



# CHELtenham BC PLAYING PITCH STRATEGY

## STRATEGY & ACTION PLAN

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QUALITY, INTEGRITY, PROFESSIONALISM

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# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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## LIST OF ABBREVIATIONS

3G	Third Generation (artificial grass pitch)
AGP	Artificial Grass Pitch
BC	Bowling Club
CC	Cricket Club
CSP	County Sports Partnership
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FE	Further Education
FPM	Facilities Planning Model
GCB	Gloucestershire Cricket Board
GFA	Gloucestershire Football Association
GIS	Geographical Information Systems
HC	Hockey Club
HE	Higher Education
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
LDF	Local Development Framework
LMS	Last Man Stands
LTA	Lawn Tennis Association
NGB	National Governing Body
NPPF	National Planning Policy Framework
ONS	Office of National Statistics
PQS	Performance Quality Standard
PF	Playing Field
RFL	Rugby Football League
RFU	Rugby Football Union
RFC	Rugby Football Club
RLFC	Rugby League Football Club
S106	Section 106
TC	Tennis Club
TGR	Team Generation Rate
U	Under

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### PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Cheltenham Council and its partners. Building upon the preceding Assessment Report it provides a strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2016 and 2037. The PPS covers the following facilities:

#### *Pitch sports*

- ◀ Football pitches
- ◀ Cricket pitches
- ◀ Rugby union pitches
- ◀ Artificial grass pitches (AGPs – including use for hockey)
- ◀ Other pitch sports

#### *Outdoor sports*

- ◀ Bowling greens
- ◀ Tennis courts
- ◀ Athletics
- ◀ Golf
- ◀ Netball

The Strategy is capable of:

- ◀ Providing adequate planning guidance to assess development proposals affecting playing fields, as appropriate, directing open space contributions secured through development and informing and shaping local planning policy.
- ◀ Inform the protection and provision of sports facilities and the Infrastructure Delivery Plan and S106 and CIL schedules.
- ◀ Informing land use decisions in respect of future use of existing outdoor sports areas and playing fields (capable of accommodating pitches) across the Borough;
- ◀ Providing a strategic framework for the provision and management of outdoor sports across the Borough;
- ◀ Supporting external funding bids and maximise support for outdoor pitch provision;
- ◀ Providing the basis for on-going monitoring and review of the use, distribution, function, quality and accessibility of outdoor sport.

### 1.1 Context

The Joint Core Strategy (JCS) is a partnership between Gloucester City Council, Cheltenham Borough Council, and Tewkesbury Borough Council, supported by Gloucestershire County Council. The JCS was formed to produce a co-ordinated strategic development plan to show how this area will develop during the period up to 2031. This plan is currently subject to an examination.

The overarching aims, objectives and key drivers for the development of the PPS are summarised below:

- ◀ To provide robust and up-to-date assessments of the needs for playing pitch and outdoor sports facilities and opportunities for new provision.
- ◀ To inform the development and implementation of planning policy and by doing so inform Local Plan requirements and relevant supplementary guidance documents.

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- ◀ To inform the assessment of planning applications and masterplans in relation to new housing developments, particularly strategic sites.
- ◀ The report should set out recommendations to address areas of deficiency, including opportunities for the enhancement of existing land, and recommendations to address an over-provision of land in some areas of each district, including options for a more effective use of open space.
- ◀ To provide evidence to help the councils and clubs secure both internal and external funding for the creation of new pitches and the upgrading of existing pitches.
- ◀ To ensure the most efficient management and maintenance of playing pitch provision in light of budgetary pressures.
- ◀ To help prioritise internal capital and revenue investment.
- ◀ To reflect awareness of any relevant sports development programmes and changes in how the sports are played in terms of what to deliver in the future.
- ◀ To account for local priorities as set out in the Cheltenham Corporate Strategy.

### 1.2: Structure

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

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

The Strategy and Action Plan recommends a number of priority projects for Cheltenham which should be implemented from 2016 to 2037. 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 Plan).

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

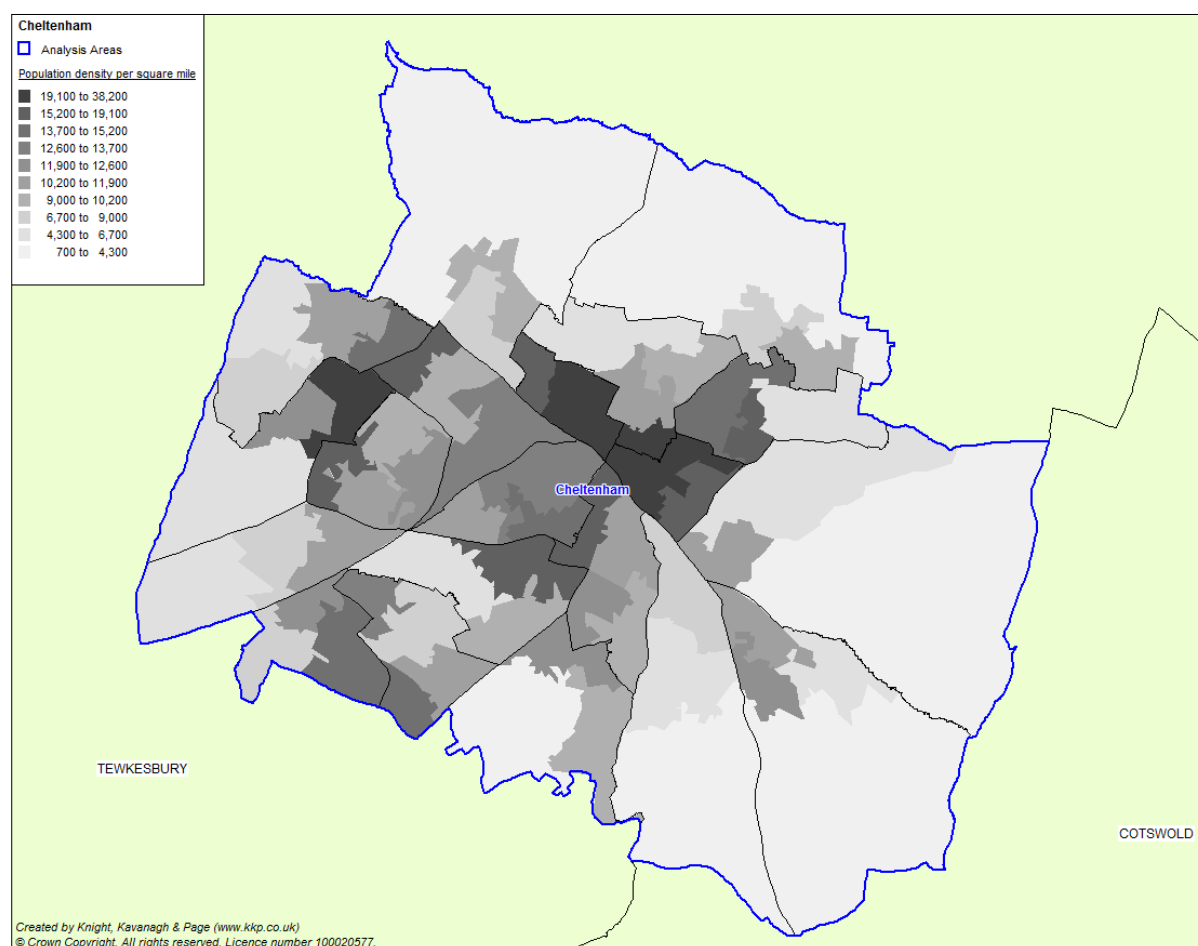
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## 1.2 Study area

Cheltenham, also known as Cheltenham Spa, is a large spa town and borough in Gloucestershire, located on the edge of the Cotswolds. Its population is 115,300, ranked 186th out of 326 English districts based on population. It has the most complete 19th Century town plan in England and with its historic parks, squares and tree lined avenues makes the Borough unique and has given the title of 'a town within a park'.

The study area will comprise the whole of the Cheltenham Borough Council administrative area. Neighbouring boroughs are Tewkesbury and Cotswold. The districts of Cheltenham include: Arle, Benhall, Charlton Kings, Cleevemount, Fairview, Fiddler's Green, Hesters Way, Lansdown Leckhampton, Lynworth, Montpellier, Oakley, Pittville, Prestbury, the Reddings, Rowanfield, St Luke's, St Mark's, St Paul's, St Peter's, Springbank, Springfields, Swindon Village, Tivoli, Up Hatherley, Whaddon and Wyman's Brook. The Borough has a great diversity of communities with well-established neighbourhood-based communities including five parish councils.

*Figure 1.1: Map of the study area*



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## 1.4 Headline findings

The table below highlights the quantitative headline shortfalls with regards to Cheltenham from the Cheltenham & Tewkesbury Playing Pitch Assessment Report.

<b>Sport</b>	<b>Current demand shortfall<sup>1</sup></b>	<b>Future demand shortfall (2037)<sup>2</sup></b>
Football (grass pitches)	<b>Three adult match sessions 4.5 youth 11v1 match sessions 0.5 youth 9v9 match sessions</b>	<b>Seven adult match sessions 14 youth 11v11 match sessions 3.5 youth 9v9 match sessions</b>
Football (3G AGPs) <sup>3</sup>	<b>Two full sized 3G pitches with floodlighting</b>	<b>Two full sized 3G pitches with floodlighting</b>
Cricket	Peak time demand can be met	Peak time demand can be met
Rugby union	<b>5.5 senior match sessions</b>	<b>6.5 senior match sessions</b>
Rugby league	<b>1.5 senior match sessions OR 3G match sessions</b>	<b>1.5 senior match sessions OR 3G match sessions</b>
Hockey (Sand/water based AGPs)	Demand for matches currently met.	Demand can be met with increased access to current provision – <i>should increased access not be secured, review and consider requirement for an additional AGP.</i>
Bowling	Demand is currently met	Demand can be met
Tennis	Demand is currently met	Demand can be met
American Football	Demand is currently met	Demand can be met
Lacrosse	No current demand	Demand is able to be met <i>should Cheltenham Cougars and University of Gloucestershire relocate to play in Cheltenham</i>
Rounders	Demand is currently met	Demand can be met
Netball	Demand is currently met	Demand can be met
Croquet	Demand is currently met	Demand can be met
Golf	Demand is currently met	Demand can be met

<sup>1</sup> Current demand is calculated from an analysis of overplay, demand and spare capacity.

<sup>2</sup> Please note that this is demand that will exist in 2037 if the current demand is not met.

<sup>3</sup> Based on accommodating 42 teams to one full size pitch for training

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### Conclusions

The existing position for all pitch sports is either demand (with some small levels of spare capacity) is being met or there is a shortfall. The future position shows that for sports with current shortfalls they are exacerbated.

### Summary of recommended short-term actions (12-18 months)

Site ID	Site/organisation name	Action	Indicative cost <sup>4</sup>
	North West Cheltenham development	Determine range of sports facilities to be provided to serve the new development including accompanying school requirements, using the PPS and other relevant strategies to inform the case of investment to cater for new and existing community demand.	High
65	Swindon Village Playing Fields	Seek to improve pitch quality in order to increase capacity to both eliminate existing overplay and provide for phase one of new demand created from the North West Cheltenham development.	Low/ Medium
103	Prince of Wales Stadium	Explore feasibility to develop a 3G pitch onsite as part of a wider redevelopment of the site and surrounding park.	High
111	Allsaints Academy	Encourage the Academy provider to undertake the required qualitative improvements required and FA performance standard retesting in order to renew certification and retain registration.	Low
98	Old Patesians Sports & Social Club	Undertake further consultation with Old Patesians RFC to better understand long-term and future aspirations. Consider possible options including relocation with potential to re-accommodate the Club to provide better quality, sustainable facilities.	Low
	Cheltenham Phoenix RFLC	Consider potential to accommodate Cheltenham Phoenix RLFC at sports provision created through the North West Cheltenham development. Potential relocation of Old Patesians RFC to new site elsewhere with subsequent possible disposal of the existing Old Patesians Sports & Social Club site would impact on the rugby league club, whilst relocating as part of a newly created sport association/trust onsite at North West Cheltenham would offer greater security and presence.	Low
52	Chosen Hill Old Boys RFC	As a high priority, seek to renegotiate the lease agreement to ensure continued long-term security of tenure for Chosen Hill Former Pupils RFC and continued use for Chosen Hill School	Low
	Various	Explore potential opportunities for RFU investment into the creation World Rugby compliant provision in the Borough.	Low

<sup>4</sup> Low - less than £50k; Medium - £50k-£250k; High £250k and above



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Site ID	Site/organisation name	Action	Indicative cost <sup>5</sup>
72	Cheltenham College	Consult with private education providers and seek to develop relationships between them and local hockey stakeholders to obtain greater access for community use.	Low
80	CLC Sports Centre		
83	Dean Close School		
101	Pittville School	Further investigate the feasibility of developing full sized 3G pitch provision onsite and undertake further consultation with the school to understand aspirations.	Low
66	Balcarras Sports Centre	Improve quality of AGP floodlighting impacting on use for hockey, particularly weekend match play.	Low
120	Charlton Kings CC	Support the Club in establishing use of Cold Pool Lane (Tewkesbury) as secondary capacity to reduce overplay and seek to improve quality of ancillary provision at Charlton Kings CC.	Low/ Medium
University of Gloucestershire/ All Golds RLFC		Further consult with the university to better understand its long-term vision for sporting provision across Cheltenham and Gloucester, including impact and opportunities around The Folly and Prince of Wales Stadium.	Low

## 1.5 Definitions

### Match sessions

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

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 over the course of a season.

