



Havering

L O N D O N B O R O U G H

CABINET MEETING
19th JULY 2017

HAVERING LOCAL PLAN
PLAYING PITCH STRATEGY AND
ACTION PLAN 2016

LONDON BOROUGH OF HAVERING FINAL PLAYING PITCH STRATEGY & ACTION PLAN

2016-2021

NOVEMBER 2016

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LIST OF ABBREVIATIONS

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

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PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for the London Borough of Havering. Building upon the preceding Assessment Report, it provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2016 and 2021. The population projections used will be in accordance with the Greater London Authority (GLA) figures and run to 2031¹. The PPS covers the following playing pitches and outdoor pitch sports:

- ✦ Football pitches (grass and third generation turf (3G))
- ✦ Cricket pitches
- ✦ Hockey pitches (artificial grass pitches (AGPs))
- ✦ Rugby union pitches
- ✦ Tennis courts
- ✦ Bowling greens
- ✦ Softball pitches

The Strategy is capable of:

- ✦ Forming part of the evidence base for the emerging Local Plan that will stand up to independent examination in public.
- ✦ Providing a clear investment strategy for playing pitch provision.
- ✦ Providing a clear framework for all facility providers.
- ✦ Clearly addressing the needs of playing pitches and participants within the local area, picking up particular local demand issues.
- ✦ Informing funding applications and targeting improvements via S106 contributions/CIL.
- ✦ Taking account of population increases that result from housing development.
- ✦ Understanding the implications and impact on playing fields from related school or academy development.
- ✦ Provide a clear hierarchy of sites that ensures protection from development pressures.

Objectives

The Strategy has been developed from research and analysis of playing pitch provision and usage within LBH to meet the following objectives:

- ✦ Integration with other strategic work streams and regeneration activity to ensure a co-ordinated and strategic approach to outdoor sports facilities and provision for the Borough.
- ✦ Providing a clear investment strategy for outdoor sports facility provision within the local authority area.
- ✦ Providing a clear framework for all outdoor sports facility providers, including the public, private and third sectors.
- ✦ Clearly addressing the needs of pitch sports within the local area and picking up particular local demand issues and deficiencies in provision, both in distribution and in relation to gaps in provision identified through community consultation.
- ✦ Being future proof and addressing issues of population growth, and or major growth/regeneration areas. The ability for regular monitoring and update processes (in accordance with Stage E of the guidance to enable changes to be identified and assessed against population growth etc.).
- ✦ Addressing issues of cross boundary facility provision.

¹ Data source: GLA 2015 round ward population projections - SHLAA-based; Capped Household Size model.

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- ◆ Addressing issues of surplus and deficiency with particular reference to overplay and spare capacity, accessibility, quality and management with regard to facility provision. Note: consideration also needs to be given to the leagues requirements where changing accommodation is specified as essential and our ability to meet this need particularly in relation to the key sports.
- ◆ Being robust, and capable of adoption as a technical document, standing up to scrutiny at a public inquiry and compliant with the National Planning Policy Framework.
- ◆ The project brief has been agreed which sets out clearly the roles and responsibilities of all partners (Borough Council, NGBs / SE and consultants) for each element of the study.

The Strategy and Action Plan recommends a number of priority projects for LBH which should be implemented from 2016 to 2021. It provides a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding need to be explored and developed as appropriate (see Appendix Two: Funding Plan).

The recommendations that come out of this strategy may inform local planning policy and can support the local planning evidence base so there is a policy mechanism to support delivery and secure provision/investment where the opportunity arises.

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

Context

The National Planning Policy Framework March 2012 (NPPF) recognises that access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities.

NPPF requires that planning policies are based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision.

The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area.

Paragraph 74 of NPPF is concerned with the protection of existing open space, sports and recreational buildings and land, including playing fields. One of the matters set out is that such buildings and land 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. Planning Practice Guidance (PPG) (March 2014) refers local authorities to Sport England's guidance on how to assess the need for sport and recreation facilities.

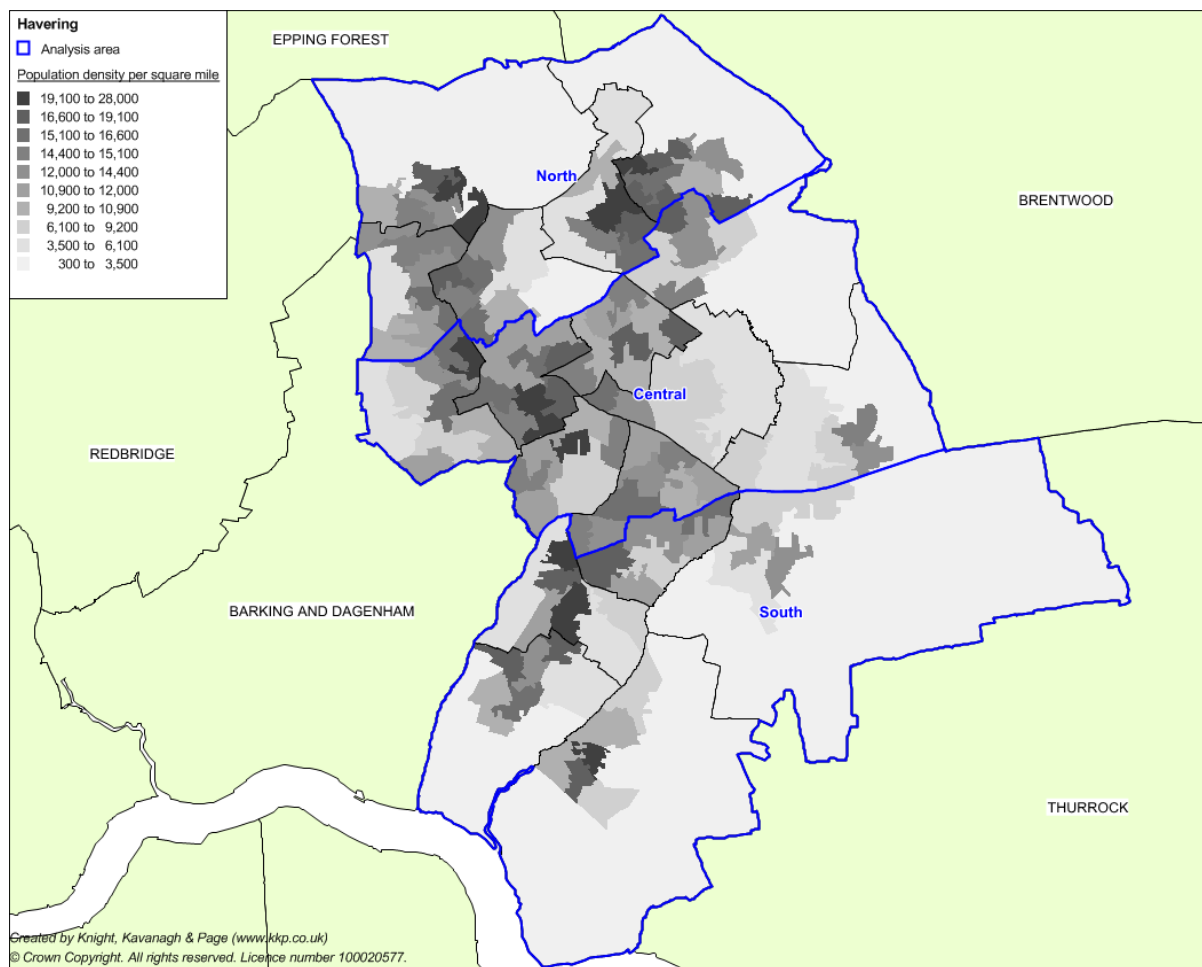
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Study area

The study area is the London Borough of Havering (LBH) boundary area. Further to this sub areas or analysis areas have been created to allow a more localised assessment of provision and examination of playing pitch supply and demand at a local level. Use of analysis areas also allows local circumstances and issues to be taken into account. LBH is divided into three analysis areas, North, Central and South.

Figure 1.1: PPS analysis areas



Further to this, there is a level of imported demand and sports teams from outside the study area that use pitches within Havering. In addition, it is likely that sports teams from inside Havering use facilities outside of the Borough, for example in Thurrock. This cross-boundary movement is taken into consideration within each sports section where relevant following consultation with neighbouring authorities and National Governing Bodies of Sport.

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Vision

Therefore, this study has been developed on the basis of the above strategic drivers in order to ensure that it reflects the Council's wider ambitions. A vision has been agreed with the Steering Group to provide a clear focus with desired outcomes for the LB Havering Playing Pitch Strategy:

"To ensure that there is a sound evidence base upon which to make informed decisions about the provision of quality and adequate sports playing pitches in Havering for the life of the strategy."

Headline findings

The table below highlights the quantitative headline shortfalls from the LB Havering Playing Pitch Assessment Report.

Sport	Analysis area	Current demand shortfall ²	Future demand shortfall (2031) ³
Football (grass pitches)	Central	Shortfall of 4.5 match sessions on adult and 0.5 on youth 11v11 pitches.	Shortfall of 6.5 match sessions on adult, 3 on youth 11v11, 2.5 on 9v9, 1.5 on 7v7 and 1.5 on 5v5 pitches.
	North	Shortfall of two match sessions on adult, 2.5 on 9v9 and 0.5 on 7v7 pitches.	Shortfall of 4.5 match sessions on adult, 2 on youth 11v11, 5.5 on 9v9 and 2 on 7v7 pitches.
	South	Shortfall of 4.5 match sessions on 9v9 and two on 5v5 pitches.	Shortfall of 0.5 match sessions on adult, 1 on youth 11v11, 8 on 9v9 and 3 on 5v5 pitches.
Football (3G AGPs) ⁴	Central	Shortfall of three 3G pitches based on FA training model.	Shortfall of three 3G pitches; pitch/s will require resurface and FA testing.
	North	Shortfall of three 3G pitches based on FA training model.	Shortfall of four 3G pitches; pitch/s will require resurface and FA testing.
	South	Shortfall of three 3G pitches based on FA training model.	Shortfall of three 3G pitches; pitch/s will require resurface and FA testing.
Cricket	Central	Shortfall of 0.5 pitches.	Shortfall of two pitches.
	North	Current demand is being met.	Shortfall of one pitch.
	South	Shortfall of 0.1 pitches.	Shortfall of 0.6 pitches.
Hockey (Sand AGPs)	Havering	Current demand is being met.	Future demand can be met; pitch/s will require resurface.
Rugby union	Havering	Upminster Hall Playing Fields	Shortfall exacerbated by seven

² Current demand is calculated from an analysis of overplay and spare capacity only.

³ Please note that this is demand that will exist in 2031 if the current demand is not met and also includes latent and displaced demand identified.

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

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Sport	Analysis area	Current demand shortfall ²	Future demand shortfall (2031) ³
		overplayed by 6.5 match sessions and Cottons Park overplayed by 0.5 match sessions.	match sessions.
Tennis	Havering	Noak Hill Sports Complex (Havering Tennis Club) is above capacity.	Future demand can be met with development of Noak Hill Sports Complex.
Bowls	Havering	Current demand is being met.	Future demand can be met.
Softball	Havering	Two sites identified to mark new softball pitches.	Future demand can be met by the new pitches being marked out.

Conclusions

The existing position for all pitch sports is either demand is being met or there is a shortfall. The future position shows exacerbation of current shortfalls. In addition, some sports and some areas where demand is currently being met will experience shortfalls. As such, there is a need to protect all existing playing pitch provision and create access to school sites or bring some disused sites back into use if feasible.

