



DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

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QUALITY, INTEGRITY, PROFESSIONALISM

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DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

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DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

ABBREVIATIONS

3G	Third generation turf
AGP	Artificial grass pitch
ASC	All Stars Cricket
BC	Bowls Club
CC	Cricket Club
DDC	Dover District Council
EG	England Golf
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FIFA	Fédération Internationale de Football Association
GIS	Geographical Information Systems
HC	Hockey Club
IOG	Institute of Groundsmanship
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
NGB	National Governing Body of Sport
NPPF	National Planning Policy Framework
NTP	Non-turf pitch
OAN	Objectively Assessed Need
ONS	Office for National Statistics
PGA	Professional Golfers Association
PPS	Playing Pitch Strategy
PQS	Performance Quality Standard
PIP	Pitch Improvement Programme
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106
TC	Tennis Club
TGR	Team Generation Rate
U	Under
WR	World Rugby

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Dover District, commissioned by Dover District Council (DDC) and developed with a range of partners. Building upon the preceding Assessment Report, it provides a clear, strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities up to 2037 (in line with the Council's Strategic Housing Market Assessment). It updates and replaces the previous 2015 Dover Playing Pitch Strategy (PPS).

The PPS provides the necessary robustness and direction to inform decisions on future strategic planning and any investment priorities for outdoor sports facilities across Dover District. It will also inform the current review of the Local Plan.

The Council adopted an earlier edition of the Playing Pitch and Outdoor Sports Facility Strategy in February 2015. This document has been used extensively as evidence during negotiations with developers, to ensure that additional needs for outdoor sports facilities arising from new housing is met either through on-site provision or by means of offsite contributions.

The Council has entered into a number of S106 agreements and secured substantial sums for this purpose, for example, consent reference DOV/14/00842 at the former Salvatori site in Preston secured £31,000 for the purpose of increasing outdoor sports capacity at Preston, Ash or Wingham recreation grounds, while consent reference DOV/14/00361 at Station Road Walmer secured £75,000 towards increasing capacity at Markewood or Drill Field. Two applications have secured funding for ancillary facilities at Ash Recreation ground, namely £28,000 from DOV/16/01049 land at Chequer Lane £28,000 and £10,900 from DOV/16/01247 Land at White Post Farm.

Payments from S106 agreements are generally linked to the number of houses in occupation so it often takes several years for secured funding to be received and therefore none of the projects listed have been delivered yet. However, it is important to update the strategy regularly keeping the evidence up to date in order to continue securing funding, in addition updating the strategy will ensure that payments received are utilised in the most effective manner.

There is a need to sustain and build key partnerships between the District Council, NGBs, Sport England, parish/town councils, education providers, maintenance contractors, community clubs and private landowners to continue to maintain and improve outdoor sport provision. In these instances, the potential for the District Council to take a strategic lead can be limited (except in terms of Section 106 agreements). This document will provide clarity with regard to the way forward and will allow organisations to focus on the key issues and objectives that they can directly influence and achieve.

The PPS has been developed in accordance with Sport England guidance and under the direction of a steering group led by the Council and including National Governing Bodies of Sport (NGBs). It builds upon the preceding Assessment Report and is capable of:

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

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- ◀ Providing the basis for ongoing monitoring and review of the use, distribution, function, quality and accessibility of playing pitches.

This report is one document of a suite of wider inter-related strategies for open space and leisure. The inter-relationship between the strategies must be noted as some sports covered by the PPS also utilise open spaces.

1.1: Monitoring and updating

It is important to ensure there is regular annual monitoring and review of the actions identified in the Strategy. This monitoring should be led by the Council and supported by the Steering Group. As a guide, if no review and subsequent update has been carried out within three years of the PPS being signed off by the Steering Group, then Sport England and the NGBs would consider the PPS; and the information on which it is based, to be out of date. If the PPS is used as a 'live' document, and kept up to date, the time frame can be extended to five years.

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

1.2: Scope

The Council has set out that the PPS should cover the nine sports covered by the existing PPS (including grass and artificial surfaces):

- ◀ Football
- ◀ Rugby union
- ◀ Cricket
- ◀ American football (occasionally played in Dover)
- ◀ Hockey
- ◀ Tennis
- ◀ Bowls
- ◀ Athletics
- ◀ Netball
- ◀ Golf

However, in addition, as a coastal district, coastal sports and clubs are also popular and as such are also included within the scope.

Playing pitch sports (i.e. football, cricket, rugby union and hockey) were assessed using the guidance set out in Sport England's PPS Guidance: An approach to developing and delivering a PPS.

For the remaining sports/facilities, the supply and demand principles of Sport England methodology: Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG) were followed to ensure the process is compliant with the NPPF.

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1.3: Study area

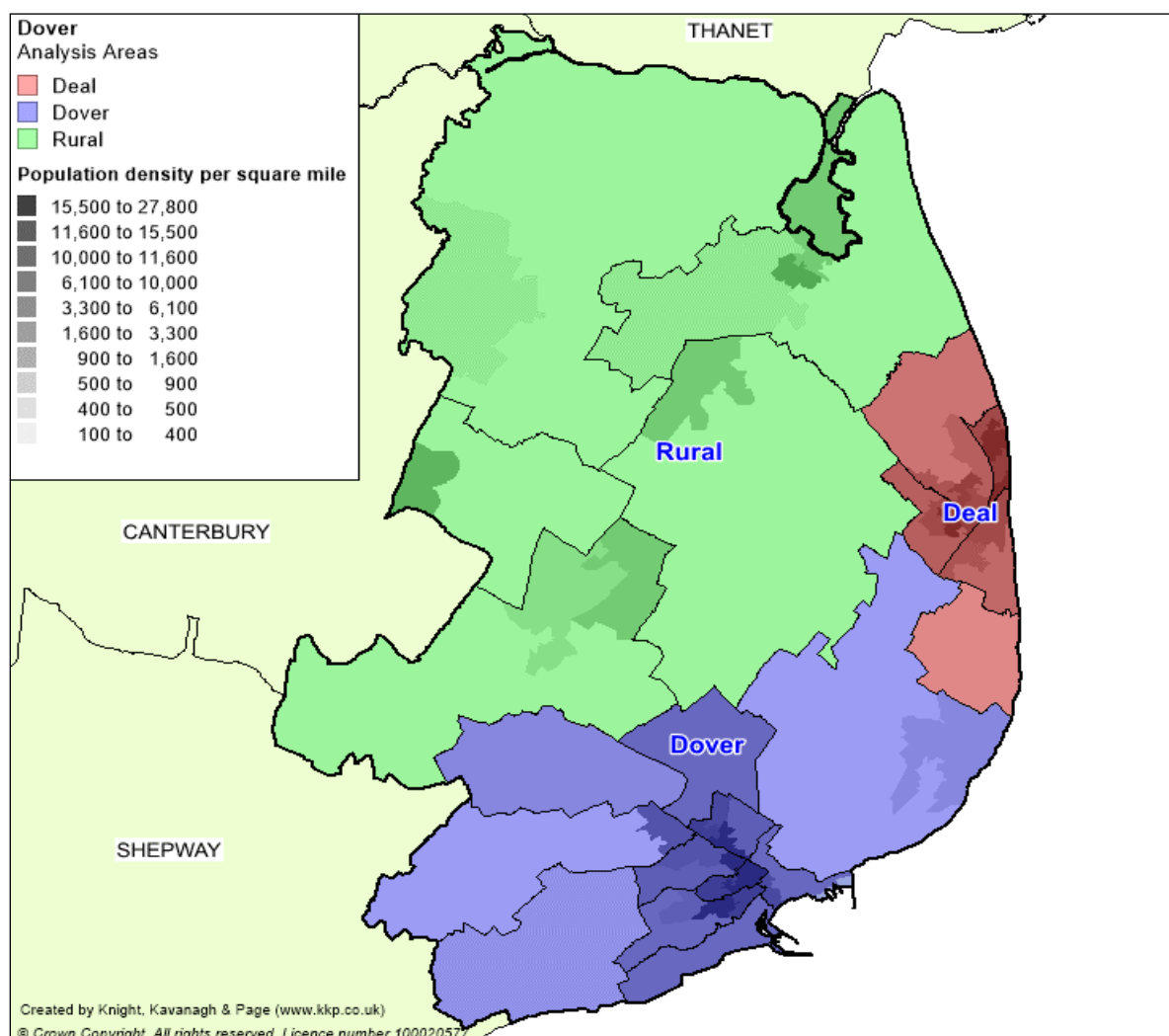
Dover is a town and major ferry port in the home county of Kent, in South East England. It faces France across the Strait of Dover, the narrowest part of the English Channel, and lies south-east of Canterbury and east of Maidstone. The town is the administrative centre of the Dover District and home of the Dover Calais ferry through the Port of Dover. The surrounding chalk cliffs are known as the White Cliffs of Dover.

The local authority boundary of Dover will provide the geographic scope of the PPS. Further to this, sub areas, or analysis areas, have been created to allow a more localised assessment of provision and examination of surpluses and deficiencies at a local level. Use of analysis areas also allows local circumstances and issues to be taken into account. Dover is divided into three analysis areas:

- ◀ Dover
- ◀ Deal
- ◀ Rural

Please note whilst the assessment may identify shortages in one sub-area, capacity may exist in the other sub-areas to meet this need and will be explored further within the Strategy.

Figure 1.1: Analysis area map



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Table 1.1: Summary of analysis areas by ward¹

Analysis area	Ward
Deal	Middle Deal
	Mill Hill
	North Deal
	Walmer
Dover	Alkham & Capel-le-Ferne
	Buckland
	Castle
	Dover Downs & River
	Guston and St. Margaret's-at-Cliffe
	Maxton & Elms Vale
	St. Radigunds
	Tower Hamlets Town & Castle
	Tower Hamlets
	Whitfield
	Rural
Eastry Rural	
Little Stour and Ashstone	
Sandwich	

1.4: Context

The primary purpose of the Playing Pitch Strategy is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet local and community needs of existing and future residents and visitors to the Dover District Area.

Although a Dover Pitch Strategy was adopted relatively recently (February 2015), the underlying data set was collected during 2011-2012. The Council is aware of changes in participation that have occurred since the strategy was adopted, for example the number of Sunday league football teams has fallen and Council has noted a significant reduction in the number of bookings for full sized football pitches.

Residents of and visitors to the Dover District have access to a wide range of open spaces for amenity use from the historic park at Kearsney Abbey to informal kick-about areas. Many of these are owned and managed by the District Council, but others are provided by organisations including town and parish councils. Dover District Council has adopted a suite of open space and leisure strategies to guide the delivery of capital projects and also provide the evidence required to support relevant standards and policies in the Council's Core Strategy (adopted in February 2010) and Land Allocations Local Plan (adopted January 2015).

The Core Strategy makes provision for the delivery of up to 14,000 new homes, with a minimum requirement of 10,100 to be delivered by 2026. It also identifies land for approximately 200,000sqm employment uses and 54,000sqm retail uses. The Council recently completed a Strategic Housing Market Assessment (SHMA), which identified an objectively assessed need for housing of 529 dwellings per year over the period 2014 – 2037. While an Economic Development Needs Assessment found that very limited employment land would be required to accommodate B class growth in Dover District over the same period.

¹ Based on ward boundaries for 2019 elections.

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In response to these findings Dover District Council's Cabinet agreed to a Local Plan Review on 1st March 2017. The first stage was an evaluation of the existing evidence base, and the Council is now updating three strategies: its Playing Pitch and Outdoor Sport Facilities Strategy, Children's Equipped Play Areas Strategy and Parks and Amenity Open Space Strategy. All three of these strategies are also considered within an overarching Green Infrastructure Strategy.

The strategies will also link to commitments in Dover District Council's Corporate Plan, such as the commitment to promote healthy lifestyles and behaviours, including increasing participation in sport and leisure.

One of the core planning principles of the National Planning Policy Framework (NPPF) is to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs. Paragraph 96 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities. Paragraphs 96 and 97 of the NPPF 2018 edition discuss assessments and the protection of "existing open space, sports and recreational buildings and land, including playing fields". The Playing Pitch Strategy will provide the evidence required to help protect playing fields to ensure sufficient land is available to meet existing and projected future pitch requirements.

This PPS will act as a further evidence base to the existing suite of reports and will update the existing evidence to take account of changes in provision, planned development and the local needs of the community and changes to planning policy context.

1.5: Glossary of terms

Exported 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.

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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**.

Match equivalent sessions is an appropriate comparable unit for pitch usage. For football, 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.

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

Key centres although these sites are more community focused, some are still likely to service a wider analysis area. There may be more of a focus on a specific sport.

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

Local sites refer to those sites offering minimal provision or that are of minimal value to the wider community. Primarily they are sites with one facility or a low number of facilities that service just one or two sports. The level of priority attached to them for external investment may be relatively low.

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1.6: Structure

This strategy has been developed from research and analysis of outdoor sports provision and usage to provide:

- ◀ A vision for the future improvement and prioritisation of outdoor sport facilities.
- ◀ Evidence to help protect and enhance outdoor sport provision.
- ◀ The need to inform the development and implementation of planning policy.
- ◀ The need to inform the assessment of planning applications.
- ◀ The need to provide evidence to help secure internal and external funding.
- ◀ A series of sport-by-sport recommendations that provide a strategic framework for improvements to provision.
- ◀ 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 prioritised area-by-area action plan to address key issues.

The Strategy and Action Plan recommends numerous priority projects for Dover District that should be implemented over the course of its lifespan. It is outlined to provide a framework for improvement, with potential partners and possible sources of external funding identified in light of limited council resources.

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

1.7: Headline findings

The table below highlights the quantitative headline findings identified for all main sports included in the preceding Assessment Report. For qualitative findings and site-specific findings, please see Part 4: Sport Specific Recommendations and Scenarios, and Part 6: Action Plan.

Table 1.2: Quantitative summary of capacity

Sport	Analysis area	Current demand (2019)		Future demand (2037)
		Pitch type	Current capacity total in MES ²	Future capacity total in MES
Football (grass pitches)	Deal	Adult	Spare capacity of 4.5	Spare capacity of 3
		Youth 11v11	Spare capacity of 1	Spare capacity of 1
		Youth 9v9	Shortfall of 0.5	Shortfall of 0.5
		Mini 7v7	Spare capacity of 2	Spare capacity of 2
		Mini 5v5	Spare capacity of 1	Shortfall of 1
	Dover	Adult	Spare capacity of 2	Spare capacity of 2
		Youth 11v11	Spare capacity of 1.5	Spare capacity of 1.5
		Youth 9v9	Spare capacity of 3.5	Spare capacity of 3.5
		Mini 7v7	Spare capacity of 3.5	Spare capacity of 3.5
		Mini 5v5	Spare capacity of 1.5	Shortfall of 1
	Rural	Adult	Spare capacity of 2.5	Spare capacity of 2
		Youth 11v11	At capacity	Shortfall of 0.5
		Youth 9v9	Spare capacity of 1.5	At capacity
		Mini 7v7	Spare capacity of 0.5	Spare capacity of 0.5

² MES – match equivalent sessions per week (per season for cricket)

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Sport	Analysis area	Current demand (2019)		Future demand (2037)
		Pitch type	Current capacity total in MES ²	Future capacity total in MES
		Mini 5v5	Spare capacity of 0.5	Shortfall of 1
Football (3G pitches) ³	Deal	Full size, floodlit	At capacity	At capacity
	Dover	Full size, floodlit	Shortfall of 1	Shortfall of 1
	Rural	Full size, floodlit	Shortfall of 1	Shortfall of 1
Cricket	Deal	Senior	Spare capacity of 33	Spare capacity of 20
	Dover	Senior	Spare capacity of 10	Spare capacity of 3
	Rural	Senior	Spare capacity of 72	Spare capacity of 53
Rugby union	Deal	Senior	Shortfall of 3.75	Shortfall of 4.25
	Dover	Senior	Spare capacity of 0.5	At capacity
	Rural	Senior	Shortfall of 0.25	Shortfall of 0.5
Hockey (sand AGPs)	Dover District	Full size, floodlit	Adequate provision for community hockey	Potential shortfall for school hockey
Tennis	Dover District	Courts	Shortfall of floodlighting	Shortfall of floodlighting
Bowls	Dover District	Greens	Adequate provision	Adequate provision
Athletics	Dover District	Tracks	Adequate provision	Adequate provision
Netball	Dover District	Courts	Adequate provision	Adequate provision
Golf	Dover District	Courses	Adequate provision	Adequate provision

Conclusions

The existing position for all pitch sports is either; demand is currently being met, or there is a small shortfall. There are current shortfalls on grass pitches for football (minimal and only on mini and youth pitches) and rugby union.

For football, the only current shortfall is expressed in Deal for 0.5 match equivalent sessions on youth 9v9 pitches (the equivalent of needing to accommodate one team). More shortfalls do appear in the future; however, they are also minimal but do appear in all three analysis areas on either youth or mini pitches. There is spare capacity on adult pitches throughout the District. The conclusion for grass football pitches is that no new provision is needed and that improvements to pitch quality and reconfiguration of pitches will meet shortfalls identified subject to appropriate funding being sourced.

For rugby union, both current and future shortfalls can be attributed to specific club sites; and predominately reflects overplay at Deal & Betteshanger RFC due to training on its match pitches. Ash Recreation Ground (Ash RFC) in Rural Analysis is also overplayed which results in a small shortfall in the Area. Further to this, there is a need to address pitch/ancillary facility quality and security of tenure across most rugby club sites in the District.

³ Based on accommodating 38 football teams on one full size pitch for training

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For cricket, there are no identified shortfalls of provision in the District. However, there are a number of overplayed pitches which are of poor quality; and in the majority of instances, the spare capacity expressed in the Area is unfeasible to transfer play to. Therefore, the conclusion for cricket pitches is that no new provision is needed, however, improvements to pitch quality and increasing security of tenure is a priority.

As there are identified shortfalls on grass pitches, there is a need to protect all existing playing pitch provision until demand is met.

For all remaining sports, the current stock of facilities is meeting demand in terms of quantity and is expected to do so in the future, although there is a requirement to make increase quality at specific sites across each sport.

Notwithstanding the above, there are shortfalls identified for 3G pitches to predominately service football training, which cannot be alleviated unless new provision is created. Given this, there is a need to explore the feasibility of future provision at strategic sites in Dover and the Rural analysis areas.

Dover Playing Pitch and Outdoor Sports Facility Strategy February 2015

Please note that some of the conclusions from the previous PPS are substantially different from the new strategy. In the main, these changes have occurred since the underlying data set was collected during 2011-2012 and are a result of changes in participation for some sports as explored below.

In the previous assessment several shortfalls including a shortfall of four adult football pitches in the Dover area was identified. However, the new assessment identifies there to be current and future spare capacity of two adult match equivalent sessions. This reflects the general national decline in adult football which has locally seen the number of Sunday league football teams reduced. Further to this, the Council also notes a significant reduction in the number of bookings for full sized football pitches.

In contrast for football, there has been an increase in the demand for 3G pitch provision as the preferred surface for football training and an increase in demand to use 3G pitches to accommodate youth and mini matches.

For rugby, the biggest difference relates to the shortfalls which have now been created in Deal (previously pitches were at capacity) and this can be attributed to a deterioration in the quality of pitches at Deal & Betteshanger RFC and the continual high use due to training on its match pitches.

For cricket, shortfalls that were previously identified have now been reduced and, in some areas, there is peak time spare capacity expressed. This is predominately due to the significant reduction in adult participation locally (but also nationally). In the previous PPS, there were 18 active cricket clubs in the District, generating 50 senior teams, in comparison to 2018 season where 13 clubs competed, generating 36 senior teams.

For the other sports the supply and demand picture has generally remained the same since the previous PPS.

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PART 2: VISION

2.1: Vision

Below is Dover District's vision for its outdoor sports provision. It sets out the vision and objectives for the period 2019 - 2037.

This Strategy will provide the essential evidence base for informing decisions on planning and investment in the pursuit to provide appropriate outdoor sports provision for Dover District."

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

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

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PART 3: AIMS

The following overarching aims are based on the three Sport England themes. It is recommended that they are adopted by the Council and partners to enable delivery of the overall PPS vision and Sport England planning objectives.

AIM 1

To **protect** the existing supply of outdoor sports facilities where it is needed to meet current and future needs.

