFPs will establish a ten-year vision for football facilities that aims to transform the playing pitch stock in a sustainable way. They will identify key projects to be delivered and act as an investment portfolio for projects that require funding. As such, around 90% of all will be identified via LFFPs. LFFPs will guide the allocation of 90% of national football investment (The FA, Premier League and DCMS) and forge stronger partnerships with local stakeholders to develop key sites. This, together with local match-funding will deliver over one billion pounds of investment into football facilities over the next 10-years.

It is important to recognise that a LFFP is an investment portfolio of priority projects for potential investment - it is not a detailed supply and demand analysis of all pitch provision in a local area. Therefore, it cannot be used as a replacement for a Playing Pitch Strategy (PPS) and it will not be accepted as an evidence base for site change of use or disposal.

A LFFP will; however, build on available/existing local evidence and strategic plans and may adopt relevant actions from a PPS and/or complement these with additional investment priorities.

The FA: National Game Strategy (2018-2021)

The FA launched its new National Game Strategy in July 2018 which aims to inspire a life-long journey in football for all. To achieve this, the strategy will focus on five key aspects of the game:

- ◀ A high quality introduction to football
- ◀ Developing clubs and leagues
- ◀ Embrace all formats of football and engage all participants
- ◀ Recruit, develop and support the workforce
- ◀ Develop sustainable facilities

Through these five pillars, The FA's objectives are to:

- ◀ Increase the number of male affiliated and recreational players by 10%.
- ◀ Double the number of female affiliated and recreational players via a growth of 75%.
- ◀ Increase the number of disability affiliated and recreational players by 30%.
- ◀ Ensure affiliated Futsal is available across the country in order to increase the number of Futsal affiliated and recreational players.

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The sustainable football facilities should provide support to an agreed portfolio of priority projects that meet National Football Facility Strategy (NFFS) investment priorities.

England and Wales Cricket Board (ECB) Cricket Unleashed 5 Year Plan (2016-2021)

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

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

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

The Rugby Football Union Strategic Plan (2017-2021)

The RFU has released its new strategic vision for rugby in England. The strategy is based on four main elements which are; Protect, Engage, Grow and Win. It covers all elements of rugby union ranging from elite rugby to grassroots, although the general relevancy to the PPS is centred around growing the game.

The RFU exists to promote and develop rugby union in England and ensure the long-term sustainability of clubs by growing player numbers and retaining them across all age groups. Responding to wider market influences, work will continue on developing new ways to take part in all forms of the game, without comprising the sports traditions.

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This will ensure a lasting legacy from elite success by attracting new players and encouraging current male and female adult players to play.

The four key aims to ensure long term sustainability are to:

- ◀ Improve player transition from age grade to adult 15-a-side rugby
- ◀ Expand places to play through Artificial Grass Pitches (AGPs)
- ◀ Engage new communities in rugby
- ◀ Create a community 7's offering

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

The vision is for England to be a 'Nation Where Hockey Matters'.

We know that delivering success on the international stage stimulates the nation's pride in their hockey team and, with the right events in place, we will attract interest from spectators, sponsors and broadcasters alike. The visibility that comes from our success and our occasions will inspire young people and adults to follow in the footsteps of their heroes and, if the right opportunities are there to meet their needs, they will play hockey and enjoy wonderful experiences.

Underpinning all this is the infrastructure which makes our sport function. We know the importance of our volunteers, coaches, officials, clubs and facilities. The more inspirational our people can be, the more progressive we can be and the more befitting our facilities can be, the more we will achieve for our sport. England Hockey will enable this to happen and we are passionate about our role within the sport. We will lead, support, counsel, focus and motivate the Hockey Nation and work tirelessly towards our vision.

As a governing body, we want to have a recognisable presence to participants of the game, be that through club or association website or their communications, or through the work of the many outstanding coaches in our game, so that players understand that their club is part of a wider team working together to a common goal.

The core objectives are as follows:

1. Grow our Participation
2. Deliver International Success
3. Increase our Visibility
4. Enhance our Infrastructure
5. For England Hockey to be proud and respected custodians of the sport

Club participation

Our club market is well structured and clubs are required to affiliate to England Hockey to play in community leagues. As a result only relatively few occasional teams lie outside our affiliation structure. Schools and Universities are the other two areas where significant hockey is played.