Definitions

Match sessions

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

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

Pitch capacity

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

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

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

Shortfalls

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

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

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

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PART 2: SPORT SPECIFIC SUMMARIES, SCENARIOS AND RECOMMENDATIONS

In order to help develop the recommendations/actions and to understand their potential impact, a number of relevant scenario questions are tested against the key issues in this section for the playing pitch sports resulting in the sport specific recommendations. The section below highlights the summary boxes from each sports section within the Assessment Report:

Football – grass pitches

Summary

- ✦ The audit identifies a total of 170 football pitches across 63 sites in Havering. Of these, 151 are available, at some level, for community use.
- ✦ Of the pitches available for community use, six pitches are assessed as good quality, 108 as standard quality and 37 as poor quality.
- ✦ Of sites serviced by changing facilities, 24% have good quality facilities, 43% have standard quality facilities and 33% have poor quality facilities. Additionally, clubs report that a lack of changing facilities is causing an issue at some sites.
- ✦ Essex Minors of Hornchurch FC reports an issue with security of tenure at Gaynes School, Collier Row FC requires its lease extending at Forest Row and Romford FC requires a long term lease at Westlands Playing Fields in order to build a stadia pitch.
- ✦ There is a large football participation base within Havering with a total of 306 teams recognised across 55 clubs. This consists of six veterans, 51 men's, one women's, 124 youth boys', seven youth girls' and 117 mini teams.
- ✦ There has been an increase in mini and youth teams over the past three years, with 25% of clubs reporting an increase in mini teams and 21% reporting an increase in youth teams. Only 15% of clubs report an increase in adult teams, whilst 19% report a decrease.
- ✦ There are 64 teams (not included in the above figure of 306) registered to Havering that currently play outside of the local authority. Reasons for the displaced demand varies. For example, Romford Dynamos FC and Rowham FC report that they both access pitches in Dagenham due to cheaper pitch hire costs, whilst Goodmayes FC reports that it accesses pitches in Redbridge as the quality is perceived to be better. Jets FC and Romford Boro FC report that no available sites in Havering have the capacity to accommodate all their teams (seven and 14 respectively), meaning they instead choose to play on larger sites in Dagenham and Ilford respectively.
- ✦ There is latent demand equating to 1.5 adult, two youth 11v11, 1.5 9v9, one 7v7 and one 5v5 match equivalent session.
- ✦ Team generation rates predict there will be an increase of four adult teams (two match equivalents), 40.5 youth teams (20 match equivalents) and 21 mini teams (10.5 match equivalents).
- ✦ There is a total of nine match equivalent sessions of actual spare capacity across Havering, the majority of which is on 5v5 pitches and in the North Analysis Area.
- ✦ There are 61 pitches overplayed across 16 sites by a total of 49.5 match equivalent sessions.
- ✦ There is either minimal current spare capacity or shortfalls across all pitch types. Further to this future demand results in shortfalls across each pitch type.

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Scenarios

Improving pitch quality

Improving pitch quality on overplayed pitches (i.e. through increased maintenance or drainage improvements) to either standard or good quality will increase pitch capacity and therefore help to accommodate expressed overplay. Each overplayed pitch identified could accommodate its current demand if quality became good, with the exception of a 9v9 pitch at Gaynes School Language College and Hildene Primary School, two adult pitches at Westlands Playing Fields and one adult pitch at Henderson's Sports & Social Club.

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

First and foremost, the Council should identify key sites where pitch quality needs to be improved to increase carrying capacity. The FA Pitch Improvement Programme (PIP) can then support a co-ordinated effort alongside the Council's maintenance team to review maintenance programs and schedules to see where quality improvements can be made.

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

Returning displaced demand

As a breakdown, displaced demand equates to 7.5 match equivalent sessions on adult pitches (15 teams), eight match equivalents on youth 11v11 pitches (16 teams), seven match equivalents on 9v9 pitches (14 teams), five match equivalents on 7v7 pitches (10 teams) and 4.5 match equivalents on 5v5 pitches (nine teams).

Providing security of tenure

The table below highlights unsecure sites that currently contain football pitches.

Table 2.1: Unsecured sites with football pitches

Site ID	Site name	Security of tenure	Community use?	Club users
1	Abbs Cross Academy & Arts College	No	Yes	Elite Colts YFC
3	Bower Park School	No	No	-
9	Coopers Company & Coborn School	No	Yes	Old Cooperians FC Royal Alexandra FC Crumpled Horn FC
11	Drapers Academy	No	No	-
13	Gaynes School Language College	No	Yes	Essex Minors Hornchurch FC
14	Hall Mead School	No	Yes	Upminster Park Rovers FC
17	Havering College	No	Yes-unused	-
23	Marshalls Park School	No	Yes	Elite Colts YFC
26	Pyrgo Priory School	No	Yes-unused	-

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Site ID	Site name	Security of tenure	Community use?	Club users
27	Rainham Village Primary School	No	Yes	Rainham WMC FC
29	Redden Court School	No	Yes	Brymans Park YFC
33	The Albany	No	No	-
35	The Champion School	No	No	-
37	The Royal Liberty School	No	No	-
38	The Sanders Draper School And Specialist Science College	No	Yes	Sanders Cross United FC
42	Wykeham Primary School	No	Yes-unused	-
49	Gidea Park Sports Ground	No	Yes	Bryon Red Star FC Raphael Park Rovers JFC
61	Harold Wood Primary School	No	Yes-unused	-
63	Engayne School	No	Yes	Upminster Park Rovers FC
64	Branfil Primary School	No	Yes	Upminster Park Rovers FC
65	Hilldene Primary School	No	Yes	Romford Colts FC
66	St Ursula's Catholic Junior School	No	Yes	Romford Colts FC
67	Whybridge School	No	Yes	Upminster Park Rovers FC
68	Benhurst Primary School	No	Yes-unused	-
69	Hacton Primary School	No	Yes-unused	-
70	R J Mitchell Primary School	No	Yes-unused	-
71	Scotts Primary School	No	No	-
72	Suttons Primary School	No	Yes-unused	-
73	Gidea Park Primary School	No	Yes-unused	-
74	Oasis Academy	No	No	-
75	Parsonage Farm Primary School	No	No	-
76	Newtons Primary School	No	No	-
77	Broadford Primary School	No	No	-
78	Clockhouse Primary School	No	Yes-unused	-
79	St Albans Catholic Primary School	No	No	-
80	Parklands Junior School	No	No	-
81	Drapers Brookside Junior School	No	No	-
82	Towers Junior School	No	No	-

There are currently 41 match equivalent sessions played on unsecured pitches across these sites. Removing them from calculations would therefore exacerbate shortfalls across pitch type.

A total of 33 match equivalent sessions are played at unsecured education sites. Creating community use agreements at these sites will ensure that these match equivalents can continue to be provided for in the long-term.

Should unsecured sites be permanently lost in the future, replacement provision of an equal or greater quantity and quality at a suitable location is required elsewhere within Havering.

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Conclusions

If pitch quality, overplay and security of tenure is addressed, and if access to existing pitches is maximised (and no pitches are permanently lost), there would be no requirement for new grass pitch provision.

However, when this model is run on an area by area basis within Havering, there may be isolated areas which do generate enough demand for new pitches to be provided in the future.

Recommendations

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

Football – 3G pitches

Summary

- ◀ Since the completion of the assessment report, there is now one full size 3G pitch at Frances Bardsley School for Girls after it was converted from a sand-based pitch. The pitch is FA tested to host competitive matches.
- ◀ Another full size 3G pitch is also under development at Broxhill Sports Centre.
- ◀ There are smaller sized 3G pitches located at Brittons Academy Trust and King Georges (PlayFootball).
- ◀ Most clubs either train on sand based pitches or access 3G pitches in neighbouring local authorities. Alternatively, some clubs continue to access grass pitches for winter training.
- ◀ The FA's long term ambition is to provide every affiliated team in England the opportunity to train once per week on a floodlit 3G surface and it is estimated that one full size AGP can service 42 teams. Using this calculation in Havering, there is a current need for eight 3G pitches based on demand from 306 teams.
- ◀ If each team were to train within the respective analysis area that they play, there is a shortfall of three 3G pitches each in the North and South analysis areas and a shortfall of two 3G pitches in the Central Analysis Area (following the development at Frances Bardsley School for Girls).

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Scenarios

Accommodating all training demand would require eight full size 3G pitches overall and nine 3G pitches if each team was to remain within their respective analysis area (based on one full size 3G pitch being able to accommodate 42 teams per week).

Should all displaced teams also train within Havering, as the majority would prefer, an additional one full size 3G pitch is required.

Moving all mini teams to play on 3G pitches would require seven full size 3G pitches based on 54 teams playing 5v5 football (requiring seven pitches) and 63 teams playing 7v7 football (requiring six pitches).

Moving all 9v9 teams to play on 3G pitches would require five full size 3G pitches based on 53 teams playing 9v9 football.

Moving all youth 11v11 teams to play on 3G pitches would require 13 full size 3G pitches based on 78 teams playing youth 11v11 football.

Recommendations

- ✦ Ensure Broxhill Sports Centre is FA tested and seek to maximise usage for competitive football.
- ✦ Ensure Frances Bardsley School for Girls remains on the FA register and ensure a sinking fund is in place for long term sustainability.
- ✦ Identify feasible sites to increase provision of 3G pitches in Havering to meet training and competitive demand.
- ✦ Consider FA Park Life programme as a possible opportunity to address the shortfall in 3G pitches.
- ✦ Carry out consultation with leagues/clubs to gauge acceptance of moving competitive play to 3G pitches in the future.
- ✦ Encourage all providers to have a sinking fund in place to ensure the long term sustainability of pitches.
- ✦ Measure the impact of the 3G pitches at Frances Bardsley School for Girls and Broxhill Sports Centre within the PPS Annual Review to support the strategic planning of additional 3G pitches.
- ✦ Explore funding opportunities to resurface sand-based pitches assessed as poor quality, i.e. Drapers Academy and the Brittons Academy Trust, possibly as 3G in line with the aforementioned.
- ✦ Explore weekend community use options at Bower Park School, and, if successful, the feasibility for 3G conversion.
- ✦ Explore options for a World Rugby compliant AGP in line with RFU investment plans.

Rugby union

Summary

- ✦ There are 31 rugby union pitches in Havering located across 16 sites, whilst there are no World Rugby compliant AGPs. There are 23 senior and eight mini pitches, two senior pitches are unavailable for community use.
- ✦ Overall in Havering there are 21 senior pitches available for community use, four of which were rated as good quality and 12 are poor quality. Out of eight mini pitches, seven are rated as poor quality.
- ✦ Of nine school sites with rugby union pitches, seven are recorded as having poor quality pitches.