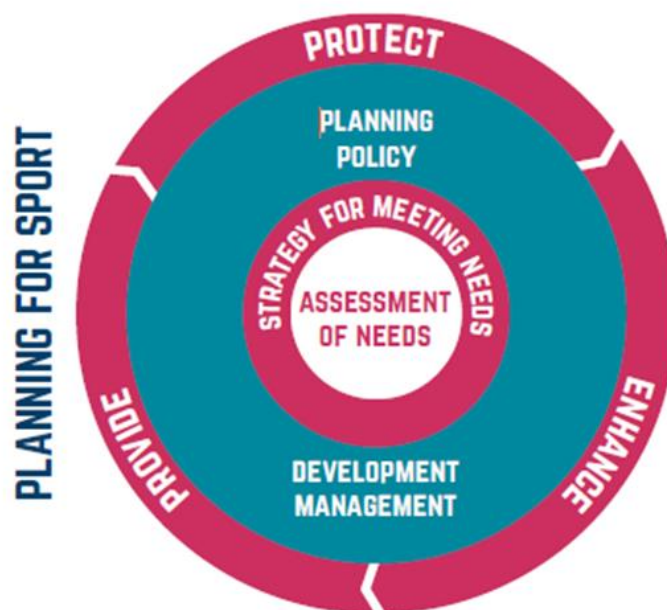
AIM 2

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

AIM 3

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

Figure 3.1: Sport England themes



Source: Sport England, Planning for Sport Guidance (June 2019)

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 each playing pitch sport; resulting in sport specific recommendations.

Football – grass pitches

Summary

There is spare capacity to accommodate all teams both now and in the future with the exception of mini 5v5 pitches for which there is an overall shortfall. Further to this, there are both current and future localised shortfalls in specific analysis areas.

- ◀ The audit identifies a total of 98 grass football pitches within Dover across 39 sites. Of these, 85 are available, at some level, for community use (albeit not necessarily being used). The remaining 13 pitches unavailable for community use are located at education sites, where pitch availability is often driven by school policy.
- ◀ Most pitches in Dover District are adult size and double up as youth 11v11 pitches.
- ◀ Of the pitches available for community use, nine pitches are assessed as good quality, 63 as standard quality and 13 are deemed to be poor quality.
- ◀ Changing facilities are generally viewed as being adequate by clubs with 13% rating provision as good and a further 58% rating provision as standard. However, 29% of clubs deem changing accommodation to be poor and/or non-existent at current home venues.
- ◀ Tenure of sites in Dover District is generally secure. Most sites are operated by community associations and parish councils, whilst local authority sites such as Danes Recreation Ground are also reserved for community use.
- ◀ Despite Deal Town Rangers FC having a lease agreement to access provision at Goodwin Academy, the length of this agreement (two years) means that the site is not considered secure.
- ◀ A total of 161 teams were identified as playing or training within Dover District during the 2018/19 season, none of which, are senior women's teams.
- ◀ Most responding clubs (55%) report that there has been an increase in mini and youth participation in the last three years; with no clubs reporting a reduction.
- ◀ Future population growth forecasts the creation of one youth 11v11 boys' teams, specifically in the Rural Analysis Area. Further to this, clubs also predict growth of 19 teams.
- ◀ There is a total of 28 match sessions of actual spare capacity (peak time capacity) across Dover District. The highest proportion of this (11 match equivalent sessions per week) is on adult pitches.
- ◀ Overplay totals three match equivalent sessions per week; two match equivalent sessions of which is on adult pitches. There is no overplay on youth 11v11 or mini 5v5 pitches in the District.
- ◀ Most overplayed pitches (four pitches) are assessed as standard quality; with the remaining three considered poor.

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Scenarios

Improving pitches at overplayed sites

Improving the quality of pitches is a simple way of increasing capacity at a site; as such, priority should be to improve the quality of pitches at secure sites that are currently overplayed. At present, three sites in Dover District currently have overplayed pitches, Gun Park, Danes Recreation Ground and Baypoint Leisure; all of which are considered secure. If all overplayed pitches were improved by one qualitative increment (poor to standard or standard to good) this would be sufficient to eliminate overplay.

Table 4.1: Improving quality at overplayed sites

ID	Site name	Pitch type	Quality rating	No. of pitches	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality rating	Capacity effect (MES per week)
11	Baypoint Leisure	Mini 7v7	Standard	1	4.5	4	0.5	Good	1.5
21	Danes Recreation Ground	Adult	Poor	3	4	3	1	Standard	2
45	Gun Park	Adult	Standard	1	3	2	1	Good	-

Improving the quality of the pitches on the aforementioned sites by one increment would create six match equivalent sessions of additional capacity, whilst also removing overplay from each of the sites. This would also result in there being potential spare capacity at two of the site (Baypoint Leisure and Danes Recreation Ground) whilst Gun Park would be at capacity.

Pitch reconfigurations

Given current demand for most pitches is being met in the District by current supply, on some sites there may be an opportunity to reconfigure pitches to address the shortfalls of other pitch types, notably mini 5v5.

Nationally, there is a trend of mini football being accommodated on 3G pitches; with full size 3G pitches able to accommodate multiple matches simultaneously whilst also being impacted less by local weather. Should this trend continue then the demand for mini grass pitch provision may decline providing alternative scope for pitch reconfiguration across Dover District to address residual shortfalls. This is subject to there being sufficient 3G provision in the District to support mini match demand.

Securing access to education sites

Education sites generally accommodate large areas of playing field and playing pitches. However, as tenure on these sites is generally considered to be unsecure, potential capacity is not captured, or it is discounted. Securing access to these sites can provide an opportunity to help address remaining shortfalls across the District.

There are a number of education sites in Dover District that contain football pitches which are considered to have the potential to help address remaining shortfalls by securing access through community use agreements. During consultation, the following schools were identified as having the potential to secure use of their playing pitches.

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Table 4.2: Potential schools for securing community use

Site ID	Site name	Analysis area	Pitch type	Number of pitches
28	Dover Christ Church Academy	Dover	Mini 5v5	2
			Mini 7v7	2
			Youth 9v9	1
			Youth 11v11	1
30	Dover Grammar School for Boys	Dover	Adult	2
			Youth 11v11	1
34	Duke of York's Royal Military School, Dover	Dover	Adult	2
			Mini 7v7	1
47	Goodwin Academy	Deal	Adult	1
			Mini 5v5	2
			Mini 7v7	2
			Youth 9v9	2

Please note that some schools have been excluded from the above list for varying reasons. For example, during consultation with Sir Roger Manwood's School, developing community use was not considered a priority. However, should the School achieve its ambition of establishing a new full size, hockey suitable AGP on site, along with improved changing provision, then it recognises the need to make part of the site available for community use. Similarly, Sandwich Technology School is also not included in the table above as it reports that its grass pitch provision is currently not available for community use; despite the 3G pitch on site being available and managed via Sandwich Leisure Centre.

Recommendations

- ◀ Ensure that a sufficient level of grass pitch provision is retained to meet current and future demand.
- ◀ Explore options to improve the quality of pitches at overplayed sites to address current shortfalls.
- ◀ Where pitches are rated as standard or poor quality, review maintenance regimes in order to help prevent shortfalls or decreasing quality.
- ◀ Carry out pitch reconfigurations to address remaining shortfalls, particularly at sites with unused pitches.
- ◀ Work with education providers to secure access to football pitches through establishing community use agreements.
- ◀ Explore options to improve changing provision at Key and Hub sites, ensuring that appropriate provision is provided.
- ◀ Ensure clubs in the football pyramid can progress by being compliant to FA ground grading regulations.

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

3G pitches

Summary

Supply and demand analysis highlight that Dover District has insufficient supply of 3G pitches to meet current and future demand for football training, based on the FA training model.

This shortfall equates to two full size 3G pitches.

- ◀ There are two full size 3G pitches in Dover District, both of which, have floodlighting and are available for community use (to some extent). There are a further four small size 3G pitches, all of which, are available for community use.
- ◀ The spread of full size 3G pitch provision in Dover District is not evenly distributed across analysis areas, with the Dover Analysis Area not having a full size 3G pitch; and the other two analysis area (Deal and Rural) having one each.
- ◀ Two small size 3G pitches (5v5 size) have been established at the new Dover District Leisure Centre.
- ◀ Goodwin Academy 3G pitch is beyond the recommended ten-year lifespan, which may contribute to the pitch being considered poor quality.
- ◀ Although the 3G pitch at Sandwich Leisure Centre is in its final year of recommended lifespan it is assessed as standard quality.
- ◀ Three of the four small size 3G pitches are within recommended ten year lifespans. The surface at Baypoint Leisure is beyond the recommended ten years but is of standard quality.
- ◀ Both full size 3G pitches are available for lettings throughout the peak period; and despite both pitches being located on education sites, when community use can be limited on weekdays, both are well used by community clubs.
- ◀ Deal Town Rangers FC has a two year lease agreement to access the Goodwin Academy for both training and match demand.
- ◀ There are 11 teams which play competitive club football on 3G pitches in Dover District, representing just 7% of teams playing matches. Both full size 3G pitches used for match play are FA/FIFA certified; with the small size 3G pitches at Woodnesborough Football Club and Baypoint Leisure also used for match play; both by mini 5v5 teams.
- ◀ Present use of 3G pitches for rugby union mainly extends to Snowdown Colliery RFC training on the small size, long pile, 3G pitch at Aylesham Welfare Leisure Centre. The pitch was previously WR compliant.
- ◀ It is considered that there are 166 football teams which require access to train once per week on floodlit 3G surface in Dover District. When applied on an analysis area level, this equates to the need for four full size 3G pitches to service this level of training demand. On this basis, there is a shortfall of two full size 3G pitches to meet training demand for football.
- ◀ There is an insufficient supply of full size 3G pitches to meet current and anticipated future demand based on the FA training model for football in Dover District. However, capacity at sites throughout the District could be better used to accommodate increased levels of demand than at present through improve scheduling and division of pitches.

Scenarios

Moving all mini teams to play on 3G pitches

Currently there are 51 mini (5v5 and 7v7) teams playing competitive football or training in Dover District, regardless of site management type.

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

Based on the FA model for competitive football, three full sized FA/FIFA certified 3G pitches (rounded up from 2.19) would be required to accommodate all mini soccer teams. This is on the basis that both playing formats can be accommodated on one day using staggered kick off times. On this basis, there is not enough existing provision across the District to cater for this current level of demand; with a requirement to establish a third full size 3G pitch available for community use. Any new pitch would ideally be based in the Dover Analysis Area as both the Rural and Deal areas each have full size 3G provision.

New pitches

Should new 3G pitches be created, 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.

Access to this capacity should be sought for hockey use to accommodate and facilitate participation growth including access for Dover District based hockey clubs.

Conversion of sand based AGPs to 3G should not take place unless consultation with England Hockey identifies the AGP is not required to meet existing or future predicted hockey demand.

Recommendations

- ◀ Provide additional 3G pitches in Dover District aligned to identified shortfalls in football training in the Dover and Rural analysis areas.
- ◀ Retain all certified 3G pitches on the respective sporting registers and ensure certification of each is renewed through performance standard testing so to maintain the level of 3G capacity available to accommodate demand from different sports.
- ◀ Seek to maximise use of all existing 3G pitches at weekends to accommodate match play in order to accommodate all mini demand and additionally to reduce grass pitch shortfalls.
- ◀ Should any new 3G pitches be built, ensure they are constructed to required specifications and to meet FA and RFU recommendations rather than minimum dimensions where land footprint allows, so to maximise opportunities for use for all formats of competitive play.
- ◀ Further to this, seek to secure access through usage agreements where possible as a condition of partnership investment or planning conditions.
- ◀ Re-test and certify the small size, long pile 3G pitch at Aylesham Welfare Leisure Centre to ensure the pitch is World Rugby compliant, allowing rugby training demand to be accommodated on the provision.
- ◀ Encourage providers to have a mechanism in place which ensures the long term sustainability of provision, such as an adequate sinking fund for repairs or resurfacing formed over time.
- ◀ The challenges surround the 3G pitches at Aylesham Leisure Centre should be addressed, with a lack of sustainable sinking fund in place and no understanding of the lifespan of either pitch given that neither is on the FA register.
- ◀ Through the creation of new full sized 3G pitches, consider options to deliver a wide variety of sporting opportunities, including new formats of competitive football such as central venue midweek flexi and vets leagues, as well as walking football and female development centres; some of which are currently taking place on the small size 3G pitches at Dover District Leisure Centre.
- ◀ Ensure new 3G pitches are certified for competitive use by sports including football and rugby union as part of a shared scheme to allow activity for both of these sports to be accommodated on the pitch. It should be noted that the new operator of the site commented that no rugby union activity currently takes place on the 3G pitch at Aylesham Leisure Centre.

Cricket

Summary

The existing supply of outdoor cricket facilities is sufficient to cater for levels of both current and anticipated future demand for weekend and midweek cricket. However, all of the overplayed sites are of poor quality; therefore, improvements to maintenance and security of the sites should be undertaken as a priority to reduce the levels of overplay.

- ◀ There are 19 senior grass cricket pitches in Dover District, 17 of which, are available for community use. The two squares that are unavailable for community use are both located at Sir Roger Manwoods School.
- ◀ There was formerly a cricket square maintained at Tilmanstone Colliery Welfare Ground (Rural Analysis Area).
- ◀ In addition, there are five non-turf pitches (NTPs) in Dover District; four, of which, are available for community use. The one NTP not available for community use is located on an education site, Sandwich Technology School.
- ◀ Most grass squares available for community use are standard quality (ten squares or 59%); four squares (23%) are good quality; and three squares (18%) are poor quality. Poor quality squares are located at Eastry Cricket Club, Wingham Recreation Ground and Betteshanger Social and Welfare Sports Club.
- ◀ Deal Victoria & Barns Close CC and East Langdon CC note that outfielders are undersized, however, both also acknowledge that increasing the size is limited by site constraints.
- ◀ No clubs in Dover District report that clubhouse facilities are poor quality, with three noting that their clubhouse is of acceptable quality and the remaining consider their clubhouse to be of good quality. Vandalism can be an issue at some sites.
- ◀ No clubs report to have any issues regarding security of tenure at sites. Ideally, Eastry CC would have a long term lease agreement for its home venue but this has not been highlighted as an issue in the short term.
- ◀ Cosmopolitan CC⁴, which is currently displaced out of the District, rents its current home venue (Hawkinge Cricket Club) on an annual basis and is not considered to have security of tenure.
- ◀ There is a lack of indoor cricket nets within Dover District and as such clubs have to travel off site and outside of the District to access practice facilities in the winter.
- ◀ There are 13 community cricket clubs currently based in Dover District.; ten of which, have at least two adult teams, with five also having junior teams. Demand for cricket is high with clubs generating a total of 53 teams. There is a total of 36 senior and 17 junior teams; none of which are women's or girls' teams.
- ◀ Although future population growth is unlikely to create more cricket teams, four clubs report aspirations to increase the number of teams. Deal Victoria & Barns Close CC, Sheperdswell CC and St Margaret's on Cliffe CC.
- ◀ Half of senior teams in the District play matches on Saturdays (18 teams), with 39% of teams playing on Sundays (14 teams). There is some midweek senior match play with 11% of senior teams (four teams) competing at this time. For junior cricket, peak time demand is considered to be midweek (82%).
- ◀ There are 11 sites that show potential spare capacity, totalling 334 match equivalent sessions per season. However, only six pitches have spare capacity at peak time, equating to 161 match equivalent sessions of actual spare capacity.
- ◀ Most of the overplay is located in the Rural Analysis Area, totalling 34 match equivalent sessions per season (74%). The remaining 12 match equivalent sessions per season are located in the Deal Analysis Area, with Dover Analysis Area not having any overplay.

⁴ Please note that St Margaret's on Cliffe CC has merged with Cosmopolitan CC for the 2019 season.

Scenarios

Improving quality

Improving the quality of all natural grass squares by one increment (poor to standard or standard to good) where possible, increases potential spare capacity in the District by 207 match equivalent sessions per season; with all overplay being eliminated, all three of which, subsequently have potential capacity for additional demand. All of these sites are accessed for regular match demand by clubs.

Increasing the capacity across the District by improving the quality would provide sufficient capacity across the District to accommodate all future demand, as reported in the Assessment Report.

It should be noted that none of the increased capacity includes squares located at education sites which are considered unsecure; and not all new capacity created is necessarily available during the peak period for match demand.

Security of tenure

Despite none of the clubs reporting issues regarding security of tenure, there are some that have lower levels of security at their respective home venues. Eastry CC currently has a licence at its home venue (Eastry Cricket Club); which does provide some security but inhibits the Club from successfully accessing funding for site improvements (minimum 25 year lease required in most instances to obtain NGB or Sport England funding).

Gazen Salts Recreation Ground is rented by Sandwich Town CC on an annual basis from DDC as the Club's secondary venue. Although the continued use of the site is not a concern, it is a critical cricket site and as such, if longer term security of the site could be achieved, it would potentially allow clubs to apply for funding to make improvements.

Where possible, long term lease agreements (minimum 25 years) should be obtained for those clubs that are currently renting or on licence at respective home venues, enabling clubs to access funding for site improvements.

All Stars Cricket

In partnership with the ECB and Chance to Shine, All Stars Cricket delivers cricket programmes aimed at introducing cricket to children aged from five to eight. It is predicted that this will subsequently lead to increased participation in junior cricket at clubs. Given the target age demographic of All Stars participants, it should be considered that much future demand will be generated in more than five years, when participants will then be aged between ten and 13 years old.

With both this and the level of aspiration that Dover District based clubs have for future junior demand, it could be predicted that the impact of All Stars Cricket will not significantly impact on pitch capacity, at least in the short-term as play will take place on the outfield at off peak times. However, the current supply is considered to be insufficient in terms of quality to accommodate such future demand and as such there is a need to improve pitch quality across the District as previously identified.

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

Recommendations

- ◀ Existing quantity of cricket pitches to be protected (unless adequately re-provided elsewhere in accordance with Sport England's Playing Fields Policy Exception E4).
- ◀ Maintain and improve pitch quality through rigorous and regular maintenance, remedial and preparatory work, ensuring that clubs have sufficient access to the required equipment in order to do so.
- ◀ Strong emphasis should be placed on improving pitches from poor to standard quality as this will have a greater impact.
- ◀ Seek to secure tenure for clubs identified as having short term tenure arrangements.
- ◀ Work with clubs and leagues towards permitting use of NTPs to make greater use of NTPs to help alleviate overplay at club sites. All NTPs in the District are of at least standard quality; with good quality NTPs located at Sandwich Town Cricket Club and Hull Park Sports Club.
- ◀ Continue to deliver the All Stars Cricket and seek to increase junior participation.
- ◀ Work to increase women and girls' participation in line with the emerging Inspiring Generations ECB Strategy and protect existing provision so that women and girls have a suitable place to practise and play.
- ◀ Monitor future growth and ensure outfielders are improved to help increase capacity to accommodate future growth from All Stars Cricket.
- ◀ Improve security at sites to reduce occurrences of vandalism to ancillary facilities.

Rugby union

Summary

There is a shortfall of four match equivalent sessions per week, mainly located in the Deal Analysis Area and reflects overplay at Deal & Betteshanger RFC as a result of training on the match pitches.

- ◀ There are 18 rugby union pitches provided across eight sites, all of which, are senior size. Three pitches are unavailable for community, all located at education sites (Sandwich Technology School and Sir Roger Manwoods School). Rugby union pitches at these sites are unavailable in order to preserve quality for school use.
- ◀ In addition to the grass rugby union pitches, one of the small size 3G pitches at Aylesham Welfare Leisure Centre was previously World Rugby (WR) compliant; however, it is believed that this certification has since lapsed with the pitch requiring re-testing.
- ◀ Although all rugby union clubs in Dover District have secure access to pitches, none of the current use agreements are long term enough for clubs to be able to apply for most Sport England or NGB funding to improve pitches/facilities. The RFU has a minimum requirement of 21 years needed for security of tenure; although this can be lower for some grants.
- ◀ Of the community available pitches in the District, two are assessed as good quality, nine are standard quality and four are poor quality.
- ◀ The good quality pitches are both located at Dover Rugby Club. Three of the poor quality pitches are accessed by clubs in the District at Ash Recreation Ground and Deal & Betteshanger Rugby Club. The fourth poor quality pitch is at Kearsney Campsite and was previously used by Dover RFC; however, the Club ceased using the pitch due to cost and quality issues.
- ◀ Ancillary facilities are generally good/standard quality except for Dover RFC which is poor quality with changing rooms in need of refurbishment.