Hockey is clearly benefiting from a double Olympic legacy. After Great Britain's women won bronze in front of a home crowd in London in 2012 the numbers of young girls playing the sport doubled and a historic gold in Rio 2016 saw more than 10,000 players promptly joining clubs. These triumphs have inspired the nation to get active and play hockey. Thanks to the outstanding work of the network of clubs across the country, England Hockey has seen unprecedented growth at both ends of the age range.

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There has been an 80% increase in the number of boys and girls in clubs, as well as a 54% increase in players over the age of 46.

Hockey clubs have reaped the rewards of the improved profile of the sport, focussing on a link with schools to provide excellent opportunities for young players. Programmes such as Quick sticks – a small-sided version of hockey for 7-11 year olds – in Primary Schools have been hugely successful in allowing new players to take part in the sport from an early age. The growth in the sport since the eve of London 2012 has been seen across the country, examples being a 110% increase in under 16s club participation in London, and a 111% growth in the North West in the same age bracket.

England Hockey Strategy

England Hockey's Facilities Strategy can be found [here](#).

Vision: For every hockey club in England to have appropriate and sustainable facilities that provide excellent experiences for players.

Mission: More, Better, Happier Players with access to appropriate and sustainable facilities

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

- There are currently over 800 pitches that are used by hockey clubs (club, school, universities) across the country. It is important to retain the current provision where appropriate to ensure that hockey is maintained across the country.

2. IMPROVE: To improve the existing facilities stock (physically and administratively)

- The current facilities stock is ageing and there needs to be strategic investment into refurbishing the pitches and ancillary facilities. England Hockey works to provide more support for clubs to obtain better agreements with facilities providers & education around owning an asset.

3. DEVELOP: To strategically build new hockey facilities where there is an identified need and ability to deliver and maintain. This might include consolidating hockey provision in a local area where appropriate.

England Hockey has identified key areas across the country where there is a lack of suitable hockey provision and there is a need for additional pitches, suitable for hockey. There is an identified demand for multi pitches in the right places to consolidate hockey and allow clubs to have all of their provision catered for at one site.

2015-2018 British Tennis Strategy

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

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

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

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

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

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

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

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

British Crown Green Bowling Association

Please note there is no current facility guidance provided by British Crown Green Bowling Association responsible for crown green bowls in England.

Growing the Game of Golf in England (2017-2021)

In 2014, England Golf developed its first national strategy to help golf in England rise to some serious challenges. Membership was declining, many clubs were facing financial and business problems and the perception of the game was proving damaging. As such, it decided to set out recommendations for actions that would help “raise the game”.

The 2014 strategy helped achieve the following:

- ◀ 427,111 people being introduced to golf for the first time.
- ◀ 31,913 new members for England’s golf clubs from national initiatives.
- ◀ Over £25 million generated for golf clubs through new members.
- ◀ Four counties to merge their men’s and women’s unions associations.
- ◀ Support for 15,200 national, regional and county squad players.
- ◀ Over 150 championships and events organised across the country.

Following the above strategy, England Golf is now setting out to “grow the game” of golf through seven strategic objectives. Developed in consultation with the golfing community, six of these are developed from the previous work in 2014, whilst one (being customer focussed) is brand new and intends on boosting the impact of them all.

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The objectives are:

- ◀ Being customer focussed
- ◀ Stronger counties and club
- ◀ Excellent governance
- ◀ Improve image
- ◀ More members and players
- ◀ Outstanding championships, competitions and events
- ◀ Winning golfers

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

- ◀ Increased participation across all athletics disciplines
- ◀ Increased club membership by providing facilities that support a participation pathway from novice through to club member
- ◀ Increased talent pool
- ◀ Long term improvement in the development of athletes of all ages and abilities
- ◀ Securing the long term future of existing facilities
- ◀ More attractive and inspiring facilities for existing and potential athletes
- ◀ Improving the athletics experience for all participants
- ◀ Improved relationships and interactions between stakeholders, particularly clubs and facility operators