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- Upminster RFC has a licence on the pitches at Upminster Hall Playing Fields, Champion RFC lease the pitch at Cotton Park and Old Cooperians RFC hire school facilities at Cooper and Coborn School. Renegotiating long term leases for sites is important and should be a priority.
- Romford and Gidea RFC owns its own ground and facilities.
- Champion RFC need to identify funding to invest in the clubhouse facilities.
- New pitches are to be created at Upminster Hall Playing Fields as the cricket square will be replaced.
- Four rugby union clubs play within Havering; Romford and Gidea RFC, Upminster RFC, Old Cooperians RFC and Champion RFC. Between them they field a total of 13 senior, 12 junior and 14 mini teams.
- Future population projections forecast an increase of one senior team.
- 13 sites show potential spare capacity, however, in actual spare capacity terms; this is three sites with spare capacity, with an equivalent of seven match sessions available.
- Both Cottons Park (Champion RFC) and Upminster Playing Fields (Upminster RFC) are overplayed, resulting in total overplay of seven match equivalents each week. However, the majority of this is recorded at Upminster Playing Fields (six match sessions) due to a variety of reasons including poor quality pitches and the amount of junior teams playing on the senior pitches.
- Although spare capacity exists at three sites and equates to seven match sessions, these sites are not necessarily adequate to meet the needs of the clubs expressing the demand. Some school sites for example do not currently have appropriate ancillary facilities to support activity.

Scenarios

Improving pitch quality

Significant improvements are required to the maintenance programme and drainage at Upminster Hall Playing Fields and Cottons Park, with all pitches assessed as poor quality (M0/D0). This would assist in addressing overplay.

Upminster Hall Playing Fields pitches are used by Upminster RFC and are overplayed by 6.5 match sessions. Increasing the pitch quality to standard (M1/D2) would reduce overplay to 2.5 match sessions.

Cotton Park is used by Champion RFC and is overplayed by 0.5 match sessions. Improving the pitch quality to standard (M1/D2) would alleviate overplay and provide 1.5 match sessions of spare capacity.

Securing access to additional grass pitches (preferably floodlit) or a 3G World Rugby AGP would address the remaining shortfalls.

Creating new pitches

Suitable sites should be identified, where possible, to develop mini pitches for the two large clubs with significant mini and junior sections. This will enable mini play to be transferred away from senior pitches and will alleviate pressure on senior pitches. One possible option would be to explore the facilities at the currently unused school sites; however, ancillary facilities must be appropriate. Potential sites that may be logical, in terms of distance, are Upminster RFC to further utilise the pitches at Emerson Park Academy. Romford and Gidea Park RFC to consider working with Hall Mead School to reconfigure and access pitches for mini activity.

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Recommendations

- ◀ Where possible, improve quality through increased maintenance of pitches to help address overplay.
- ◀ Ensure adequate security of tenure for all clubs at their main home ground.
- ◀ Support Campion RFC identify funding and develop clubhouse.
- ◀ Support Campion School in bid for funding to improve pitches.
- ◀ Review maintenance on currently unused school pitches (Hall Mead School and Marshalls Park School) to improve quality and make available for demand. Encourage these schools to establish community use in order to accommodate current and predicted future demand.
- ◀ Explore options for a World Rugby compliant AGP in line with RFU investment plans.

Hockey

Summary

- ◀ There are six full size sand based AGPs (reduced since the assessment report as Frances Bardsley School has been converted to 3G) located in Havering, the majority of which are located on school sites and all floodlit.
- ◀ Two AGPs are rated as good; three are standard and two as poor quality. The AGP at Drapers Academy is poor quality as it suffers from frequent vandalism and consequently the goal posts and carpet have been damaged. Brittons Academy Trust is poor quality as it also suffers from vandalism and its goal posts and surface are frequently damaged.
- ◀ The general stock of AGPs in Havering is aging and will need resurfacing in the next few years. At least three of the AGPs have no sinking funds in place for future replacement.
- ◀ No hockey use is recorded at the Draper Academy or Brittons Academy Trust.
- ◀ Bower Park School is not available for community use at weekends and receives no hockey demand.
- ◀ Upminster Hockey Club (Coopers Company & Coborn School and Emerson Park Academy) and Havering Hockey Club (The Campion School) both currently play in Havering and provide a total of 33 teams, including 19 senior teams.
- ◀ Team generation rates indicate that population increases are significant enough to result in the likely creation of two senior teams and four junior teams. This is a potential increase of six hockey teams.
- ◀ Romford HC with five senior teams is displaced to Barking and Dagenham, despite having a clubhouse in Havering. This is due to a perceived lack of accessible pitches in Havering after it previously used The Frances Bardsley School.
- ◀ Peak time demand for senior hockey is Saturdays, whereas for junior hockey it is Sundays.

Scenarios

Accommodating current and future demand

Based on a floodlit AGP being able to accommodate a maximum of four matches on one day, and based on teams playing home and away (i.e. accommodates eight teams), there is a current requirement for three full size, floodlit AGPs in Havering (based on 19 senior teams playing at peak time). To accommodate displaced (five teams at peak time) and future demand (four teams at peak time); this increases to a requirement for four full size, floodlit AGPs.

As there are currently six pitches servicing Havering, supply is deemed sufficient to meet demand both currently and in the future in terms of quantity; however, quality issues and access issues result in only three pitches currently being used for hockey, meaning an improvement is required to meet demand.

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Converting pitches to 3G

Providing enough accessible sand-based pitches are retained throughout Havering, there is scope to convert some of the existing stock to a 3G surface in order to reduce 3G shortfalls. This, however, only implies to pitches that have no current or future demand for hockey i.e. Draper Academy.

Recommendations

- ✦ Retain at least four (including all pitches currently used for hockey), good quality, accessible, sand-based AGPs to meet current and future hockey demand.
- ✦ Seek to prevent vandalism issues at Brittons Academy Trust and explore transfer of hockey demand to the site.
- ✦ The FA and England Hockey to work together to identify the feasibility of converting Drapers Academy.
- ✦ Encourage providers to put sinking funds (formed by periodically setting aside money over time ready for surface replacement when required) in place to maintain AGP pitch quality in the long term.

Cricket

Summary

- ✦ There are 17 grass wicket cricket pitches in Havering all of which are available for community use and used.
- ✦ Upminster Hall Playing Fields will no longer be used from next season as the cricket pitch is to be replaced by rugby pitches.
- ✦ It is recommended that lease agreements are extended where possible to provide clubs with greater security of tenure.
- ✦ The audit of grass wicket pitches found three pitches to be good quality and the remaining 14 pitches to be standard quality.
- ✦ All clubs have access to changing room facilities at their home ground and all clubs rate the overall quality of their clubhouse/pavilion as being good or acceptable.
- ✦ Four clubs report a demand for additional training facilities.
- ✦ In total, the 11 clubs consist of 46 men's, one women's and 35 junior boys' teams.
- ✦ Four clubs report that their number of senior teams has decreased over the previous three years, whilst only one club reports an increase. Three clubs report a decrease in junior teams and one club reports an increase.
- ✦ Last Man Stands is played at Harold Wood Primary School and consists of seven teams.
- ✦ St Andrews CC will become displaced out of Havering next season whilst the third team from Havering-atte-Bower CC will be without a home pitch.
- ✦ Based on application of population growth to team generation rates an increase of one senior and nine junior teams is to be expected. Further to this, clubs express demand to grow by six senior and 14 junior teams.
- ✦ Despite 15 grass wicket pitches in Havering showing potential spare capacity, only Emerson Park Academy is considered to have actual spare capacity.
- ✦ Central Park is overplayed by three match equivalent sessions.
- ✦ As junior teams can play on non-turf wickets and generally play mid-week on a variety of days spare capacity is considered to exist for junior matches both now and in the future.
- ✦ Taking into account current demand there is a shortfall of pitches for senior cricket in the Central and South analysis areas, whilst the North Analysis Area is played to capacity.
- ✦ Future demand results in a shortfall in each analysis area.

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Scenarios

Improving pitch quality

In most instances overplay is minimal (Central Park is overplayed by three match equivalent sessions), therefore increased club management and maintenance of the square is likely to improve pitch quality and as required sustain current levels of overplay through greater time and cost able to be invested in relation to current regimes.

Developing new pitches

Noak Hill Taverners CC has expressed demand for the development of a non-turf pitch at Noak Hill Sports Ground. Working in partnership with Gidea Park and Romford CC, this could also provide additional capacity for this club to expand, as they are in the locality.

Harold Wood CC has a grant in place for the installation of practice nets at Harold Wood Park. This would provide added value for this club and potentially other local clubs for training.

These new pitches, alongside utilising non-turf wickets that are currently underused, should address any current and future shortfalls.

Accommodating displaced demand

It is planned that there will be a loss of a cricket pitch at Upminster Hall Playing Fields. If disposal of the site is inevitable it must meet the requirements of the second criterion of paragraph 74 of NPPF. This requires replacement provision of an equivalent or better quantity and quality in a suitable location.

Emerson Park Academy is the only cricket pitch with spare capacity during the peak period, enough for one additional team. The Council owned Upminster Hall Playing Fields are due to remove the cricket pitch from next season, leaving Havering atte Bower 3rd team and St Andrews CC without a venue. The relocation of Havering atte Bower to close by Emerson Park Academy would be most logical, as St Andrews CC already has secured usage of a pitch outside of Havering in Billericay; this pitch has capacity to accommodate the team. It must be noted that the Club wish to play in Havering and are hoping that this move is a short term solution.

Recommendations

- ◆ Protect current levels of provision to accommodate current and future demand.
- ◆ Work with clubs to review quality issues on those pitches assessed as standard quality and to address quality issues through increased maintenance.
- ◆ Support clubs to develop and improve 'off pitch' practice facilities or additional access to training provision elsewhere.
- ◆ Support Harold Wood CC and Noak Hill Taverners CC to develop additional pitches/facilities.
- ◆ Support clubs such as Gidea Park and Romford CC, Harold Wood CC, Havering-atte-Bower CC and Upminster CC, in securing long term tenure on pitches.

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Tennis

Summary

- There are a total of 109 tennis courts identified in Havering with 80 (83%) categorised as being available for community use.
- Development plans are in place for the creation of four new, floodlit, macadam courts at Noak Hill Sports Complex, which will replace the sites existing two courts.
- Of provision that is available for community use, 32 courts (35%) are assessed as good quality, 46 (51%) are deemed standard and 13 are rated as poor (14%).
- The courts assessed as poor quality are located at Haynes Park, Hylands Park and Spring Farm Park, all of which are council owned sites.
- Raphael Park Tennis Club and Elm Park Tennis Club report that changing accommodation servicing their club is poor quality.
- There are eight clubs in Havering collectively providing a total of 571 senior members and 621 junior members.
- The LTA reports that unless tennis courts are supported by changing facilities, a café and floodlighting, it becomes harder to run a sustainable tennis programme.
- No education sites which are available for community use report any regular demand from the community, other than The Albany School which is used by Hylands Tennis Club.
- Based on LTA guidelines, Noak Hill Sports Complex is running above capacity. The proposed development of four replacement courts, however, will result in all demand being accommodated.
- As all remaining courts are deemed to have spare capacity, priority should be placed on improving current facilities, in particular relating to park courts which are assessed as poor quality.

Recommendations

- Improve court quality at sites assessed as poor or standard quality.
- Seek to improve offering at council sites through improved ancillary facilities.
- Utilise technology to better manage community tennis offering that promotes a greater level of sustainability.
- Support Havering Tennis Club to ensure the development at Noak Hill Sports Complex supports its needs.
- Support Raphael Park Tennis Club and Elm Park Tennis Club in their aspirations to improve their changing facilities.