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

- ◀ Four rugby union clubs play within the District, consisting of eight senior teams, none of which are women's teams; eight junior boys' teams; three junior girls' teams; and 17 mini squads.
- ◀ Deal & Betteshanger RFC and Dover RFC hope to increase the number of junior teams they have and a shared women's team. No further growth is predicted from population increases.
- ◀ There is a total of 2.5 match equivalent sessions of actual spare capacity during the peak period. Aylesham Welfare Leisure Centre has 1.5 match equivalent sessions of actual spare capacity; with Kearsney Camp Site having one match equivalent session.
- ◀ Six pitches in Dover District are overplayed. Three of these are floodlit and accommodate some midweek training demand. Overplay totals 6.5 match equivalent sessions per week.

Scenarios

Improving pitch quality

As shown in the table overleaf, improving maintenance from poor (M0) to standard (M1) or standard (M1) to good (M2) at sites where pitches are considered secure would create additional capacity of four match equivalent sessions (MES) per week. The non-floodlit pitch at Ash Recreation Ground is not included in this; as its long term presence cannot be guaranteed due to it being privately owned.

This would create an additional 2.75 match equivalent sessions per week potential spare capacity for use, as well as removing overplay from one pitch (Deal & Betteshanger RFC); and reducing accumulative overplay across the District from 6.5 match equivalent sessions per week to 4.75 match equivalent sessions.

Of note, three of the pitches that would retain overplay with pitch improvements are all floodlit and therefore, are subject to midweek training demand.

The maintenance at Dover Rugby Football Club cannot be improved further with a current maintenance rating of M2 the maximum possible for a community club.

DOVER DISTRICT PLAYING PITCH STRATEGY

Table 4.3: Impact of improving maintenance

Site ID	Site name	Analysis area	Available for community use?	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit?	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality	Capacity effect (MES per week)
4	Ash Recreation Ground	Rural	Yes	Secure	Senior	M0/D1	1	Yes	3	1.5	1.5	M1/D1	1
9	Aylesham Welfare Leisure Centre	Rural	Yes	Secure	Senior	M1/D1	1	No	0.5	2	-1.5	M2/D1	-2.5
						M1/D1	1	No	0.5	2	-1.5	M2/D1	-2.5
22	Deal & Betteshanger RFC	Deal	Yes	Secure	Senior	M1/D1	1	No	2.25	2	0.25	M2/D1	-0.75
						M1/D0	1	Yes (partly)	5	1.5	3.5	M2/D0	3
31	Dover Rugby Football Club	Dover	Yes	Secure	Senior	M2/D1	1	Yes	3.25	3	0.25	M2/D1	0.25
						M2/D1	1	No	3.25	3	0.25	M2/D1	0.25

Alternatively, improving both maintenance and drainage by one increment would increase capacity by 6.75 match equivalent sessions per week. This would eliminate overplay on three pitches (one at Deal & Betteshanger RFC; and both at Dover Rugby Football Club); whilst concurrently decreasing overplay and increasing potential spare capacity. Two pitches remain overplayed, both of which are floodlit to some extent; and are subject to midweek training demand.

Increasing the quality of the overplayed pitches to the maximum possible quality rating (M2/D3) would eliminate overplay at Ash Recreation Ground; but would not create enough capacity on one of the pitches at Deal & Betteshanger RFC to completely remove shortfalls. Therefore, providing a dedicated, floodlit training area for the Club to utilise midweek would be the most suitable action either on site; or at an alternative venue.

DOVER DISTRICT PLAYING PITCH STRATEGY

Table 4.4: Improving maintenance and drainage

Site ID	Site name	Analysis area	Available for community use?	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit?	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality	Capacity effect (MES per week)
4	Ash Recreation Ground	Rural	Yes	Secure	Senior	M0/D1	1	Yes	3	1.5	1.5	M1/D2	0.5
9	Aylesham Welfare Leisure Centre	Rural	Yes	Secure	Senior	M1/D1	1	No	0.5	2	-1.5	M2/D2	-2.75
						M1/D1	1	No	0.5	2	-1.5	M2/D2	-2.75
22	Deal & Betteshanger RFC	Deal	Yes	Secure	Senior	M1/D1	1	No	2.25	2	0.25	M2/D2	-1
						M1/D0	1	Yes (partly)	5	1.5	3.5	M2/D1	2
31	Dover Rugby Football Club ⁵	Dover	Yes	Secure	Senior	M2/D1	1	Yes	3.25	3	0.25	M2/D2	-
						M2/D1	1	No	3.25	3	0.25	M2/D2	-

⁵ As mentioned previously, the maintenance programme at Dover Rugby Football Club has the maximum rating that can be achieved for a community club and therefore can not be improved.

DOVER DISTRICT PLAYING PITCH STRATEGY

Loss of unsecure sites

Currently, two of the four clubs in Dover District are not considered to have security of tenure at their respective home venues, despite the sites themselves being considered secure. Both Ash RFC and Snowdown Colliery RFC rent or lease pitches annually from land owners; meaning that neither club has long term security of tenure.

If either club lost access to respective home grounds then there would be a requirement to relocate 5.75 match equivalent sessions of demand in the Rural Analysis Area; which could not be supported by other provision in the District.

Priority should therefore be to secure long term lease agreements for both clubs at respective home venues; giving security of tenure and enabling each club to apply for external funding.

Recommendations

- ◀ Existing quantity of rugby union pitches to be protected (unless adequately re-provided elsewhere in accordance with Sport England's Playing Fields Policy Exception E4).
- ◀ Improve pitch maintenance across the District through improved regimes. Explore options for an equipment bank where clubs can share equipment.
- ◀ Where pitch improvements are unable to increase capacity sufficient to address shortfalls then explore options of providing floodlit training areas on site to remove training demand from match pitches.
- ◀ Work to ensure that all clubs have long term lease agreements to provide the clubs with security of tenure on all currently used pitches.
- ◀ As a priority improve ancillary provision at Deal & Betteshanger RFC to increase the number of changing rooms on site to support the Club's burgeoning female participation.
- ◀ Improve ancillary provision at Dover RFC and Ash RFC; ensuring that changing and clubhouse provision is of sufficient quality and number to service all pitches simultaneously.
- ◀ Re-test and certify the long pile, small size 3G pitch at Aylesham Welfare Leisure Centre to allow clubs to utilise the provision for training.

Hockey

Summary

Current provision of full size hockey suitable AGPs is sufficient to meet both current and future levels of demand in Dover District.

- ◀ Duke of York's Military School provides the only full size, hockey suitable AGP within Dover District (which is used by Deal HC for matches). In addition to this there are two small size AGPs at Baypoint Leisure and Sir Roger Manwoods School; however, each has issues in relation to being compatible for community hockey activity.
- ◀ The AGP at Duke of York's Royal Military School is good quality; having been refurbished in 2013, following the establishment of new tennis courts on the site. Supporting ancillary provision on the site is good quality, though it is not accessed by the Club.
- ◀ The small size AGP at Sir Roger Manwoods School is poor quality, unavailable for community use and is not floodlit. However, the school aspires to extend this to full size as it currently exports demand into Canterbury.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ Baypoint Leisure AGP is standard quality and is available for community use and floodlit. However, the pitch is currently marked for three small size, recreational, football pitches with nets dividing each pitch. Due to this hockey is unable to be accommodated on the site.
- ◀ Deal HC accesses a clubhouse at Hull Park Sports Club rather than at Duke of York's Royal Military School where it plays. The facility at Hull Park is shared with Walmer CC, which utilises the site for both match and training demand. Facilities are considered adequate to meet the Club's social demand; however, ideally ancillary provision would be accessed on the same site as its home venue.
- ◀ There is one club within Dover District, Deal Hockey Club which accesses provision both in and out of the District. It consists of one senior ladies', two senior men's and a mixed team.
- ◀ Some demand from Dover District is also being accommodated at Folkestone and Canterbury hockey clubs.
- ◀ EH reports aspiration for Deal HC to establish a junior section and junior teams in forthcoming seasons. It is thought that this will support the sustainability of the Club in the long term, whilst also broadening hockey's reach throughout the District.
- ◀ One full size floodlit hockey AGP is able to accommodate up to four hockey matches at peak time (Saturday). Given that there is only three senior teams currently playing in Dover District, one pitch is adequate to accommodate current demand. Existing supply (and spare capacity expressed) is also deemed sufficient enough to meet potential future demand.

Scenarios

Loss of unsecure sites

The sole full size hockey suitable AGP in Dover District, located at Duke of York's Royal Military School, is considered to have unsecure community use; with Deal HC accessing the provision for some of its demand on a match by match basis. Should the pitch become unavailable for community use; particularly with the School having boarding students living on site, therefore, a constant safeguarding issue; then Deal HC would not have any accessible appropriate provision within Dover District. This would likely result in the complete displacement of hockey demand outside of the District to either Folkestone (Three Hills Sports Club) or Canterbury (Polo Farm Sports Club); the latter of which the Club currently access for some demand when the Duke of York's Royal Military School is unavailable.

Based on a floodlit, full size AGP being able to accommodate four matches per Saturday and Sunday i.e. eight teams, there is a need for one full sized AGPs (based on peak time demand i.e. Saturday). It should be noted that accommodating this demand would rely on adequate programming and leagues allowing match play to commence at the start of the peak period.

Having a lack of security of tenure has the potential to export all hockey demand from the District; which would adversely impact participation in the Sport in the longer term. The priority should be to work with both Deal HC and the Duke of York's Royal Military School to secure a long term community use agreement for the Club for both match and training demand.

Creating new provision

Should new provision be proposed within the District, a feasibility should determine the level of sustainability that can be achieved from community use given that there is only one hockey club in the District and that it does not currently provide junior teams.

DOVER DISTRICT PLAYING PITCH STRATEGY

Deal HC would need to be secured as the main user to ensure that the Club is retained within the District. This would support EH's aspirations for Deal HC to establish junior teams in the future to increasing hockey participation within Dover District and provide a pathway for juniors playing in school to join adult teams.

Recommendations

- ◀ As a priority seek to secure formal community use agreements for Deal HC to ensure continued hockey usage of appropriate provision; and to sustain hockey activity in the District.
- ◀ The ability to develop junior teams at the Club should be a factor in determining the best venue to secure community use i.e. Duke of York School or new provision.
- ◀ Ensure the availability of appropriate ancillary facilities for the Club as part of any community use agreement.
- ◀ The ability to secure increased access to midweek and non-peak time capacity to allow for both growth in training demand and development and delivery of alternative hockey formats, such as short format matches/leagues and new England Hockey initiative, Hockey Heroes (aimed at growing participation for under 10s) should also be a factor.
- ◀ If community use is achieved at Duke of York School, it is likely to reduce the sustainability of new hockey suitable AGPs elsewhere.
- ◀ Work to align junior participation within schools to Deal HC to further aid development of junior teams.
- ◀ Encourage providers to put in place a mechanism for sustainability such as a sinking fund, (formed by periodically setting aside money over time ready for surface repair or replacement when required) in place to maintain AGP pitch quality in the long term.

Tennis

Summary

There is currently insufficient supply of tennis courts in Dover District to meet current and future club demand expressed. Improvements are required to court quality and floodlighting to increase capacity and use.

- ◀ There is a total of 47 tennis courts identified in Dover District located across 15 sites including sports clubs, parks and schools. Of the courts, 39 are categorised as being available for community use across 11 sites representing 83% of the supply. All courts unavailable for community use are located at education sites.
- ◀ There are ten grass surfaced courts which are not considered to contribute to capacity, according to the LTA, due to quality and availability being weather dependent. This means that in reality 29 courts in the District are available for community use year round 78% of supply.
- ◀ Of provision that is available for community use year round, seven courts (24%) are assessed as good quality, 12 (41%) are deemed standard and ten are rated as poor (35%).
- ◀ The courts assessed as poor quality are all located at, Connaught Park, King George V Playing Fields, Markewood Recreation Ground, Victoria Park and Wingham Recreation Ground. Issues identified with these courts include poor grip underfoot, worn line markings, loose gravel and holes or rips in the surface.
- ◀ Most tennis courts available for community use are located at park sites (12 courts or 41%), that is sites that are managed and/or maintained by DDC or local parish councils. Seven courts (24%) are located at club managed sites; with ten courts (35%) located at education sites.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ Four of the six clubs in Dover District are considered to have security of tenure; the exceptions being Ash TC and River Originals TC, both of which rent courts, at Ash Recreation Ground and River Recreation Ground, on an annual basis from respective local parish councils.
- ◀ There are only three floodlit courts in Dover District, located at Sandwich Technology School. The courts are available for community use but no club is based at the site.
- ◀ Both Sandwich LTC and Walmer LTC have access to adequate ancillary provision. Ash TC and St Margaret's TC both access ancillary provision on site that is predominantly used by other sports which can have availability issues during busy periods.
- ◀ For non-club courts, some offer changing facilities but are of a poor quality, whilst other sites either do not provide changing facilities or provide them too far away from courts to be used.
- ◀ Six tennis clubs in Dover District provide participants with the opportunity to take part in competitive tennis; as well as providing coaching to improve the ability of members. River TC and Wingham TC both note that the emphasis at each club is on recreational tennis, with no teams or individuals entered into formal leagues.
- ◀ The presence of indoor tennis provision at Tides Leisure Centre (Deal Indoor Tennis Centre) has seen a reported increase in tennis participation in the Deal Area. It is thought that its presence within the District will support continued demand for access to good courts at local outdoor sites such as Victoria Park, Markewood Recreation Ground and Walmer Lawn Tennis & Croquet Club.

Scenarios

Addressing poor quality

The poor quality of Council managed courts throughout Dover District can be linked to the high amount of latent demand (1,775 people) forecast in the District. Nationally, LTA insight suggests that 18% of players that pick up a racket each year would play more often if key barriers such as poor promotion of opportunities to get on court, unclear booking journeys (especially those that are 'off line') and low quality facilities were addressed. Therefore, there is a clear opportunity to work with the Council to address these barriers amongst council operated sites, whilst also bettering understanding of court usage at these sites.

All District Council managed courts are of poor quality; with each site providing multiple courts. Improving court quality, in conjunction with a Clubspark style booking system should significantly address latent demand in the District.

Increasing capacity

The LTA suggests that a non-floodlit hard court can accommodate 40 members whereas a floodlit hard court can accommodate 60 members. For air domed courts, membership of 100 is considered applicable and permanent indoor courts can accommodate 200 members. It should be noted that the abovementioned figures relate to LTA viability guidelines for clubs and are not the maximum capacity. The figure relates to what most clubs, based on the level of provision, would find sustainable.

Ash Recreation Ground is overplayed by 40 members based on having a recommended capacity of 80 members (two non-floodlit courts) but having a current membership of 120. Floodlighting at both courts would increase capacity to 120 members and would address current overplay at the site.

DOVER DISTRICT PLAYING PITCH STRATEGY

The shortfall at River Recreation Ground can only be improved by establishing a non-grass surfaced tennis court on the site, with all four grass courts on site not considered by the LTA for capacity. If one macadam court was established on site then this would be sufficient to accommodate the level of demand expressed by the Club.

Walmer Lawn Tennis & Croquet Club has a significant shortfall, with the site's two macadam courts required to support the Club's 320 members. Neither of the courts is currently floodlit, so installing floodlighting would increase site capacity, enabling the site to accommodate 120 members, as opposed to the current 80. This would retain a notable shortfall on site but some of this may be addressed by the development of tennis courts at Victoria Park; however, this should not be depended on as these courts will be available for casual use by the public.

There are six grass tennis courts on site but, as mentioned, these are not considered by the LTA when analysing site capacity given that their availability and quality are weather dependent. Converting some of the grass courts to a hard surface will be required to eliminate on site shortfalls.

Recommendations

- ◀ Pursue the strategic development of key tennis sites to achieve a network of sustainable, fit for purpose and accessible community courts across the District to help address latent demand.
- ◀ Improvements should include, resurfacing, floodlighting and implementation of the LTA Clubspark system.
- ◀ Seek to establish Tennis for Free in a phased approach across the District at key sites.
- ◀ Explore opportunity to develop recreational opportunities within Dover District; to coincide with the development of an online booking system.
- ◀ As required, improve tennis club sites and assist community clubs in accessing funding for the refurbishment of courts (as required).
- ◀ Explore opportunities for investment through the LTA Facility Loan funding initiative.
- ◀ Explore options for floodlighting at Ash Recreation Ground to address overplay at the site.
- ◀ Support clubs (as required to improve ancillary facilities to ensure they remain fit for purpose.
- ◀ Increase opportunities for informal tennis i.e. walking tennis and paddle tennis at key tennis sites across the District.

Bowls

Summary

Existing bowling greens and clubs in Dover District can accept additional members/usage should demand increase.

- ◀ There are 13 flat green bowling greens in Dover District provided across 13 sites.
- ◀ The quality of the greens within Dover District is generally considered to be good; the exception being the green at Dover Bowling Club which is of poor quality. Dover BC, the resident club at the site, consider the green to have issues with drainage, unofficial use, shade for the adjacent building and the evenness of the green.
- ◀ All clubs have either good or standard quality clubhouse facilities available to use on respective home sites. Victoria Park BC noting that its changing and toilet provision is poor quality.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ Six clubs in the District own home venues freehold, representing 46% of the clubs. Four clubs have lease agreements for home venues (31%), with clubs responsible for the maintenance of these greens. All other clubs rent greens on an annual basis.
- ◀ There are currently 13 active bowling clubs operating within Dover District, with all sites accessed by at least one club.
- ◀ Latent demand for bowls in Dover District is lowest when compared to neighbouring authorities.
- ◀ Investment should be focused on sustaining and improving the existing green quality and improving the associated ancillary facilities as required.

Scenarios

Based on the aforementioned guidance and known membership figures from club feedback, all but two clubs sites are considered to be played beyond their recommended capacity. Despite this, bowling clubs across the District accept that additional members can be accommodated on existing greens should demand increase.

There is a clear requirement to work with all clubs to ensure quality of each bowling green does not deteriorate due to potential over usage and that clubs are supported to ensure green quality can be sustained and improved. As mentioned, no clubs report a need to access additional greens.

In summary, there is a sufficient supply of bowling greens overall to accommodate all current and future demand in Dover District.

Recommendations

- ◀ Sustain the quality of all good quality greens to ensure continued bowls activity across the District.
- ◀ Improve quality of the one poor green (Dover Bowling Club) as required to encourage activity.
- ◀ Ensure each club site has appropriate ancillary provision of, at least, standard quality.
- ◀ Secure long term lease agreements for those clubs that are not considered to have security of tenure at home venues (Dover BC and Aylesham & Snowdown BC).
- ◀ Support clubs with plans to increase membership so that growth can be maximised.
- ◀ Encourage clubs to take on responsibility for maintaining greens by providing clubs with long term community use agreements.

Athletics

Summary

Demand for athletics in Dover District is currently satisfied by provision both in and out of the District.

Establishing a junior section of Dover Roadrunners AC will help sustain both the Club and running activity in the District.

- ◀ There is one formal athletics track in Dover District, located at Duke of York's Royal Military School. The track is an eight lane, 400m synthetic track, with floodlights and field event provision. The track is good quality having been resurfaced in 2017.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ The track is available for community use and is used by Dover Roadrunners AC (District based) and Hawkinge Harriers AC (imported). The track is not able to host competitive events due to not having a permit or licence for these; however, the School does not have a desire for this due to the requirement to safeguard boarding students on site.
- ◀ There is currently only one track and field club based in Dover District, namely Dover Roadrunners AC. Established in 2002. A junior section of the Club was started in 2016, offering U14s the opportunity to take part in running and athletics based activities.
- ◀ There are a number of running clubs operating in Dover District and surrounding local authorities which will accommodate some demand from Dover District. Hawkinge Harriers AC, for example, host regular sessions in Aylesham, commencing at Aylesham Welfare Leisure Centre.
- ◀ Demand for athletics in Dover District is currently be satisfied by provision both in and out of the District. The recent establishment of a junior section by Dover Roadrunners AC will help sustain both the Club and running activity in the District.
- ◀ Focus should also be placed on sustaining and increasing the popularity of the wider running market and the creation of an additional parkrun event in Dover Town could provide a further boost to the sport.