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APPENDIX TWO: FUNDING PLAN

Funding opportunities⁴¹

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
<p>Big Lottery Fund http://www.biglotteryfund.org.uk/</p>	<p>The Big Lottery Fund distributes over £500m a year to communities across the UK, raised by players of The National Lottery.</p> <p>Awards for All – this fund offers National Lottery grants between £300 and £10,000. Applications can be made by: voluntary or community organisations, registered charities, constituted groups or clubs, not-for-profit companies or community interest companies, social enterprises, schools and statutory bodies (including town, parish and community councils). To receive funding, the applicant must meet at least one of the funding priorities listed for these grants. The funding priorities are:</p> <ul style="list-style-type: none"> ◀ Bringing people together and building strong relationships in and across communities. ◀ Improving the places and spaces that matter to communities. ◀ Enabling more people to fulfil their potential by working to address issues at the earliest possible stage. <p>Empowering Young People – this grants programme is designed to support projects in Northern Ireland that give young people aged 8 to 25 the ability to overcome the challenges they face. Funding between £30,000 and £500,000 is available and is available to projects which meet one or more of the following objectives:</p> <ul style="list-style-type: none"> ◀ Equip young people with the skills they need for the future. ◀ Improve young people’s relationships with their support networks and communities. ◀ Improve the health and well-being of young people. <p>Reaching Communities England – this programme provides flexible funding over £10,000 for up to five years to organisations in England who want to act on the issues that matter to people and communities. Grants will be awarded to voluntary and community organisations or social enterprises to fund project activities, operating costs, organisational development and capital costs. Ideas must meet one or more of the following funding priorities:</p> <ul style="list-style-type: none"> ◀ Bringing people together and building strong relationships in and across communities. ◀ Improving the places and spaces that matter to communities. ◀ Enabling more people to fulfil their potential by working to

⁴¹ Up to date as of April 2018.

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Awarding body	Description
<p>Sport England The current funding streams may change throughout 2017/18 so refer to the website for the latest information: https://www.sportengland.org/funding/</p>	<p>address issues at the earliest possible stage.</p> <p>Sport England's vision is that everyone in England feels able to take part in sport or activity, regardless of age, background or ability.</p> <p>Small Grants – this programme offers funding to projects involving adults and young people aged 14 or over which meet one or more of the aims of their 'Towards an Active Nation' strategy. These aims are: get inactive people more active, develop lasting sporting habits, engender more positive attitudes among young people, develop more diverse volunteers and to improve progression and inclusion among the most talented. Projects with mixed age groups may still be considered if there is a focus on people aged 14 and over.</p> <p>Community Asset Fund – this programme is dedicated to enhancing the spaces in your local community that give people the opportunity to be active.</p> <p>Major Events Engagement Fund – Sport England's 'Towards an Active Nation' strategy commits them to invest £2m in helping national governing bodies (NGBs) to host major events which evolve their existing business model and derive a greater financial return from their existing customers (players, volunteers or spectators). This funding can also be used to develop programmes that engage with individuals local to the major event, who are currently less likely to take part regularly in sport or physical activity.</p>
<p>Football Foundation http://www.footballfoundation.org.uk/funding-schemes/</p>	<p>This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.</p> <p>Premier League & The FA Facilities Fund – this fund is available to football clubs, schools, councils and local sports associations that improve facilities for football and other sport in local communities, sustain or increase participation amongst children and adults, regardless of background age or ability and to help children and adults to develop their physical, mental, social and moral capacities through regular participation in sport. Grants are available for:</p> <ul style="list-style-type: none"> ◀ Grass pitch drainage/improvements, ◀ Pavilions, clubhouses and changing rooms, ◀ 3G Football Turf Pitches (FTPs) and multi-use games areas, ◀ Fixed floodlights for artificial pitches. <p>Premier League & The FA Facilities Fund Small Grants Scheme – this scheme awards grants of up to £10,000 for the provision of capital items, or to refurbish/improve existing facilities. This scheme aims to support the growth of football clubs and activity, prevent a decline in football participation and make improvements to facilities to address any health and safety issues. Grants, which cannot exceed 50% of the total project cost, are awarded to support the costs of the following list of projects and items:</p> <ul style="list-style-type: none"> ◀ Replacement of unsafe goalposts, ◀ Portable floodlights, ◀ Storage containers, ◀ Changing pavilion/clubhouse refurbishment and external works (not including routine maintenance works),