Bowls

Summary

- There are ten flat green bowling greens in Havering across nine sites.
- One of the greens at Lodge Park Farm has recently been mothballed and is no longer in use. Haynes Park is assessed as standard quality. All remaining greens are assessed as good quality which generally matches the club ratings.
- Harold Hills Bowls Club is in the process of submitting a funding application for modernising and refurbishing its clubhouse, whilst Romford Bowls Club reports that its clubhouse is dated and in need of refurbishment.
- There are ten clubs using bowling greens in Havering. Membership of the six consulted clubs amounts to 354 men, 155 women and nine junior members.
- Despite a national trend of declining membership, both Romford Bowls Club and Elm Park Bowls Club report that senior membership has increased over the previous three years. Only Gidea Park Bowls Club reports a reduction in membership.

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- ◀ All seven responding clubs have plans to increase their number of members in the future. When asked to quantify potential growth, clubs report plans to increase membership by a combined 175 senior members and 25 junior members.
- ◀ Priority should therefore be placed on ensuring green quality and ancillary provision is sustained and improved where necessary in order to allow for continued use.
- ◀ Romford Bowls Club and Upminster Bowls Club are operating above the average club membership and it is therefore important to ensure the clubs are supported where possible to enable growth as planned.
- ◀ It is also recommended that each club which was unresponsive to consultation is further communicated with in order to better understand their needs.
- ◀ Generally, it is considered that most bowling greens in Havering have spare capacity, meaning current membership and an increase in membership is sustainable and no additional facilities are necessary.

Recommendations

- ◀ Support those clubs wishing to develop ancillary facilities on site.
- ◀ Support and encourage junior bowls development in order to grow and sustain future participation levels in the sport.
- ◀ Address spare capacity and maximise the availability of bowling greens for pay and play in order to raise the profile of the game, increase levels of membership and the revenue generated by sites.
- ◀ Ensure appropriate maintenance regime to improve/sustain quality of green as appropriate.

Softball

Summary

- ◀ There are two sites, Raphael Park and Noak Hill Sports Complex, which are identified to be marked out, to support the development of a new softball league.
- ◀ Since the Assessment report, Westlands Playing Fields now has softball/baseball with a club based there.
- ◀ The sites are both suitable and can accommodate predicted current and future demand.

Recommendations

- ◀ Support the new league development with the marking of a softball pitch at Raphael Park.
- ◀ Support and encourage junior bowls development in order to grow and sustain future participation levels in the sport.
- ◀ Ensure appropriate maintenance regime to improve/sustain quality of green as appropriate.

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PART 3: AIMS

The Havering PPS a strategy not just for the local authority, but holistically for sport across the Borough as a whole. Delivery of the Strategy is the responsibility of and relies on, *all* stakeholders.

The following overarching objectives are based on the three Sport England themes (see Figure 1 below). It is recommended that the following are adopted by the Council and its partners to enable it to achieve the overall vision of the Strategy and Sport England planning objectives. Objective specifics and timescales are included within the action plan (Part 5).

AIM 1

Protect playing field sites through local planning policy.

AIM 2

To **enhance** playing fields, pitches and ancillary facilities through working in partnership with others to improve the quality and management of sites.

AIM 3

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

Figure 1: Sport England themes



Source: Sport England 2015

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PART 4: STRATEGIC RECOMMENDATIONS

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

AIM 1

To **protect** the existing supply of playing pitch facilities where it is needed to meet current or future needs.

Recommendations:

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

Recommendation a – Protect playing field sites through local planning policy

The PPS Assessment shows that all currently used playing field sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Therefore, based on the outcomes of the PPS, local planning policy should reflect this situation. Planning policy should either seek to protect sites from development or replace them to an equivalent or better quantity and quality in a suitable location.

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

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

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

The PPS Assessment shows that all currently used playing field 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 accommodate more pitches to meet the identified shortfalls.

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

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

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

Mitigation in the form of qualitative improvements to other sites for the loss of any lapsed/disused playing field sites will only be supported if it is clearly demonstrated that all demand is being met elsewhere. If the site is located in an area of deficiency, then the entire area of playing field needs to be replaced whether that is an extension to an existing site to make it a multi pitch site or large enough to be replaced as a new site.

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In the event that all demand is satisfied and the pitch assessment shows significant spare capacity across all pitch types and sizes in excess of that required to meet a strategic reserve, the following factors should be considered when assessing the suitability of lapsed/disused sites proposed for alternative development:

- ✦ Location and willingness of LA/club or other party to take on ownership/lease/maintenance.
- ✦ Size and quality e.g. single pitch site with no ancillary facilities and poorly located to meet demand.
- ✦ History of community access.
- ✦ Availability of ancillary facilities.

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

Havering, in common with the many other London boroughs and urban areas is currently experiencing an increase in demand for school places. This increase in demand is due to rising birth rates in Havering and families moving into the Borough from other parts of London, the UK and abroad. All local authorities including Havering have a statutory duty to ensure that there are enough school places available in the Borough to accommodate all children who live in the Borough and might require one. The increase in demand for school places has meant that in some areas of Havering the demand for places is higher than the number of places available.

To ensure that Havering Council continues to fulfil its statutory duty to secure enough school places, it has already consulted on and successfully implemented expansions at several schools in the Borough, through the first phases of the Primary Expansion Programme. Havering is projecting an increase in demand of secondary school places, as the pressure on places moves from primary to secondary. Due to the sustained and increasing demand for school places, further permanent expansion of schools is required.

As such, the Council may consider in future the creation of additional school places by utilising school playing field land. Any proposal of this kind would be conducted in consultation with Sport England.

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

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Recommendation (b) – Assist in securing tenure and access to sites for high quality, development minded clubs through a range of solutions and partnership agreements.

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

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

A minimum of 25 years is recommended by Sport England and NGBs to ensure security of a site and enable clubs to apply for external funding. There are a number of clubs that have been identified as having less than this term remaining on its lease and it is recommended that agreements are in place to future proof the sustainability of the clubs:

- ✦ Essex Minors of Hornchurch FC (Gaynes School)
- ✦ Collier Row FC (Forest Row)
- ✦ Romford FC (Westlands Playing Fields)
- ✦ Gidea Park and Romford CC (Gidea Park Sports Ground)
- ✦ Harold Wood CC (Harold Wood Park)
- ✦ Havering-atte-Bower CC (Havering atte Bower)
- ✦ Hornchurch Athletic CC (Hylands Park)
- ✦ Noak Hill Taverners CC (Noak Hill Sports Ground)
- ✦ Upminster CC (Upminster Park)
- ✦ Upminster Hockey Club (Coopers Company and Coborn School)
- ✦ Havering Hockey Club (Campion School)
- ✦ Campion RFC (Cottons Park)
- ✦ Old Cooperians RFC (Coopers Company and Coborn School)
- ✦ Upminster RFC (Upminster Playing Fields)

Partners should further explore opportunities where security of tenure could be granted to the clubs playing on these sites (minimum 25 years as recommended by Sport England and NGBs) so the clubs are in a position to apply for external funding to improve the ancillary facilities.

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

In the context of spending cuts it is increasingly important for pitch providers to work with users in order that they may be able to take greater levels of ownership and support the wider development and maintenance of facilities.

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

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

Club	Site
<ul style="list-style-type: none"> Clubs should have Clubmark/FA Charter Standard accreditation award. Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links. Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers. Ideally, clubs should have themselves already identified (and received an agreement in principle) any match funding required for initial capital investment identified. Clubs have processes in place to ensure capacity to maintain sites to the existing, or better, standards. 	<ul style="list-style-type: none"> Sites should be those identified as 'Club Sites' (see Part 5, recommendation e) for new clubs (i.e. not those with a Borough wide significance) but which offer development potential. For established clubs which have proven success in terms of self-management 'Key Centres' (see Part 5) are also appropriate. If required, sites should acquire capital investment via external funding and partnerships to improve quality. Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site. An NGB/Council representative should sit on a management committee for each site leased to a club.

Partners can further recognise the value of ClubMark/Charter Standard by adopting a policy of prioritising the clubs that are to have access to these better quality facilities. This may be achieved by inviting clubs to apply for season long leases on a particular site as an initial trial.

Where clubs are unable to meet the required outcomes of the agreement the Council will consider the continued support and use of the site and an intervention may be required.

Club outcomes for lease agreements

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

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

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

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Recommendation (c) Maximise community use of outdoor sports facilities where there is a need to do so

Education sites

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

It must also be noted, however, that several schools are without such sports facilities and it is therefore equally important to enable them to access provision if there is a demand to do so, either via other schools or via other community facilities.

The following clubs play all of their games on education sites and it is recommended therefore that a formalised community use agreement is negotiated and put in place:

- ◆ Brymans Park Youth FC (Redden Court School)
- ◆ Champion Old School FC (Champion School)
- ◆ Crumpled Horn FC (Coopers Company and Coborn School)
- ◆ Elite Colts YFC (Abbs Cross Academy and Arts College, Marshalls Park School, Emerson Park Academy)
- ◆ Essex Minors of Hornchurch FC (Gaynes School Language College)
- ◆ FC Mexico (Emerson Park Academy)
- ◆ Hornchurch Vets FC (Emerson Park Academy)
- ◆ Old Cooperians FC (Coopers Company and Coborn School)
- ◆ Old Cooperians RFC (Coopers Company and Coborn School)
- ◆ Rainham Working Men's Club FC (Rainham Village Primary School)
- ◆ Romford Colts FC (St Ursula's catholic Junior School, Hildene Primary School)
- ◆ Royal Alexandra FC (Coopers Company and Coborn School)
- ◆ Sanders Cross United FC (Sanders Draper School and Specialist Science College)

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

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

- ◆ Quality of pitches are unable to cater for both school use and community use, so schools prefer to preserve pitches for school use.
- ◆ Quality of pitches not good enough to hire out.
- ◆ Many schools report that pitches cannot be accessed by the community due to being unable to staff the opening/closing of facilities both during and outside of the school day.
- ◆ Community use is limited and often based on informal agreements between individual schools and clubs.

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- There is no strategic guidance as to which clubs are allocated the use of playing pitch facilities (i.e. in accordance with a strategic need).
- There are management issues inherent in developing, implementing and managing community use agreements. Advice and guidance can be obtained from Sport England's Schools toolkit and Sports organisations toolkit.
(www.sportengland.org/facilities-planning)

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

- The analysis provides a clear indication of the future pitch requirements and provides a basis for partners to negotiate.
- Community use should not impact on the needs of schools to deliver curricular and extracurricular activities and;
- Community use must not impact on the school's educational budget.
- Community use should not impact on safeguarding during the school day.
- Consideration of "wear and tear" on school premises versus budget available for repairs and maintenance.
- The need for agreement by Governing Bodies responsible for the safe management of school premises.