Scenarios

Loss of unsecure sites

The sole synthetic athletics track in Dover District, located at Duke of York's Royal Military School, is considered to be unsecure; with Dover Roadrunners AC and Hawkinge Harriers AC accessing the provision for some demand on a session by session basis. Should the track become unavailable for community use; particularly with the School having boarding students living on site, therefore, a constant safeguarding issue; then both clubs would have to relocate demand outside of the District to access provision. This would result in the complete displacement of track and field, athletics, demand outside of the District to either Folkestone or Canterbury.

The track at Duke of York's Royal Military School is not currently permitted or licenced to accommodate competitive events; as such, no track and field competitions currently take place within the District. The School reports that it does not have a desire to obtain a licence for such activity due to the requirement to safeguard boarding students on site.

Notwithstanding this, the track should also be promoted for greater usage other than through the existing AC to help ensure its sustainability. This will also need to be linked to increased club membership, whilst Dover Roadrunners AC should be provided with formal, long term, community use agreements to provide security of tenure.

In addition to the tracks, focus should be placed on sustaining and increasing the popularity of the wider running market and multi-discipline running clubs, including driving participation in running events taking place within Dover District as well as the growth of initiatives such as Parkrun events.

Recommendations

- ◀ Secure a long term community use agreement for Dover Roadrunners AC at Duke of York's Royal Military School to provide the Club with security of tenure.
- ◀ Sustain the quality of the track through a consistent maintenance programme.
- ◀ Ensure a sustainable business model is adopted to manage and maintain the track, including promotion of greater usage other than from the AC.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ Support all track and field clubs with plans to increase membership and community engagement.
- ◀ Explore establishing additional parkrun events within the District to encourage running activity; and given that limited opportunities for junior is outside of traditional club settings.
- ◀ Support the running clubs and running events taking place as well as exploring the implementation of initiatives not currently serviced to increase participation in recreational running.

Netball

Summary

Demand for netball in Dover District is currently satisfied by provision in the District.

- ◀ In total, there are 31 outdoor netball courts located across 15 sites in Dover District. All outdoor netball courts are located at education sites. Of these, only six courts (across two sites) or 19% are available for community use (albeit not used for community use).
- ◀ Generally, schools do not allow their courts to be available for community use. This can be due to variety of reasons, such as a lack of local demand for court usage, lack of floodlighting, high staff costs to enable community usage or a preference to preserve court quality for curricular use.
- ◀ Following a non-technical assessment and user feedback, most courts are assessed as standard quality 16 (or 52%) are assessed as standard quality, ten are assessed as good quality (32%) and the remaining five (16%) courts are assessed as poor quality.
- ◀ There is no England Netball affiliated participation in Dover District. There are, however, two non-affiliated, netball leagues; Sandwich & District Netball League and Dover and District Netball League. Each league is comprised of multiple adult squads, the members of which often play for a number of teams. All league and club netball in Dover District is accommodated outdoors during summer months.
- ◀ There are no junior teams currently playing in Dover District and junior participation at schools is also limited.
- ◀ Back to Netball sessions are taking place at Sandwich Leisure Centre in conjunction with Sandwich & District Netball League.
- ◀ Latent demand to play netball in Dover District is comparable with neighbouring authority Thanet but lower than in Canterbury.
- ◀ If demand increased in Dover District to play affiliated netball outdoors, availability of suitable courts would be an issue.

Scenarios

There is sufficient supply of outdoor netball provision in Dover District to meet current and future non affiliated and recreational demand. However, there is an opportunity to further increase netball participation in Dover District through creation of an England Netball affiliated club and delivery of initiatives. However, there is a need to identify a suitable venue where this could take place, which may require investment in court quality.

There is also a need to secure community use at Duke of York's Royal Military School and Sandwich Leisure Centre where the two netball leagues in the District currently play. Should access to either site become unavailable; then there would be insufficient supply available for community use elsewhere.

DOVER DISTRICT PLAYING PITCH STRATEGY

Recommendations

- ◀ Work with England Netball and Kent Sport to increase affiliated participation into the sport throughout the District.
- ◀ Explore opportunities for England Netball initiatives to be established at the new Dover Leisure Centre i.e. walking netball.
- ◀ Seek to establish an affiliated schools league and provide enhanced curricular and extracurricular opportunities for netball.
- ◀ Maintain existing levels of provision and improve court quality at key sites which have existing use, or which have the potential to accommodate further affiliated community use.
- ◀ Work to secure community use agreements at both Duke of York's Royal Military School and Sandwich Leisure Centre for the two leagues operating in the District.
- ◀ In the longer term, explore potential demand to establish an affiliated netball club in the District.

Golf courses

Summary

There is sufficient supply of golf courses in Dover District to satisfy the level of demand.

Clubs should be supported to maximise their usage throughout the week.

- ◀ There are four courses within Dover District, from which six clubs operate. Three of the courses have hosted The Open Championship in the recent past.
- ◀ All golf clubs in Dover District are owned and operated by members. Royal Cinque Ports Golf Club and The Royal St George's Golf Club are more traditional clubs than the others, with more exclusive memberships.
- ◀ Three of the four courses offer 18-hole courses and putting greens, whilst Prince's Golf Club offers three separate nine-hole golf courses.
- ◀ All courses are considered to be good quality.
- ◀ Of the four courses only Prince's Golf Club is available for pay and play, with the Club specifically targeting this audience.
- ◀ In total, an average of 24,957 people are identified as current or potential users of each golf course within the District.
- ◀ Demand is likely to be highest for The Royal St George's Golf Club, which has 35,506 potential users.

Hosting The Open Championship at The Royal St George's Golf Club will see notable economic benefits to the District; whilst also facilitating improvements to local infrastructure in Sandwich. In addition, there is potential tourism benefits that the Royal St George's Golf Club and Princes Golf Club have to capture a greater market share in East Kent extends beyond The Open Championship; whilst Walmer & Kingsdown and Royal Cinque Ports golf clubs also add to the District's offering.

Although not all of the courses in the District are available for pay and play the economic benefits that the clubs provide; particularly with the prestige of hosting The Open Championship contribute real importance to Dover District as a whole.

DOVER DISTRICT PLAYING PITCH STRATEGY

Recommendations

- ◀ Protect existing provision in order to continue to meet current and future need in Dover District.
- ◀ Support clubs to maximise their usage, encouraging clubs to offer a variety of golf formats; including Golf Express and Get in to Golf.
- ◀ Encourage clubs to allow pay and play to target the casual audience.
- ◀ Support clubs to continue to host notable professional tournaments such as The Open Championship.

Other sports

Summary

Demand for water sports is being met by supply of provision in Dover District; whilst demand for American football and beach volleyball is currently being satisfied by supply outside of the District.

- ◀ There is currently one American football club based within Dover District, Deal Town Smugglers. The Club utilises North Deal Recreation Ground for training demand, marking a pitch with cones. The Club is not currently able to compete regularly given that it has only recently been established.
- ◀ East Kent Mavericks previously based itself in the District but has relocated to Canterbury for both match and training demand due to the availability of supply; and the location of its members.
- ◀ Water sports in Dover District is supported by formal clubs and recreational opportunities. Royal Cinque Ports Yacht Club and Downs Sailing Club provide sailing opportunities in both Dover and Deal settlements respectively.
- ◀ Dover Sea Sports is a purpose built facility on Dover Beach, offering a variety of sea sport courses with changing rooms and toilet facilities available in the main building provided.
- ◀ Demand for beach volleyball in Dover District appears to be limited; with demand considered to be supported by the provision of a dedicated volleyball facility at Margate Beach (Margate).

Recommendations

- ◀ Protect existing water sports provision in order to continue to meet current and future need in Dover District.
- ◀ Support clubs to maximise their usage.
- ◀ Monitor the activity of East Kent Mavericks in case the Club has aspirations to return to the District then appropriate provision will be required.
- ◀ Monitor the facility requirement of Deal Town Smugglers and support the Club's development with appropriate provision as required.
- ◀ Further feasibility work is required to fully establish local demand for beach volleyball; although consideration should be given the proximity of one of the Country's few dedicated volleyball facilities.

DOVER DISTRICT PLAYING PITCH STRATEGY

PART 5: STRATEGIC RECOMMENDATIONS

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

OBJECTIVE 1

To **protect** the existing supply of outdoor sports facilities where it is needed to meet current and future needs.

Recommendations:

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

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

The PPS Assessment shows that all currently used outdoor sports sites require protection or replacement and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Lapsed, disused, underused and poor-quality sites should also be protected from development or replaced as there is a requirement for playing field land to meet the identified shortfalls. Therefore, based on the outcomes of the PPS, local planning policy should reflect this situation.

NPPF paragraph 97 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.

Should outdoor sports facilities be taken out of use for any reason (e.g. council budget restraints), it is imperative that the land is retained so that it can be brought back into use in the future. This means that land containing provision should not be altered (except to improve play) and should remain free from tree cover and permanent built structures, unless the current picture changes to the extent that the site in question is no longer needed, or unless replacement provision is provided to an equal or greater quantity and quality.

DOVER DISTRICT PLAYING PITCH STRATEGY

Although there are identified shortfalls of match equivalent sessions, most demand is currently being met and most shortfalls are likely to be addressed through quality improvements. Including the need for additional facilities in the Local Plan is therefore not recommended as a priority, except in the case of 3G pitches where there is a discrete need for additional provision, or where there is significant housing growth.

The PPS should be used to help inform Development Management decisions that affect existing or new outdoor sports facilities and ancillary facilities. All applications are assessed by the Local Planning Authority on a case by case basis taking into account site specific factors. In addition, Sport England is a statutory consultee on planning applications that affect or prejudice the use of playing field and will use the PPS to help assess that planning application against its Playing Fields Policy.

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

Policy Exception E1:

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

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

Policy Exception E4:

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

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

Any disused/lapsed sites are 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 within the Assessment.

Where playing fields and pitches have not been recorded within this Playing Pitch Strategy, this is due to an oversight and does not necessarily mean that they should not be protected as sports provisions.

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

A number of education sites are being used in Dover District for competitive play, predominately for football. In some cases, use of pitches has been classified as secure, however, use is not necessarily formalised and further work should be carried out to ensure an appropriate community use agreement is in place (including access to changing provision where required).

DOVER DISTRICT PLAYING PITCH STRATEGY

For the remaining providers, NGBs, Sport England and other appropriate bodies such as Kent Sport and the Football Foundation can often help to negotiate and engage with providers where the local authority may not have direct influence. This is particularly the case at sites that have received funding from these bodies or are going to receive funding in the future as community access can be a condition of the agreement.

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 to enable them to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, where practical, it should support and enable clubs to generate sufficient funds, providing that this is to the benefit of sport.

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

Local sports clubs should be supported by partners including the Council and NGBs to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership work. For example, support club development and encourage clubs to develop evidence of business and sports development plans to generate income via their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)⁶. They should also be encouraged to work with partners locally – such as volunteer support agencies or local businesses.

For clubs with lease arrangements already in place, these should be reviewed on a case by case basis, when fewer than 25 years remain on existing agreements to secure extensions, thus improving security of tenure and helping them attract funding for site developments. Any club with less than 25 years remaining on an agreement is less likely to obtain any external funding. It should be noted that the Council is may only be able to offer a licence for a site, as opposed to a lease, due to requirements for public access.

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

Table 5.1: Recommended criteria for lease of sport sites to clubs/organisations

Club	Site
<p>Clubs should have NGB accreditation award.</p> <p>Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links.</p> <p>Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers.</p>	<p>Sites should be those identified as ‘Club Sites’ (recommendation d) for new clubs (i.e. not those with a City-wide significance) but that offer development potential.</p> <p>For established clubs which have proven success in terms of self-management ‘Key Centres’ are also appropriate.</p> <p>As a priority, sites should acquire capital investment to improve (which can be attributed to the presence of a Clubmark/Charter Standard club).</p>

⁶ <http://www.cascinfo.co.uk/cascbenefits>

DOVER DISTRICT PLAYING PITCH STRATEGY

Club	Site
<p>Ideally, clubs should have already identified (and received an agreement in principle) any match funding required for initial capital investment identified.</p> <p>Clubs have processes in place to ensure capacity to maintain sites to the existing, or better, standards.</p>	<p>Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site.</p>

The Council could 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. It is important in these instances that the site, to some degree, remains available for other purposes or for other users.

Community asset transfer

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

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

In order to maximise community use of education facilities it is recommended to establish a 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. Pricing policies at facilities can be a barrier to access but also physical access and resistance from schools to open up provision due to staffing, site security or to protect quality of facilities for school use.

A number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the school/college and the local clubs. Notably, all full sized AGP and 3G pitch provision is in operation at education sites and play a critical role for hockey and football but more significantly as floodlit facilities for midweek team training. 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 (e.g. Duke of York's Royal Military School, Sandwich Technology School, Dover Grammar School for Boys, etc). Support should be provided, where appropriate, to address any underlying problems.

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/>

DOVER DISTRICT PLAYING PITCH STRATEGY

The highest priority sites for securing formal community access arrangements should be those schools which already have community use but do not have secured community use arrangements. These already provide an important role in meeting community needs but this must be secured to ensure continued use into the future. Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use. The following schools are already used for community use but do not have secure community usage in Dover District:

- ◀ Duke of York's Royal Military School
- ◀ Sandwich Technology School

Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use. This is particularly important in relation to Duke of York's Royal Military School which is identified within the Action Plan as a potential Hub site. The site offers excellent facilities and, in some instances, provides the only facility of its type in the District i.e. the synthetic athletics track and full size hockey suitable AGP.

Although there is some ad hoc community use in place, for example, on the hockey AGP and the athletics track, access to the site for community use has historically been difficult as it is a secured boarding school site. However, consultation with the School has identified an opportunity to extend the current community use offering and as such it is essential to achieve Hub site status that the Council and NGBs can work together to support the School in putting in place a community use agreement to secure the longer term use of community clubs at the site. This should also include agreeing sustainable pricing for hire of the facilities.

Community use at Sandwich Technology School is limited to the full size 3G pitch and the tennis/netball courts. The grass pitches (football and rugby union) and NTP are not available for community use; although this could change should the School and the operator of Sandwich Leisure Centre come to an agreement over site management and maintenance.

In Dover District, the following schools already have community use agreements (CUAs) in place which secures access to some/all sporting provision on site and such should provide greater opportunity to secure use of pitches:

- ◀ Dover Christ Church Academy
- ◀ Goodwin Academy

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 a starting point, it is recommended that a working group, led by a partner from the education sector but supported by a range of other sectors and members from the PPS Steering Group, is established to implement the strategic direction in relation to the increased/better use of school facilities. Broadly speaking, its role should be to:

- ◀ Better understand current community use, practices and issues by 'auditing' schools.
- ◀ Identify specific key issues through engagement with individual schools.
- ◀ Identify strategic solutions that can apply to multiple schools.
- ◀ Ensure community use agreements are upheld.
- ◀ Identify and pilot a school/club formal community use agreement with a view to rolling out the model across the area.
- ◀ Ensure that funding to improve the quality of the facilities is identified and secured.

DOVER DISTRICT PLAYING PITCH STRATEGY

- ◀ Secure a management arrangement for community access, which does not necessarily rely on existing school staff structures.
- ◀ Ensure that pitch provision at schools is sufficient in quality and quantity to be able to deliver its curriculum; once this has been achieved, provision could contribute to overcoming deficiencies in the area.
- ◀ Ensure that any new schools provide the right facilities and that they are community accessible.
- ◀ Use examples of best practice from other local authorities as a guide.

Examples of best practice from elsewhere include Gloucester, Suffolk and Luton. Following completion of the Gloucester PPS, the Council invited all schools to a workshop to discuss community access and what benefits it can bring to both the community and the schools themselves. This improved the relationship between the schools and the Council and led to an increase in the number of schools offering community available provision and in turn reduced identified shortfalls across the City.

Another example includes, Suffolk County Council which developed a pilot project with a group of schools to fulfil its health and wellbeing aims. A four stage pilot was planned, working with 12 schools. The four stages involved:

- ◀ Identifying the current state of community use on school sites by carrying out a community use audit and analysis
- ◀ Developing a support strategy and recommendations for improving the community use of school services
- ◀ Implementing improvements through a 'Community Use Support Framework'
- ◀ Dissemination of learning from the pilot area across the whole county and beyond

For more information, see <https://www.sportengland.org/facilities-planning/use-our-school/case-studies/suffolk-county-council-swiss-project/>

For schools that form part of multi-academy trusts, these should be addressed on a collective basis, with securing community access a co-ordinated approach with other engagement that takes place between the schools and relevant stakeholders e.g. sports development initiatives. Consideration should be given to a centralised booking system for community use of such schools to minimise administration and make access easier for the users.

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

Funding quality improvements or new facilities may enable community access to be secured. NGBs and Sport England, can often help to negotiate and engage with schools where the local authority may have limited direct influence i.e. at academies. This is particularly the case at sites that have received funding from the relevant bodies or are going to receive funding in the future as community access can be a condition of the funding agreement.

DOVER DISTRICT PLAYING PITCH STRATEGY

OBJECTIVE 2

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

Recommendations:

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

Recommendation (d) – Improve quality

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

The FA Pitch Improvement Programme (PIP)

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

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

Addressing quality issues

Quality in Dover District is variable but generally pitches are assessed as standard quality. Where facilities are assessed as standard or poor quality and/or overplayed, maintenance regimes should be reviewed and, where possible, improved to ensure that what is being done is of an appropriate standard to sustain/improve pitch quality. Ensuring continuance of existing maintenance of good quality sites is also essential.

It is also important to note the impact the weather has on quality. The worse the weather, the poorer facilities tend to become, especially if no drainage systems are in place or if existing drainage systems are inadequate. This also means that quality can vary, year on year, dependent upon the weather and levels of rainfall.

Based upon 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 as provided in electronic format). The Strategy approach to outdoor sports facilities achieving these standards should be to enhance quality and therefore the planning system should seek to protect them.

DOVER DISTRICT PLAYING PITCH STRATEGY

For the purposes of quality assessments, the Strategy refers to outdoor sports facilities and ancillary facilities separately as being of 'Good', 'Standard' or 'Poor' quality. For example, some good quality sites have poor quality elements and vice versa (e.g. a good quality pitch may be serviced by poor quality changing facilities).

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

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

Poor quality refers to provision with, for example, inadequate grass cover, uneven surfaces and poor drainage. For rugby, pitches will have inadequate natural drainage. In terms of ancillary facilities, poor quality refers to inappropriate changing rooms with no showers, no running water and/or old, dated interiors. If a poor quality site receives little or no usage that is not to say that no improvement is needed, it may instead be the case that it receives no demand because of its quality, thus an improvement in said quality will attract demand to the site, potentially from overplayed standard or good quality sites.

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

In order to prioritise investment into key sites it is recommended that the steering group works up a list of criteria, relevant to the District, 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, and Rugby Union' document for a guide as to suitable AGP surfaces: www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/

Addressing overplay

In order to improve the overall quality of the outdoor facility stock; it is necessary to ensure that provision is not overplayed beyond recommended carrying capacity. This is determined by assessing quality (via a non-technical site assessment) and allocating a match limit to each (daily for hockey, weekly for football and rugby union and seasonal for cricket).

The FA, the RFU, the ECB and EH all recommend a number of matches that pitches should take based on quality, as seen in the table below. For other grass pitch sports, no guidelines are set by the NGBs although it can be assumed that a similar trend should be followed.

DOVER DISTRICT PLAYING PITCH STRATEGY

Table 5.2: Capacity of pitches

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
Cricket	One grass wicket	5 per season	4 per season	0 per season
	One synthetic wicket	60 per season		

For all remaining non-pitch sports (e.g. bowls and tennis) there are no capacity recommendations set out by the NGBs. Instead, potential capacity is evaluated on a site-by-site basis following consultation and site assessments.

It is imperative to engage with clubs to ensure that sites are not played beyond their capacity. Play should therefore be encouraged, where possible, to be transferred to alternative venues that are not operating at capacity. This may include transferring play to 3G pitches or to sites not currently available for community use but which may be in the future.