### Pitch capacity

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

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

<sup>5</sup> Low - less than £50k; Medium - £50k-£250k; High £250k and above

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

## Shortfalls

Please note that shortfalls are expressed in match sessions rather than converted to pitches. A pitch is able to accommodate one match session at peak time; however, one match per team is typically recorded as 0.5 match sessions per week based on the principal of playing matches on a home and away basis. Therefore, a team only requires use of one pitch every fortnight rather than every week. As such, it is considered that two teams are generally able to share use of one pitch by programming home matches on alternate weeks as shown below:

$1 \text{ pitch} \div 2 \text{ weeks} = 0.5 \text{ match sessions required per week}$

OR

$0.5 \text{ match sessions (home team)} + 0.5 \text{ match sessions (away team)} = \text{one pitch}$

Where demand of one match session per week exists in this manner it directly equates to a need for access to one additional pitch. However, demand for 0.5 match sessions also equates to a requirement for one additional pitch, as although the pitch may lie unused when the team is playing away from home, the following week a whole pitch is required to accommodate that team when it plays a home fixture.

For a full Glossary of terms please refer to Appendix Four.

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## PART 2: VISION

### 2.1 Vision

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

*“To ensure Cheltenham has the appropriate provision of playing pitch community facilities to promote active sport and provide exercise opportunity for all.”*

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## PART 3: OBJECTIVES

The following overarching objectives are based on the three Sport England themes (see figure 1 below). Delivery of the Strategy is the responsibility of and relies on, all stakeholders.

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 planning objectives.

### 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 themes- Protect, Enhance and Provide



Source: Sport England 2015

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### PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

#### Football pitches

##### **Summary - grass**

- ✦ The audit identifies a total of 83 grass football pitches in Cheltenham of which 64 are available for community use on some level.
- ✦ There is one FIFA certified 3G pitch on which competitive football matches can be played, located at All Saints Academy.
- ✦ The majority (67%) of pitches available for community use are standard quality and only 27% are poor quality, with only four pitches rated as good quality (6%).
- ✦ Generally, the standard of changing facilities within Cheltenham is considered to be good. Only one Club highlighted facilities at the Folly to be of a poor standard.
- ✦ Rowanfield Rovers FC has taken on lease of a clubhouse and adult pitch at King George V Playing Field. The building is presently not fit for purpose, without a roof and in need of significant investment.
- ✦ There are a total of 149 football teams recorded within Cheltenham.
- ✦ Team generation rates (TGRs) based on future population indicate that participation is anticipated to create an additional three adult men's teams, seven youth boys 11v11 teams, two youth boys 9v9 teams and two mini 7v7 teams.
- ✦ 10 clubs within Cheltenham indicate a need for specific access to 3G pitch provision for midweek training.
- ✦ The largest amount of overplay in Cheltenham (two match sessions) is located at The Beeches on the youth 11v11 pitch.
- ✦ In conclusion, across Cheltenham there are shortfalls of match sessions across adult, youth 11v11 and youth 9v9 pitches at present, with future demand increasing these shortfalls to include mini 7v7 pitches.

##### **Scenarios - grass**

- ✦ **Improving pitch quality** – improving poor quality pitches with secure tenure (either through increased maintenance or drainage improvements in order to increase pitch capacity) to either standard or good quality will help to reduce overplay expressed.
- ✦ For example, improving the ten presently overplayed pitches across Naunton Park, Priors Farm, Swindon Village Playing Fields and The Beeches to good quality would eliminate all overplay, as would improving the three standard quality pitches across The Burrows and Springfield's Park.
- ✦ However, given the cost of doing such work for all poor and standard quality pitches the continued maintenance required (and associated costs) alternatives need to be considered that can offer a more sustainable model for the future of football. The alternative to grass pitches is the use of certified 3G pitches and the FA supports increased use of 3G pitches for competitive matches, particularly for mini football.
- ✦ **Loss of access at education sites** – no Clubs have reported security of tenure at education sites through formal agreement. Should all access to pitches currently used at education sites be lost, there would be a need to re-accommodate 3.5 adult match sessions, two youth 11v11 match sessions, three youth 9v9 match sessions, 2.5 mini 7v7 match sessions and 3.5 mini 5v5 match sessions per week.
- ✦ **Increased community use at The Folly** – in light of University of Gloucestershire (UoG) plans for development of pitch provision in Gloucester, transfer of university football use to Gloucester would increase potential for community use.

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- Should the five student athletic union teams and four matches of intra mural football (total 6.5 adult match sessions) be moved to facilities near to the UoG Oxstalls Campus in Gloucester, it would eliminate current overplay and create capacity of 4.5 matches for increased community use, of which 2.5 matches would be available at adult peak time.
- Summary** – if pitch quality/overplay is addressed and access to existing pitches is maximised, there would be no requirement for new grass pitches to be sought in Cheltenham to service existing demand. Increased use of 3G pitches for match play in future will also help to accommodate some of this demand.

### **Recommendations – grass**

- Existing quantity of football pitches to be protected (unless, a new full sized 3G pitch can be provided in place of a grass pitch to counteract the reduction in quantity of grass pitches given existing shortfalls, ensuring that new provision remains accessible to these residents and clubs).
- Where pitches are overplayed and rated as standard or poor quality, prioritise investment and review maintenance regimes to ensure it is of an appropriate standard to sustain/improve pitch quality.
- Look to utilise actual spare capacity expressed on sites in order to cater for existing and future demand including overplay expressed on adult, youth 11v11 and youth 9v9 pitches. This may require improvements to pitch quality and is explored on a site by site basis within the accompanying action plan.
- Seek to reduce or eliminate overmarking of pitches, either through transfer of overmarked use to newly created pitch provision, existing capacity at other sites or FA/FIFA certified 3G pitches.
- Establish a plan to secure access to training ground and academy pitches for Cheltenham Town FC in the long term given lack of insecurity of the current arrangement.
- Consider potential for asset transfer to clubs which are considerable realistically able to sustain and maintain sporting provision as required, potentially including Charlton Rovers FC which plays across numerous sites in Cheltenham and reports a desire for a home base.
- Seek to increase use of 3G pitches in order to increase capacity available to address current shortfalls of match sessions and review impact on grass pitches as part of the PPS Annual Review.
- Ensure adequate provision for increased demand generated by housing developments, to best cater for newly generated demand and to address current shortfalls.

### **Summary – 3G pitches**

- There is one 3G pitch within Cheltenham which is FA certified located at the All Saints Academy.
- There are currently no World Rugby Approved 3G pitches within Cheltenham.
- The FA estimates that there is a need for at least four full sized 3G pitches (rounded up from 3.24) to service football training needs in Cheltenham, based on 136 recorded football teams playing competitively.
- A large number of clubs highlighted a need for further accessible 3G provision within Cheltenham.
- Many singular team football clubs within Cheltenham & Tewkesbury do not train throughout the week as hire of AGPs is generally considered to be too costly or there is no desire to train.
- Most football clubs use a variety of sites for team training, particularly those with a large number of teams.

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- ✦ The All Saints Academy 3G pitch operates a commercial small sided football league which limits availability for club training.
- ✦ The RFU is investigating the eligibility and feasibility of developing a World Rugby Complaint AGP in the locality, servicing both Cheltenham & Tewkesbury.

### Scenarios – 3G pitches<sup>6</sup>

- ✦ **Accommodating training demand** - The FA estimates that there is a need for four full sized 3G pitches to service all football training needs in Cheltenham, which equates to a current shortfall of three pitches. However, given that not all teams have a desire to train and some football use of sand based AGPs should be retained, it is more realistic to suggest a shortfall of two 3G pitches to service training demand in Cheltenham.
- ✦ **Moving all mini teams to play on 3G pitches<sup>7</sup>** – there are currently nine mini 5v5 teams and 17 mini 7v7 teams playing competitive football in Cheltenham which based on the FA model in Appendix One would require two full sized 3G pitches (rounded up from 1.3) to accommodate all mini teams (i.e. a shortfall of one). This is on the basis that both playing formats can be accommodated on one day using staggered kick off times.
- ✦ **Increased use of 3G pitches for adult matches** - the Cheltenham Association Football League is considering opportunities to change its league offer and for the 2016/17 season its Senior Charities cup competition will see all matches take place on 3G pitches from January through to the end of February. Proposals are to move all cup games (61 teams) to 3G next season including use of the pitch at Allsaints Academy, possibly reducing to 60 minute games to fit them all in.
- ✦ **Use of 3G pitches to accommodate current and future grass pitch shortfalls** – in order to accommodate current grass pitch shortfalls which exist for adult and youth pitches a total of three 3G full sized 3G pitches would be required. This would increase to seven full sized pitches to accommodate all future shortfalls (albeit provision of the latter is likely to be unsustainable).

### Recommendations – 3G pitches

- ✦ Consider strategic options for future development of full sized 3G pitches, including as part of new school and housing developments and at the Prince of Wales Stadium.
- ✦ Ensure that any new full sized 3G pitches built are to the required specifications and encourage providers to undergo testing and certification for competitive football.
- ✦ Develop new full sized 3G pitches as all hockey suitable AGPs should be retained for hockey and should not be considered for conversion unless in the event that they are no longer required for hockey.
- ✦ Encourage providers to have a mechanism in place which ensures the long-term sustainability of provision.
- ✦ Gloucestershire FA to carry out consultation with leagues/clubs to gauge acceptance/buy in of moving competitive play to 3G pitches in the future.

### Cricket pitches

#### Summary

- ✦ In total, there are six natural turf cricket squares identified in Cheltenham which are available for community use. Two grass squares are unavailable for community use are located at Cheltenham College and Dean Close School.
- ✦ The audit of grass wicket cricket pitches found one pitch to be good quality and five pitches to be standard quality.

<sup>6</sup> Refer to Appendix One: 3G Pitch Scenario for the programming model used.

<sup>7</sup> Figures are rounded up to the nearest full size pitch.



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- ◀ Changing facilities at Charlton Kings CC are considered to be poor quality and are in need of refurbishment.
- ◀ In total, there are four clubs which have 16 men's and 23 junior teams.
- ◀ Cheltenham CC has ambitions to add one senior women's team and three junior girls' teams.
- ◀ There are five pitches which have potential spare capacity on grass wickets, however, only one pitch at Burrows has actual spare capacity at senior peak time.
- ◀ Charlton Kings CC is overplayed to a total of 36 matches per season.
- ◀ In conclusion, there is a current shortfall of six matches per season in Cheltenham at peak time. There is no future demand anticipated at peak time, though additional demand for women's and junior cricket at non-peak times is considered able to be accommodated.

### Scenarios

- ◀ **Developing secondary provision** – Charlton Kings CC has a high level of overplay which is unable to be accommodated onsite or sustained through improving pitch quality from standard to good.
- ◀ The club has recently secured joint use of newly developed provision at Cold Pool Lane (Tewkesbury) and greater use of this as a secondary site would help to alleviate the current level of overplay at the main site. The club also uses St Peter's Preparatory School which may be able to accommodate an additional minor proportion of demand.
- ◀ **Increased use of non-turf pitches:** some midweek junior play at Charlton Kings CC could potentially be accommodated at St Edward's Preparatory School where the men's 3<sup>rd</sup> and 4<sup>th</sup> teams play and consequently with which the school has an existing relationship. This would transfer use from club site, reducing the level of overplay.
- ◀ **Improving pitch quality** – club management and maintenance of the square is likely to improve pitch quality through greater time and cost able to be invested in relation to current regimes.
- ◀ Cheltenham CC aside, all squares used by clubs are rated as standard and improving quality through increased maintenance will lead to a better playing experience.
- ◀ **Increased number of wickets:** creating additional wickets on the square at Charlton Kings CC would create additional capacity, though the level of overplay and size of the outfield is such that this alone is not a feasible way to eliminate it completely.
- ◀ **Utilising spare capacity** – there are no peak time shortfalls at present and actual spare capacity exists at the Burrows to accommodate an additional senior team forecast.
- ◀ **Summary** – if greater use of existing pitches is made at off-peak times to spread the concentrated overplay and access to existing pitches is maximised to accommodate future demand there would be no requirement for new grass pitches to be sought in Cheltenham.

### Recommendations – cricket

- ◀ Existing quantity of cricket pitches to be protected.
- ◀ Seek to improve square quality at all sites from standard to good through improved maintenance and preparation, including sustaining the good quality square at Cheltenham CC.
- ◀ Seek to improve the quality of changing provision at Charlton Kings CC.
- ◀ Utilise spare capacity to accommodate potential future demand, particularly development of junior and women's and girls' cricket.
- ◀ Ensure sufficient access to training facilities of the required quality.
- ◀ Seek to reduce overplay at Charlton Kings CC through increasing capacity onsite (new natural turf or non-turf wickets) and/or transferring some use to other secondary sites such as Cold Pool Lane (Tewkesbury).



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### Rugby union pitches

#### Summary

- ◀ In total, there are 32 senior and two junior grass rugby union pitches in Cheltenham located across 13 sites. Of these 34 pitches, only 15 are considered available for community use.
- ◀ Of the 15 grass pitches available for community use, four pitches are assessed as standard, the remaining 11 are assessed as poor quality.
- ◀ There are presently no World Rugby certified 3G pitches in Cheltenham.
- ◀ There are a total of 22 competitive rugby union teams within Cheltenham; 8 senior teams, 10 junior teams and 4 mini teams.
- ◀ Consultation suggests that there is a desire to create a mini team at two clubs within Cheltenham, equating to 0.5 match sessions of future demand.
- ◀ Pitches situated at Everest Road (Old Patesians RFC) are of a particularly poor standard and require investment.
- ◀ Peak time for senior rugby union matches in Cheltenham is Saturday PM, however due to large amounts of junior and mini play the peak demand for pitches is Sunday AM.
- ◀ There are two match equivalent sessions of unmet demand in Cheltenham derived from a waiting list at Old Patesians RFC.
- ◀ Team generation rates anticipate the creation of one mini team in future.
- ◀ Overplay in both Cheltenham is a result of a shortage of available pitches for club use. The Prince of Wales Stadium has the highest amount of overplay in Cheltenham.
- ◀ In summary, there are existing shortfalls in Cheltenham of 5.5 match sessions on senior pitches, increasing to 6.25 match sessions in light of future demand.
- ◀ The RFU is investigating the eligibility and feasibility of developing a World Rugby Complaint 3G pitch in the locality, servicing both Cheltenham & Tewkesbury.