'Use Our School' is a Sport England resource to support schools in opening their facilities to the community and keeping them open. It provides tried and tested solutions, real life practice, tips from people making it happen and a range of downloadable resources. The information can be accessed here:

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

The following schools were reported as being available for community use but currently unused. It is recommended that these schools are prioritised in terms of further exploring the reason pitches are currently unused by the community:

Site ID	Site name	Analysis area	Sport	Pitch type	Pitch Size	No. pitches
1	Abbs Cross Academy & Arts College	Central	Cricket	Senior		1
8	Chafford Sports Complex	South	Football	Adult		1
				Mini	(7v7)	1
				Youth	(9v9)	1
13	Gaynes School Language College	South	Rugby Union	Senior		1
14	Hall Mead School	Central	Rugby Union	Senior		1
23	Marshalls Park School	North	Rugby Union	Senior		1
26	Pyrgo Priory School	North	Football	Mini	(7v7)	1
				Youth	(9v9)	1
29	Redden Court School	Central	Football	Youth	(9v9)	1
34	The Brittons Academy Trust	South	Rugby Union	Senior		1
35	The Champion School	Central	Rugby Union	Mini		5
38	The Sanders Draper School and Specialist Science College	South	Rugby Union	Senior		1
40	Upminster Park	South	Football	Mini	(7v7)	1
41	Westlands Playing Fields	Central	Cricket	Senior		1
42	Wykeham Primary School	Central	Football	Youth	(9v9)	1
61	Harold Wood Primary School	Central	Football	Mini	(7v7)	1

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Site ID	Site name	Analysis area	Sport	Pitch type	Pitch Size	No. pitches
				Youth	(9v9)	1
68	Benhurst Primary School	Central	Football	Mini	(7v7)	1
69	Hacton Primary School	South	Football	Mini	(7v7)	1
70	R J Mitchell Primary School	South	Football	Mini	(7v7)	1
72	Suttons Primary School	South	Football	Mini	(7v7)	1
				Youth	(11v11)	1
73	Gidea Park Primary School	Central	Football	Mini	(5v5)	1
78	Clockhouse Primary School	North	Football	Mini	(7v7)	1
			Rugby Union	Mini		2

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

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

Other sites

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

Using spare capacity at such sites may help to rectify shortfalls in the current pitch stock and alleviate overplay on other sites within the same analysis area by transferring play, particularly in the shorter terms whilst, for example, quality improvements are made. This may also be a longer term solution on some sites where the use of alternative, adequate secured provision can be achieved.

In terms of non pitch sports, the issue of spare capacity on bowling greens was identified within the Assessment Report. In order to ensure that existing provision is sustained there is a need to maximise the use of bowling greens, which may, for example, include increasing the availability of greens for pay and play in order to raise the profile of the game, increase levels of membership and the revenue generated by sites.

AIM 2

To **enhance** outdoor sports facilities through working in partnership with others to improve the quality and management of sites.

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Recommendations:

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

Recommendation (d) – Maintain the quality of pitches and improve where appropriate.

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

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

Addressing quality issues

Pitch quality in Havering is variable but on the whole pitches are assessed as poor or standard quality, with a small proportion of good quality pitches. Currently used sites that are of poor quality and require pitch improvements to sustain usage are listed in the table below. Improving pitch quality increases the carrying capacity of pitches and can help to reduce overplay and/or shortfalls.

Currently overplayed sites with poor pitch quality:

PPS site ID	Site name	Analysis area	Sport	Pitch type	Pitch Size	No. of pitches
10	Cottons Park	Central	Rugby union	Senior		1
15	Harold Wood Park	Central	Football	Adult		5
22	King George Playing Field	North	Football	Adult		2
23	Marshall's Park School	North	Football	Adult		2
				Youth	(9v9)	1
				Mini	(7v7)	1
				Mini	(5v5)	1
39	Upminster Hall Playing Fields	Central	Rugby union	Senior		2

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

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

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

Poor quality refers to pitches that have, for example, inadequate grass cover, uneven surface and damage. Please refer to the Sport England/NGB quality assessments. Sites played beyond capacity may require remedial action to help reduce this.

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

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

In order to improve the quality of pitches and non-pitches all partners should work in a co-ordinated way to address the issues. By working with the NGBs through the key programmes as follows

- ✦ Grass pitches – addressing poor quality pitches through the Pitch Improvement Programme.
- ✦ Rugby union pitches – addressing quality issues at club sites through the RFU and implementing a groundsman programme.
- ✦ Cricket pitches – addressing poor quality wickets through technical assessments of wickets and pitches available through a Performance Quality Standard Assessment (PQS).
- ✦ Tennis courts – improve the quality of existing sites, ancillary facilities in particular, with support from the LTA.
- ✦ Bowling greens – continue club investment to maintain/improve quality of greens.

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

Based on an achievable target using existing quality scoring to provide a baseline, a standard should be used to identify deficiencies and investment should be focused on those sites which fail to meet the proposed quality standard (using the site audit database, provided in electronic format).

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In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old dated interior. The following sites were highlighted as poor quality and in need of investment:

- ◀ Cottons Park
- ◀ Harold Wood Park
- ◀ Hylands Park
- ◀ Rise Park
- ◀ Elm Park Tennis Club
- ◀ Haynes Park
- ◀ Raphael Park Tennis Club
- ◀ Upminster Hall Playing Fields

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

Addressing overplay

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

Sport	Pitch type	No. of matches
Football	Adult pitches	3 per week
	Youth pitches	4 per week
	Mini pitches	6 per week
Rugby union*	Pipe and Slit Drained and a good level of maintenance (D3/M2)	3.5 per week
	Pipe drained and a good level of maintenance (D2/M2)	3.25 per week
	Natural (adequate) drainage and a good level of maintenance (D1/M2)	3 per week
Cricket	One grass wicket	5 per season
	One synthetic wicket	60 per season

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

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

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

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

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

Increasing pitch maintenance

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

For example, the FA, ECB, RFL in partnership have introduced a Pitch Advisor Scheme and has been working in partnership with Institute of Groundsmanship (IOG) to develop a Grass Pitch Maintenance service that can be utilised by grassroots clubs with the simple aim of improving the quality of grass pitches. The key principles behind the service are to provide clubs with advice/practical solutions on a number of areas, with the simple aim of improving the club's playing surface.

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

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

To allow for facility developments to be programmed within a phased approach the Steering Group, including key partners such as NGBs 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 community funding

Partners, led by the Council, should ensure that appropriate funding secured for improved sports provision are directed to areas of need, underpinned by a robust strategy for improvement in playing pitch facilities. Priorities should be identified from the NGBs that can also feed into the overall priorities of Havering.

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

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

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

Sport and physical activity can have a profound effect on peoples' lives, and plays a crucial role in improving community cohesion, educational attainment and self-confidence.

However, one of sport's greatest contributions is its positive impact on public health. It is therefore important to lever in investment from other sectors such as health and wellbeing for example.

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. Although the Council is currently pursuing CIL, it is recommended that there is still an evidence base for securing and negotiating developer contributions through S106.

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

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

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

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

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AIM 3

To enable the **provision** of new outdoor sports facilities where there is current or future demand to do so.

Recommendations:

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

Recommendation (h) - Seek to address quantitative shortfalls in the current pitch stock.

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

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

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

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

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

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Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small sided football for adults.	Additional need for 3G pitches. Sustain current pitch stock but give consideration to pitch reconfiguration to accommodate youth 11v11 football. Qualitative improvements.
	Demand for mini and youth football is likely to increase based on Team Generation Rates and The FA has a key objective to deliver 50% of mini and youth football on 3G AGP's.	Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise new or existing 3G pitches to accommodate this demand.
3G pitches	Demand for 3G pitches for football is high and will continue to increase as currently there is a shortfall of full size pitches. It is likely that future demand for the use of 3G pitches, especially for training, will increase.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches as well as sinking funds. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches. Utilise Sport England/NGB guidance on choosing the correct surface: http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf
Rugby union	The RFU work towards achieving the stated outcomes of its National Facilities Strategy (2013-2017), the RFU National Women and Girls Strategy and the RFU National Male XV-a-side Strategy. Locally the RFU want to ensure access to pitches in Thurrock that satisfies the existing demand and predicted growth. Further, the RFU is aiming to protect and improve pitch quality plus that of ancillary facilities including changing rooms and floodlights as current and future demand requires.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock, support facility development where appropriate and increase the number of floodlit pitches where necessary.
	The RFU investment strategy into AGPs considers sites where grass rugby pitches are over capacity and where an AGP would support the growth of the game at the host site and for the local rugby partnership, including local clubs and education sites. To achieve this, the RFU is keen to work locally with partners such as the Council and the FA to look at sites of mutual interest.	Consider requirement for a World Rugby compliant 3G pitch given shortfalls identified on grass pitches and level of training demand on grass pitches.
Hockey	Demand is likely to grow based on team generation rates.	Improving quality on AGPs assessed as poor quality will help to accommodate current and future demand. Sinking funds are required for long term sustainability. An adequate number of pitches (four) need protecting from 3G conversion.

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Sport	Future development trend	Strategy impact
Cricket	Demand is likely to remain static in Havering 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 non-turf wickets and encourage greater use for junior cricket.
	An increase in casual play, especially from South Asian communities.	Develop cricket within communities that more commonly play informal formats of the game.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Tennis	No expected net increase in memberships.	Likely that any future increase could be accommodated on existing courts. Please refer to the 2015 LB Havering Indoor Sports and Leisure Facilities Assessment Report for details on indoor courts.
Bowls	No expected net increase in memberships.	Likely that any future increase could be accommodated on existing greens.
Softball	Development of a new league is expected to develop two new teams	Teams will be accommodated at the identified new sites already highlighted. No need for additional facilities at this stage.

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

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

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

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PART 5: ACTION PLAN

Introduction

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

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

It is imperative to keep the action plan up to date and review regularly as developments take place. With pitch improvements and/or facility developments the status of sites could therefore change, as could any site specific recommendations.

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 partners should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities.

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

Recommended tiered site criteria

Strategic sites	Key centres	Local sites
Strategically located. Priority sites for NGB.	Strategically located within the analysis area.	Serves the local community. Likely to include education sites.
Accommodates three or more good quality grass pitches. Including provision of at least one AGP.	Accommodates two or more good quality grass pitches.	Accommodates more than one pitch.
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.
Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in house maintenance contract.
Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Appropriate access changing to accommodate both senior and junior use concurrently (if required).

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

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

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

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

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

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

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

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

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

Management and development

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

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.

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- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Negotiation with landowners to increase access to private strategic sites.
- ◀ Football investment programme/3G pitches development with The FA.

Action plan columns

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.

Site hierarchy tier and priority level

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

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

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

Costs

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

(L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above. These are based on Sport England's estimated facility costs which can be found at www.sportengland.org/media/198443/facility-costs-4q13.pdf

Timescales

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

Timescales: (S) -Short (1-2 years); (M) - Medium (3-4 years); (L) - Long (5+ years).

Aim

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

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NORTH ANALYSIS AREA

Football

Summary of pitches required to meet current and future demand⁶

Pitch type	Actual spare capacity ⁷	Demand (match equivalent sessions)					
		Overplay	Current total	Latent demand	Displaced demand	Future demand	Total
Adult pitches	1	3	2	1	-	1.5	4.5
Youth pitches 11v11	-	-		-	-	2	2
Youth pitches 9v9	0.5	3	2.5	-	-	3	5.5
Mini pitches 7v7	0.5	1	0.5	-	-	1.5	2
Mini pitches 5v5	3	0.5	2.5	-	-	1	1.5

- There is a current shortfall of adult pitches equating to two match equivalent sessions and a future shortfall equating to 4.5 match equivalent sessions.
- Youth 11v11 pitches are currently played to capacity, although future demand results in a shortfall of two match equivalent sessions.
- There is a current shortfall of 9v9 pitches equating to 2.5 match equivalent sessions and a future shortfall equating to 5.5 match equivalent sessions.
- There is a current shortfall of 7v7 pitches equating to 0.5 match equivalent sessions and a future shortfall equating to two match equivalent sessions.
- Spare capacity exists on 5v5 pitches both now and in the future.
- Overplay is evident on adult pitches at Havering College, King George Playing Field, Marshalls Park School and Rise Park, on youth pitches at Marshalls Park School, Forest Row, Hildene Primary School and The Gallows and on mini pitches at Marshalls Park School.
- In North Area there is training demand for three 3G pitches, of which, there are currently none, although one is under development at Noak Hill Sports Complex.