A cost-effective way to reduce unofficial use (and therefore overplay), particularly for football, could be to remove goalposts in between match days, principally at open access, high traffic sites that are managed by clubs. This will, however, require adequate, secured storage to be provided.

For cricket, an increase in the usage of NTPs is key to alleviating overplay as this allows for the transfer of junior demand from grass wickets, this should be undertaken in situ of quality improvements to a cricket square to improve the quality which in turn will increase carrying capacity.

For rugby union, additional floodlighting can mitigate some of the overplay as it allows training demand to be spread across a greater number of pitches or unmarked areas. However, this is on the basis that there are enough pitches on a site to make this feasible. Alternatively, access to a World Rugby compliant 3G pitch will help the transfer of midweek training demand and competitive match play which in turn will reduce the pressure on grass pitches.

Increasing maintenance

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

The FA has a Pitch Improvement Programme (PIP) which has been developed in partnership with Institute of Groundsmanship (IOG) to develop a grass pitch maintenance service that can be utilised by grassroots clubs with the aim of improving knowledge, skills and therefore the quality of pitches.

DOVER DISTRICT PLAYING PITCH STRATEGY

The key principles behind the service are to provide clubs with advice/practical solutions in a range of areas, with the simple aim of improving playing surfaces. The programme is designed to help clubs on sites that they themselves manage and maintain but can also be used to advise council-maintained sites.

In addition, PIP also aims to focus on developing an improved maintenance programmes with local authorities that can be utilised at local authority maintained sites.

For cricket and the ECB, the equivalent is the Grounds and Natural Turf Improvement Programme (GaNTIP), which is jointly funded by the ECB, FA, Football Foundation and the IOG. Its aim is to raise the standards of sports surfaces as well as the understanding of sports turf management practices among grassroots sports clubs across England Wales.

In relation to cricket specifically, maintaining high pitch quality is the most important aspect of the sport. If the wicket is poor, it can affect the quality of the game and, 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 it meets the standards that are benchmarked by the IOG.

All local authority sites in Dover District receive a relatively standard maintenance regime that, for playing pitch sites, the programme consists of regular grass cutting, line marking and aeration twice per season. This could be improved through increasing the sand-dressing and weed-killing regime as well as carrying out fertilisation.

Improving changing provision

There is a need to address changing provision at sites in the District (e.g. Ash Recreation Ground, Danes Recreation Ground, Goodwin Academy, Dover Rugby Club, Gun Park, etc), particularly with the current and future growth of female/girls' participation, several ancillary facilities are unfit for purpose. Where there is limited scope for full refurbishment, it is recommended that provision is updated to provide unisex changing rooms and to programme use of facilities accordingly.

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

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

To allow for facility developments to be programmed within a phased approach the Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities. Please refer to Part 5: Action Plan for the proposed hierarchy.

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

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

DOVER DISTRICT PLAYING PITCH STRATEGY

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 Steering Group.

Some investment in new provision will be made by the Council by means of developer contributions, but the Council seeks to direct and lead a strategic and co-ordinated approach to facility development by education sites, NGBs, sports clubs and the commercial sector to address community needs whilst avoiding duplication of provision.

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

Recommendation (g) – Secure developer contributions

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

For playing pitches, the Council should use Sport England's Playing Pitch New Development Calculator as a tool for determining developer contributions linking to sites within the locality. This uses team generation rates (TGRs) from the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth. It then converts this into pitch requirements and gives the associated costs (both for providing the provision and for its life cycle).

The PPS should be used to help determine the likely impact of a new development on demand and the capacity of existing sites in the area, and whether there is a need for improvements to increase capacity of existing provision or if new provision is required. Where a development is located within access of existing high-quality provision, this does not necessarily mean that there is no need for further provision or improvement to existing provision, as additional demand arising from the development is likely to result in increased usage (which can result in overplay or quality deterioration).

Where it is determined that new provision is required to accompany a development, priority should be placed on providing facilities that contribute towards alleviating existing shortfalls within the locality. To determine what supply of provision is provided, it is imperative that the PPS findings are taken into consideration and that consultation takes place with the relevant NGBs. This is due to the importance of ensuring that the stock of facilities provided is correct to avoid provision becoming unsustainable and unused, such as single grass pitch football sites without adequate ancillary facilities or new cricket/rugby grounds located away from existing clubs. Instead, multi-pitch and multi-sport sites should be developed, supported by a clubhouse and adequate parking facilities which consider the potential for future AGP development.

The guidance should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate playing fields and 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. Securing contributions to the improvement of supporting ancillary facilities at sites could also be an option.

DOVER DISTRICT PLAYING PITCH STRATEGY

A number of planning policy objectives could 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/CIL Agreement or equivalent must be completed that should specify, when applied, the amount that 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 made.
- ◀ Contributions should also be secured towards the first ten years of maintenance on new pitches. NGBs and Sport England can provide further and up to date information on the associated costs.
- ◀ External funding should be sought/secured to achieve maximum benefit from the investment into appropriate playing pitch facility enhancement and its subsequent maintenance.
- ◀ Where new multiple pitches are provided, appropriate changing rooms and associated car parking should be located on site.
- ◀ All new or improved outdoor sports facilities on school sites should be subject to community use agreements.

DOVER DISTRICT PLAYING PITCH STRATEGY

OBJECTIVE 3

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

Recommendations:

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

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

The Steering Group should use the Action Plan within this Strategy for improvements to the Council's own outdoor sports facilities whilst recognising the need to support partners. The Action Plan lists improvements to be made to each site focused upon both qualitative and quantitative improvements as appropriate for each area.

Although there are identified shortfalls of match equivalent sessions, most current and future demand is currently being met and most shortfalls can be addressed via quality improvements and/or improved access to sites that are presently used minimally or currently unavailable. Adding to the current stock, particularly in the short term, is therefore not recommended as a priority, except in the case of 3G pitches where there is a discrete need, where there is significant housing growth, or where sites fall out of use and require mitigation.

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

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the preceding Assessment Report and the sport by sport specific recommendations (Part 3) as well as the following Action Plan (Part 6).

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

- ◀ Improving quality in order to improve the capacity to accommodate more demand.
- ◀ Transferring demand from overplayed sites to sites with spare capacity.
- ◀ The re-designation of facilities.
- ◀ Securing long term community use at school sites including those currently unavailable.
- ◀ Working with commercial and private providers to increase usage.
- ◀ Work with local leagues/clubs to stagger start times to enable demand from overplayed sites to be transferred to sites with spare capacity.

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.

DOVER DISTRICT PLAYING PITCH STRATEGY

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.

Table 5.3: Likely future sport-by-sport demand trends

Sport	Future sports development trend	Strategy impact
Football	Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small sided football for adults.	Additional need for 3G pitches. Sustain current pitch stock but give consideration to pitch reconfiguration to accommodate youth 11v11 football, this may be possible at some sites with multiple smaller format pitches, or adult pitches that are solely utilised by youth 11v11 teams. Qualitative improvements.
	Demand for mini and youth football is likely to increase based on TGRs and the FA has a key objective to deliver 50% of mini and youth football on 3G AGPs.	Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise new or existing 3G pitches to further accommodate this demand and ensure FA testing.
	The FA's strategy for Women's and Girls' football: 2017 – 2020 was released in March 2017. One of the major goals of the new the new strategy will be to double participation.	Demand for grass pitches and 3G pitches is likely to increase.
3G pitches	Demand for 3G pitches for football is high and will continue to increase as currently there is a shortfall of full size pitches. It is likely that future demand for the use of 3G pitches will increase for both training and match play purposes.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches as well as sinking funds. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches. Utilise Sport England/NGB guidance on choosing the correct surface.
Cricket	Demand is likely to remain static for grass wickets for both junior and adult participation.	Sustain current pitch stock. Isolated pockets of demand for access to additional facilities where pitches are operating at capacity. A need to install NTPs and encourage greater use for junior cricket.
	An increase in non-club based play, especially from South Asian communities.	Develop cricket within communities that more commonly play informal formats of the game.
	Women's and girls' cricket is a national priority and there is a target to establish more female teams in every local authority.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
	All Stars Cricket initiative is likely to result in increased junior demand.	An increase stock of NTPs required to accommodate demand.

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Sport	Future sports development trend	Strategy impact
Rugby union	Locally, the RFU want to ensure access to pitches to satisfy existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities.	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 and support facility development. In particular, capital improvements are required to the existing natural turf pitches as is improvements to the quality of changing rooms, where appropriate. All clubs should have access to high quality floodlit pitches to support training and match play demand.
		Need for greater access to current 3G World Rugby Reg 22 pitch given shortfalls identified on grass pitches and level of training demand on grass pitches. The creation of new WR compliant 3G pitches would be beneficial but priority should be given to providing additional floodlit grass provision to accommodate training demand.
Hockey	Current playing level is likely to increase with a 15% growth rate predicted by England Hockey.	Ensure continued use of at least one full size, sand-based AGP to accommodate current demand and ensure sinking funds are in place for long-term sustainability. Explore access and/or creation of additional sand-based AGPs to meet future and/or school demand. Ensure that no 3G pitch conversions take place that are detrimental to hockey and revisit hockey demand when and if a conversion is proposed to ensure the subjected pitch is not required.
	High profile events (Hockey World Cup 2018 Legacy)	These high profile events aim to raise the profile of the game within England and there will be community events in the build-up within clubs and a promotional programme through clubs and local schools. This will inevitably raise the profile of the game with the aim to increase participation.
	Play Hockey	The launch of Play Hockey and its subsequent website ensures that those wishing to play the game are able to find their local facility and club.
Bowls	Bowls activity is strong in the District, however, a net increase in memberships is not expected.	Likely that any future increase could be accommodated on existing greens.
Tennis	The LTA has a key priority for the strategic development and growth of tennis at both a club and wider community level such as local parks.	Increases in participation can be accommodated through providing additional courts that are floodlit. An increase in casual play can be encouraged through adopting LTA initiatives such as digital access systems.
Netball	Membership of clubs is expected to increase.	Likely that any future increase could be accommodated on existing courts, however, providing more courts that are floodlit would be beneficial.

DOVER DISTRICT PLAYING PITCH STRATEGY

Sport	Future sports development trend	Strategy impact
Golf	Declining membership expected to 'level off'.	Club are likely to see a rise in membership.
	Non-traditional formats of play are becoming increasingly popular.	Clubs should tailor their offer towards non-traditional formats of play to attract new users.
Athletics	Membership is expected to increase at recreational events i.e. parkrun. This should be in line with the Parks and Amenity Open Spaces Strategy.	Need to accommodate recreational demand with toilet facilities. This should be in line with the Parks and Amenity Open Spaces Strategy.

DOVER DISTRICT PLAYING PITCH STRATEGY

PART 6: ACTION PLAN

The site-by-site action plan seeks to address key issues identified in the preceding 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. The Action Plan is separated by analysis area.

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

The identification of sites is based on their strategic importance in a within the District 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 Council area as a whole.

Table 6.1: Proposed tiered site criteria

Criteria	Hub sites	Key sites	Local sites
Site location	Strategically located in the District. Priority sites for NGBs.	Strategically located within the analysis area.	Serves the local community.
Site layout	Accommodates three or more grass pitches, including provision of an AGP.	Accommodates two or more grass pitches.	Accommodates one or more pitches.
Type of sport	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision.
Management	Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned.	Management control remains within the local authority/provider or with an appropriate club on a lease arrangement.	Management control remains within the local authority/provider or with an appropriate club on a lease arrangement.
Maintenance regime	Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in house maintenance contract.
Ancillary facilities	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	No changing room access on site or appropriate access to accommodate both senior and junior use concurrently (if required).

DOVER DISTRICT PLAYING PITCH STRATEGY

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

Key centres although these sites are more community focused, some are still likely to service a wider analysis area. There may be more of a focus on a specific sport.

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

Local sites refer to those sites offering minimal provision or that are of minimal value to the wider community. Primarily they are sites with one facility or a low number of facilities that service just one or two sports. The level of priority attached to them for external investment may be relatively low.

For local authority sites, consideration should be given, on a site-by-site basis, to the feasibility of a club taking on a long-term lease (if not already present), in order that external funding can be sought. Such sites will require some level of investment, either to the outdoor sport facilities or ancillary facilities and is it anticipated that one of the conditions of offering a hire/lease is that the Club would be in a position to source external funding to improve/extend the provision.

Other sites considered in this tier may be primary school sites or secondary school sites that are not widely used by the community or that do not offer community availability.

Some local sites are suitable for rationalisation providing that capital receipts are allocated to replace the lost provision at larger, multi-pitch sites. Some sites may not currently be required to accommodate demand, but should be retained as strategic reserve for future growth. This will ensure that future demand can be sufficiently met by existing supply.

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 hub sites.
- ◀ Football investment programme/3G pitch development with the FA and Football Foundation

DOVER DISTRICT PLAYING PITCH STRATEGY

Partners

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

Priority

Although hub sites are mostly likely to have a **high** priority level as they have 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. Therefore, some key centres and local sites are also identified as having a high priority level. It is these projects/sites which should generally, if possible, be addressed within the short term (1-2 years).

The majority of key centres are a **medium** priority, 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.

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

Costs

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

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

These are based on Sport England's estimated facility costs which can be found at:
<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>

Timescales

The Action Plan has been created to be delivered over a ten-year period. The information within the Assessment Report, Strategy and Action Plan will require updating as developments occur.

The indicative timescales relate to delivery times and are not priority based:

- ◀ (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.**

DOVER DISTRICT PLAYING PITCH STRATEGY

6.1: Deal Area

Sport	Analysis area	Current demand (2019)		Future demand (2037)
		Pitch type	Current capacity total in MES ⁷	Future capacity total in MES
Football (grass pitches)	Deal	Adult	Spare capacity of 4.5	Spare capacity of 3
		Youth 11v11	Spare capacity of 1	Spare capacity of 1
		Youth 9v9	Shortfall of 0.5	Shortfall of 0.5
		Mini 7v7	Spare capacity of 2	Spare capacity of 2
		Mini 5v5	Spare capacity of 1	Shortfall of 1
Football (3G pitches) ⁸	Deal	Full size, floodlit	At capacity	At capacity
Cricket	Deal	Senior	Spare capacity of 33	Spare capacity of 20
Rugby union	Deal	Senior	Shortfall of 3.75	Shortfall of 4.25
Hockey (sand AGPs)	Dover District	Full size, floodlit	Adequate provision for community hockey	Potential shortfall for school hockey
Tennis	Dover District	Courts	Shortfall of floodlighting	Shortfall of floodlighting
Bowls	Dover District	Greens	Adequate provision	Adequate provision
Athletics	Dover District	Tracks	Adequate provision	Adequate provision
Netball	Dover District	Courts	Adequate provision	Adequate provision
Golf	Dover District	Courses	Adequate provision	Adequate provision

⁷ MES – match equivalent sessions per week (per season for cricket)

⁸ Based on accommodating 38 teams on one full size pitch

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ⁹	Cost ¹⁰	Aim
12	Betteshanger Social and Welfare Sports Club	Football	Sports Club	One standard quality adult football pitch which is overmarked on a cricket outfield. The pitch is available for community use and has capacity to accommodate two additional teams at senior peak time.	Sustain pitch quality through current maintenance regime.	FA FF Sports Club	Local	L	L	L	Protect
		Cricket		One poor quality grass cricket square which consists of 10 wickets. The site is currently used by Betteshanger Colliery Welfare CC and overplayed by 12 matches per season.	Improve square quality through an enhanced maintenance regime to alleviate overplay and increase site capacity.	ECB Sports Club		H			Protect Enhance
		Bowls		One six rink flat bowling green of good quality. The green is well used by Betteshanger BC which has a high level of membership.	Ensure that green quality is sustained/improved as required to accommodate high levels of play. There is an indoor bowling facility available locally which will support the level of activity reported by the Club.	BE Sports Club		L			Protect
13	Betteshanger Sports Ground	Football	Sports Club	Two adult, one youth 9v9 and three mini 7v7 pitches, all standard quality and available for community use. The youth 9v9 pitch is played to capacity at peak time whilst the adult and mini pitches both have capacity to accommodate additional teams at peak time.	Sustain pitch quality through current maintenance regime.	FA FF Sports Club	Local	L	L	L	Protect
22	Deal & Betteshanger RFC	Rugby union	Sports Club	Two senior pitches, of which one is partly floodlit. The partly floodlit pitch is of poor (M1/D0) quality as the floodlit area of the pitch has drainage issues. The non-floodlit pitch is of standard (M1/D1) quality. The partly floodlit pitch is currently overplayed by 3.5 match equivalent sessions per week, whilst the non-floodlit pitch is overplayed by 0.25 match equivalent sessions per week. The site has issues with ancillary provision, as two shipping containers are currently used to store training equipment. Remedial works to the car park are also required. The Club also has a thriving girls' section and so aspire to establish female only changing rooms on site.	Improve pitch quality through an enhanced maintenance regime to better accommodate the current level of match and training demand. Establish a dedicated, floodlit training area either on site or at an alternative venue to accommodate the Club's midweek training demand, reducing site overplay. Re-establishing use of the 3G at Goodwin Academy, although not WR compliant, would aid this. Explore the feasibility of moving some junior and mini match demand and training demand to an alternate site to remove overplay of these pitches. Sites that could be optional include Deal Parochial School, or the 3G pitch at Goodwin Academy (training only due to a lack of WR compliance). Assist the Club to secure funding towards the provision of female only changing facilities.	RFU Sports Club	Local	H	S	L	Protect Enhance Provide

⁹ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

¹⁰ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ⁹	Cost ¹⁰	Aim
23	Deal Parochial School	Football	Education	One mini 7v7 and one mini 5v5 pitch, both of which are of poor quality. The pitches are currently unavailable for community use. The site is reportedly used on an ad-hoc basis by Deal & Betteshanger RFC for some training demand, with the Club using the site as grass space.	Make the pitches available for community use provided that this does not adversely affect pitch quality for curricular demand. Improve pitch quality through a more dedicated maintenance regime. Consider remarking the pitches for rugby union, should demand from Deal & Betteshanger RFC increase; and a formal, long term community use agreement could be reached providing the Club with consistent access to the site.	FA FF RFU School	Local	L	L	L	Protect Enhance Provide
24	Deal Town FC Ground	Football	Sports Club	One good quality adult pitch which is available for community use. The pitch has capacity to accommodate additional teams at peak time.	Sustain pitch quality through current maintenance regime. Secure a long term lease agreement for the Club to provide security of tenure.	FA FF Sports Club	Local	M	L	L	Protect
25	Deal Victoria & Barns Close Cricket	Cricket	Sports Club	Two standard quality grass cricket squares. One of the squares consists of 12 wickets whilst the second square consists of eight wickets. Both squares are also accompanied by an NTP. One of the squares is currently unused at peak time and so there is actual spare capacity on this site.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
47	Goodwin Academy	Football	Education	One adult, two youth 9v9, four mini 7v7 and two mini 5v5 pitches, all of standard quality. The youth 9v9 pitches are currently overplayed by 0.5 match equivalent sessions whereas the adult pitch is played to capacity. The mini 5v5 pitches have no additional capacity at peak time whilst the mini 7v7 pitches have spare capacity although this has been discounted due to an unsecure tenure on site. The site is serviced by poor quality ancillary provision. Deal Town Rangers FC aspires to establish a new clubhouse facility at one of its venues, Goodwin Academy or Victoria Park, with a preference for the former due to site security (the club currently have a two year lease agreement for the site).	Sustain pitch quality through current maintenance regime. Look to secure a community use agreement to provide users with long-term security of tenure. Work with Goodwin Academy and Deal Town Rangers FC to improve the ancillary provision on site.	FA FF Sports Club School	Key (Potential Hub site with Victoria Park)	H	L	L-M	Protect Enhance
		Football & rugby	One full-size, floodlit, FA certified 3G pitch. However, the pitch has now exceeded its ten-year lifespan and so is assessed as poor quality. The pitch is now in need of resurfacing with a consistent maintenance regime to be established. Deal Town Rangers FC currently has a two-year lease agreement to access this pitch for match and training demand.	Work with the School and Club to resurface the pitch. Ensure the pitch is recertified when necessary and a sinking fund is put in place for refurbishment. Enter discussions with Deal & Betteshanger RFC to encourage the Club to return to the site for some midweek training demand. Although not ideal for rugby union activity, given that the pitch is not WR compliant, this would help reduce overplay at the Club's home venue.	M-H						