#### Scenarios

- ◀ **Improving pitch quality** – improvements are required to the maintenance programme and drainage at Old Patesians RFC in order to improve quality for play and increase available capacity for further use.
- ◀ Improving quality from M0/D0 to M1/D0 through improved maintenance would create additional capacity of two match sessions, eliminating existing over play creating potential spare capacity of 0.5 match sessions.
- ◀ **Relocation/creating a secondary club site** – creation of a new club site for Old Patesians RFC with more than two pitches would create additional capacity of better quality to accommodate existing unmet demand, whilst allowing junior teams currently playing at several different venues to play at the main club site.
- ◀ Alternatively, creation of a genuine second club site which could act as a mini and junior focus would allow teams with unsecured tenure at various education sites to be brought together to play at one site within a more cohesive club environment.
- ◀ **Removal of training from match pitches** – removal of training demand from the external pitch at the Prince of Wales Stadium would alleviate or eliminate the current level of overplay.
- ◀ **Establishing security of tenure** – in the short term secure tenure through formal agreement for Old Patesians RFC teams currently playing at Cheltenham College, Balcarras Sports Centre and St Edwards Preparatory School.

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- ◀ **Development of ancillary provision** – improvements are required to the quality of changing provision at Old Patesians RFC as there are only two poor quality changing rooms to serve two pitches.
- ◀ **Increased World Rugby compliant 3G provision** – development of a World Rugby compliant 3G pitch would allow for greater use for training as well as match play, providing a solution to alleviate overplay at sites.

### Recommendations – rugby union

- ◀ Existing quantity of rugby pitches to be protected.
- ◀ As a priority, seek to improve pitch quality through levelling of the pitches at old Patesians RFC.
- ◀ Explore opportunities for relocation of Old Patesians RFC or creation of additional pitches to accommodate unmet demand and teams currently playing at sites without security of tenure.
- ◀ Increase and improve changing provision at Old Patesians RFC to have enough changing rooms to serve both pitches.
- ◀ Transfer some or all training demand from the external pitch at the Prince of Wales Stadium to reduce or eliminate overplay, either to floodlit training areas or potential new World Rugby compliant 3G provision.
- ◀ Consider opportunities to develop World Rugby compliant 3G provision and to utilise for training rather than match pitches.

## Rugby league

### Summary

- ◀ There are no pitches specifically marked for rugby league in Cheltenham. Play currently takes place at The Prince of Wales Stadium, King George V Playing Fields (Cheltenham), Old Patesians RFC and The Folly, all of which are also used for rugby union.
- ◀ The University of Gloucestershire is a key driver behind rugby league in the area. It has two men's student teams and links to All Golds RLFC, its semi-professional club arm with one team playing in RFL Championship One.
- ◀ The only other club in Cheltenham is Cheltenham Phoenix RLC which is nomadic.
- ◀ University of Gloucester has proposals with ASPIRE to develop the site at Bishop's College to create two new RFL compliant 3G AGPs. Should this go ahead, intentions are for student teams to play matches and train on the 3G pitches which consequently leaves All Golds RLFC and Cheltenham Phoenix RLC as the only teams playing in the area.
- ◀ Rugby league interest and participation is likely to increase in the future through the introduction of Play Touch Rugby League (PTRL) in the area.
- ◀ There is great potential for crossover of players between both codes of rugby given the popularity of rugby union in Cheltenham.
- ◀ Despite the lack of a specific rugby league pitch, the current level of rugby league match play taking place on rugby union pitches is considered to be sustainable. Given the cross-code transfer of players and the number of fixtures each season, continued play on rugby union pitches with vigilant management of usage is suitable.
- ◀ However, training demand exceeds capacity available at Old Patesians RFC where the training pitch is rated as poor and potentially unsafe. Consequently, there is a requirement for an additional 1.5 match sessions to cater for training demand. Alternatively, transfer of training demand onto a suitable unmarked grass training area or RFL Community Standard 3G pitch would resolve this requirement.

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- Key priority should be to establish a home base for Cheltenham Phoenix RLFC either through the creation of a specific rugby league pitch or a strengthened partnership with a rugby union club.
- Team generation rates do not anticipate the creation of any new teams based on population; however, any future increases in demand at Cheltenham Phoenix RLFC would prompt the need for the creation of a specific rugby league pitch to accommodate community matches and training.

### Scenarios

- Relocation of All Golds RLFC to Gloucester** – in light of proposed plans for the development of rugby league provision in Gloucester, the potential transfer of demand from All Golds RLFC and the University of Gloucestershire out of the Borough would significantly reduce demand for rugby league in Cheltenham.
- This is dependent on facilities included within plans submitted and compliance with Championship League One facilities requirements.
- Use of 3G pitches for match play** – developing RFL Community Standard compliant 3G provision would relieve use of rugby union pitches throughout the summer. For example, development of a compliant pitch at the Prince of Wales Stadium would create a dedicated rugby league focus point in Cheltenham able to accommodate training and match play from all teams.
- A World Rugby certified pitch would meet RFL testing criteria whilst allowing current rugby union users to continue to use the pitch for matches and training. As All Golds RLFC typically plays matches on Sunday afternoons, a 3G pitch in the middle of the athletics track would continue to meet Championship League One requirements for All Golds RLFC first team whilst allowing for use by its second team and Cheltenham Phoenix RLFC playing on Saturday afternoons.
- This considered, the viability of developing a compliant 3G for rugby league is dependent on the long term direction of All Golds RLFC and whether it plans to play within Cheltenham or Gloucester.
- Establishing security of tenure** – for Cheltenham Phoenix RLFC which is a nomadic club. This could be achieved by developing a dedicated site for rugby league, or through a community use agreement linked to potential grant funding towards development of a compliant 3G pitch at the Prince of Wales Stadium.

### Recommendations – rugby league

- Rugby league use of dual use/rugby union pitches to be sustained.
- Develop a rugby league focus site within the Borough, considering the Prince of Wales Stadium as a key dual code rugby facility able to accommodate community and performance use.
- Consider the potential to base rugby league play on 3G pitches moving forward as a solution to year round play, training provision and allowing for post-season maintenance at presently used rugby union sites.
- Seek to establish security of tenure for Cheltenham Phoenix RLFC, preferably as part of a joined up focus centre approach to rugby league in the region linked to All Golds RLFC.
- Establish the long term future direction for All Golds RLFC. Explore opportunities for the development of rugby league provision in Cheltenham should the Club choose to remain in the Borough, such as at the Prince of Wales Stadium.

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### Hockey pitches (AGPs)

#### Summary

- There are currently 10 full size AGPs, suitable for hockey across Cheltenham, all of which offer community use to some extent. All community use full size AGPs are located on education owned/managed sites.
- The AGPs at Cheltenham College are considered to be of good quality. In contrast resurfacing is needed at CLC sports centre, Pates Grammar School, St Edwards School and shortly at Bourneside Sports Centre. This represents five AGPs.
- There are eight hockey clubs with a total of 36 teams playing and/or training in Cheltenham, made up of eight men's (one a midweek Vets team), eight women's, and 20 junior teams.
- Cheltenham Hockey Club, East Gloucestershire Hockey Club all report future demand of at least one senior team.
- All clubs report unmet demand for additional training hours on hockey suitable AGPs for both adults and juniors.
- Cheltenham HC exports demand for training to Gloucester.
- Lansdown Hockey Club reports unmet demand for additional training hours on hockey suitable AGPs. The Club considers itself a Cheltenham based club and juniors train at Bourneside Sports Centre, yet the Club accesses the pitch at Brockworth Sports Centre in Tewkesbury for training and senior matches as it cannot access capacity within Cheltenham.
- There is adequate provision of AGPs in Cheltenham to service current demand. If accessibility issues & floodlight provision were to be resolved it would also meet future demand. This is on the basis that four matches/eight teams can be accommodated per AGP at peak time.
- Although there are six AGPs available on a Saturday, only Balcarras Sports Centre and Bourneside Sports Centre offer full availability in the peak period of four match equivalent sessions each.
- Accessibility and capacity on Saturdays at the four other sites is limited. Pates Grammar School and St Edwards School offer capacity of two match equivalent sessions due to lack of floodlighting, whilst one pitch at Dean Close is also without lighting. Capacity and access at Dean Close School is also limited due to school fixtures played on Saturdays, whilst like Pates Grammar School it offers selective community use made available on a club by club basis rather than broadly available.
- Given that all provision is located on education sites, this presents accessibility issues which need to be resolved to enable existing provision to meet current and future demand identified.
- The key issue for clubs in Cheltenham is access to sufficient capacity for midweek training for both adults and juniors.

#### Scenarios

- Increased floodlighting** – of the ten hockey suitable AGPs in Cheltenham, five are without floodlighting. Two of these pitches (Pates Grammar School and St Edwards Senior School) offer community use and are used for weekend matches, however lack of floodlighting means that the three clubs using these pitches have to use other sites for midweek training.
- On the basis that the schools each continue to offer community use to the current user clubs, installation of floodlighting at one or both of these pitches (notwithstanding poor quality and improvements required) would create capacity available for midweek training and allow user clubs to then train at the same site as they play matches providing floodlighting is available until at least 9pm midweek.
- Transfer of university use** – in light of proposed developments at the UoG Oxstalls Campus in Gloucester, demand for five senior student teams may be relocated to play

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in Cheltenham. Given the need for access to pitches on Wednesday afternoons in the school day, safeguarding guidelines and school use dictate that none of the pitches in Cheltenham are available at this time. Though this demand is likely to be accommodated within Gloucester, it is important to note that it cannot be accommodated by supply in Cheltenham.

- ◀ **Establishing security of tenure** – all hockey suitable AGPs are at schools sites and no club has security of tenure. Though unlikely in practice, access to all hockey provision could in theory be lost almost immediately. There is a need to establish secured tenure for clubs in some form, preferably through a formal user agreement or the development of a non-education site to act as a focus hub for hockey in Cheltenham.
- ◀ **Increasing the number of 3G pitches** – given the shortfall of full sized 3G pitches in Cheltenham and the level of use of sand AGPs for football training, there is a likely impact on the future sustainability of hockey suitable AGPs as some football demand is likely to transfer onto 3G pitches as more are provided.
- ◀ However, this is likely to free up spare capacity during the week for hockey training, which was highlighted as a particular issue by Lansdown HC, Cheltenham HC at Balcarras Sports Centre and Cheltenham College, as well as Shipton Oliffe HC which is only able to access half a pitch at Balcarras Sports Centre.
- ◀ **Converting pitches to 3G** – conversion of sand based AGP's to 3G should not take place unless consultation with England Hockey identifies the AGP is not required to meet existing or future predicted demand. Cheltenham Borough Council should consider removing Permitted Development Rights of any new Artificial Grass Pitches to prevent inappropriate conversion that has a detrimental impact on the existing sport.

### Recommendations – hockey

- ◀ Retain a sufficient level (three fully accessible) full sized sand based pitch provision to accommodate current demand.
- ◀ Consider resurfacing of AGPs which are in excess of the recommended lifespan, as a priority Bournside Sports Centre which is used by community clubs and has full community use availability in the peak period.
- ◀ Improve quality of floodlighting at Balcarras Sports Centre to eliminate restrictions on capacity late Saturday afternoons.
- ◀ Establish feasibility to increase floodlighting where feasible and with community use in order to increase capacity for midweek training.
- ◀ Ensure that the quality of pitches is sustained /improved in order to retain hockey usage.
- ◀ England Hockey to develop closer relationships with clubs and schools to gain greater accessibility given the restricted nature of community use at sites such as Cheltenham College and Dean Close School.
- ◀ Encourage providers to put sinking funds (formed by periodically setting aside money over time ready for surface replacement when required) in place to maintain AGP pitch quality in the long term.
- ◀ All hockey suitable AGPs should be retained for hockey and should not be considered for conversion unless in the event that they are no longer required for hockey.

### Bowling greens

#### Summary

- ◀ There are four bowling greens in Cheltenham provided across three sites. All are flat greens and there are no crown greens.
- ◀ There are artificial no greens located in Cheltenham.



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- ◀ All greens in Cheltenham assessed as good quality. There are no standard or poor quality greens in the area.
- ◀ There are no Council operated bowling greens and the majority of sites are operated by clubs with lease agreements securing tenure.
- ◀ There are three clubs in Cheltenham accessing four greens.
- ◀ Cheltenham Bowls Club is considered to be over capacity with 145 members.

### Scenarios

- ◀ **Access to secondary provision** – Cheltenham Bowling Club is considered to be over capacity by 25 members. Access to additional capacity at a second site would help to alleviate overuse of the two greens at the main club site which could potentially impact on quality.
- ◀ **Development of ancillary provision** – improvements are required to the quality of changing, clubhouse and surrounding green provision at Dowty Sport & Social Club not only to cater for current players but to make the Club more attractive to potential future members.

### Recommendations – bowling

- ◀ Existing quantity of bowling greens to be protected.
- ◀ Seek to establish formal confirmation of long term tenure for Dowty BC and Dowty Sports & Social Club; this in turn will increase opportunities to access potential grant funding.
- ◀ Ensure continued rigorous maintenance of greens as required in order to sustain quality of each.
- ◀ Improve quality of changing, clubhouse and surrounding green provision at Dowty Sport & Social Club.
- ◀ Consider access to secondary green provision for Cheltenham BC in order to alleviate the current level of overplay at the main club site.