Recommendations

- Improve pitch quality to alleviate overplay and shortfalls and increase future capacity.
- Transfer youth 11v11 teams from adult pitches to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future youth pitch capacity.
- Seek use of currently unavailable sites in order to further reduce shortfalls and build future capacity.
- Provide security of tenure for all clubs using education sites through community use agreements.
- Seek to improve poor quality ancillary provision.
- Ensure 3G pitch at Noak Hill Sports Complex is provided to a good quality and ensure FA testing. Also ensure a sinking fund is put into place.
- Measure the impact of the 3G pitch at Noak Hill Sports Complex when it is provided to support the strategic planning of additional 3G pitches.

⁶ Key:

	Shortfall		Played to capacity		Spare capacity
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⁷ In match equivalent sessions

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Rugby union

- ◀ There is one senior and two mini rugby union pitches in the North Analysis Area. All three are assessed as poor quality,
- ◀ All three pitches are located at school sites and available but unused by the community.
- ◀ There is no identified demand in the analysis area.

Recommendations

- ◀ Ensure appropriate maintenance regime for the school to continue use on the pitch.

Hockey

- ◀ There are two full size hockey suitable AGPs (Bower Park Academy and Drapers Academy), both of which are available to the community and floodlit.
- ◀ Drapers Academy is assessed as poor quality, whilst Bower Park Academy is assessed as standard quality.
- ◀ Bower Park Academy is not available to the community during weekends and therefore cannot be accessed for hockey matches.
- ◀ Neither AGP has any recorded community hockey use.

Recommendations

- ◀ Improve quality at Drapers Academy through resurfacing pitch.
- ◀ Ensure a sinking fund is in place for long term sustainability.
- ◀ Explore community use options in relation to future weekend use at Bower Park Academy.
- ◀ Explore lack of hockey demand and explore future use by teams currently displaced.
- ◀ Should no future demand exist, consider converting pitches to a 3G surface in order to reduce 3G shortfalls (providing enough sand-based pitches are retained throughout Havering).

Cricket

- ◀ There are five grass wickets on four sites available for community use in this analysis area, all are standard quality.
- ◀ There is no actual spare capacity on any of the squares at peak time, suggesting an opportunity for further play mid-week or Sundays.
- ◀ Pitches in the North Analysis Area are currently played to capacity. Predicted future demand indicates a demand for one additional pitch to accommodate future demand.
- ◀ There is also an artificial turf wicket at Gidea Park Sports Ground.
- ◀ Gidea Park and Romford CC intend to increase the club by two senior and one junior team.
- ◀ No club has a lease longer than 25 years currently. The shortest is Gidea Park and Romford CC, the lease expires in 2017.
- ◀ Noak Hill Taverners CC identifies the need for a non-turf wicket on site.

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Recommendations

- ◀ Work with clubs to extend leases on current sites to secure long term security of tenure for clubs.
- ◀ Work with clubs to review quality issues on those pitches assessed as standard quality and to address quality issues through increased maintenance.
- ◀ Support Noak Hill Taverners CC to identify funds to install a non-turf wicket on site.
- ◀ Support clubs to develop and improve 'off pitch' practice facilities or additional access to training provision elsewhere.

Tennis

- ◀ There are 26 courts available for community use and four courts unavailable for community use.
- ◀ There are six floodlit courts; two at Central Park and four at Gidea Park Lawn Tennis Club.
- ◀ Of the courts available to the community, six are assessed as good quality and 20 are assessed as standard quality.
- ◀ Changing provision at Raphael Park is rated poor.
- ◀ Noak Hill Sports Complex is considered to be oversubscribed due to the membership of Havering Tennis Club, although a planned development of the facility is considered to meet its needs.

Recommendations

- ◀ Improve and sustain court quality.
- ◀ Support Raphael Tennis Club in its aspiration to improve the changing facilities at Raphael Park.
- ◀ Further consult with Havering Tennis Club following the development at Noak Hill Sports Complex to understand whether this meets the needs of the Club.

Bowls

- ◀ There are three bowling greens, all of which are assessed as good quality.
- ◀ Harold Hill Bowls Club has submitted a funding application for modernising the clubhouse.
- ◀ Current supply is deemed adequate to service demand, as the majority of bowling greens are considered to have spare capacity.

Recommendations

- ◀ Support Harold Hill Bowls Club with its application to modernise facilities.
- ◀ Support and encourage junior bowls development in order to grow and sustain future participation levels in the sport.
- ◀ Address spare capacity and maximise the availability of bowling greens for pay and play in order to raise the profile of the game, increase levels of membership and the revenue generated by sites.
- ◀ Ensure appropriate maintenance regime to improve/sustain quality of green as appropriate.

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PLAYING PITCH STRATEGY & ACTION PLAN

Softball

- ◀ There are two sites, Raphael Park and Noak Hill Sports Complex, which are identified to be marked out, to support the development of a new softball league.
- ◀ The sites are both suitable and can accommodate predicted current and future demand.

Recommendations

- ◀ Support the new league development with the marking of a softball pitch at Raphael Park.
 - ◀ Support and encourage junior softball development in order to grow and sustain future participation levels in the sport.
 - ◀ Ensure appropriate maintenance regime to improve/sustain quality of pitch as appropriate.
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PLAYING PITCH STRATEGY & ACTION PLAN

NORTH ANALYSIS AREA ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
3	Bower Park School	Football	School	One adult and one 9v9 pitch assessed as poor quality. Unavailable to the community due to drainage and management issues.	Improve pitch quality and explore community use options to reduce local shortfalls. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	S	L	Enhance Provide
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as standard quality. The pitch is not available during weekends and therefore cannot be used for hockey matches.	Ensure a sinking fund is in place for long term sustainability. Explore weekend community use options with the School. Consider converting to 3G to reduce local 3G shortfalls.	School EH FA		S	M	Protect Provide
7	Central Park	Cricket	Council	One standard quality pitch, used by Ardleigh Green CC. Pitch is overplayed by 3 match sessions per season. Club identify need for additional training facilities.	Ensure appropriate maintenance to sustain current use. Identify funding to invest in training facilities for club.	Council Club ECB	Local site	M	M	Enhance
		Tennis		Two good quality, floodlit courts with a macadam surface.	Ensure appropriate maintenance to sustain good quality.	Council LTA	Local site	L	L	Protect
11	Drapers Academy	Football	School	Two adult and one 9v9 pitch assessed as standard quality. Unavailable to the community due to drainage issues.	Seek resolution to drainage issues and explore community use options with the School to reduce local shortfalls.	School FA	Local site	S	L	Enhance Provide
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as poor quality. Unused for hockey.	Resurface pitch and ensure a sinking fund is in place for long term sustainability. Explore lack of hockey demand and consider converting to 3G to reduce local 3G shortfalls.	School EH FA		S	M	Protect Provide
		Tennis		Four good quality macadam courts. Unavailable for community use.	No local demand, retain for school use.	School		L	L	Protect
17	Havering College of Further and Higher Education	Football	College	One standard quality adult pitch. Overplayed by one match equivalent session.	Improve pitch quality to alleviate overplay or seek transfer of play to sites with actual spare capacity.	College FA	Local site	S	L	Protect
19	Henderson's Sports and Social Club	Football	Club	Three good quality adult pitches that are overplayed by 0.5 match equivalent sessions. One adult pitch is used for Step 7 football. Used by youth 11v11 teams.	Ensure appropriate maintenance to sustain usage. Seek transfer of play to sites with actual spare capacity. Consider pitch re-configuration to better accommodate youth 11v11 users. Ensure club can progress through the football pyramid.	FA	Local site	S	L	Protect

⁸ Timescales: (S) - Short (1-2 years); (M) - Medium (3-4 years); (L) - Long (5+ years).

⁹ Cost: (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
22	King George Playing Field (Mawney Park)	Football	Council	Two adult, two 9v9, two 7v7 and two 5v5 pitches, all of which are assessed as poor quality. The adult pitch is overplayed by 0.5 match equivalent sessions, whilst actual spare capacity of 0.5 match equivalents on the 5v5 pitches is discounted due to quality issues. Also used for PlayFootball.	Improve pitch quality to alleviate overplay and to provide actual spare capacity. Support Play Football.	Council FA	Key centre	S	L	Enhance
		3G AGP		Nine small sized 3G pitches (seven 5-a-side and two 7-a-side) that are managed by PlayFootball.	Support PlayFootball in sustaining facilities.	Council FA		L	L	Protect
		Bowls		A good quality green.	Ensure appropriate maintenance to sustain green quality.	Council		L	L	Protect
23	Marshalls Park School	Football	School	Two adult, one 9v9, one 7v7 and one 5v5 pitch all assessed as poor quality. Each pitch type is overplayed. The adult pitch is over marked by the 9v9 pitch, whilst the mini pitches over mark a rugby union pitch.	Ensure appropriate maintenance to sustain usage and pitch over markings. Improve pitch quality to alleviate overplay. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Key centre	S	L	Enhance
		Tennis		Three standard quality macadam courts. Available for community use, however, unused.	No local demand, retain for school use.	School		L	L	Protect
		Rugby union		One senior poor quality pitch. Available but unused by the community	Ensure appropriate maintenance to improve quality.	School		S	L	Enhance
24	Noak Hill Sports Ground	Cricket	Sports Club	One standard pitch, no spare peak time capacity. Used by Noak Hill Taverners CC. Club highlight drainage issues on site and the need for a non-turf wicket. Club's lease expires 2035.	Agree new lease for the Club to secure long term tenure on site. Identify funding to invest in pitch drainage. Support the Club to identify funds to install a non-turf wicket on site.	Sports Club Council ECB	Local site	M	M	Enhance
26	Pyrgo Priory School	Football	School	One 9v9 and one 7v7 pitch assessed a standard quality. Available to the community, however, no use is recorded.	Explore community use options with the School to attract increased demand given local shortfalls.	School FA	Local site	S	L	Provide
28	Raphael Park	Football	Council	One 9v9 and one 7v7 pitch assessed as poor quality. Actual spare capacity across both pitch types discounted due to quality issues.	Improve pitch quality to provide actual spare capacity.	Council FA	Key centre	S	L	Enhance
		Tennis		12 standard quality macadam courts.	Review maintenance regime to sustain and improve quality.	Council LTA		S	L	Protect
		Cricket		One standard quality pitch, no spare capacity at peak time. Used by Hornchurch Athletic CC.	Review maintenance regime to sustain and improve quality.	Council ECB		S	L	Enhance
		Softball		Site to be marked with one diamond to support development of new league.	Mark out softball diamond. Review maintenance regime to sustain and improve quality. Support league in developing activity.	Council League		S	L	Provide