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ⁹	Cost ¹⁰	Aim
52	Hull Park Sports Ground	Cricket	Sports Club	One good quality grass cricket square consisting of ten wickets. The square is also accompanied by an NTP. The square is currently played close to capacity by Walmer CC.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
56	Kingsdown & Ringwould CEP School	Football	Education	One poor quality mini 7v7 pitch which is currently unavailable for community use.	Improve pitch quality through a more dedicated maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
60	Marke Wood Recreation Ground	Football	Council	One youth 11v11 pitch of poor quality which is available for community use and currently played to capacity. The site also has issues with moles on the pitch. The site has space for several grass pitches.	Explore options to improve pitch quality and increase the number of available pitches at the site.	FA FF Council	Local (Potential Key site)	M	M	L-M	Protect Enhance Provide
		Tennis		Four poor quality macadam tennis courts that are without floodlighting but available for community use.	Improve court quality through resurfacing to better accommodate recreational demand and potential club demand from Walmer LTC. To facilitate demand from Walmer LTC, floodlights would also need to be installed. Installation of Clubspark gate access system to support management of courts and improve customer journey.	LTA Sports Club Council		M	M	L-M	
		Football/Tennis		Although this site is identified as a Local site it has the potential to become a Key site with some improvements and increase in the number of pitches provided. Parking is also an issue at the site although the site does have changing facilities.	Explore possible access to investment funds to help create income opportunities at the site, including improvements to car parking.	Council		M	M	M	
		Cricket		The Council has recently received enquiries to bring back into use the former cricket pitch on the site.	Work with ECB to fully establish demand and feasibility to achieve this.	Council ECB		M	S	M	
83	Sholden C of E Primary School	Netball	Education	One standard quality macadam netball court which is currently unavailable for community use.	Sustain court quality through current maintenance regime.	EN School	Local	L	L	L	Protect
101	The Charles Sports Ground (Deal Town Football Club)	Football	Sports Club	One adult and one mini 5v5 pitch, both of standard quality. Both pitches currently have capacity to accommodate additional teams at peak time.	Sustain pitch quality through current maintenance regime.	FA FF Sports Club	Local	M	L	L	Protect
107	Victoria Park	Football	Council	Two youth 11v11 and one youth 9v9 pitch, all of standard quality. The youth 9v9 pitch is currently played to capacity at peak times whereas the youth 11v11 pitches have capacity to accommodate additional teams at senior peak time. However, it is reported that the site has issues with flooding and dog fouling whilst the maintenance on site also requires improvement. Deal Town Rangers FC aspires to establish a new clubhouse facility at one of its venues, Goodwin Academy or Victoria Park, although the Club has a preference towards Goodwin Academy.	Improve maintenance regime to preserve pitch quality. Further explore opportunities for gaining access to changing facilities to support use of the site. In the past DDC had a Service Level Agreement with Goodwin for use of their changing facilities to support football use of Victoria Park behind Tides Leisure Centre. Provide Deal Town Rangers with a long term lease agreement for the site to secure the Club's tenure.	FA FF Council	Key (Potential Hub with Goodwin Academy)	H	S	M	Protect Enhance

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ⁹	Cost ¹⁰	Aim
		Tennis		Three poor quality macadam tennis courts that are available for community use but are without floodlighting. There are also indoor courts located at Victoria Park as part of Deal Indoor Tennis Centre. S106 funds have already been allocated to improve the quality of the tennis courts in Victoria Park.	Improve court quality and consider installing floodlighting to encourage additional recreational demand and accommodate some club demand from Walmer LTC. Also, explore options to improve outdoor tennis provision across the road in the other half of the park, which would complement the indoor tennis centre. Installation of Clubspark gate access system to support management of courts and improve customer journey.	LTA Sports Club Council		H		L-M	Protect Enhance Provide
		Bowls		One good quality, six rink, flat bowling green. The green is well used by Victoria Park BC which has a high level of membership.	Ensure that green quality is sustained/improved as required in order to accommodate high levels of play.	BE Council		L		L	Protect
108	Walmer Lawn Tennis & Croquet Club	Tennis	Sports Club	Eight good quality tennis courts which are all available for community use. Six of the courts have a grass surface and the remaining two have a macadam surface. None of the courts are floodlit. There is currently a significant shortfall on site totalling 240 participants.	Sustain court quality through current maintenance regime. Look to secure access of Victoria Park courts to reduce potential shortfalls or convert some grass based courts to hard surface courts to increase site capacity. Install floodlighting on the hard surface courts to increase site capacity and reduce the shortfall.	LTA Sports Club Council	Local	H	L	L	Protect
123	The Downs C of E Primary School	Netball	Education	Two standard quality macadam netball courts that are currently unavailable for community use.	Sustain court quality through current maintenance regime.	EN Education	Local	L	L	L	Protect
125	Royal Cinque Ports Golf Club	Golf	Sports Club	A traditional, members golf club with a large clubhouse and practice area to complement the 18-hole course on site.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership by participating in England Golf initiatives.	EG Sports Club	Key	H	L	L	Protect
127	Walmer & Kingsdown Golf Club	Golf	Sports Club	A traditional, members golf club with an adequate clubhouse and practice facilities. The course on site is an 18-hole, private, download golf course.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership by participating in England Golf initiatives.	EG Sports Club	Local	M	L	L	Protect
	North Deal Recreation Ground	American football	Council	Although no formal pitches are marked on the site, Deal Town Smugglers American Football Club utilises the site for training once a week, marking a pitch with cones.	The Council should discuss facility needs for the Club; and support the Club to develop opportunities for participation within the District.	Council Sports Club	Local	L	S	L	Protect

DOVER DISTRICT PLAYING PITCH STRATEGY

6.2: Dover Area

Sport	Analysis area	Current demand (2019)		Future demand (2037)
		Pitch type	Current capacity total in MES ¹¹	Future capacity total in MES
Football (grass pitches)	Dover	Adult	Spare capacity of 2	Spare capacity of 2
		Youth 11v11	Spare capacity of 1.5	Spare capacity of 1.5
		Youth 9v9	Spare capacity of 3.5	Spare capacity of 3.5
		Mini 7v7	Spare capacity of 3.5	Spare capacity of 3.5
		Mini 5v5	Spare capacity of 1.5	Shortfall of 1
Football (3G pitches) ¹²	Dover	Full size, floodlit	Shortfall of 1	Shortfall of 1
Cricket	Dover	Senior	Spare capacity of 10	Spare capacity of 3
Rugby union	Dover	Senior	Spare capacity of 0.5	At capacity
Hockey (sand AGPs)	Dover District	Full size, floodlit	Adequate provision for community hockey	Potential shortfall for school hockey
Tennis	Dover District	Courts	Shortfall of floodlighting	Shortfall of floodlighting
Bowls	Dover District	Greens	Adequate provision	Adequate provision
Athletics	Dover District	Tracks	Adequate provision	Adequate provision
Netball	Dover District	Courts	Adequate provision	Adequate provision
Golf	Dover District	Courses	Adequate provision	Adequate provision

¹¹ MES – match equivalent sessions per week (per season for cricket)

¹² Based on accommodating 38 teams on one full size pitch

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹³	Cost ¹⁴	Aim
5	Astor College for The Arts	Netball	Education	Six standard quality macadam netball courts that are currently unavailable for community use.	Sustain court quality through current maintenance regime.	EN School	Local	L	L	L	Protect
6	Aycliffe Community Primary School	Netball	Education	One poor quality macadam netball court that is unavailable for community use.	Sustain court quality through current maintenance regime.	EN School	Local	L	L	L	Protect
14	Capel Primary School	Football	Education	One poor quality mini 7v7 pitch which is unavailable for community use.	Make the pitch available for community use provided that this does not adversely affect pitch quality for curricular demand. Improve pitch quality through a more dedicated maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
18	Connaught Park	Tennis	Council	Two poor quality macadam tennis courts that are available for community use but are without floodlighting.	Explore the feasibility of improving court quality through resurfacing and installing floodlights. In the longer term, consider increasing the number of courts available on site. Installation of Clubspark gate access system to support management of courts and improve customer journey.	LTA Council	Local	M	M	M	Protect Enhance Provide
21	Danes Recreation Ground	Football	Commercial	Three poor quality adult pitches that are currently overplayed. It is reported that the site suffers from poor drainage. Well used by adjacent schools and for football at weekends. The site is also facilitated by poor quality ancillary facilities which contain dated changing rooms and no storage areas. Dover Rangers FC has ambitions to secure a long-term lease agreement for the site. Although this site is currently identified as a Local site, it does have the potential to be improved and further pitches and ancillary facilities to be provided which would make it a Key site. Planning consent is in place (due to expire 16 th May 2020) to cap the middle level and bring it back into public use as a sports pitch, alongside provision of additional parking at the middle level.	Improve pitch quality and explore options to increase the number of pitches on the site to address overplay. Explore the feasibility of improving the ancillary provision working with the football club and linked to options of securing tenure for the Club. If Dover Rangers FC is provided with a lease for the site, ensure that the schools that currently access the site for sporting provision remain able to access the site as required.	FA FF Commercial	Local	H	S	M	Protect Enhance Provide
27	Dover Bowling Club	Bowls	Sports Club	One poor quality six rink flat bowling green which is currently used by Dover BC. The green is reported to have issues with drainage, unofficial use and evenness resulting in capacity for additional play.	Explore options to improve green quality and protect the green through increasing fencing. Work to increase usage.	BE Sports Club	Local	M	L	L	Protect Enhance

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

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

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
28	Dover Christ Church Academy	Football	Education	One youth 11v11, one youth 9v9, two mini 7v7 and two mini 5v5 pitches, all of good quality. The youth 9v9 and mini 7v7 pitches are currently played to capacity at peak time, whilst the mini 5v5 and youth 11v11 pitch have capacity to accommodate additional teams at peak time. Good changing provision with potential for discreet community use/access.	Sustain pitch quality through current maintenance regime. Provide clubs with long term community use agreements for the site, giving security of tenure to resident clubs.	FA FF Education	Key (Potential Hub site)	L	L	L	Protect Enhance
		Hockey		One full-size, sand based AGP which is disused. The pitch was formerly used by the school, as well as being available for community use. However, during site developments the pitch was temporarily used as a car park. This significantly damaged the pitch quality and meant that half of the floodlighting had to be removed. It is now in a state of disrepair and is not used by either the school or the wider community. Should demand require the need for the pitch then a full replacement of the surface and supplementary facilities would be required i.e. floodlighting, fencing, goals, etc.	Explore the feasibility of converting the pitch to 3G to accommodate curricular and extra-curricular activity. If the pitch is converted to 3G, ensure that it meets FA and WR compliance to ensure that the pitch can appropriately accommodate activity for both football and rugby union. Ensure the pitch is floodlit and available for community use to accommodate local training demand.	EH FA FF School		M		M-H	
		Netball		One poor quality macadam netball court which is currently unavailable for community use.	Sustain court quality through current maintenance regime.	EN School		L		L	
30	Dover Grammar School for Boys	Football	Education	Two adult and one youth 11v11 pitch, all of standard quality. The pitches are currently unavailable for community use.	Explore opportunities for community use provided that this does not adversely affect pitch quality for curricular demand. Sustain pitch quality through current maintenance regime.	FA FF School	Local	L	L	L	Protect
				Land owned by the School, known as Lenny's Field, considered to be lapsed. The land previously acted as school playing fields and at one time had two youth 11v11/adult football pitches on. It has not been maintained for a number of years but remains under school ownership. There are ambitions from the DoE to develop the site for a new school building. The site is currently utilised by the community as an area of open space and for dog walkers.	Ensure mitigation for its site is to equal or greater quantity/quality to meet SE Playing Field Policy. Further explore whether the site is appropriate for development; or whether it should be brought back in to use for sporting use. Any developments of the land should consider wider implications for both the site; and the supply of amenity open space locally; as which the site currently operates.	School DDC DoE	Local	H	S	L	

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

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

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
20	Crabble Athletic Ground (Dover Athletic FC)	Football	Sports Club	One good quality adult football pitch which has capacity to accommodate additional teams at senior peak time. The site is the home venue of Dover Athletic FC which competes at Step 1 of the Football Pyramid. The site meets minimum ground requirements for this level.	Sustain pitch quality through current maintenance regime. Ensure that the ground continues to meet minimum ground requirements for its current level.	FA FF Sports Club	Local	L	L	L	Protect
31	Dover Rugby Football Club	Rugby union	Sports Club	Two good (M2/D1) quality senior rugby union pitches of which one is floodlit. Both pitches currently accommodate minimal levels of overplay. The current maintenance programme undertaken on site is of the maximum quality rating that can be achieved by a community rugby union club; and therefore cannot be improved.	Sustain pitch quality through current maintenance regime. Look to relocate mini match play and training demand from the senior pitches to alleviate overplay. This could take place elsewhere on the site by establishing dedicated mini pitches; or at Kearsney Camp Site which was previously accessed by the Club.	RFU Sports Club	Local	L	L	L	Protect
34	Duke of York's Royal Military School, Dover	Football	Education	Two adult and one mini 7v7 pitch. One adult pitch is poor quality whilst the remaining two pitches are standard quality. The poor quality pitch is played to capacity through curricular use. The other pitches have capacity to accommodate teams at peak time but this is discounted due to the sit being unsecure. Pitches are available for community use but are currently unused. Changing rooms are available on site but are not included in normal lets.	Improve pitch quality by enhancing the current maintenance regime. Continue to make the pitches available for community use; and secure long term agreements to access the provision on a consistent basis. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	FA FF School	Key (Potential Hub site if community use can be secured)	L	M	L	Protect Provide
		Cricket		One good quality grass cricket square consisting of 11 wickets. The square is available for community use but is currently unused.	Although there are currently no shortfalls for cricket provision in the Analysis Area, the site could operate as a secondary venue for a club when there is a lack of capacity at home venues. Continue to make the pitch available for community use; and secure long term agreements to access the provision on a consistent basis. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	ECB School		L	M	L	

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
		Rugby union		Six standard (M1/D1) quality pitches with spare capacity of six match equivalent sessions. Pitches are available for community use but are currently unused. Changing rooms are available on site but are not included in normal lets.	Improve pitch quality by enhancing the current maintenance regime. Continue to make the pitches available for community use; and secure long term agreements to access the provision on a consistent basis. Dover RFC would be the ideal option given the Club's proximity to the site. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	RFU School		L	M	L	
		Hockey		One full-size, sand dressed AGP which is floodlit and available for community use. The pitch is assessed as good quality after a resurface in 2013. The supporting ancillary facilities are also good quality. Deal HC currently rents this pitch on a match-by-match basis and splits training demand between this pitch and Three Hills Sports Club (Folkestone). Changing rooms are available on site but are not included in normal lets.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when necessary. Work to secure Deal HC with a long term community use agreement to access the pitch for both match and training demand. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	EH School		H	S	M	
		Tennis		Four good quality macadam tennis courts with no floodlighting. The courts are available for community use but are currently unused.	Sustain court quality by continuing with the current maintenance regime. Continue to make the pitch available for community use; and secure long term agreements to access the provision on a consistent basis. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	LTA School		L	L	L	
		Athletics		An eight lane, 400m synthetic track which is floodlit and also hosts field event provision. The track is good quality after being resurfaced in 2017. The track is currently used by Dover Roadrunners AC and Hawkinge Harriers AC. However, it is unable to host competitive events as the School does not have a permit or license for this; however, the School does not have a desire for this due to the requirement to safeguard boarding students on site. Changing rooms are available on site but are not included in normal lets.	Work to secure Dover Roadrunners AC with a long term community use agreement to access the track for both match and training demand. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	EA School		H	S	L	

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
		Netball		Four good quality macadam netball courts that are used for community use and home to the Dover & District Netball League. Changing rooms are available on site but are not included in normal lets.	Work to secure Dover & District Netball League with a long term community use agreement to access the courts for both match and training demand. Engage with the School, NGBs and local key clubs to increase community use of the site; and to obtain secured access for specific clubs that will satisfy the School's safeguarding requirements.	EN School		H	S	L	
35	East Langdon Cricket Ground	Cricket	Sports Club	One standard quality grass cricket square consisting of eight wickets. The square is currently used by a single team from East Langdon CC and so there is capacity for an additional senior team at peak times.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
41	Elms Vale Recreation Ground	Football	Council	Two adult, one youth 11v11 and two youth 9v9 pitches which are all of standard quality and available for community use. The adult pitches are currently played to capacity at peak time. The remaining pitches have some level of spare capacity at peak time. The site is reported to have issues with dog fouling and unofficial use, particularly on the youth 11v11 and adult pitches. It is also serviced by poor quality ancillary provision.	Sustain pitch quality through current maintenance regime. Explore the feasibility of improving the ancillary provision on site (changing rooms).	FA FF Council	Local	L	L	L	Protect Enhance
44	Farthingloe Playing Fields	Football	Education	Two adult and two youth 11v11 pitches, both of standard quality. The pitches on site are currently unused and so have spare capacity although this has been discounted due to unsecure tenure.	Sustain pitch quality through current maintenance regime.	FA FF College	Local	L	L	L	Protect
48	Green Park Community School	Football	Education	One poor quality mini 5v5 pitch which is available for community use but suffers from an unsecure tenure.	Look to formalise a community use agreement to provide security of tenure. Improve pitch quality through enhanced maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
51	Guston C of E Primary School	Football	Education	One poor quality mini 5v5 pitch which is available for community use but suffers from an unsecure tenure.	Look to formalise a community use agreement to provide security of tenure. Improve pitch quality through enhanced maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
53	Kearsney Bowls Club	Bowls	Sports Club	One good quality, six rink, flat bowling green. The green is well used by Kearsney BC.	Sustain green quality through current maintenance regime to ensure high levels of use are accommodated.	BE Sports Club	Local	L	L	L	Protect
54	Kearsney Camp Site	Rugby union	Community	One poor (M0/D1) quality senior rugby union pitch which is without floodlighting and currently unused.	Improve pitch quality through enhanced maintenance regime. Consider relocating mini match demand from Dover Rugby Club to the site to reduce overplay at the Club's primary home venue.	RFU Community	Local	L	L	L	Protect Enhance

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
55	King George V Playing Field	Tennis	Parish Council	One poor quality macadam tennis court which is available for community use but without floodlighting.	Explore the feasibility of improving court quality through resurfacing.	LTA Parish Council	Local	L	L	L	Protect Enhance
57	Lancaster Avenue Playing Fields	Football	Council	One poor quality mini 7v7 pitch which is available for community use and currently unused.	Improve pitch quality through enhanced maintenance regime.	FA FF Council	Local	L	L	L	Protect Enhance
73	River Recreation Ground	Football	Parish Council	Two poor quality adult pitches that are available for community use. Both pitches have capacity to host additional teams at peak time.	Improve pitch quality through enhanced maintenance regime.	FA FF Parish Council	Local	L	L	L	Protect Enhance
		Tennis		Four standard quality grass tennis courts that are available for community use but without floodlighting. The site is currently rented on an annual basis by River TC. Given the Club's usage there is a shortfall of capacity on site.	Sustain court quality through current maintenance regime. Convert one of the current grass courts to a hard surface court to eliminate current onsite shortfalls.	LTA Council					Protect
88	St Edmund's Catholic School	Tennis	Education	Three poor quality macadam tennis courts that are without floodlighting and currently unavailable for community use.	Sustain court quality for curricular use.	LTA School	Local	L	L	L	Protect
		Netball		Two poor quality macadam tennis courts that are currently unavailable for community use.	Sustain court quality for curricular use.	EN School					
92	St Margaret's Bowls Club	Bowls	Sports Club	One good quality, four rink, flat bowling green. The green is well used by St Margaret's BC.	Sustain green quality through current maintenance regime to ensure high levels of use can continue to be accommodated.	BE Sports Club	Local	L	L	L	Protect
93	St Margaret's Recreation Ground	Cricket	Sports Club	One standard quality grass cricket square which consists of ten wickets. The square is currently played to capacity at peak time by St Margaret's at Cliffe CC. It is understood that the Club has now merged with Cosmos CC and been renamed St Margaret's Cosmopolitan CC.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
		Tennis		Two standard quality macadam tennis courts that are available for community use but without floodlighting. The site is currently used by St Margaret's TC although capacity is unknown as the club was unresponsive to consultation requests.	Sustain court quality through current maintenance regime.	LTA Sports Club					
95	St Margaret's Football Club	Football	Council	One adult, one youth 9v9, one mini 7v7 and one mini 5v5 pitch; all of standard quality. The mini 5v5 pitch is currently played to capacity at peak time. The remaining pitch formats all have minimal actual spare capacity.	Sustain pitch quality through current maintenance regime.	FA FF Council	Local	L	L	L	Protect
111	Whitfield Recreation Ground	Football	Parish Council	Two youth 9v9, one mini 7v7 and one mini 5v5 pitch; all of standard quality. All three pitch formats have capacity for additional teams at peak time.	Sustain pitch quality through current maintenance regime.	FA FF Parish Council	Local	L	L	L	Protect