### Tennis courts

#### Summary

- ◀ There is a total of 108 tennis courts provided in Cheltenham across 15 sites. Provision can be found on a range of sites including sports clubs parks, and schools.
- ◀ There are 15 courts unavailable for community use, located at St Edwards School and The Richard Pate School.
- ◀ There are 28 floodlit courts in Cheltenham, spread across three sites; East Gloucestershire Club, All Saints Academy and The Richard Pate School.
- ◀ Floodlighting of existing courts could be seen as a priority to increase year round playing hours, but only where need and sustainable future are displayed.
- ◀ In Cheltenham, a total of 59 courts (55%) are rated as good quality and 36 courts (33%) as standard. Only 13 courts are rated as poor quality (12%).
- ◀ East Glos Club highlights that LTA benchmarking indicates it is operating over 90% capacity on all of its courts and as such has aspirations to develop new outdoor and indoor courts.
- ◀ Improvements at Montpellier Park and Pittville Park are close to conclusion in 2016 including introduction of new technology and access to help the Café manage the courts.
- ◀ The success of schemes in parks suggests that if opportunity arose the increase of tennis facilities in parks would increase participation.
- ◀ It is concluded that in general courts accessed by clubs have the capacity to accommodate both current and future demand in Cheltenham. However, potential for indoor court development at East Glos Club exists.

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- ✦ Demand exists to improve community access to schools facilities in the area; this may be seen as a priority by the LTA who are conducting an audit to understand opportunity.

### Scenarios

- ✦ **Developing new court provision** – would provide extra capacity both outdoors and in to develop participation and coaching at the site. This would strengthen the site as a focus for Club tennis in the Borough alongside ongoing development at park sites.
- ✦ Developing new tennis courts for Prestbury Tennis Club on Prestbury Playing Fields would increase capacity and allow the Club to continue to grow its membership.
- ✦ **Establishing security of tenure** – Charlton Kings Tennis Place uses Balcarras Sports Centre where it has no formal security of tenure. Loss of access to the three courts would see 170 members without access to tennis provision.

### Recommendations – tennis

- ✦ Retain existing court provision and ensure sustainability of sites through improving quality and maximising use through delivery of LTA initiatives and encouraging providers to make use of technology solutions.
- ✦ Establish community tennis delivery model in Montpellier and Pittville parks, supporting coaching and parks tennis leagues.
- ✦ Create a pathway between community delivery in parks and local clubs, so that those wanting to play competitive team tennis are able to do so.
- ✦ Seek to secure tenure at Balcarras Sports Centre for Charlton Kings Tennis Place.
- ✦ Increase access to court provision for Prestbury Tennis Club, either through creation of new courts onsite or through access to additional courts offsite.

### Other sports

#### Lacrosse

- ✦ There are three lacrosse pitches in Cheltenham all located at Cheltenham Ladies College.
- ✦ Aside from play at Cheltenham Ladies College, the University of Gloucestershire (UoG) has one men's and one women's team playing matches on Wednesday afternoons in Gloucester where training also takes place.
- ✦ Having withdrawn from the league in previous years, Cheltenham Cougars has reinstated a men's team playing competitively. However, the Club plays and trains in Gloucester at Oxstalls Campus where it has links to UoG. Since the initial assessment the Club has also established a Ladies team which trains at Cheltenham Civil Service ground (Tewkesbury).
- ✦ UoG has plans for development in Gloucester and should these go ahead it is likely that university lacrosse will be transferred to pitches in Cheltenham. Any loss of the Oxstalls Campus AGP would present a need to relocate Cheltenham Cougars, potentially in Cheltenham if the Club chose to base itself in the Borough rather than Gloucester.

#### Rounders

- ✦ The Cheltenham & District League uses just one site in Cheltenham at Balcarras Sports Centre.
- ✦ Similarly, the fun leagues structure uses just All Saints Academy with most play taking place at sites in Tewkesbury.
- ✦ Neither league highlights key facility issues, though participation within leagues is noted to have decreased due to a reported lack of publicity.

#### Netball

- ✦ There is no recorded community or club based netball in Cheltenham.

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- Some of the netball demand displaced from the likely closure of Bentham County Club (Tewkesbury) is to be relocated to Leisure @ Cheltenham where play will take place indoors.

### **American football**

- The only participation in Cheltenham is at the University of Gloucestershire which has one men's team.
- Matches and training take place on the rugby union pitch at the Folly, with fixtures played on Sunday afternoons given the relative amount of time required.

### **Croquet**

- Cheltenham Croquet Club is the only club in Cheltenham and currently has 11 full sized croquet lawns with 200 active members.
- The Club regularly hosts the British Open Championship and the World Championship, and is regarded as one of the premier croquet sites within the country.
- Consultation with the Club indicates it is in need of an indoor facility for use in the winter to continue playing whilst weather conditions are adverse.
- The governing body recommends an average of 25 participants per lawn as a capacity guideline, therefore using membership data it is deemed that the site has spare capacity and can accommodate any future growth.

### **Recommendations – other sports**

- Existing quantity of provision to be protected.
- Determine future plans for the makeup of sports provision at the Folly, dependant on development of facilities in Gloucester and subsequent potential for transfer of lacrosse to Cheltenham.
- Ascertain future plans for Cheltenham Cougars Lacrosse Club should the pitch be lost in Gloucester and seek to relocate the Club in Cheltenham if it chooses to return to the Borough.
- Support both rounders leagues in growing participation, potentially through Get Back into rounders sessions.
- Ensure American football use of the rugby union pitch at the Folly is sustained through rigorous maintenance negating impact on pitch quality.



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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 pitch provision 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.

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

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

**Lapsed and disused** – playing field sites that formerly accommodated playing pitches but are no longer used for formal or informal sports use within the last five years (disused) or longer (lapsed).

The PPS Assessment shows that the current level of used playing pitches should be retained and strategic sites protected because of shortfalls identified now and in the future. Lapsed, disused, underused and poor quality sites should also be protected from development or replaced as there is a requirement for playing field land to accommodate more pitches to meet the identified shortfalls.

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.

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The following sites have provision which is either disused or lapsed:

- ◆ Queen Elizabeth II Playing Field (lapsed – football)
- ◆ Elmfield Playing Field (lapsed)
- ◆ Triscombe Way Open Space (disused – junior football)
- ◆ Christ College Sports Pitches (lapsed – football)
- ◆ Pittville School (disused – football)

As far as possible the PPS aims to capture all pitches within Cheltenham. However, there may be instances, for example at school sites, where access was not possible and has led to omissions within the report. Where pitches have not been recorded within the report they remain as pitches and for planning purposes continue to be so. Furthermore, exclusion of a pitch does not mean that it is not required from a supply and demand perspective.

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

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

**School Playing Fields** - Local authorities wanting to dispose of school playing field land need consent under Section 77 of the Schools Standards and Framework Act 1998. Consent is now also required for disposal of any land used by a school or academy under Schedule 1 to the Academies Act 2010 and Academies also need consent to any leases or disposals under their Funding Agreement.

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

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

Policy Exception E1:

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

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

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Policy Exception E4:

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

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

### **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 Cheltenham 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, particularly academies where the local authority may not have direct influence.

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

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

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)<sup>8</sup>. 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 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 Cheltenham 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 takes into account the quality of the club, aligned to its long term development objectives and sustainability.

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

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<sup>8</sup> <http://www.cascinfo.co.uk/cascbenefits>

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To facilitate this, the Council should support and enable clubs to generate sufficient funds to allow this.

Recommended criteria for lease of sport sites to clubs/organisations

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

The Council can further recognise the value of 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**

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 Cheltenham pricing policies at facilities can be barrier to access at some of the education sites but physical access and resistance from schools, especially academies, to open up provision is also an issue.

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

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:

Community use: <http://www.sportengland.org/facilities-planning/accessing-schools/>

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

Although there are a growing number of academies and college sites in Cheltenham, 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, including for example, addressing overplay and improving maintenance. These are explored in more detail below.

#### **Addressing quality issues**

Generally, where pitches are rated 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 pitches 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 Cheltenham, for example, some good quality sites have poor quality elements i.e. changing rooms or a specific pitch.

Good quality refers to pitches that have, for example, 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.



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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.

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

For improvement/replacement of AGPs refer to Sport England and the NGBs 'Selecting the Right Artificial Surface for Hockey, Football, Rugby League and Rugby Union' document for a guide as to suitable AGP surfaces: [www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/](http://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	No. of matches		
		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
Rugby union*	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Rugby league	Senior	3 per week	2 per week	1 per week
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

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

# CHELTENHAM PLAYING PITCH STRATEGY

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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 Groundsmanship (IOG) to develop a Grass Pitch Maintenance service that can be utilised by grassroots football clubs with the simple aim of improving the quality of grass pitches. The key principles behind the service are to provide football clubs with advice/practical solutions on a number of areas, with the simple aim of improving the club's playing surface.

At local authority sites in Cheltenham, maintenance of grass pitches is deemed to be basic and for football covers grass cutting and seeding only, resulting in many pitches being rated 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 Gloucestershire FA to fully determine the most appropriate pitch improvements on a site by site basis.

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

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

The Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities to allow for facility developments to be programmed within a phased approach. Please refer to Part 7: Action Plan for the proposed hierarchy.



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### **Recommendation f – Work in partnership with stakeholders to secure funding**

Partners 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. Responsibility for delivery of recommended actions should be shared and a partnership approach between the Council, national governing bodies and local sporting stakeholders will maximise opportunities to deliver key outcomes. For example, in light of budgetary pressures any investment by the Council will be at Council managed and maintained sites, however actions at school or private sites could still be delivered by providers and clubs with the assistance of national governing bodies and other organisations, including opportunities to access external funding.

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.

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

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

# CHELTENHAM PLAYING PITCH STRATEGY

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### **Aim 3**

To **provide** new outdoor sports pitches and ancillary provision where there is current or future demand to do so

### **Recommendations:**

- g. Secure planning gain for playing pitches from housing growth
- h. Rectify quantitative shortfalls in the current pitch stock.
- i. Identify opportunities to add to the overall stock to accommodate both current and future demand.

### **Recommendation g - Secure planning gain for playing pitches from housing growth**

It is important that this strategy informs policies and supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development. The Playing Pitch Assessment and Strategy should be used as the evidence base for securing and negotiating developer contributions.

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

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

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### *Population/housing growth scenario*

The current resident joint population across Cheltenham is 116,495. By 2037 the population is projected to increase to 135,261 which is an increase of 18,766 (or equivalent to a percentage increase of 16%) according to ONS data. This level of future demand has already been factored into the calculation to identify shortfalls in provision.

It is important that the Council secures appropriate contributions from all new developments to provide for the sporting needs arising from the residents of that development. However, as part of the Joint Core Strategy (JCS) a number of 'Strategic Allocations' are proposed, falling with Cheltenham. The proposed number of new homes at each of these allocations is set out below:

Location	Number of new homes	Associated population increase <sup>9</sup>
Land at West Cheltenham	1,100	2,475
North West Cheltenham	4,285 (total) 2,225 (within Cheltenham) 2,060 (within Tewkesbury)	9,641
South Cheltenham	200	450

Using team generation rates from the PPS Assessment Report it is possible to estimate the likely minimum level of provision to be generated from each development:

Location	Pitch requirement <sup>10</sup>
Land at West Cheltenham	1 x adult football pitch 1 x youth football pitch
North West Cheltenham	2 x adult football pitch 2 x youth football pitch 1 x mini football pitch 1 x senior rugby union pitch 1 x cricket pitch
South Cheltenham	No specific full pitch requirement generated

NB the increase population in each development alone is not always enough to generate a full team or pitch. For example, ONS population increases across Cheltenham and Tewkesbury applied to hockey team generation rates suggest that one junior boys team and one junior girls' hockey team will be created and some increase in participation at an adult level but not enough to generate a full new team.

The exact nature and location of provision associated with these developments should be fully determined through the local planning process and in partnership with each specific NGB, which may, for example, include off site contributions in the form of upgrading pitches at existing sites where appropriate. For example, in relation to North West Cheltenham, improving the quality and therefore capacity of nearby sites such as Swindon Village Playing Fields (which is closely located to the East of the development) would be recommended.

<sup>9</sup> Using the occupancy rate as included within the JCS, 2.25 persons per household.

<sup>10</sup> Based on one team sharing a pitch and playing on a home and away basis at peak time

# CHELTENHAM PLAYING PITCH STRATEGY

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### **Recommendation h - Rectify quantitative shortfalls in the current pitch stock**

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the Assessment Report and the sport by sport specific recommendations.

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 Cheltenham 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 cricket squares on public or private fields, as well as improving existing wickets is required to meet the levels of demand identified for cricket 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.

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.

# CHELTHENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

## 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. Work with clubs in relation to their pitch demands as a result of the FA Youth Development Review.
	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 in Cheltenham 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.
Rugby league	RFL is working towards growing rugby league participation including through growth at junior clubs, Play Touch RL and 9 aside RL.	Review the need for dedicated rugby league pitches in the next three years. Seek 3G pitch venues for Play Touch and grass pitches for 9 aside.

## CHELTHENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Sport	Future development trend	Strategy impact
AGPs	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. Provision of 3G pitches which are World Rugby compliant will help to reduce overplay as a result of training on rugby pitches.	Ensure that access to new AGP provision across the Borough is maximised and that community use agreements are in place. Utilise Sport England/NGB guidance on choosing the correct surface: <a href="http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf">http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf</a>
Hockey	Potential increase of participation particularly junior teams.	Sinking funds in place to improve quality and ensure continued use of provision for current and future hockey demand.
Tennis	With the delivery of new LTA initiatives such as Tennis Tuesdays, it is likely that informal participation will increase.	The key aim is to ensure sustainability of park sites through improved quality and implementing online booking systems and gated access.
Bowls	Although demand for bowling in the Area is high there is unlikely to be enough future demand generated to sustain new provision.	Likely that future increase could be accommodated on existing greens.

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

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

# CHELTENHAM PLAYING PITCH STRATEGY

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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 Borough-wide context i.e. they accommodate the majority of demand or the recommended action has the greatest impact on addressing shortfalls identified either on a sport by sport basis or across the Borough as a whole.