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
30	Rise Park	Football	Council	Three adult, one 7v7 and one 5v5 pitch assessed as standard quality. Serviced by poor quality changing facilities. Adult pitches are overplayed by 0.5 match equivalents and are well used by youth 11v11 teams. Actual spare capacity of 0.5 match equivalents exists on the 7v7 pitch.	Improve adult pitch quality to alleviate overplay or seek the transfer of play to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams. Improve changing provision.	Council FA	Local site	S	M	Protect Enhance
43	Noak Hill Sports Complex	3G AGP	Council	A full size, floodlit, 3G pitch currently under development.	Ensure pitch is provided to a good quality. Seek FA testing. Measure the impact of the pitch to support strategic planning of future 3G proposals. Ensure a sinking fund is in place for long term sustainability. To maximise community football benefits, agree a pricing policy and programme of use with Essex FA.	Council FA	Key centre	S	H	Provide
		Tennis		Two standard quality macadam courts. Plans are in place to replace the existing courts with four floodlit courts.	Ensure new courts are provided to a good quality and ensure the development meets the needs of Havering Tennis Club.	Council LTA Club		S	M	Enhance
		Softball		Site to be marked with one diamond to support development of new league.	Mark out softball diamond. Review maintenance regime to sustain and improve quality. Support league in developing activity.	Council League		S	L	Provide
47	Harold Hill Bowls Club	Bowls	Council	A good quality green, used by Harold Hill Bowls Club. Site has some spare capacity. The Club is in the process of submitting a funding application for modernising and refurbishing its clubhouse.	Ensure appropriate maintenance to sustain green quality and support the Club with funding application if required.	Council	Local site	L	L	Protect
49	Gidea Park Sports Ground	Football	Club	One youth 11v11, one 9v9 and one 7v7 pitch assessed as standard quality. Actual spare capacity of 0.5 match equivalent sessions exists on both the youth 11v11 and the 9v9 pitch.	Seek transfer of play from overplayed sites to make use of actual spare capacity.	Club FA	Key centre	S	L	Protect
		Bowls		A good quality green. Gidea Park Bowls Club cites drainage as its main issue.	Ensure appropriate maintenance to sustain green quality.	Club		L	L	Protect
		Cricket		Two standard quality pitches, with minimal spare capacity, none at peak time. One artificial turf wicket. Used by Gidea Park and Romford CC. Lease expires in 2017.	Agree new lease for Club on ground to secure long term tenure on site. Work with football club to resolve overlap and quality issues on outfield	ECB		M	L	Provide
54	Gidea Park Lawn Tennis Club	Tennis	Club	Three standard quality (acrylic) courts and four good quality (artificial) courts. The good quality courts are floodlit.	Ensure appropriate maintenance to sustain court quality.	LTA	Local site	L	L	Protect

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
57	Forest Row	Football	Club	Four adult, one 9v9, two 7v7 and two 5v5 pitches assessed as standard quality. Adult pitches are well used by youth 11v11 teams and have actual spare capacity of one match equivalent session. The 9v9 pitch is overplayed by 0.5 match equivalent sessions. Lease arrangement with Collier Row FC (from the Council) is close to expiring.	Extend lease agreement to provide greater security of tenure. Relieve overplay of 9v9 pitch through pitch quality improvements or through transfer of play. Consider pitch reconfiguration to better accommodate youth 11v11 teams.	FA Council Club	Key centre	S	L	Protect
		AGP		One third of a pitch, available for junior training.	Ensure appropriate maintenance to sustain pitch quality.					
65	Hilldene Primary School	Football	School	One adult and one 9v9 pitch assessed as standard quality. The adult pitch is used solely by youth 11v11 teams and is played to capacity, whilst the 9v9 pitch is overplayed by 1.5 match equivalent sessions.	Consider pitch reconfiguration to better accommodate youth 11v11 teams. Relieve overplay of 9v9 pitch through pitch quality improvements or through transfer of play. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	S	L	Protect
66	St Ursula's Catholic Junior School	Football	School	One 7v7 and one 5v5 pitch assessed as standard quality. Both pitches are played to capacity during peak time.	Ensure appropriate maintenance regime to sustain usage. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	L	L	Protect
74	Oasis Academy	Football	School	One standard quality 7v7 pitch that is not available for community use.	Explore community use options to reduce local shortfalls.	School FA	Local site	S	L	Provide
78	Clockhouse Primary School	Football	School	One standard quality 7v7 pitch that is available to the community but unused.	Explore community use options to attract demand given local shortfalls.	School FA	Local site	S	L	Provide
		Rugby union		Two poor quality mini rugby union pitches. Available to the community but unused.	Ensure appropriate maintenance to improve quality.	School		S	L	Enhance
80	Parklands Junior School	Football	School	One standard quality 7v7 pitch that is unavailable for community use.	Explore community use options to reduce local shortfalls.	School FA	Local site	S	L	Provide
81	Drapers Brookside Junior School	Football	School	One 7v7 pitch assessed as poor quality. Unavailable for community use.	Improve pitch quality and explore community use options to reduce local shortfalls.	School FA	Local site	S	L	Provide Enhance
83	The Gallows	Football	Club	One 9v9, one 7v7 and one 5v5 pitch assessed as standard quality. The 9v9 pitch is overplayed by 0.5 match equivalent sessions whilst remaining pitches are played to capacity during peak time.	Ensure appropriate maintenance to sustain current usage. Relieve overplay of 9v9 pitch through pitch quality improvements or through transfer of play.	Club FA	Local site	S	L	Protect

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CENTRAL ANALYSIS AREA

Football

Summary of pitches required to meet current and future demand¹⁰

Pitch type	Actual spare capacity ¹¹	Demand (match equivalent sessions)					
		Overplay	Current total	Latent demand	Displaced demand	Future demand	Total
Adult pitches	0.5	5	4.5	1	-	1	6.5
Youth pitches 11v11	-	0.5	0.5	1.5	-	1	2
Youth pitches 9v9	1	-	1	1.5	-	2	2.5
Mini pitches 7v7	0.5	-	0.5	1	-	1	1.5
Mini pitches 5v5	1	-	1	1	-	1.5	1.5

- There is a current shortfall of adult pitches equating to 4.5 match equivalent sessions and a future shortfall equating to 6.5 match equivalent sessions.
- There is a current shortfall of youth 11v11 pitches equating to 0.5 match equivalent sessions and a future shortfall equating to 2.5 match equivalent sessions.
- There is spare capacity currently only 9v9, 7v7 and 5v5 pitches, however, future demand results in shortfalls across each pitch type.
- Overplay is evident on adult pitches at Westlands Playing Fields and Harold Wood Park and on a youth 11v11 pitch at Hall Mead School.
- There is a shortfall of two 3G pitches in the Central Analysis Area (following the development at Frances Bardsley School for Girls).

Recommendations

- Improve pitch quality to alleviate overplay and shortfalls and increase future capacity.
- Transfer youth 11v11 teams from adult pitches to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future youth pitch capacity.
- Seek use of currently unavailable sites in order to further reduce shortfalls and build future capacity.
- Provide security of tenure for all clubs using education sites through community use agreements.
- Seek to improve poor quality ancillary provision.
- Seek resolution to issues preventing Romford FC developing its stadia pitch at Westlands Playing Fields.
- Identify potential sites for 3G pitch provision and ensure any new pitches are FA tested and ensure a sinking fund is put in place.

Rugby union

- There are 13 senior pitches and six mini pitches available for community use. Of these, 6 senior pitches and 5 mini pitches are poor quality.
- The four good quality pitches are located at Romford and Gidea Park RFC with no actual spare capacity.

¹⁰Key-

	Shortfall	Played to capacity	Spare capacity
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¹¹ In match equivalent sessions

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- ◀ Cottons Park is overplayed by 0.5 match sessions and Upminster Hall Playing Fields is overplayed by 6.5 match sessions per week.
- ◀ Campion School is currently applying for RFU funding to improve pitch quality.
- ◀ There is capacity for pitches to meet current demand; future demand will require additional provision.

Recommendations

- ◀ Improving pitch quality at Cottons Park to standard (M1/D1) would alleviate overplay and provide capacity for training sessions.
- ◀ Improving pitch quality at Upminster Hall Playing Fields would reduce overplay to 3.5 match sessions.
- ◀ Improve quality of pitches at Emerson Park Academy and transfer additional training/match play from Upminster Hall Playing Fields. (Upminster RFC).
- ◀ Support Campion School in bid for funding to improve pitches.
- ◀ Review maintenance on currently unused school pitches (Hall Mead School and Marshalls Park School) to improve quality to protect and keep available for future demand.

Hockey

- ◀ There are two full size hockey suitable AGPs (Emerson Park Academy and The Campion School).
- ◀ Both Emerson Park Academy and The Campion School are available to the community and are floodlit.
- ◀ Emerson Park Academy and The Campion School are assessed as good quality.
- ◀ The Campion School is used by Havering HC for all its matches and training.
- ◀ Emerson Park Academy is used by Upminster HC as a secondary venue to avoid fixture clashes at Coopers Company & Coborn School.

Recommendations

- ◀ Retain The Campion School and Emerson Park Academy for continued future hockey use.
- ◀ Also explore return of displaced demand in relation to spare capacity existing for matches at Emerson Park Academy.
- ◀ Encourage use of Brittons Academy Trust for hockey purposes.
- ◀ Ensure sinking funds are in place for future refurbishment and long term sustainability.

Cricket

- ◀ There are eight grass pitches available for community use in the Analysis Area.
- ◀ Hylands Park and Havering atte Bower CC are good quality; the remaining pitches are standard quality.
- ◀ Upminster Hall Playing Fields will no longer be available as cricket pitch from next season. This site currently accommodates St Andrews CC and Havering-atte-Bower 3rd team.
- ◀ St Andrews CC will move to a pitch in Billericay, but want to stay in Havering. There is no confirmed location for Havering-atte-Bower 3rd team currently.
- ◀ Emerson Park Academy has capacity for one additional team at peak time. No other site has spare capacity at peak time.
- ◀ There are three artificial turf wickets in the Central Analysis Area, at The Campion School, The Royal Liberty School and Westlands Playing Fields.

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- ◀ Clubs intend to grow by three senior teams and nine junior teams in the Analysis Area.
- ◀ Harold Wood CC has secured funding to install practice nets on site.
- ◀ There is currently a shortfall of 0.5 pitches in the Central Analysis Area. Predicted future demand indicates a demand for two additional pitches to accommodate future demand.
- ◀ No club has a lease longer than 25 years currently.

Recommendations

- ◀ Protect current levels of provision to accommodate current and future demand.
- ◀ Work with clubs to extend leases on current sites to secure long term security of tenure for clubs.
- ◀ Work with clubs to review quality issues on those pitches assessed as standard quality and to address quality issues through increased maintenance.
- ◀ Support Harold Wood CC to install practice nets.
- ◀ Work with Emerson Park Academy to relocate Havering atte Bower 3rd team to this site.
- ◀ Support clubs to develop and improve 'off pitch' practice facilities or additional access to training provision elsewhere.
- ◀ Improve/increase training provision, particularly at sites that do not contain practice nets.

Tennis

- ◀ There are 43 courts available for community use and two courts unavailable for community use.
- ◀ There are 10 floodlit courts; six at The Albany, one at David Lloyd Club (Gidea Park) and three at Grosvenor Lawn Tennis Club.
- ◀ Of the courts available to the community, 15 are assessed as good quality and 19 are assessed as standard quality and eight are assessed as poor quality.
- ◀ Supply is deemed sufficient to meet demand both now and in the future.

Recommendations

- ◀ Improve and sustain court quality, particularly at courts assessed as poor.
- ◀ Improve ancillary provision servicing council courts to maximise usage.