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Awarding body	Description
	<ul style="list-style-type: none"> ◀ Grounds maintenance equipment, ◀ Pitch improvement works (not including routine maintenance works), ◀ Fencing. <p>The scheme is available to local authorities, educational establishments, grassroots football clubs and professional and semi-professional football clubs and their associated community organisations, to support their community outreach programmes.</p> <p>Premier League Primary Stars Kit and Equipment Scheme - this scheme, run in partnership with Nike and delivered by the Football Foundation, gives teachers the opportunity to get their hands on free resources to aid their pupils' learning. Primary school teachers registered at plprimarystars.com can access either a free Nike football strip, or a free equipment pack which can be used across the curriculum.</p>
<p>Rugby Football Foundation (RFF)</p> <p>http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=14&Itemid=113</p>	<p>The Grant Match Scheme in particular 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.</p> <p>Projects eligible for funding include:</p> <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). <p>'Helping Hand Grants' can award funding from £500 to £1,500. The Groundmatch Grant Scheme provides funding from £1,501 to £5,000. RFU Accredited clubs at level 5 and below are eligible to apply.</p> <p>The RFF also offer loan schemes for RFU Accredited clubs at level 3 and below. The first scheme is the Interest Free Loan scheme which can provide up to £100,000 as an interest free loan for capital works. Green Deal Loans up to the value of £20,000 are available to clubs to support them in the installation of facility solutions that reduce utility costs. Repayments are structured to be the equivalent of the projected savings over the agreed 'payback' period.</p>
<p>The England and Wales Cricket Trust</p> <p>https://www.ecb.co.uk/be-involved/club-support/club-funding</p>	<p>The Interest Free Loan Scheme provides finance to clubs for various capital projects such as buildings, equipment purchase, fine turf, land purchase and non-turf. All ECB affiliated cricket clubs are eligible to apply, as well as other organisations that can evidence achievement/delivery of the EWCT's charitable aims. Clubs with a junior section can apply for funding from £1,000 to £50,000 whereas clubs without a junior section can apply for funding from £1,000 to £20,000. A minimum of 10% partnership funding is required from the applicant.</p> <p>The Small Grant Scheme aims to support the ECB's national programmes – Get the Game On, All Stars Cricket, Women's Cricket and U19 Club T20. Clubs can apply for funding towards the purchase of relevant products or materials, and associated</p>

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Awarding body	Description
	<p>professional labour costs.</p> <p>Project themes:</p> <ul style="list-style-type: none"> ◀ Covers – supporting Get the Game On, ◀ Family Friendly Facilities – supporting All Stars Cricket, ◀ Improved Changing Facilities for Females – supporting Women’s Cricket, ◀ Great Events – supporting U19 Club T20.
<p>EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm</p>	<p>LIFE is the EU’s financial instrument supporting environmental and nature conservation projects throughout the EU. LIFE also finances some grants for non-governmental organisations active in the field of the environment because they are key players in the development and implementation of environmental policy.</p>
<p>National Hockey Foundation http://www.thenationalhockeyfoundation.com/</p>	<p>The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: young people and hockey, young people and sport in Milton Keynes, enabling the development of hockey at youth or community level and smaller charities. There is no limit on the amount of funding that an organisation can request. However, the Foundation does not generally award grants for less than £10,000 or more than £75,000.</p>
<p>Rugby Football League https://www.rlwc2021.com/facilities</p>	<p>Rugby League World Cup 2021 Capital Facilities Legacy funding. Small Grants Scheme awards grants of up to £15,000 for the provision of capital items, kit and equipment or to refurbish/improve existing facilities. Large capital grants programme of £15,000 plus focused on supporting the development of new or refurbished local rugby league facilities. The programme is split into four themes:</p> <ol style="list-style-type: none"> 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund

Funder’s requirements

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

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

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Indicative costs

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

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

The costs are for the development of community sports facilities and are based on providing good quality sports facility based on the last quarter. The Facilities Costs are updated on the Sport England website every quarter. 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 provided by the Building Cost Information Service (BCIS), prepared by Technical Team Lead of Sport England.

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APPENDIX THREE: GLOSSARY

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

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

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

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

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

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

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

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

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

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