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. Including provision of at least one AGP.	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.



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

The financial, social and sporting benefits which can be achieved through development of strategic sites (also known as hub sites) are significant. Sport England provides further guidance on the development of community sports hubs at:

[http://www.sportengland.org/facilities\\_planning/planning\\_tools\\_and\\_guidance/sports\\_hubs.aspx](http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_hubs.aspx)

**Where development of Hub Sites includes provision of 3G pitches for football it is recommended that further modelling/feasibility work is carried out to ensure sustainability of new 3G pitches to accommodate competitive fixtures.** However, as a priority consultation should be carried out with leagues/clubs to gauge acceptance/buy in of moving competitive play to 3G pitches in the future.

**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.

**Reserve sites** could be used as overspill for neighbouring sites and/or for summer matches/competitions, training or informal play. They are most likely to be single-pitch sites with no ancillary facilities or school sites where there is no current demand for community use.



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### Management and development

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

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

#### Site hierarchy tier and priority level

Although Strategic Sites are mostly likely to have a **high** priority level as they have Borough 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 analysis area importance and have been identified on the basis of the impact that the site will have on addressing the issues identified in the assessment.

**Low** priority sites are club or education sites with 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

# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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## Costs

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

(L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above. These are based on Sport England's estimated facility costs which can be found at [www.sportengland.org/media/198443/facility-costs-4q13.pdf](http://www.sportengland.org/media/198443/facility-costs-4q13.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: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

## Aim

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

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>11</sup>	Cost <sup>12</sup>	Aim
64	AGG Gardeners	Football	Council	Adult football pitch rated as standard quality. Used by one team from Pittville United FC. Actual spare capacity of 0.5 match sessions.	Maximise actual capacity available to help address existing shortfalls.	Council GFA	Local site	Short	Low	Protect
65	All Saints Academy	AGP	Academy	Good quality full sized 3G pitch with floodlighting. Operating at capacity but peak time hours available limited by commercial football leagues. FA certified and used for competitive football by clubs. GFA reports the pitch is in need of certification renewal but recently failed re-testing. It has been granted a three month retention on the FA certification register to undertake required qualitative improvements and pass retesting.	Encourage the provider to undertake qualitative improvements required and successfully retest to retain FA certification. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required. Maximise use for competitive football at weekends to ease pressure on grass pitches.	College GFA	Key site	Short	Low	Protect Enhance
		Rugby union		One senior rugby union pitch rated as poor quality (M0/D1). Pitch is available for community use, but is unused by clubs and is likely to be played to capacity given poor quality and school use.	Improve pitch quality through increased maintenance to create sufficient capacity and quality to allow for club use. Investigate potential for community use ensuring sufficient access to changing provision.	School RFU		Short	Low	
		Tennis		Four good quality tarmac floodlit courts. Courts available for community use however there is little demand for use.	Ensure courts are maintained as required to sustain quality given frequency of school use. Consider potential for use as secondary provision to accommodate demand reported by Prestbury TC.	School LTA		Short	Low	
66	Balcarras Sports Centre	Football	School	One adult pitch, two youth 11v11 pitches and one youth 9v9 pitch all rated as good quality. All pitches are unused, except the adult pitch which is used for 0.5 match sessions per week by Charlton Rovers FC, though the Club is soon to transfer this demand to Shipton Oliffe (Cotswold) where it plans to develop a pitch to meet football pyramid league requirements.	Ensure quality is preserved through rigorous maintenance as required in order to sustain both school and community use. Consider increased community use in order to address shortfalls, providing quality is sufficient to do in light of school use.	School GFA	Key Site	Short	Low	Protect Enhance
		AGP		Full sized sand filled AGP rated as standard quality. Floodlit and with full peak period availability for community use. Floodlighting identified as poor quality and the Herefordshire, Gloucestershire & Wiltshire Umpire Association will not allocate umpires for matches after 3.30pm due to poor floodlighting at this site, restricting capacity available in late afternoons at peak time. Used by Cheltenham HC for matches and training and Shipton Oliffe HC for training. Cheltenham HC reports demand to access additional capacity for training but there is insufficient availability.	Improve floodlight quality in order to prevent capacity being restricted at peak time by league officials. Sustain and improve pitch quality through rigorous maintenance as required. Maintain level of hockey usage, increasing capacity for hockey in balance with increases in 3G provision. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	School EH		Medium/Long	Low	

<sup>11</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>12</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>11</sup>	Cost <sup>12</sup>	Aim
66	Balcarras Sports Centre	Rugby union	School	One pitch rated as standard quality (M1/D1). Pitch used regularly by Old Patesians U15s for matches and training.	Improve pitch quality through increased maintenance to sustain both school and club use.	School RFU	Key Site	Short/Medium	Low	Protect Enhance
		Cricket		One artificial wicket rated as good quality. Wicket used infrequently over the summer by Charlton Kings CC for approximately ten matches per year.	Seek to make greater club use in order to alleviate overplay at the main club site. Ensure rigorous maintenance as required to sustain quality for club and school use.	School ECB		Short/Medium	Low	
		Tennis		Three courts are tarmac and rated as good quality. Courts won an LTA award for good quality in 2015. Over marked with two netball court markings. An additional 12 courts can be marked onto the onsite AGP and are available if required but are marked primarily for curriculum use. Home venue of Charlton Kings Tennis Place TC.	Ensure rigorous maintenance as required to sustain court quality for club and school use. Seek to establish security of tenure by formal agreement.	School LTA		Short/Medium	Low	
68	Bourneside Sports Centre	Football	School	One adult pitch and two youth 9v9 pitches. Pitches all rated as poor quality and used by Southside Star Youth FC. Adult pitch is overplayed by 0.5 match sessions.	Improve pitch quality through increased maintenance to create sufficient capacity and quality to sustain club use.	School GFA	Hub Site	Short/Medium	Low	Protect Enhance
		AGP		One full sized, sand filled AGP rated as standard quality. Resurfaced 2003 and is therefore three years over its carpet life expectancy. Expected to require resurfacing in the near future to prevent surface quality deteriorating. Lansdown HC reports demand to access additional capacity for training but there is insufficient availability.	Ensure rigorous maintenance in order to ensure quality does not deteriorate given the relative surface lifespan. Consider surface replacement in the short term maintaining a hockey suitable type, dependant on quality and rate of deterioration. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	School EH		Short/Medium	High	
				5v5 sized 3G pitch. Used only by the school. No demand for additional use.	Retain for school use.	School		Low	Low	
		Rugby union		Three senior pitches rated as poor quality (M0/D1). Pitches available for community use but unused other than by the school.	Retain for school use.	School		Short/Medium	Low	
		Tennis		Eight tarmac courts without floodlighting rated as poor quality. Courts available for community use, however, there is little demand. Reported to have poor grip underfoot and have loose gravel.	Retain for school use and improve as demand requires.	School		Medium	Medium/High	
69	Brizen Farm Playing Field	Football	Council	One mini 7v7 football pitch rated as standard quality. Pitch not registered as being used by any community clubs and has no changing facilities.	Low value site which can be retained as strategic reserve to be marked and used if required. Alternatively consider for disposal and reinvestment in a hub site.	Council GFA	Reserve	Short	Low	Provide

# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>13</sup>	Cost <sup>14</sup>	Aim
70	The Burrows	Football	Council	Three adult pitches and one youth 11v11 pitch rated as standard quality. Pitches predominately used by youth teams. Adult pitches have actual spare capacity of 2.5 match sessions. Youth 11v11 pitch is overplayed by 0.5 match sessions.	Maximise use of capacity on adult pitches to address current and future shortfalls. Improve pitch quality through increased maintenance to increase capacity and particularly eliminate current overplay on the youth 11v11 pitch. Consider options to reconfigure one adult pitch to youth 11v11 size in accordance to FA guidelines to meet requirements of site users and youth use exacerbating current adult shortfalls.	Council GFA	Key Site	Short/Medium	Low	Protect Enhance
		Cricket		Eight wicket square rated as standard quality. Used by Cheltenham Civil Service 3 <sup>rd</sup> team at peak time. Actual spare capacity of 0.5 match sessions able to accommodate an additional 30 matches per season.	Maximise use of existing capacity at peak time to accommodate anticipated future demand. Seek to improve square quality through improved maintenance and preparation.	Council ECB		Long	Low	Protect Enhance
71	Cheltenham Bowling Club	Bowls	Sports Club	Two greens both rated as good quality. Greens are considered to be overplayed due to large membership base at the Club totalling 145 members.	Sustain green quality to accommodate level of overplay. Consider need to access a third green to alleviate level of overplay onsite should green quality be impacted or members have insufficient access to play or practice.	Sports Club	Local Site	Short	Low	Protect
72	Cheltenham College	AGP	Independent school	Two sand filled AGPs rated as good quality, one floodlit and one without. Pitches available for use by community clubs in the week, however are unavailable at weekends when they are used extensively by the college. School reports pitches to be at capacity, though capacity is restricted by lack of floodlighting.	Consider feasibility of installing floodlighting to the pitch currently without, with availability of floodlighting to at least 9pm midweek where possible, in order to increase capacity available midweek for community use. Sustain and improve pitch quality through rigorous maintenance as required. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	School EH	Local Site	Medium/Long	Low/Medium	Protect Enhance
		Rugby union		Eight grass rugby union pitches rated as good quality. Pitches are unavailable for community use, however, Old Patesians RFC U13 and U14 age groups have access to one pitch via personal agreement. The Club has six teams at these and groups and reports it could grow participation if it could access a second pitch onsite.	Seek to establish community use of additional pitches onsite to accommodate existing and unmet demand from Old Patesians RFC. Continue to sustain rigorous maintenance regime to maintain pitch quality.	School RFU		Short	Low	
		Cricket		Seven wicket squares rated as good quality but unavailable for community use.	Explore opportunities to establish future community use should demand require.	School ECB		Medium	Low	
		Tennis		Four tarmac courts rated as good quality. Courts available for community use, however, there is little demand for use.	Retain for school use.	School LTA		Short	Low	

<sup>13</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>14</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>13</sup>	Cost <sup>14</sup>	Aim
73	Cheltenham Saracens FC	Football	Sports Club	Step 6 compliant football ground. One adult sized stadia pitch rated as standard quality. No spare capacity.	Improve pitch quality through increased maintenance in order to increase capacity. Support the club in developing the site to meet Step 5 facility requirements should it have ambitions to achieve promotion.	Club GFA	Key Site	Short/Medium	Low/Medium	Protect Enhance
74	Cheltenham Cricket Club	Cricket	Sports Club	One large 34 wicket square rated as good quality. Capacity of 52 matches per season but not available at peak time.	Sustain square quality through continued maintenance and preparation. Maximise capacity available at off-peak times to grow junior/midweek participation.	Sports Club ECB	Key Site	Long	Low	Protect
75	Cheltenham Spa Bowling Club	Bowls	Sports Club	One flat green rated as good quality. Number of members using the green unknown.	Sustain green quality to accommodate current use.	Sports Club	Local Site	Short	Low	Protect
76	Cheltenham Whaddon Bowls Club	Bowls	Sports Club	One flat green rated as good quality. Number of members using the green unknown.	Sustain green quality to accommodate current use.	Sports Club	Local Site	Short	Low	Protect
77	Christchurch Road Tennis Club	Tennis	College Sports Club	17 tarmac courts rated as good quality. Site used by both Cheltenham Ladies College and Christchurch Road Tennis Club.	Ensure court quality is sustained to accommodate current and future usage.	College Sports Club LTA	Local site	Short	Low	Protect
80	CLC Sports Centre	AGP	College	Two AGPs rated as poor quality and aged twice in excess of the recommended surface lifespan. Pitches only available for use by those aged 19 and there is a 6:45pm floodlight restriction due to terms in the planning agreement regarding the pitches. One pitch has floodlighting whilst one does not, though planning permission was granted in January 2017 for the floodlighting of the second AGP albeit subject to the same time restriction.	As a priority, consider urgent surface replacement in order to improve poor quality pitches for school use. Increase floodlit capacity through installation of lighting on the second AGP, as well seeking to increase midweek hours available (to at least 9pm) currently limited by planning restriction. Consider feasibility of installing floodlighting to the pitch currently without, with availability of floodlighting to at least 9pm midweek where possible, in order to increase capacity available midweek for community use. Fully investigate restrictions linked to age of community users in order to seek increased access for senior matches and training. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	College EH	Local site	Short/Medium	Medium/High	Protect Enhance
		Lacrosse		Three lacrosse pitches used by Cheltenham Ladies College teams for matches, typically on Saturday afternoons though some fixtures are held on Saturday morning or evenings throughout the week.	Ensure the pitches are maintained to a high standard to sustain current levels of school use. Seek to develop links between the College and Cheltenham Lacrosse Club.	College English Lacrosse		Medium	Low	
		Tennis		Six tarmac courts rated as standard quality. Courts used by Cheltenham Ladies Tennis Club.	Ensure court quality is sustained to accommodate current and future usage and seek to improve quality.	College Sports Club LTA		Short	Low	
82	Clyde Crescent Recreation Ground	Football	Council	One adult pitch rated as standard quality. Pitch has 0.5 match sessions of actual spare capacity.	Maximise use to help address adult pitch shortfalls. Improve pitch quality as required in order to accommodate further use.	Council	Local Site	Medium/Long	Low	Enhance



## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>15</sup>	Cost <sup>16</sup>	Aim
83	Dean Close School	AGP	Independent school	Two water based AGPs rated as standard quality (one with floodlighting). School plans to resurface both surfaces in 2017 following past resurfacing in 2010. Only one pitch available for community use at peak time due to school fixtures. Only Cheltenham Civil Service Ladies HC has access for matches though East Gloucestershire Ladies HC uses midweek for training.	Ensure quality is sustained both now and in the future (once resurfaced). Explore opportunities to allow greater community access of the facilities to allow for increased hockey training demand, including maximisation floodlit hours available midweek to at least 9pm.	School EH	Local Site	Medium	Low	Protect Enhance
		Rugby union		Three senior pitches rated as standard quality (M1/D1). Pitches unavailable for community use to protect quality.	Retain for school use and improve quality as required.	School		Medium	Low	
		Cricket		Three cricket squares, two rated as good quality and one rated as standard quality. Squares unavailable for community use.	Retain for school use.	School		Medium	Low	
		Tennis		Four tarmac courts rated as good quality. Courts available for community use, however, there is little demand for use.	Retain for school use.	School LTA		Medium	Low	
84	East Glos Club	Football	Commercial	Seven Clay Courts, four tarmac courts and seven artificial surface courts all floodlit and rated as good quality. The facility also operates 11 grass courts from May to September each year which are not floodlit. The Club have ambitions to develop an indoor facility in the future.	Ensure court quality is sustained and that the Club is supported in its ambitions to develop an indoor facility to increase both membership and interest in tennis.	Commercial LTA	Key Site	Medium	High	Protect
88	Hatherley Park	Football	Council	One mini 7v7 pitch rated as standard quality. Pitch not registered as being used by any club.	Low value site which can be used as a strategic reserve. Consider options to close site and reinvest in alternative sites if required.	Council GFA	Reserve	Long	Low	Provide

<sup>15</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>16</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.



## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>17</sup>	Cost <sup>18</sup>	Aim
89	King George V Playing Field	Football	Council	Three adult pitches with three over marked with youth 11v11 markings and two exclusive mini 7v7 pitches. All pitches rated as standard quality. Adult pitches used by three youth 9v9 teams and mostly used by youth 11v11 teams with just two adult teams from Fintan FC. Not considered to have spare capacity due to high level of over marked use. Mini 7v7 pitches carry 0.5 match sessions of actual peak time capacity.	Consider re-marking two pitches as youth 11v11 rather than adult given that most play is by youth 11v11 teams, retaining one adult pitch to have 0.5 matches peak time capacity available. Seek to remove overmarking and transfer youth 9v9 use to appropriate pitches elsewhere, either through creation of an additional pitch onsite or use of a compliant 3G pitch. Investigate reported subsidence issues and consider levelling of the pitches.	Council Sports Club GFA	Hub Site	Short/Medium	Medium	Protect Enhance Provide
			Sports Club	Derelict changing facility significantly damaged with no roof, recently leased to Rowanfield Rovers AFC for ten years along with neighbouring adult pitch rated as standard quality. Pitch continued to be maintained by the Council along with the rest of the site. Club has little capacity for revenue generation and costs of regenerating the pavilion building are significant give that the newly established club has just three junior age groups.	GFA to consult with Rowanfield Rovers AFC to develop a model for future sustainability which allows the Club to maintain the asset as required whilst still being able to fund the running of teams. Investigate opportunities to increase revenue generation in order to refurbish the changing room building. Changing provision exists elsewhere onsite.					
		Rugby union	Sports Club	Two senior rugby union pitches and one mini pitch. One senior pitch rated as standard quality, remaining pitches rated as poor quality. Overall actual spare capacity of 1.5 sessions.	Improve poor quality pitches through increased maintenance to create additional capacity onsite for growth. Explore opportunities to install floodlighting to accommodate training at the club site.	Sports Club RFU		Short/Medium	Low/ Medium	
90	Lakeside Primary School	Football	School	One youth 9v9 pitch over marked by two mini 7v7 pitches played to capacity. All pitches are standard quality. Community use by FC Lakeside Youth FC.	Ensure pitch quality is maintained and improved where possible to create additional capacity.	School Sports Club GFA	Local site	Medium/Long	Low	Protect Enhance
92	Leckhampton Lawn Tennis Club	Tennis	Sports Club	Two standard grass courts used exclusively by Leckhampton Lawn TC.	Ensure court quality is sustained for members and any future growth.	Sports Club LTA	Local site	Medium	Low	Enhance Provide
93	Lilley Brook Golf Course	Golf	Commercial	18 hole golf course rated as good quality.	Ensure green quality is sustained for members and any future growth.	Commercial	Local site	Short	Low	Protect Enhance
94	Oakwood Primary School	Football	School	One 9v9 pitch over marked by a mini 7v7. Pitch is rated as standard quality and has 0.5 match sessions of spare capacity. Community use by Oakwood Youth FC.	Improve pitch quality through increased maintenance to increase capacity.	School GFA	Local site	Short	Low	Protect Enhance
95	Montpellier Park	Tennis	Council	Six tarmac courts rated as standard quality. As of autumn 2016 the courts will be leased to and managed by In the Parks Ltd.	Ensure court quality is sustained for current and future usage and that opportunities to increase court quality are undertaken when possible.	Council LTA	Local site	Short	Low	Protect Enhance

<sup>17</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>18</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
97	Naunton Park	Football	Council	Two adult pitches and a youth 11v11 pitch all rated as poor quality. All pitches are overplayed by a cumulative 1.5 match sessions. One mini 7v7 pitch rated as standard quality on site with no recorded use. Pitches used by Leckhampton FC, FC Lakeside and Andoversford FC. Potential peak time availability of 0.5 adult match sessions and 0.5 youth 11v11 matches but not usable due to overplay.	Improve pitch quality through increased maintenance in order to increase capacity and eliminate existing level of overplay. Seek to address drainage issues through increased aeration or installation of a specialised drainage system. Remove youth 9v9 use of adult pitch in order to eliminate overplay and meet recommended pitch size requirements, either through access to youth 9v9 pitches elsewhere or increased used of 3G for matches. Maximise use of actual spare capacity created through eliminating overplay, to address current adult and youth 11v11 shortfalls. Should mini 7v7 move to 3G pitches, consider potential for creation of an additional adult/youth 11v11 pitch to address current shortfalls.	Council GFA	Local site	Short	Low/ Medium	Protect Enhance Provide
98	Old Patesians Sport and Social Club	Rugby union	Sports Club	Two senior rugby union pitches rated as poor quality (M0/D0). Former landfill site which suffers significantly from subsidence and unevenness. Pitches are overplayed by 1.5 match sessions. Site used regularly by Cheltenham Phoenix RLFC during the summer. Quality of pitches is dangerous for players and the Club now rents pitches across Cheltenham to allow its large junior section to play on safe pitches. There are just two poor quality changing rooms to serve two pitches. The Club is looking at potential site options for relocation to create a new site with more, better quality pitches.	Support the Club with exploring opportunities for potential relocation, with any new site ideally comprising more than two pitches to allow more teams which are currently dispersed across the Borough to play at the main club site. Improve pitch quality by levelling the pitches as recommended in the 2014 technical assessment conducted by RFU pitch advisor. This will increase capacity and eliminate existing overplay. Increase and improve changing provision to serve both pitches. Ensure that there is sufficient opportunity for off season remedial work to be undertaken, in balance with summer rugby league use by Cheltenham Phoenix RLC.	Sports Club Council RFU	Key site	Short/Medium	Medium/ High	Protect Enhance Provide

<sup>19</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>20</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>21</sup>	Cost <sup>22</sup>	Aim
99	Pates Grammar School	Football	School	Two adult pitches rated as standard quality. Pitches unavailable for community use.	Explore opportunities with the school to establish community use.	School GFA	Local Site	Medium	Low	Protect Enhance
		AGP		Poor quality AGP without floodlighting, six years in excess of the recommended lifespan. Pitch used by Winchcombe HC on Saturdays and Puffins Hockey Club on Monday mornings, both within daylight hours.	As a priority, consider urgent surface replacement in order to improve poor quality pitches for school use. Investigate feasibility of installing floodlights to increase capacity available at peak time and midweek. Work with the school to develop relationships with community clubs to increase availability for community use. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	School EH		Short/Medium	Low/High	
		Cricket		Eight wicket square and a standalone non-turf pitch, both rated as standard quality.	Explore potential to establish community use to alleviate overplay at Charlton Kings CC. Seek to improve maintenance and preparation to improve pitch quality from standard to good.	School ECB		Medium	Low	
		Rugby union		Three senior rugby union pitches rated as poor quality (M0/D1). Pitches unavailable for community use to protect quality.	Improve pitch quality through increased maintenance to sustain and increase capacity for school use. Investigate potential to establish community use should the pitches be improved to adequate quality.	School RFU		Short	Low	
		Tennis		Five tarmac courts rated as poor quality. Courts are available for community use, however, there is little demand.	Explore opportunities to improve court quality for school use.	School LTA		Short	Low	
100	Pittville Park	Tennis	Council	Three standard quality tarmac courts. As of autumn 2016 the courts will be leased to and managed by In the Parks Ltd.	Ensure court quality is sustained for current and future usage and that opportunities to increase court quality are undertaken when possible.	Council LTA	Local Site	Short	Low	Enhance
101	Pittville School	Football	School	Two adult pitches over marked by one youth 9v9. Pitches rated as standard quality and used by Prestbury Phantoms FC. Adult pitches have 0.5 match sessions of spare capacity. A third pitch is now disused as the school intends to sell the land for development in order to develop an AGP onsite.	Ensure pitch quality is maintained and improved where possible to create additional capacity. Fully establish school plans for developing an AGP onsite and requirements for sports provision onsite.	School GFA	Local Site	Short/Medium	Low	Enhance Provide
		Cricket		Standalone non-turf pitch rated as standard quality, the outfield of which overlaps other grass pitches.	Retain for school use and improve quality as required.	School		Medium	Low	
		Rugby union		One senior rugby union pitch rated as poor quality (M0/D1). Pitch is available for community use but unused.	Retain for school use and improve quality as required.	School		Medium	Low	

<sup>21</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>22</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>21</sup>	Cost <sup>22</sup>	Aim
102	Prestbury Tennis Club	Tennis	Sports Club	Two good quality tarmac courts without floodlighting on the Prestbury Playing Fields site. Courts used exclusively by Prestbury Tennis Club which has approximately 100 members. The Club reports a desire to create two additional courts with floodlighting to allow for further growth as it is at capacity but discussions with the Parish Council have been poorly received.	Explore potential to create additional court provision on Prestbury Playing Fields or to install floodlighting to create additional capacity. Alternatively, seek use of a secondary site to accommodate existing demand and allow for future growth.	Sports Club Parish Council LTA	Local site	Short	Medium	Protect Enhance Provide
103	Prince of Wales Stadium	Rugby league/ rugby union	Trust	Two senior rugby union pitches rated as standard quality. Main stadium pitch used by Smiths (Industries) RFC and University of Gloucestershire 1 <sup>st</sup> team for matches and has no actual spare capacity. Throughout the summer season it is used for rugby league by All Golds RLFC and athletics field events. External pitch overplayed by a 3.5 match sessions, floodlit and primarily used for training. The Trust has aspirations to develop 3G pitch provision onsite.	Consider potential for future development of sports provision onsite including possible 3G pitch provision, either in replacement of the stadia pitch or otherwise. Explore opportunities for possible Section 106 investment linked to the Elms Park development. Establish future direction of All Golds RLFC and explore opportunities to develop the site as a dual code rugby hub. Seek to transfer some training use to partially floodlit grass area alongside training pitch to reduce level of overplay. Retain capacity available on stadia pitch to preserve pitch quality for performance given all year round multi sport use.	Trust RFU RFL	Key site	Short/Medium	Low/High	Protect Enhance Provide
104	Priors Farm	Football	Council	Two adult football pitches and a youth 11v11 pitch all rated as poor quality and drain poorly, often subject to waterlogging. Youth pitch overplayed by 1.5 match sessions. Actual spare capacity of 1.5 adult match sessions. Pitches used by Charlton Rovers FC, Prestbury Phantoms FC and C3 Diamonds FC. Proposed new access road to the nearby crematorium could result in loss of playing field land.	Ensure proposed new access road satisfies Sport England planning policy should there be any impact on playing field land. Improve pitch quality through increased maintenance in order to increase capacity and eliminate existing level of overplay on youth 11v11 pitch. Seek to address drainage issues through increased aeration or installation of a specialised drainage system. Maximise use of existing actual spare capacity to address adult shortfalls. Improvements to quality will increase the attractiveness to potential club users.	Council GFA	Local site	Short/ Medium	Low/ Medium	Protect Enhance
106	Springbank Primary Academy	Football	Academy	One mini 5v5 pitch rated as standard quality. Pitch is not available for community use.	Retain for school use as demand requires.	School	-	Long	Low	-
107	Springfields Park	Football	Council	Two adult pitches over marked with one youth 11v11. Pitches are rated as standard quality. Pitches overplayed by one match session. Pitches used by Cheltenham Spa CS Ladies Youth and RSG FC. Mini and youth 9v9 teams playing on adult pitches. Potential peak time availability of 1.5 adult match sessions but not usable due to overplay.	Improve pitch quality through increased maintenance in order to increase capacity and eliminate existing level of overplay. Maximise use of actual spare capacity created through eliminating overplay, to address current adult shortfalls. Seek to transfer mini and youth 9v9 play to appropriately sized pitches elsewhere or 3G for matches.	Council GFA	Local site	Short/medium	Low	Protect Enhance

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>23</sup>	Cost <sup>24</sup>	Aim
108	St Edwards Preparatory School	Football	Independent School	One adult pitch and a mini 7v7 pitch rated as good quality. Pitches are not available for community use.	Explore opportunities with the school to establish community use. Ensure pitch quality is sustained.	School GFA	Local site	Medium/Long	Low	Protect Provide
		Cricket		Four wicket square with a non-turf pitch both rated as standard quality. Square used by the school and by Charlton Kings CC men's 3 <sup>rd</sup> and 4 <sup>th</sup> teams at peak time. No actual spare capacity.	Determine potential for greater use by Charlton Kings CC at off-peak in order to alleviate overplay at the club site. Seek to improve maintenance and preparation to improve pitch quality from standard to good.	School ECB	Local site	Short	Low	
		Rugby union		Three senior rugby union pitches rated as good quality (M1/D2). Pitches are unavailable for community use to protect pitch quality.	Retain for school use and explore opportunities for the pitches to be made available for community use if demand exists.	School	Local site	Medium	Low	
		Tennis		Seven good quality tarmac courts. Courts are not available for community use.	Retain for school use and explore opportunities for the courts to be made available for community use if demand exists.	School	Local site	Medium	Low	
109	St Edwards Senior School	AGP	School	Sand filled AGP without floodlighting, rated as poor quality and twice in excess of the recommended surface lifespan. Used by East Gloucestershire HC and Shipton Oliffe HC for matches as community use is only available in daylight hours.	As a priority, consider urgent surface replacement in order to improve poor quality pitch for school use. Investigate feasibility of installing floodlights to increase capacity available at peak time and midweek. Ensure provider has in place a mechanism for long term sustainability, such as a sinking fund for future surface replacement when required.	School EH	Local Site	Short	High	Protect Enhance
110	St Thomas More Catholic Primary School	Football	School	One youth 9v9 pitch rated as standard quality. Pitch not available for community use.	Retain for school use as demand requires.	School	-	Long	Low	-

<sup>23</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>24</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.



## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>25</sup>	Cost <sup>26</sup>	Aim
111	Swindon Village	Football	Council	Three adult pitches and a mini 7v7 pitch rated as poor quality. Adult pitches overplayed by one match session and mini pitch played to capacity. Pitches used by five clubs. Site located in close proximity to NW Cheltenham which may provide an opportunity to invest in improving the site.	Improve pitch quality to eliminate overplay and create spare capacity on the site. Seek to address drainage issues through increased aeration or installation of a specialised drainage system. Consider investment linked to nearby development to provide capacity for new residents as part of the phased housing increase. Establish potential for creating a new youth 9v9 or mini 7v7 pitch to address current and future shortfalls.	Council GFA	Local Site	Short	Low	Protect Enhance Provide
		Cricket		Fifteen wicket square rated as standard quality. Used by St Stephens CC and Woodmancote CC. No actual spare capacity. Potential for Section 106 investment linked to Elms Park development to improve pitch quality.	Establish potential for greater use by Charlton Kings CC at off-peak in order to alleviate overplay at the club site. Seek to improve square quality through improved maintenance and preparation.	Council ECB	Local Site	Long	Low	
112	The Beeches	Football	Council	Two adult pitches and a youth 11v11 rated as poor quality. Pitches overplayed by a combined 3.5 match sessions. No availability at adult peak time to address shortfalls as both pitches are used regardless of eliminating overplay. Pitches used by Charlton Rovers FC and The Falcons FC, though the former has recently negotiated long term lease of a site in Shipton Olliffe (Cotswold) and plans to transfer all teams to play there.	Support Charlton Rovers FC with development of football and ancillary provision in Shipton Olliffe (Cotswold) and transfer of teams from The Beeches which will eliminate overplay. Improve pitch quality to through increase capacity for use and maximise capacity freed up from transfer of Charlton Rovers FC. Seek to address drainage issues through increased aeration or installation of a specialised drainage system.	Council GFA	Local Site	Short	Low	Protect Enhance
113	The Catholic School of Saint Gregory the Great	AGP	School	Small sized sand filled AGP without floodlighting. Previously had adult community use but school ceased this due to impact on pitch quality. Laid in 2000 and has consequently surpassed the recommended surface lifespan.	Ensure rigorous maintenance regime in order to sustain quality given the age of the surface. Consider resurfacing should quality impact on performance for use. Establish potential for junior community use which will have less impact on the surface.	School	Local Site	Short	Low	Enhance
114	The Folly	Football	University	Three adult pitches rated as standard quality. Pitches overplayed by two match sessions. University football to potentially be transferred to Gloucester dependant on plans for development near to the university's Oxstalls Campus. Doing so would eliminate overplay and create actual spare capacity of 2.5 adult match sessions.	Establish future plans for university sport and long term vision for where this will be based, including what this means for The Folly. Should university sport transfer to Gloucester, seek to increase community use of the site including spare capacity freed up to address adult shortfalls. Seek to improve pitch quality in order to also increase capacity for use at off-peak times.	University GFA	Local Site	Short/Medium	Low	Protect Enhance

<sup>25</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>26</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>27</sup>	Cost <sup>28</sup>	Aim
114	The Folly	Rugby union	University	Two senior rugby union pitches rated as poor quality (M0/D1). Also used for American Football by the University of Gloucestershire. Current actual spare capacity of 0.5 matches to be retained to protect quality. University rugby union play to potentially be transferred to Gloucester dependant on plans for development near to the university's Oxstalls Campus.	Improve pitch quality through increased maintenance in order to increase capacity available. Determine potential for increased community use should the majority of university play transfer to Gloucester. This would free up spare capacity onsite including at peak time.	University RFU	Local Site	Short/Medium	Low	Protect Enhance
115	The Richard Pate School	Football	Independent school	One youth 9v9 pitch unavailable for community use but used by the school.	Retain for school use and explore future opportunities to establish community use if demand exists.	School GFA RFU EH	Reserve	Short	Low	Protect Enhance
		Rugby union		Two junior sized pitches, unavailable for community use but used by the school.						
		AGP		Small sand filled AGP with floodlighting also marked with six tennis courts. Surface age unknown. Unavailable for community use and unsuitable dimensions for hockey match play (95x40yds) though could be used for training.						
116	Cheltenham Town FC Training Ground	Football	Private Sports Club	Two adult pitches, one youth 11v11 pitch, three youth 9v9 pitches and two mini 7v7 pitches all rated as good quality. Cheltenham FC training ground used for daily training and academy training and fixtures, though not available for wider community use. The Club has insecure tenure and currently rents the site on an annual rolling agreement. The site is privately owned and is included within the allocation for the Elms Park development and though it is likely that it will remain as sporting provision may be at threat of loss.	GFA to consult with Cheltenham Town FC to determine future plans regarding training provision. As a priority, secure long-term tenure of training provision for the Club. Explore possible opportunities to access other provision where use could be secured through a usage agreement, for example the potential development of 3G provision at the Prince of Wales Stadium which is less than two miles away.	Private owner Sports Club GFA	Key Site	Medium	Low/Medium	Protect
117	Whaddon Recreation Ground	Football	Council	One adult pitch and one mini 7v7 rated as standard quality. Both pitches have no peak time spare capacity. Site used by three clubs.	Ensure pitch quality is sustained.	Council GFA	Local Site	Short/Medium	Low	Protect
120	Charlton Kings CC	Cricket	Sports Club	Twelve wicket square rated as standard quality. Overplayed by 36 match sessions per season. The Club has recently secured joint use of newly developed provision at Cold Pool Lane (Tewkesbury) to help alleviate some of the existing overplay. Changing provision and clubhouse in poor condition and in need of improvement. The Club now has firm plans for a new pavilion is to apply for planning permission.	Improve quality of ancillary provision through creation of a new pavilion and consider opportunities to access external funding. Transfer some use to Cold Pool Lane as a secondary site to alleviate overplay, as well as possibly the presently use St Edward's Preparatory School adjacent. Seek to improve square quality through improved maintenance and preparation to better sustain current overplay.	Sports Club ECB	Key Site	Short/Medium	Low/Medium	Protect Enhance
128	University of Gloucestershire Campus	Football	University	Six mini 7v7 pitches rated as standard quality. Pitches have peak time capacity amounting to 5.5 match sessions. Pitches do change throughout the year to accommodate touch rugby union and other sports so are not always marked out for football.	Ensure pitch quality is sustained and that pitches are secure for future use for football.	University GFA	Local Site	Medium/Long	Low	Protect

<sup>27</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>28</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.



## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>27</sup>	Cost <sup>28</sup>	Aim
130	Cheltenham Town FC	Football	Professional Sports Club	Football stadium used by Cheltenham Town FC and Gloucester City FC.	Ensure stadium is protected and quality of both the pitch and facilities is improved as appropriate.	Professional Sports Club GFA	Key Site	Medium/Long	Medium/High	Protect Enhance
132	Prestbury Playing Fields	Football	Parish Council	Two adult pitches rated as standard quality. Pitches have actual spare capacity of one match session. Pitches used by three football clubs.	Ensure quality of the pitches is sustained or improved.	Parish Council GFA	Local Site	Long	Low	Protect
133	Warden Hill Primary School	Football	School	A youth 9v9 pitch and a mini 5v5 pitch rated as standard quality. Youth 9v9 pitch used by Southside Star Youth FC. Site contains actual spare capacity on both pitches amounting to one match session each at peak time.	Ensure quality of the pitches is sustained or improved. Look to transfer play from overused 9v9 pitches is transfer to site.	School GFA	Local Site	Short	Low	Protect
135	St James Primary	Football	School	One mini 5v5 pitch rated as standard quality. Pitch not available for community use.	Retain for school use as demand requires.	School	Reserve	Long	Low	-
138	Benhall Infant School	Football	School	One mini 7v7 pitch rated as standard quality. Pitch not available for community use.	Retain for school use as demand requires.	School	Reserve	Long	Low	-
149	Alstone Croft Playing Field	Football	Diocese of Gloucester/ Council	Previously contained two youth 11v11 pitches and one youth 9v9 pitch but these pitches are no longer marked. Site used by Gloucester Road Primary School and Christ Church Primary School for curricular activity and athletics track marked in summer. No recorded community use and no changing provision onsite.	Retain for school use as demand requires. Unlikely to be demand for community use without provision of changing rooms and car parking.	Council Diocese GFA	Reserve	Long	Low	-
N/A	Queen Elizabeth II Playing Field	Football	Council	CBC owned, former landfill site which had one adult football pitch over 15 years ago but no changing facilities. Subsidence meant the area did not serve well as a pitch and requires ball stop netting at one end due to neighbouring houses. Accompanying children's play area previously subject to vandalism.	Retain as general grass open space as the surface is not suitable for sporting use. Little value as a one pitch site without changing provision.	Council	Local Site	Short	Low	Protect
N/A	Elmfield Playing Field (Elmfield Park)	Football	Council	CBC owned, last marked as sports provision over 20 years ago. No changing onsite, not maintained as grass open space.	Retain as general grass open space.	Council	Local Site	Short	Low	Protect
N/A	Triscombe Way Open Space	Football	Council	Disused mini soccer pitch with no changing facilities never used due to poor location and no through road. Deemed to cause too much traffic congestion and despite Council preference for the pitch to be located at the front of the development it was permitted on appeal. The small area of land is encompassed by housing in close proximity and now used as a general open space.	Retain as general recreational grass open space as the land is poorly accessible and would bring considerable congestion given the location amongst housing.	Council	Reserve	Short	Low	-

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>29</sup>	Cost <sup>30</sup>	Aim
N/A	Christ College Sports Pitches (aka Sand Pits Playing Field)	Football	Diocese of Clifton/ Council	Lapsed school playing fields with no known use since the school located opposite closed in 2007. Previously had one youth 11vv11 pitch and one youth 9v9 pitch. Maintained by the Council on behalf of the Diocese until 2011 but now left to become overgrown.	Consider options for use of the land, whether for development with reinvestment into sports provision elsewhere, or through reinstatement of the site as football provision again to accommodate existing shortfalls.	Diocese Council	Local Site	Short	Low	Provide

<sup>29</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>30</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

# **CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN**

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## **PART 7: KEEP THE STRATEGY ROBUST AND UP TO DATE**

### **Delivery**

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across Cheltenham. 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 Cheltenham 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 pitch provision is regarded as a vital aspect of community life and which contribute to the achievement of Council priorities.

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

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

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

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

### **Monitoring and updating**

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

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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

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

Ideally the PPS 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).

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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Alongside the regular steering group meetings it is recommended that Cheltenham Borough Council hosts annual sport specific meetings with the pitch sport NGBs and other relevant organisations as a joint approach to review and update progress based on actions included within this document. These meetings should look to update the key supply and demand information, if necessary amend the assessment work, track progress with implementing the recommendations and action plan and highlight any new issues and opportunities. Things to consider include formation of new teams or loss of teams, any new formats of the sports that would impact on facilities, changes in quality or creation of new facilities.

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

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


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

# CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

## 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
<b>Step 9: Apply and deliver the strategy</b>		
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?		
<b>Step 10: Keep the strategy robust and up to date</b>		
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?		

# CHELTENHAM PLAYING PITCH STRATEGY

## STRATEGY & ACTION PLAN

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### APPENDIX ONE: INCREASING FOOTBALL USE OF 3G PITCHES

During the last decade 3G AGPs have played an increasing role within the national game. They are regarded by the Football Association (FA) as the optimum facility for training by clubs. In recent seasons they have also become more popular for competitive matches. With this in mind, before developing the recommendations and action plan for this PPS, two scenarios have been looked at to help with understanding what demand there may be for full sized<sup>31</sup> floodlit 3G AGPs in Cheltenham if increased amounts of play were to take place on them.

In order to do so, information from the 'Assessment' stage of developing this PPS, alongside details from the FA, have been used to help answer the following questions:

How many full sized floodlit 3G AGPs may be required to meet demand within Cheltenham if:

- ◆ All teams playing competitive football had access to a full size floodlit 3G AGP to train on once a week?
- ◆ All matches for teams currently playing competitive football on Cheltenham Borough Council (CBC) managed natural grass pitches in Cheltenham were played on full size floodlit 3G AGPs?

The answers to these questions are set out below and are based on full sized floodlit 3G AGPs which have full community use during peak periods<sup>32</sup>. However, the results should be viewed as providing an indication of the 'full size pitch equivalents' that may be demanded. In practice, the most appropriate ways of meeting any such increase in demand will vary depending on the nature of the local area. For example, in some areas new full size floodlit AGPs may be appropriate, whereas in others small sided provision to cater for increased training use, or securing greater community use/hours of existing provision may be the best way forward.