**DOVER DISTRICT
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁵	Cost ¹⁶	Aim
119	Mansions Gardens Bowling Green (Whitefield)	Bowls	Private	One good quality, six rink, flat bowling green which is currently used by Gateway BC.	Sustain green quality through current maintenance regime and maximise use.	BE Private	Local	L	L	L	Protect
122	Dover Grammar School for Girls	Tennis	Education	Five standard quality macadam tennis courts that are unavailable for community use and without floodlighting.	Sustain court quality for curricular and extra-curricular demand.	LTA School	Local	L	L	L	Protect
		Netball		Four good quality netball courts that are currently unavailable for community use.	Sustain court quality for curricular and extra-curricular demand.	EN School					

DOVER DISTRICT PLAYING PITCH STRATEGY

6.3: Rural Area

Sport	Analysis area	Current demand (2019)		Future demand (2037)
		Pitch type	Current capacity total in MES ¹⁷	Future capacity total in MES
Football (grass pitches)	Rural	Adult	Spare capacity of 2.5	Spare capacity of 2
		Youth 11v11	At capacity	Shortfall of 0.5
		Youth 9v9	Spare capacity of 1.5	At capacity
		Mini 7v7	Spare capacity of 0.5	Spare capacity of 0.5
		Mini 5v5	Spare capacity of 0.5	Shortfall of 1
Football (3G pitches) ¹⁸	Rural	Full size, floodlit	Shortfall of 1	Shortfall of 1
Cricket	Rural	Senior	Spare capacity of 72	Spare capacity of 53
Rugby union	Rural	Senior	Shortfall of 0.25	Shortfall of 0.5
Hockey (sand AGPs)	Dover District	Full size, floodlit	Adequate provision for community hockey	Potential shortfall for school hockey
Tennis	Dover District	Courts	Shortfall of floodlighting	Shortfall of floodlighting
Bowls	Dover District	Greens	Adequate provision	Adequate provision
Athletics	Dover District	Tracks	Adequate provision	Adequate provision
Netball	Dover District	Courts	Adequate provision	Adequate provision
Golf	Dover District	Courses	Adequate provision	Adequate provision

¹⁷ MES – match equivalent sessions per week (per season for cricket)

¹⁸ Based on accommodating 38 teams on one full size pitch

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁹	Cost ²⁰	Aim
3	Ash Bowling Club (Ash)	Bowls	Sports Club	One good quality flat bowling green which is currently used by Ash BC. The Club was unresponsive to consultation requests, the capacity of this site is unknown.	Sustain green quality through current maintenance regime.	BE Sports Club	Local	L	L	L	Protect
4	Ash Recreation Ground (Ash)	Football	Parish Council	One standard quality adult pitch which is available for community use. The pitch has capacity for an additional team at senior peak time. The pitch is overmarked on a cricket outfield. The site has poor quality ancillary facilities but S106 funding has already been secured to improve these facilities.	Sustain pitch quality through current maintenance regime. S106 funding has been secure to contribute towards the improvement of changing facilities. Acquire further funds to fulfil this project.	FA FF Parish Council Council	Key	M	L	L	Protect Enhance
		Cricket		One standard quality grass cricket square consisting of ten wickets. The square is currently played to capacity at peak times by Ash CC.	Sustain square quality through current maintenance regime.	ECB Parish Council Sports Club		L			Protect
		Rugby union		Two senior rugby union pitches of poor (M0/D1) quality of which one is floodlit. The floodlit pitch is currently overplayed by 1.5 match equivalent sessions per week whilst the non-floodlit pitch is overplayed by 0.75 match sessions. The site has poor quality ancillary facilities but S106 funding has already been secured to improve these facilities. Ash RFC currently has two separate agreements for the site; an annual rental agreement with Ash Parish Council for the floodlit pitch; and a yearly lease agreement from a private landowner for the second pitch.	Improve pitch quality through enhanced maintenance regime to reduce overplay. S106 funding has been secure to contribute towards the improvement of changing facilities. Acquire further funds to fulfil this project. Explore the feasibility of moving training demand to an alternate area on the site to alleviate overplay. Provide Ash RFC with a long term lease agreements for the site to enable the Club to access external funding.	RFU Sports Club Parish Council Council Private landowner		M			Protect Enhance
		Tennis		Two standard quality macadam tennis courts that are available for community use but without floodlighting. The site is currently overplayed by 40 participants from Ash TC although this shortfall could be addressed through the installation of floodlights on the courts.	Sustain court quality through current maintenance regime. Explore the feasibility of installing floodlighting to alleviate overplay of the site.	LTA Parish Council		M			L-M
8	Aylesham Primary School (Aylesham)	Football	Education	One standard quality mini 5v5 pitch which is not available for community use. There is actual capacity available at this site although it has been discounted due to unsecure tenure.	Sustain pitch quality through current maintenance regime.	FA FF Education	Local	L	L	L	Protect

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

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

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
9	Aylesham Welfare Leisure Centre (Aylesham)	Various	Commercial	Your Leisure has recently taken on a three year contract to manage the site.	Establish long term management of the site for the clubs, ensuring that pitches continue to be maintained to an appropriate standard.	Council	Hub	H	M	L	Protect Enhance Provide
		Football		Two adult, one youth 9v9, one mini 7v7 and one mini 5v5 pitch. The majority of the pitches on site are of standard quality, however, one adult pitch is assessed as good quality and the youth 9v9 pitch is of poor quality. The youth 9v9 pitch is of poor quality as it is reported that stones frequently protrude through the pitch surface. Ancillary facilities on site are said to be of good quality although it is reported that they can become congested if both Snowdown & Aylesham Youth FC and Snowdown Colliery RUFC are using the site simultaneously. The adult pitches on site are currently played to capacity at peak time whereas the remaining pitch formats all have minimal actual capacity. However, spare capacity on the youth 9v9 pitch has been discounted due to poor pitch quality.	Sustain pitch quality through current maintenance regime.	FA FF Commercial		M	L	L	
		Rugby union		Two standard quality (M1/D1) pitches of which neither is floodlit. Snowdown Colliery RFC is considered to have a secure rental agreement for the site. The Club predominantly trains on the previously WR compliant small-size 3G pitch on site. However, as it is unknown if the pitch is still compliant with WR regulations, these are only non-contact sessions. The Club also trains on the grass pitches where possible although this is limited to daylight hours as neither pitch is floodlit. Currently, both pitches have 1.5 match equivalent sessions of spare capacity each.	Sustain pitch quality through current maintenance regime. Provide Snowdown Colliery RFC with a long term lease agreement for the site to enable the Club to access external funding.	RFU Commercial		M	L	L	

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

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

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
		Football & rugby		Two small-size floodlit 3G pitches of which one is a medium pile 3G whilst the second is a long pile 3G with shock pad. The long pile 3G was formerly WR compliant. Both pitches are assessed as good quality. However, there are issues regarding the sinking fund for future refurbishment/resurfacing. Neither pitch is certified nor on The FA register.	Sustain pitch quality through current maintenance regime. Work to establish sinking funds for refurbishment when necessary. Look to re-test and re-certify the long pile pitch to better accommodate rugby training demand. Ensure both 3G pitches are tested and certified to then be placed on the FA Register; ensuring that monitoring requests from the Football Foundation are upheld, particularly with the FF having funded one of the pitches.	RFU FA FF Commercial		H	M	M-H	
		Bowls	Trust	One good quality, six rink, flat bowling green which is well used by Aylesham & Snowdown BC.	Sustain green quality through current maintenance regime.	BE Trust		L	L	L	Protect
11	Baypoint Leisure (Sandwich)	Football	Commercial	Four adult, three youth 9v9 and one mini 7v7 pitch; all of standard quality. The mini 7v7 pitch is currently overplayed by 0.5 match equivalent sessions per week whilst the youth 9v9 pitches are played to capacity at peak times. The adult pitches have capacity for a further three teams at senior peak time.	Sustain pitch quality through current maintenance regime. Explore the feasibility of reallocating pitch provision on site to alleviate overplay.	FA FF Commercial	Local	L-M	L	L	Protect
		Hockey		One standard quality small-size, sand dressed AGP which is floodlit and available for community use. However, the pitch is currently marked for three small-size football pitches with nets dividing each pitch. Therefore, hockey cannot currently be accommodated on the pitch.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when necessary.	EH FA FF Commercial		L-M	M	M-H	Protect Enhance
		Football & rugby		One small-size, floodlit 3G pitch which is available for community use. The pitch has now exceeded its ten-year lifespan although it is assessed as standard quality. The pitch currently accommodates mini 5v5 match play.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when necessary. Explore the feasibility of gaining FA certification to better accommodate mini match play demand.	RFU FA FF Commercial					
15	Cartwright & Kelsey C of E Aided School, Ash (Ash)	Football	Education	One poor quality mini 5v5 pitch that is unavailable for community use.	Improve pitch quality through a more dedicated maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
36	Eastry Bowling Club (Eastry)	Bowls	Sports Club	One good quality flat bowling green that is currently used by Eastry BC. The club was unresponsive to consultation requests, the capacity of this site is unknown.	Sustain green quality through current maintenance regime.	BE Sports Club	Local	L	L	L	Protect
37	Eastry C of E Primary School (Eastry)	Netball	Education	One standard quality macadam netball court which is currently unavailable for community use.	Sustain court quality for curricular and extra-curricular use.	EN School	Local	L	L	L	Protect
38	Eastry Cricket Club (Eastry)	Cricket	Sports Club	One poor quality grass cricket square which consists of 12 wickets. The square is currently overplayed by 17 match sessions per season by Eastry CC.	Improve square quality through an enhanced maintenance regime.	ECB Sports Club	Local	H	L	L	Protect Enhance

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
43	Eythorne Elvington Primary School (Dover)	Netball	Education	One standard quality macadam netball court which is currently unavailable for community use.	Sustain court quality for curricular and extra-curricular use.	EN School	Local	L	L	L	Protect
45	Gazen Salts Recreation Ground (Sandwich)	Football	Sports Club	One youth 11v11, one youth 9v9 and one mini 7v7 pitch; all of standard quality. The mini 7v7 and youth 11v11 pitches are currently played to capacity at peak time whereas the youth 9v9 pitch has capacity for an additional team at peak times.	Sustain pitch quality through current maintenance regime.	FA FF Sports Club	Local	L	L	L	Protect
		Cricket		One good quality grass cricket square consisting of ten wickets. The square is currently played to capacity at peak time by Sandwich Town CC.	Sustain square quality through current maintenance regime.	ECB Sports Club					
50	Gun Park (Eastry)	Football	Council	One standard quality adult pitch which is available for community use and currently overplayed by one match equivalent session per week. The site is also facilitated by poor quality ancillary facilities.	Improve pitch quality through a more rigorous maintenance regime to alleviate overplay. Explore the feasibility of improving the ancillary provision on site.	FA FF Council	Local	L-M	L	L	Protect Enhance
63	Nonington Cricket Club (Nonington)	Cricket	Sports Club	Two standard quality grass cricket squares. One square consists of 16 grass wickets whilst the second square contains six wickets. Only one team from Nonington CC currently use the site at peak time and therefore there is capacity for an additional three teams at senior peak time.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
64	Northbourne CEP School (Deal)	Football	Education	One poor quality mini 5v5 pitch which is unavailable for community use.	Improve pitch quality through a more dedicated maintenance regime.	FA FF School	Local	L	L	L	Protect Enhance
66	Northbourne Park School (Deal)	Netball	Education	Two standard quality macadam tennis courts that are currently unavailable for community use.	Sustain court quality for curricular and extra-curricular use.	EN School	Local	L	L	L	Protect
70	Preston Recreation Ground (Preston)	Football	Parish Council	One poor quality youth 9v9 pitch which is available for community use and currently unused.	Improve pitch quality through an enhanced maintenance regime to encourage community use.	FA FF Parish Council	Local	L	L	L	Protect Enhance Provide
		Cricket		Site previously contained a pitch which is now long disused. However, cricket demand has been reported in the area.	A feasibility study is required including a risk assessment for ball strike. A new Village Hall is planned for Recreation Ground which could act as a dual function changing provision.	ECB		M	S	H	
75	Sandwich Bowling Club (Sandwich)	Bowls	Sports Club	One good quality, six rink, flat bowling green which is well used by Sandwich BC.	Sustain green quality through current maintenance regime to ensure high levels of use accommodated.	BE Sports Club	Local	L	L	L	Protect
76	Sandwich Junior School (Sandwich)	Netball	Education	Two standard quality macadam netball courts that are unavailable for community use.	Sustain court quality for curricular and extra-curricular use.	EN School	Local	L	L	L	Protect

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
77	Sandwich Lawn Tennis Club (Sandwich)	Tennis	Sports Club	Three macadam tennis courts which are all available for community use but without floodlighting. One court is of good quality whilst the remaining two are of standard quality. There is a shortfall of capacity on site.	Sustain court quality through current maintenance regime. Provide floodlighting on at least two of the courts to eliminate capacity shortfalls on the site.	LTA Sports Club	Local	L	L	L	Protect Provide
78	Sandwich Leisure Centre (Sandwich)	Football & rugby	Trust	One standard quality, full-size, floodlit 3G pitch which features on the FA register. Although the full size pitch at Sandwich Leisure Centre is in its final year of recommended lifespan it is assessed as standard quality surface. The pitch is used throughout the week, supporting both curricular and extra-curricular activity from Sandwich Technology School, as well as community activity by local sports clubs and groups. The maintenance of the pitch is reported to be of a consistently high quality; which has sustained the quality over a long period. Pitch quality should be monitored given the age of the surface to prevent quality declining in the future.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when necessary.	FA FF RFU Trust	Key	M	S	M-H	Protect Enhance
79	Sandwich Technology School (Sandwich)	Football	Education	One adult and one youth 11v11 pitch. The adult pitch is of good quality whilst the youth 11v11 pitch is of standard quality. Both pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime and explore opportunities to develop community use.	FA FF School		M	S	L	Protect Provide
		Cricket		One standalone NTP cricket which is unavailable for community use.	Sustain for curricular use.	ECB School		L	L	L	
		Rugby union		One standard quality (M1/D1) senior rugby union pitch. The pitch is currently unavailable for community use.	Sustain pitch quality through current maintenance regime and explore opportunities to develop community use.	RFU School		M	S	L	
		Tennis		Three standard quality macadam tennis courts which are floodlit and available for community use as part of Sandwich Leisure Centre.	Sustain court quality for curricular use. Continue to make the courts available for community use.	LTA School		L	L	L	
		Netball		Two good quality macadam netball courts that are available for community use as part of Sandwich Leisure Centre. The site is currently home to the Sandwich & District Netball League.	Sustain court quality through current maintenance regime. Explore opportunity for Sandwich & District Netball League with a long term community use agreement to access the courts for both match and training demand.	EN School		M	S	L	
78/79	Sandwich Leisure Centre/ Sandwich Technology School	Various	Trust/Education	Explore potential for community use of the site to be consolidated under a single management arrangement in order to increase the availability of provision and potential future investment opportunities. The site jointly is identified as a Key site but could have the potential to become a Hub site.		Trust School Council		H	S	L	

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
81	Sandwich Town Cricket Club (Sandwich)	Cricket	Sports Club	One good quality grass cricket square with 18 wickets. The square is also accompanied by an NTP. The site is currently played to capacity at peak times by Sandwich Town CC.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
82	Shepherdswell Recreation Ground (Shepherdswell)	Football	Parish Council	One adult and one mini 7v7 pitch, both of standard quality. Both pitches also have capacity to accommodate an additional team at peak time. It is understood that Shepherdswell Spartans FC has begun work to establish new changing facilities on the site, with foundations having been laid.	Sustain pitch quality through current maintenance regime. The Parish Council and Dover District Council should work with Shepherdswell Spartans FC to ensure that development work on new changing facilities continues with sufficient funds to complete the work. Neither the Football Foundation nor Kent FA will be able to fund the development as it has already begun; and neither organisation retrospectively funds projects.	FA FF Parish Council	Local	L	L	L	Protect
		Cricket		One standard quality grass cricket square consisting of nine wickets. The square is currently unused at peak time and so there is capacity for two senior teams to use the square at peak time.	Sustain square quality through current maintenance regime.	ECB Parish Council					
85	Sir Roger Manwoods School (Sandwich)	Football	Education	One standard quality youth 11v11 pitch which is currently unavailable for community use.	Seek to make the pitch available for community use provided that this does not adversely affect pitch quality for curricular demand. Sustain pitch quality through current maintenance regime.	FA FF School	Local (Potential Key site)	L	L	L	Protect
		Cricket		Two good quality grass cricket squares consisting of seven and two wickets respectively. Both squares are currently unavailable for community use.	Seek to make the squares available for community use as a secondary or tertiary venue, provided that this does not adversely affect pitch quality for curricular demand. Sustain pitch quality through current maintenance regime.	ECB School					
		Rugby union		Two standard quality (M1/D1) senior rugby union pitches of which neither is floodlit. Both pitches are currently unavailable for community use.	Seek to make the pitches available for community use provided that this does not adversely affect pitch quality for curricular demand. Sustain pitch quality through current maintenance regime.	RFU School					
		Hockey		One poor quality small-size, sand dressed AGP which is currently unavailable for community use. The pitch is also without floodlighting. The school reports that rather than resurfacing the current pitch, there are aspirations to provide a full-size, hockey suitable AGP on a different part of the site. The school would then look to link with a local hockey club who would then be based at the site.	Explore the viability of providing a full-size, hockey suitable AGP with the school. If a full-size pitch is to be constructed, work with the School to identify a partner club. If the pitch is not constructed, look to resurface the current AGP. Ensure a sinking fund is in place for refurbishment when necessary.	EH School	M	S	M-H	Protect Enhance Provide	

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
		Tennis		Three poor quality macadam tennis courts which are without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	LTA School		H	S	L	Protect
		Netball		One poor quality macadam netball court which is currently unavailable for community use. School affiliated to England Netball.	Improve court quality and explore opportunities to use this site for England Netball junior activity development.	EN School					
89	St Faith's at Ash (Ash)	Netball	Education	One standard quality macadam netball court which is currently unavailable for community use.	Sustain court quality for curricular and extra-curricular use.	EN School	Local	L	L	L	Protect
97	Staple Recreation Ground (Ash)	Football	Council	One poor quality adult football pitch which is available for community use but currently unused.	Improve pitch quality through a more dedicated maintenance regime.	FA FF Council	Local	L	L	L	Protect Enhance
98	Tilmanstone Ravens Cricket Ground (Eythorne)	Cricket	Sports Club	One standard quality grass cricket square consisting of eight wickets. The square is currently unused at peak time and so there is capacity for two senior teams at peak time.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
104	Tilmanstone Colliery Welfare Ground (Eythorne)	Football	Community	Two standard quality adult football pitches that are available for community use. Both pitches are currently played to capacity at peak times.	Sustain pitch quality through the current maintenance regime.	FA FF Community	Local	L	L	L	Protect
		Cricket		Disused – formerly a grass cricket square with nine wickets and an NTP. The site was previously used by Cosmopolitan CC who have now were displaced to Folkestone and Hythe after the 2017 season.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring match play from any overplayed sites to use the provision.	ECB Community		L	M	L-M	
		Bowls		One good quality, seven rink, flat green which is well used by Tilmanstone BC.	Sustain green quality through current maintenance regime.	BE Community		L	L	L	
114	Wingham Recreation Ground (Wingham)	Football	Parish Council	One standard quality adult pitch which is available for community use but is played to capacity at peak times.	Sustain pitch quality through the current maintenance regime.	FA FF Parish Council	Local	L	L	L	Protect
		Cricket	Sports Club	One poor quality grass cricket square which consists of six wickets. The square is currently overplayed by 17 match sessions per season by Wingham CC.	Improve square quality through an enhanced maintenance regime.	ECB Sports Club		H	S		Protect Enhance
		Tennis	Parish Council	Two poor quality macadam tennis courts that are available for community use but without floodlighting. The site is utilised by Wingham LTC and has some capacity for additional demand.	Explore the feasibility of improving court quality through resurfacing. Installation of Clubspark gate access system to support management of courts and improve customer journey.	LTA Parish Council		L	L	L-M	

**DOVER DISTRICT COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site (settlement)	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²¹	Cost ²²	Aim
115	Woodnesborough Football Club (Woodnesborough)	Football	Sports Club	One standard quality adult pitch which is available for community use but is played to capacity at peak times.	Sustain pitch quality through the current maintenance regime.	FA FF Sports Club	Local	L	L	L	Protect
		Football & rugby		One small-size 3G pitch which is floodlit and available for community use. The pitch was installed in 2015 and assessed as standard quality. The pitch currently accommodates mini 5v5 match play.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when necessary. Look to gain FA certification on the pitch to better accommodate mini match play.	RFU FA FF Sports Club			M	M-H	Protect Enhance
117	Worth Cricket Ground (Worth)	Cricket	Sports Club	One standard quality grass cricket square which consists of eight wickets. The square is currently used by a single team from Worth CC and so there is capacity to accommodate a second team at senior peak time.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
124	Prince's Golf Club (Sandwich)	Golf	Sports Club	The Prince's Golf Club hosts 27 holes, a large clubhouse and extensive practice facilities. This is the only Club in Dover to be available for pay and play.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership by participating in England Golf initiatives.	EG Sports Club	Key	H	L	L	Protect
126	The Royal St George's Golf Club (Sandwich)	Golf	Sports Club	A traditional members only club with strict entry requirements. The course is an 18-hole, par 70, private links course which will host The Open in 2020.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership by participating in England Golf initiatives.	EG Sports Club	Key	H	L	L	Protect

PART 7: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2037 (in line with the objectively assessed need for housing period). This future demand is translated into teams likely to be generated, rather than actual pitch provision required. The Sport England Playing Pitch New Development Calculator (NDC) adds to this, updating the likely demand generated for pitch sports based on housing increases and converts the demand into match equivalent sessions and the number of pitches required. This is achieved via team generation rates (TGRs) in the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth and gives the associated costs of supplying the increased pitch provision.