Given the above, what the answers may mean for the Cheltenham area, taking into account the wider findings from the Assessment stage of developing the PPS, is also presented below. These details have been used to help inform the development of the PPS's recommendations and the action plan (see pages 35 to 50).

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<sup>31</sup> A full sized 3G AGP measuring FA recommended dimensions of 106m x 70m (including run off/safety margins)

<sup>32</sup> Weekdays 17:00 - 21:00 (or 19:00 on Fridays) and 09:00 - 17:00 on weekends.



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## Scenario results

### *i. If all teams playing competitive football had access to a full size floodlit 3G AGP to train on once a week.*

- As a guide, the FA suggests that one full size floodlit 3G AGP could potentially accommodate this training demand from 42 teams (Ratio of 1:4233).
- The information from the Assessment stage of this PPS indicates that there are 136 teams playing competitive football in Cheltenham.
- Using the FA's 1:42 ratio suggests that three full sized floodlit 3G AGPs would be required to meet this increased training use within Cheltenham.
- At present there is just one full sized 3G pitch in Cheltenham at All Saints Academy, representing a current shortfall of two pitches.
- Future demand forecasts indicate an increase of 14 new teams creating a subsequent total of 150 teams by 2037. This would not exacerbate the future shortfall of 3G pitches which would remain at two full sized pitches.

### *ii. If all matches for teams playing competitive football on Council managed natural grass pitches were played on full size floodlit 3G AGPs.*

- The FA is keen to work with local authorities (LAs) to understand the potential demand for full size floodlit 3G AGPs should all competitive matches, currently played on LA managed natural grass pitches, be transferred to one.
- Table A.1 takes information from the Assessment stage of this PPS to present the number of teams playing on LA managed natural grass pitches (not including school sites or sites leased to clubs) and the relevant peak periods.

*Table A.1: Number of teams playing on LA managed natural grass pitches*

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Saturday PM	21
Youth	11v11	Sunday PM	29
Youth	9v9	Saturday AM	14
Youth	7v7	N/A	-
Mini	7v7	Saturday AM	10
Mini	5v5	Saturday AM	2
Total			76

- The FA suggests an approach (see below) for estimating the number of full size floodlit 3G AGPs that teams may demand for competitive matches. Table A.2 presents the results of this approach for the teams set out in Table A.1.

<sup>33</sup> The FA developed the training ratio following their facilities strategy vision to provide all affiliated clubs with access to a 3G AGP for training. An original ratio of 1:56 was based on a full size pitch providing 56 slots per week (Mon-Thurs 6-9pm, Fri 6-8pm). The ratio was subsequently revised to 1:42. This was due to evidence of a number of local authority areas reaching the perceived required number of 3G AGP facilities based on the 1:56 ratio yet still evidencing latent demand. Further FA analysis of 3G AGP facility usage also showed that many affiliated teams seek more than one slot for training and that significant amounts of non FA affiliated and recreational demand also use 3G AGPs during the peak time, creating a need for further 3G AGP provision.

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Table A.2: Number of 3G AGPs that may be required

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
5v5	2	1	4	4	0.0625
7v7	10	5	8	40	0.625
9v9	14	7	10	70	1.09375
11v11 (Youth)	29	14.5	32	464	7.25
11v11 (Adult)	21	10.5	32	336	5.25

- ◀ Transferring all matches for teams currently playing competitive football on Cheltenham managed natural grass pitches may equate to a demand for 15 full sized floodlit 3G AGPs for all the different formats of the game.
- ◀ In order to accommodate all mini soccer (both formats) and youth 9v9 football on Saturday mornings there would be a need for two full sized pitches in Cheltenham. This could also accommodate a proportion of youth 11v11 demand on Sunday mornings, however to accommodate all play at this format as well there would be a requirement for eight full sized 3G pitches.
- ◀ The FA approach for estimating the number of full size floodlit 3G AGPs that teams may demand for competitive matches is based on:
  - ◀ A team playing a 'home' match every other week - therefore dividing the number of teams by two with the result rounded up to provide a figure for the number of matches a week during the peak period (Table A.2 Column y).
  - ◀ A 3G AGP being available for 4 hours<sup>34</sup> a day during the peak period (e.g. 10am to 2pm). Therefore, all demand being programmed over the four hour period.
  - ◀ Using a unit measure which can be applied to the different formats of the game to quantify how a pitch can be used during this 4 hour period (Table A.2 Column z). One unit is taken as equating to a quarter of a full size 3G AGP for 15 minutes. Therefore, a full size 3G AGP provides 4 units per 15 minutes and 16 units per hour. Across the four hour period this totals a capacity of 64 units (16 units per hour x 4 hours).
  - ◀ As set out in Table A.3 below, each format of the game will require a certain amount of units of a full size 3G AGP per match based on the required pitch size and match duration.

<sup>34</sup> The rationale for 4 hours is based on a standard approach for match programming nationally and the ability to facilitate 2 adult games.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Table A.3: FA set units of a full size 3G AGP per match for each format

Format of the game	No. of pitches that fit on a full size 3G AGP	No. of matches per hour on a full size 3G AGP	No. of matches per 2 hour period on a full size 3G AGP	Number of units per match
5v5	4	4	8	4
7v7	2	2	4	8
9v9	2	2	2	10
11v11 Youth	1	0	1	32
11v11 Adult	1	0	1	32

### Current supply

- There is currently one full sized floodlit 3G AGP available for community use and club training.
- It is listed on the FA's 3G AGP register<sup>35</sup> and deemed suitable for competitive matches.
- It is available for what could be expected to be the full community use hours across the week (or very close to the full hours).
- No 3G AGPs have particularly restricted community use hours.
- There are no further full sized 3G AGPs which are not currently floodlit.
- There are no further full sized 3G AGPs currently unavailable for community use.
- There is just one further small sided 3G AGP.

<sup>35</sup> The FA has established a 3G AGP register to help users identify facilities that are fit for purpose for competitive matches <http://3g.thefa.me.uk/?countyfa=Gloucestershire>

# CHELTENHAM PLAYING PITCH STRATEGY

## STRATEGY & ACTION PLAN

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### APPENDIX TWO: STRATEGIC CONTEXT

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

#### **National context**

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

#### ***Department of Media Culture and Sport Sporting Future: A New Strategy for an Active Nation (2015)***

The Government published its strategy for sport in December 2015. This strategy confirms the recognition and understanding that sport makes a positive difference through broader means and that it will help the sector to deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development. In order to measure its success in producing outputs which accord with these aims it has also adopted a series of 23 performance indicators under nine key headings, as follows:

- ◀ More people taking part in sport and physical activity.
- ◀ More people volunteering in sport.
- ◀ More people experiencing live sport.
- ◀ Maximising international sporting success.
- ◀ Maximising domestic sporting success.
- ◀ Maximising domestic sporting success.
- ◀ A more productive sport sector.
- ◀ A more financially and organisationally sustainable sport sector.
- ◀ A more responsible sport sector.

#### ***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.

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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 rated needs.

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

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

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

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

### The FA National Game Strategy (2015 – 2019)

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

- ◀ Sustain and Increase Participation.
- ◀ Ensure access to education sites to accommodate the game.
- ◀ Help players to be the best that they can be and provide opportunities for them to progress from grassroots to elite.
- ◀ Recruit, retain and develop a network of qualified referees

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- ◀ Support clubs, leagues and other competition providers to develop a safe, inclusive and positive football experience for everyone.
- ◀ Support Clubs and Leagues to become sustainable businesses, understanding and serving the needs of players and customers.
- ◀ Improve grass pitches through the pitch improvement programme to improve existing facilities and changing rooms.
- ◀ Deliver new and improved facilities including new Football Turf Pitches.
- ◀ Work with priority Local Authorities enabling 50% of mini-soccer and youth matched to be played on high quality artificial grass pitches.

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

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

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

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

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

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

It identifies that with 1.5 million players there is a continuing need to invest in community club facilities in order to:

- ◆ Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by RWC 2015.
- ◆ Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships.

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

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

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

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

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

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

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

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



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

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

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

### **‘The right pitches in the right places’<sup>36</sup>**

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

EH is seeking to invest in, and endorse clubs and hockey providers which have a sound understanding of the following:

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

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<sup>36</sup>

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

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### England Hockey Strategy

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

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

### The Rugby Football League Facility Strategy

The RFL's Facilities Strategy was published in 2011. The following themes have been prioritised:

- ◀ Clean, Dry, Safe and Playable
- ◀ Sustainable clubs
- ◀ Environmental Sustainability
- ◀ Geographical Spread
- ◀ Non-club Facilities

The RFL Facilities Trust website [www.rflfacilitiestrust.co.uk](http://www.rflfacilitiestrust.co.uk) provides further information on:

- ◀ The RFL Community Facility Strategy
- ◀ Clean, Dry, Safe and Playable Programme
- ◀ Pitch Size Guidance
- ◀ The RFL Performance Standard for Artificial Grass Pitches
- ◀ Club guidance on the Annual Preparation and Maintenance of the Rugby League Pitch

Further to the 2011 Strategy detail on the following specific programmes of particular relevance to pitches and facility planning are listed below and can be found via the trust link (see above):

- ◀ The RFL Pitch Improvement Programme 2013 – 2017
- ◀ Clean, Dry and Safe programmes 2013 – 2017

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

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



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

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

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### ***2015-2018 British Tennis Strategy***

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

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

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

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

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

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

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

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

### ***Bowls England: Strategic Plan 2014-2017***

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

The overall vision of Bowls England is to:

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

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

- ◀ 115,000 individual affiliated members.
- ◀ 1,500 registered coaches.
- ◀ Increase total National Championship entries by 10%.

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

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

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

### ***Raising Our Game: The Strategic Plan for England Golf (2014-2017)***

The recently launched England Golf Strategy 2014-2017 focuses on preventing the continued decline of people participating in golf. Since 2004, membership at clubs has declined by around 180,000 members, which is seriously challenging the economy and culture of the sport within England. Active People Survey data shows a current latent demand of 830,000 adults, with a further 2 million golfers playing independently.

The ambition of the strategy is to:

- ◀ Reverse the decline in club membership which has been occurring annually since 2005 and stabilise club membership at the July 2014 level of 675,000 members
- ◀ Increase the number of people who play golf at least once a week from the baseline of 750,000 in 2014 to 910,000 by March 2017.
- ◀ Strengthen the talent development pathway from club to national level, leading to even more international success for English players.
- ◀ Improve communications, governance and partnerships at all levels within England Golf.

There are a number of measurable performance indicators within this strategic plan, with progress tracked and reported on a regular basis. There will be an annual review of progress in April each year, commencing in April 2015 and this will be reported as part of the Annual Report of England Golf. To achieve its aims, England Golf will concentrate on seven key themes:

- ◀ More players - Increasing the number of players who play golf regularly.
- ◀ More members - Increasing the number of players in club membership.
- ◀ Stronger clubs - Supporting clubs to attract and retain members and to achieve a sustainable business model.
- ◀ Winning golfers - Identifying and developing talented golfers at every level, leading to international amateur success.
- ◀ Outstanding championships - Providing excellent championships and competitions for golfers of all levels.
- ◀ Improved image - Changing the perception of golf and improving communications within the sport.

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- ♦ Excellent governance - Improving the governance, building the infrastructure and strengthening the partnerships to develop golf in England.

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## APPENDIX THREE: FUNDING PLAN

### Funding opportunities

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

Awarding body	Description
Big Lottery Fund <a href="http://www.biglotteryfund.org.uk/">http://www.biglotteryfund.org.uk/</a>	Big invests in community groups and to projects that improve health, education and the environment
Sport England The current funding streams will change throughout 2016/17 so refer to the website for the latest information: <a href="https://www.sportengland.org/funding/our-different-funds/">https://www.sportengland.org/funding/our-different-funds/</a>	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation <a href="http://www.footballfoundation.org.uk/">http://www.footballfoundation.org.uk/</a>	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development. Funding streams available include: 1. Grow the Game - grants of up to £1,500 for the creation of new football teams and coaching qualifications. 2. Build the Game - grants over £100,000 for building or refurbishing large-scale grassroots facilities, such as changing pavilions and playing surfaces. Grants up to £100,000 for smaller-scale facility improvements, such as pitch improvement works and refurbished changing areas. 3. Premier League & FA Facilities Fund Small Grants Scheme - grants for building or refurbishing grassroots facilities, such as changing pavilions and playing surfaces for community benefit. 4. Respect Fund - Respect packs (made up of captains' armbands, marshals' bibs and Respect Signage) are available to football leagues and clubs to ensure there is good behaviour by players and parents alike in the grassroots game. Offers 50 % off the normal cost price of other Respect equipment. 5. Goalpost Funding Scheme- funding available for the replacement of unsafe goalposts.



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Awarding body	Description
Rugby Football Foundation - The Grant Match Scheme <a href="http://www.rugbyfootballfoundation.org">www.rugbyfootballfoundation.org</a>	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers).
EU Life Fund <a href="http://ec.europa.eu/environment/funding/intro_en.htm">http://ec.europa.eu/environment/funding/intro_en.htm</a>	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
EH Capital Investment Programme (CIP)	The CIP fund is for the provision of new pitches and re-surfacing of old AGPs. It forms part of EH's 4 year Whole Sport's Plan.
National Hockey Foundation <a href="http://www.thenationalhockeyfoundation.com/">http://www.thenationalhockeyfoundation.com/</a>	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: Young people and hockey. Enabling the development of hockey at youth or community level.

### Protecting Playing Fields

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

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

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

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

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

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

The programmes three priorities are:

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

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

### **Strategic Facilities Fund**

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

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

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Key features which applications must demonstrate are:

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

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

The Strategic Facilities Fund will prioritise projects that:

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

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

### Funder's requirements

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

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

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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/tools-guidance/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 for the 1st Quarter 2015. 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 FOUR: 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**.

## CHELTENHAM PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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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.