The Council recently completed a Strategic Housing Market Assessment (SHMA), which identified an objectively assessed need for housing of 529 dwellings per year over the period 2014 – 2037. On this basis the scenario below is an example on how the NDC can be used to show the additional demand for pitch sports generated from future housing growth. For the purposes of this demonstration, it uses the Core Strategy total of 14,000 dwellings.

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

The indicative figures are based on the assumption of a per dwelling occupancy rate of 2.33.

Please note that once housing allocations have been confirmed as part of the Dover Local Plan Review the NDC can be updated throughout the lifespan of the PPS to reflect population projections and change in the average household size.

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

Example scenario

The estimated additional population derived from housing growth from 14,000 dwellings is 36,620 people.

This population increase equates to 29.18 match equivalent sessions of demand per week for grass pitch sports, 0.8 match equivalent sessions of demand per week on AGPs for hockey and 157.09 match equivalent sessions of demand per season for cricket.

Training demand equates to 50.99 hours of use per week for football on 3G pitches and hockey equates to 4.35 hours of use per week on AGPs. There are also 0.48 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

DOVER DISTRICT COUNCIL PLAYING PITCH STRATEGY

Table 7.1: Likely demand for grass pitch sports generated from 14,000 dwellings

Pitch sport	Estimated demand by sport for 1,500 dwellings	
	Match demand (MES) per week ²³	Training demand ²⁴
Adult football	7.60	50.99
Youth football	9.82	
Mini soccer	8.08	
Rugby union	3.68	4.35
Adult hockey	0.48	1.43
Junior & mixed hockey	0.32	0.05
Cricket	157.09	N/A

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

Table 7.2: Estimated demand and costs for new pitch provision

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ²⁵	Lifecycle Cost (per annum) ²⁶
Adult football	7.60	£779,882	£164,555
Youth football	9.82	£839,456	£176,286
Mini soccer	8.08	£230,174	£48,336
Rugby union	3.68	£566,633	£121,259
Cricket	3.62	£1,176,013	£237,555
Sand based AGPs	0.12	£108,317	£3,358
3G	1.34	£1,506,793	£48,905

Further to the above, the NDC also estimates that there will be a need to provide 44.13 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £8,237,657.

Conclusions

The tables above show that through housing growth, demand will be generated for each pitch sport (with the exception of rugby league) to a lesser or greater extent. That being said, it must be noted that not all developments will require new on site provision, with the capacity of existing sites in the locality needing to be assessed to understand if they can accommodate increased usage. The PPS should be used as a guide to inform this.

Experience shows that only significantly large housing sites are likely to generate demand in their own right; however, the cumulative impact of housing across the local authority will result in substantial demand generated across the local authority and in each analysis area. For developments not requiring on site provision, contributions should be focused on improving existing sites. The preceding Action Plan and future consultation with NGBs should inform the playing fields that most require investment.

²³ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

²⁴ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

²⁵ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

²⁶ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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

Delivery

The PPS provides guidance for maintenance/management decisions and investment made across Dover District. By addressing issues identified in the Assessment Report and using the strategic framework presented in this Strategy, the current and future sporting and recreational needs of Dover District can be met. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

Production of this Strategy is the start of the planning process. Successful Strategy implementation and the benefits to be gained depend upon regular engagement between all partners involved and the adoption of a mutually bought into, strategic approach. It is important that this document is used in a practical manner, supports engagement with partners and encourages partnerships to be developed, to ensure that outdoor sports facilities are regarded as a vital aspect of community life and which contribute to the achievement of Council priorities.

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 that 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 to which people and agencies regularly turn to for information in respect of how current demand should be met and what actions are required to improve the situation and meet future demand. To ensure that this is achieved the Steering Group need to have a clear understanding of how the PPS can be applied and therefore delivered.

The process of PPS development has already led to a number of benefits that assist its application and delivery. These include enhanced partnership work across different agendas and organisations, pooling of resources along with strengthened relationships and understanding between stakeholders, 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 its influence should be applied and strategy delivered enhanced.

Following sign off of the PPS, a short-term Action Plan should be prepared by the Council, in consultation with relevant partners, in order to distil the existing Action Plan and to give the Steering Group a short-term focus. This would then need to be revised through regular meetings.

Monitoring and updating

It is important that there is regular annual monitoring and review against the actions identified in the Strategy. This should be led by the Council 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 be a key component of monitoring its delivery and be an on-going role of the Steering Group.

KKP will provide the tools used to produce the PPS to the Council as well as training on how to use such tools, such as the PPS database used to hold all information gathered. This will enable the monitoring and updating process to be carried out.

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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, Sport England and the NGBs will consider the PPS and the information on which it is based to be out of date.

The nature of the supply and in particular the demand for outdoor sports facilities will likely to have changed over the three years. Therefore, without any form of review and update within this time period it would be difficult to make the case that the supply and demand information and assessment work is sufficiently robust.

Ideally the PPS should be reviewed on an annual basis from the date it is formally signed off by the Steering Group. This will help to maintain the momentum and commitment built up during its development. 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 particular resource intensive task. However, it should highlight:

- ◀ How 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 or reduce 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 outdoor sports 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 that the PPS is used effectively to input into any new opportunities to secure improved provision and influence relevant programmes and initiatives
- ◀ Maintains links between relevant parties with an interest in local outdoor sports provision;
- ◀ Reviews the need to update the PPS along with the supply and demand information and assessment work on which it is based. Further to review the group should either:
 - ◀ Provide a short annual progress and update paper;
 - ◀ Provide a partial review focussing on particular sport, pitch type and/or sub area; or
 - ◀ Lead a full review and update of the PPS document (including the supply and demand information and assessment details).

Alongside regular Steering Group meetings a good way to keep the PPS up to date and maintain relationships is to hold annual sport specific meetings with pitch sport NGBs and other relevant parties. These could be part of a process of updating key supply and demand information plus, if necessary, amending assessment work, tracking progress in respect of implementing action plan recommendations and highlighting new issues and opportunities.

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Meetings could be timed to coincide with annual NGB affiliation processes. This would help to signal 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 should also feed into these meetings.

NGBs will also be able to confirm any further performance quality assessments undertaken within the study area. Discussion with league secretaries may also indicate annual league meetings may be useful to attend to pick up on specific issues and/or enable a review of the relevant club details to be undertaken.

The Steering Group should regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.

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

Dover Local Football Facilities Plan


The findings of and any subsequent changes to the PPS should align with the Local Football Facilities Plan (LFFP) for Dover District (planned for late 2019) which will also serve as a live document requiring concurrent management. The position for formal and affiliated football provision determined and updated through the PPS should form the basis for investment into formalised football provision echoed through the LFFP, which will further explore opportunities for investment into informal, recreational, small sided and indoor football as an extension of the PPS findings, the result being a wholistic plan for partnership investment into football facilities in Dover District over the next decade. The PPS and LFFP should demonstrate synergy and should inform each other.

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Checklist

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

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

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

APPENDIX ONE: SPORTING CONTEXT

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

National context

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

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.

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

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

National Planning Policy Framework

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

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

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

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

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

- ◀ **Improve 20,000 Natural Turf pitches**, with a focus on addressing drop off due to a poor playing experience;
- ◀ **Deliver 1,000 3G AGP 'equivalents'** (mix of full size and small sided provision, including MUGAs - small sided facilities are likely to have a key role in smaller / rural communities and encouraging multi-sport offers), enhancing the quality of playing experience and supporting a sustainable approach to grass roots provision;
- ◀ **Deliver 1,000 changing pavilions/clubhouses**, linked to multi-pitch or hub sites, supporting growth (particularly in women and girls football), sustainability and providing a facility infrastructure to underpin investment in coaching, officials and football development;
Support access to flexible indoor spaces, including equipment and court markings, to support growth in futsal, walking football and to support the education and skills outcomes, exploiting opportunities for football to positively impact on personal and social outcomes for young people in particular;
- ◀ **Refurbish existing stock to maintain current provision**, recognising the need to address historic under-investment and issues with refurbishment of existing facilities;
- ◀ **Support testing of technology and innovation**, building on customer insight to deliver hubs for innovation, testing and development of the game.

Local Football Facility Plans

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

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

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

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

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The FA: National Game Strategy (2018-2021)

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

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

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

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

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

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

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

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

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

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- ◀ **Strong Finance and Operations** – increase the game’s revenues, invest our resources wisely and administer responsibly to secure the growth of the game. Focus on:
 - ◀ *People*
 - ◀ *Revenue and reach*
 - ◀ *Insight*
 - ◀ *Operations*

The Rugby Football Union Strategic Plan (2017-2021)

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

The RFU exists to promote and develop rugby union in England and ensure the long-term sustainability of clubs by growing player numbers and retaining them across all age groups. Responding to wider market influences, work will continue on developing new ways to take part in all forms of the game, without comprising the sports traditions. This will ensure a lasting legacy from elite success by attracting new players and encouraging current male and female adult players to play.

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

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

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

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

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

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

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

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The core objectives are as follows:

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

Club participation

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

Hockey is clearly benefiting from a double Olympic legacy. After Great Britain's women won bronze in front of a home crowd in London in 2012 the numbers of young girls playing the sport doubled and a historic gold in Rio 2016 saw more than 10,000 players promptly joining clubs. These triumphs have inspired the nation to get active and play hockey. Thanks to the outstanding work of the network of clubs across the country, England Hockey has seen unprecedented growth at both ends of the age range. There has been an 80% increase in the number of boys and girls in clubs, as well as a 54% increase in players over the age of 46.

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

England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

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

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

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

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

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

England Netball - Your Game, Your Way 2013-17

Even though this Plan is out of date, 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.

British Tennis Strategy 2019

The new [LTA Strategy](#) includes seven strategies relating to three objectives which are built around the following vision and mission:

Vision: tennis opened up

Mission: to grow tennis by making it relevant, accessible, welcoming and enjoyable

Objectives

- ◀ Increase the number of fans on our database from [623,602] to [1,000,000] by 2023.
- ◀ More people playing more often;
 - ◀ Increase the number of adults playing tennis each year from [7.7% (4,018,600)] of the population to [8.5% (4,420,460)], and the frequency of adults playing tennis twice a month from [1.9% (858,700)] of the population to [2.2% (1,000,000)] by 2023.
 - ◀ The number of children playing tennis from [x] to [y] by 2023 (to be finalised December 2018 on publication of Sport England's new Child Participation Survey).
- ◀ Enable 5 new players to break into the top 100 by 2023 and inspire the tennis audience.

Strategies

1. Visibility -Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.
2. Innovation - Innovate in the delivery of tennis to widen its appeal.

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3. Investment - Support community facilities and schools to increase the opportunities to play
4. Accessibility - Make the customer journey to playing tennis easier and more accessible for anyone
5. Engagement - Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers to attract and maintain more people in the game.
6. Performance - Create a pathway for British champions that nurtures a diverse team of players, people and leaders.
7. Leadership - Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

LTA Facilities Funding Strategy is [contained here](#).

Bowls England: Strategic Plan 2014-2017

Although the Plan is currently being updated, this version remains the most up to date available. Bowls England will provide strong leadership and work with its stakeholders to support the development of the sport of bowls in England for this and future generations.

The overall vision of Bowls England is to:

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

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

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

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.

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

In 2014, England Golf developed its first national strategy to help golf in England rise to some serious challenges. Membership was declining, many clubs were facing financial and business

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problems and the perception of the game was proving damaging. As such, it decided to set out recommendations for actions that would help “raise the game”.

The 2014 strategy helped achieve the following:

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

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

The objectives are:

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

England Athletics Strategic Plan – Athletics & Running: for everyone, forever – 2017 and beyond

This plan sets out England Athletics’ mission, vision and strategic priorities that will direct how they work as an organisation during the coming years: what they do and how they will do it.

Vision: Make athletics and running the most inclusive and popular sport in England, led by a network of progressive clubs and organisations and supported by a sustainable, respected and trusted governing body.

For England Athletics to achieve this vision, they will focus on three values:

- Pride – taking pride in their work and demonstrating to athletes that they recognise the importance of their role in bettering athletics.
- Integrity – demonstrate integrity to earn respect and to build effective partnerships.
- Inclusivity – promote inclusivity in all their actions.

Mission: To grow opportunities for everyone to experience athletics and running, to enable them to reach their full potential.

In order to achieve their mission, England Athletics will have three strategic priorities.

1. To expand the capacity of the sport by supporting and developing its volunteers and other workforce. The target is to achieve a 6% increase every year of licensed leaders, coaches and officials.
2. To sustain and increase participation and performance levels in our sport. To achieve this, England Athletics’ current targets are to increase the number of club registered athletes from (149,000 to 172,000), engage 135,000 people through the RunTogether programme

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and to increase athlete performance levels across all events and disciplines by 1% every year.

3. To influence participation in the wider athletics market. Their target here is to increase the number of regular athletes or runners by at least one million.

England Athletics Facility Strategy (2018 – 2025)

The purpose of this document is to set out our long term vision for athletics facilities in England. Facilities form a vital component of the overall England Athletics strategy.

The development, protection and enhancement of facilities will support our strategic plan and help England Athletics contribute to the delivery of the Department for Culture, Media and Sport's Sporting Futures: A New Strategy for Sport and Sport England's strategy Towards an Active Nation. Appropriate facilities help to attract and inspire new participants and provide the foundation and focus for a significant proportion of the England Athletics family.

The England Athletics Strategic Plan notes that the sport increasingly needs to become financially sustainable and that a business-like and innovative approach is a vital component of its future success. Facilities are fundamental, but they are also expensive to create and to maintain. The sport therefore faces a significant challenge to develop, improve and maintain facilities, most of which are currently operated and funded by third parties.

This strategy sets out a challenge to all those involved with the delivery of the sport to be innovative and business like in the operation and development of facilities at a time of financial challenge, as it aims "To create an innovative and inspiring network of sustainable athletic facilities, with the capacity to meet both current and future demand across England".

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

- ◀ Increased participation across all athletics disciplines
- ◀ Increased club membership by providing facilities that support a participation pathway from novice through to club member
- ◀ Increased talent pool
- ◀ Long term improvement in the development of athletes of all ages and abilities

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

APPENDIX TWO: FUNDING PLAN

Funding opportunities²⁷

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

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

²⁷ Up to date as of January 2019

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

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Awarding body	Description
	<p>◀ Fencing.</p> <p>The scheme is available to local authorities, educational establishments, grassroots football clubs and professional and semi-professional football clubs and their associated community organisations, to support their community outreach programmes.</p> <p>Premier League Primary Stars Kit and Equipment Scheme - this scheme, run in partnership with Nike and delivered by the Football Foundation, gives teachers the opportunity to get their hands on free resources to aid their pupils' learning. Primary school teachers registered at plprimarystars.com can access either a free Nike football strip, or a free equipment pack which can be used across the curriculum.</p>
<p>Rugby Football Foundation (RFF)</p> <p>http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=14&Itemid=113</p>	<p>The Grant Match Scheme in particular provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project.</p> <p>Projects eligible for funding include:</p> <ol style="list-style-type: none"> 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers). <p>'Helping Hand Grants' can award funding from £500 to £1,500. The Groundmatch Grant Scheme provides funding from £1,501 to £5,000. RFU Accredited clubs at level 5 and below are eligible to apply.</p> <p>The RFF also offer loan schemes for RFU Accredited clubs at level 3 and below. The first scheme is the Interest Free Loan scheme which can provide up to £100,000 as an interest free loan for capital works. Green Deal Loans up to the value of £20,000 are available to clubs to support them in the installation of facility solutions that reduce utility costs. Repayments are structured to be the equivalent of the projected savings over the agreed 'payback' period.</p>
<p>The England and Wales Cricket Trust</p> <p>https://www.ecb.co.uk/be-involved/club-support/club-funding</p>	<p>The Interest Free Loan Scheme provides finance to clubs for various capital projects such as buildings, equipment purchase, fine turf, land purchase and non-turf. All ECB affiliated cricket clubs are eligible to apply, as well as other organisations that can evidence achievement/delivery of the EWCT's charitable aims. Clubs with a junior section can apply for funding from £1,000 to £50,000 whereas clubs without a junior section can apply for funding from £1,000 to £20,000. A minimum of 10% partnership funding is required from the applicant.</p> <p>The Small Grant Scheme aims to support the ECB's national programmes – Get the Game On, All Stars Cricket, Women's Cricket and U19 Club T20. Clubs can apply for funding towards the purchase of relevant products or materials, and associated professional labour costs. Project themes:</p> <ul style="list-style-type: none"> ◀ Covers – supporting Get the Game On, ◀ Family Friendly Facilities – supporting All Stars Cricket, ◀ Improved Changing Facilities for Females – supporting Women's Cricket, ◀ Great Events – supporting U19 Club T20.

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Awarding body	Description
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU. LIFE also finances some grants for non-governmental organisations active in the field of the environment because they are key players in the development and implementation of environmental policy.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: young people and hockey, young people and sport in Milton Keynes, enabling the development of hockey at youth or community level and smaller charities. There is no limit on the amount of funding that an organisation can request. However, the Foundation does not generally award grants for less than £10,000 or more than £75,000.
Rugby Football League https://www.rlwc2021.com/facilities	Rugby League World Cup 2021 Capital Facilities Legacy funding. Small Grants Scheme awards grants of up to £15,000 for the provision of capital items, kit and equipment or to refurbish/improve existing facilities. Large capital grants programme of £15,000 plus focused on supporting the development of new or refurbished local rugby league facilities. The programme is split into four themes: <ol style="list-style-type: none"> 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund
LTA https://www.lta.org.uk/workforce-venues/tennis-venue-support/tennis-facility-funding-and-advice/	The focus for the LTA's capital investment are indoor tennis centres, parks, clubs and schools & other education establishments. Each of these has investment streams to consider prior to funds being allocated; these are demonstrated in the LTA Facilities Investment Framework.

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-and-planning/design-and-cost-guidance/cost-guidance/>

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