Bowls

- ◀ There are five bowling greens in the Analysis Area, three of which are assessed as good quality, one is standard and one is poor quality.
- ◀ The poor quality green is the second green at Lodge Park Farm and has recently been mothballed due to high maintenance costs.
- ◀ Romford Bowls Club states that the clubhouse is in need of investment.
- ◀ Current supply is deemed adequate to service demand, most bowling greens are considered to have spare capacity.

Recommendations

- ◀ Support and encourage junior bowls development in order to grow and sustain future participation levels in the sport.
- ◀ Identify funding opportunities for Romford Park to invest in the club house at Lodge Park Farm.
- ◀ Address spare capacity and maximise the availability of bowling greens for pay and play in order to raise the profile of the game, increase levels of membership and the revenue generated by sites.

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- ◀ Ensure appropriate maintenance regime to improve/sustain quality of green as appropriate.

Softball

- ◀ There is one recently marked softball pitch at Westland's Playing Fields, which has been developed to support a new club based there.

Recommendations

- ◀ Support the new club development at Westlands Playing Fields.
- ◀ Support and encourage junior softball development in order to grow and sustain future participation levels in the sport.
- ◀ Ensure appropriate maintenance regime to improve/sustain quality of pitch as appropriate.

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
1	Abbs Cross Academy & Arts College	Football	School	Two adult, two 7v7 and two 5v5 pitches assessed as standard quality. Actual spare capacity exists on the 7v7 and 5v5 pitches amounting to 0.5 and one match equivalent sessions respectively.	Ensure appropriate maintenance regime to sustain and improve quality. Seek to utilise spare capacity for future demand given future local shortfalls. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Key centre	L	L	Protect
		Tennis		Four standard quality courts. Available to the community, however, unused.	No local demand. Retain for school use.	School		L	L	
		Cricket		One artificial turf wicket, available but unused by the community.	Ensure appropriate maintenance regime to sustain current school usage.	School		S	L	
10	Cottons Park	Football	Council	A poor quality adult pitch that is played to capacity. Serviced by poor quality changing facilities.	Improve pitch quality to increase carrying capacity of pitch. Seek to improve ancillary provision.	Council FA	Local site	S	L	Protect Enhance
		Rugby union		One poor quality senior pitch, used by Campion RFC. Overplayed by 0.5 match sessions per week.	Improve pitch quality to increase carrying capacity of pitch. Seek to improve ancillary provision. Negotiate extension of lease for club to secure long term tenure.	Council RFU		M	L	
12	Emerson Park Academy	Football	School	One adult, one youth 11v11 and one 9v9 pitch assessed as standard quality. All pitches are played to capacity.	Ensure appropriate maintenance regime to sustain current usage. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Key centre	L	L	Protect Provide
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as good quality. Used by Upminster HC as spill-over from Coopers Company & Coborn School.	Ensure a sinking fund is in place for long term sustainability and retain as a hockey suitable surface. Explore use by teams currently displaced.	School EH		S	L	
		Tennis		Three standard quality macadam courts. Available to the community, however, unused.	No local demand. Retain for school use.	School		L	L	
		Rugby union		One mini and one senior pitch. Standard quality. Used by Upminster RFC for some training. Some spare capacity.	Improve pitch quality to increase carrying capacity of pitch. Transfer some additional Upminster RFC training / match play to site.	School Club		S	L	
		Cricket		One standard quality grass pitch, used by Hornchurch CC. Spare capacity for one additional team at peak time.	Havering ate Bower CC 3 rd team to negotiate relocation to this site. Review maintenance regime to sustain and improve quality where possible.	School ECB		S	L	

¹² Timescales: (S) - Short (1-2 years); (M) - Medium (3-4 years); (L) - Long (5+ years).

¹³ Cost: (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
14	Hall Mead School	Football	School	One adult, one youth 11v11 and one 9v9 pitch assessed as standard quality. Actual spare capacity of 0.5 match equivalent sessions exists on the adult and the 9v9 pitch, whilst the youth 11v11 pitch is overplayed by 0.5 match equivalents.	Relieve overplay of youth 11v11 pitch through pitch quality improvements or through transfer of play. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Key centre	S	L	Protect Enhance
		Tennis		Two standard quality macadam courts. Unavailable to the community.	No local demand. Retain for school use.	School		L	L	
		Rugby union		One standard quality senior rugby union pitch, available but unused by the community.	Ensure appropriate maintenance regime to sustain current school usage.	School		S	L	
		Cricket		One non-turf artificial wicket. Available but unused by the community.	Ensure appropriate maintenance regime to sustain current school usage.	School		S	L	
15	Harold Wood Park	Football	Council	Five adult, two 7v7 and two 5v5 pitches assessed as poor quality due to drainage issues. Adult pitches are well used by youth 11v11 and are overplayed by 0.5 match equivalent sessions. One adult pitch is used for Step 7 football. Actual spare capacity of 1.5 match equivalents is discounted on the 5v5 pitches due to quality issues. Serviced by poor quality changing facilities.	Improve pitch quality through improved drainage to alleviate overplay and to provide actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams. Ensure club can progress through the football pyramid. Seek to improve changing facilities.	Council FA	Strategic site	S	M	Protect Enhance
		Tennis		Three standard quality macadam courts.	Review maintenance regime to sustain and improve quality where possible.	Council		L	L	
		Cricket		One standard quality grass pitch, used by Harold Wood CC, lease due to expire 2020. No spare capacity at peak time. Club identify need for additional training facilities. Club has a grant and currently working with council to install practice nets.	Agree new lease for the Club on ground to secure long term tenure on site. Support the Club to install practice nets. Work with football club to resolve overlap and quality issues on outfield.	Council ECB		M	M	
16	Harrow Lodge Park	Football	Council	One youth 11v11, one 9v9 and two 5v5 pitches assessed as standard quality. The youth 11v11 and 9v9 pitches are played to capacity and the 5v5 pitches are played to capacity at peak time.	Ensure appropriate maintenance regime to sustain current usage.	Council FA	Strategic site	L	L	Protect
		Bowls		A good quality green, used by Elm Park Bowls Club and the Liberty of Havering BC. Spare capacity at site.	Ensure appropriate maintenance to sustain green quality.	Council		L	L	
		Cricket		One standard quality pitch, used by Hornchurch CC and played to capacity.	Review maintenance regime to sustain and improve quality where possible.	Council ECB		S	L	
		Tennis		Three standard quality courts, available for community use.	Ensure appropriate maintenance to sustain court quality.	Council		S	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
18	Haynes Park	Football	Council	Two poor quality adult pitches that are played to capacity at peak time. Serviced by poor quality changing facilities.	Improve pitch quality to sustain usage and increase carrying capacity. Seek to improve changing provision.	Council FA	Key centre	S	L	Protect Enhance
		Tennis		Three poor quality macadam courts.	Seek to improve court quality in order to increase local demand.	Council		S	L	
		Bowls		A standard quality green, used by Haynes Park Bowls Club. Spare capacity exists at this site	Review maintenance regime to sustain and improve green quality.	Council		S	L	
21	Hylands Park	Football	Council	One adult and one 5v5 pitch assessed as poor quality. Actual spare capacity across both pitches is discounted. Serviced by poor quality changing facilities.	Improve pitch quality to provide actual spare capacity and reduce local shortfalls. Improve changing provision.	Council FA	Key centre	S	M	Protect Enhance
		Tennis		Six poor quality macadam courts.	Seek to improve court quality in order to increase local demand.	Council		S	L	
		Cricket		One good quality pitch, used by Hornchurch Athletic CC. No spare capacity at peak time. Lease expires 2037.	Agree new lease for Club on ground to secure long term tenure on site. Ensure appropriate maintenance to sustain pitch quality.	Council Club		S	L	
29	Redden Court School	Football	School	One adult and one 9v9 pitch assessed as standard quality. The adult pitch is played to capacity, whilst 0.5 match equivalent sessions of actual spare capacity exists on the 9v9 as it is unused by the community.	Ensure appropriate maintenance to sustain adult pitch usage and seek transfer of teams from overplayed 9v9 pitches to utilise spare capacity. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	S	L	Protect
32	St Andrews Park	Football	Council	Two standard quality 5v5 pitches played to capacity at peak time.	Ensure appropriate maintenance to sustain usage.	Council FA	Local site	L	L	Protect
33	The Albany	Football	School	One adult and one 9v9 pitch assessed as standard quality. The pitches are unavailable for community use.	Explore community use options with the School to reduce local shortfalls.	School FA	Local site	S	L	Protect
		Tennis		Six good quality, floodlit courts with a polymeric surface. Available to the community and used.	Ensure appropriate maintenance to sustain court quality.	School LTA		L	L	
		Rugby union		One standard quality senior pitch, not available for community use. The configuration of this site is changeable so does not always have a rugby pitch.	Ensure appropriate maintenance to sustain pitch quality for school use.	School		S	L	
35	The Campion School	Football	School	A standard quality adult pitch which is unavailable to the community.	Explore community use options with the School to reduce local shortfalls.	School FA	Strategic site	S	L	Protect Enhance Provide
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as good quality. Used by Havering HC for all its match and training demand.	Ensure a sinking fund is in place for long term sustainability and retain as a hockey suitable surface.	School EH		L	L	

LONDON BOROUGH OF HAVERING
PLAYING PITCH STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
		Rugby union		Five mini pitches and one senior pitch. All poor quality. Mini pitches unused by the community, Senior pitch used for training purposes by Champion RFC. Spare capacity discounted due to poor quality. Currently applying for funding to improve pitch quality.	Review maintenance regime to improve pitch quality. Support school in bid for RFU funding to improve pitch quality.	School Champion RFC RFU		M	M	
		Cricket		One standard quality cricket pitch. Used by Upminster CC. No spare capacity at peak time.	Ensure appropriate maintenance to sustain current use. Encourage users to enter a community use agreement to provide greater security of tenure.	School Club		M	L	
36	The Frances Bardsley School for Girls	3G AGP	School	A full size 3G pitch following conversion from a sand-based pitch. Available to the community and FA tested for competitive matches.	Measure the impact of the pitch to support strategic planning of future 3G proposals. Ensure a sinking fund is in place for long term sustainability. Ensure pitch remains on the FA register and seek transfer of match play. To maximise community football benefits, agree a pricing policy and programme of use with Essex FA.	School FA	Key centre	S	L	Protect Provide
		Tennis		Four standard quality macadam courts, not available for community use.	Ensure appropriate maintenance to sustain pitch quality for school use.	School		S	L	
37	The Royal Liberty School	Football	School	A standard quality adult pitch which is unavailable to the community. Currently developing a 9v9 pitch which will not be available for community use unless site management issues resolved.	Explore community use options with the School to reduce local shortfalls.	School FA	Local site	S	L	Protect Provide Enhance
		Cricket		One artificial non-turf pitch, not available for community use.	Ensure appropriate maintenance regime to sustain current school usage.	School		S	L	
		Rugby union		One standard quality senior pitch, not available for community use.	Ensure appropriate maintenance regime to sustain current school usage.			S	L	
39	Upminster Hall Playing Fields	Football	Council	Three standard quality adult pitches. Well used by youth 11v11 teams. Actual spare capacity of 0.5 match equivalent sessions exists. Serviced by poor quality changing facilities.	Consider pitch reconfiguration to better accommodate youth 11v11 teams. Ensure appropriate maintenance regime to sustain and improve quality. Improve changing provision.	Council FA	Key centre	S	L	Enhance
		Rugby union		Two poor quality senior pitches. Utilised by Upminster RFC, overplayed by 6.5 match sessions.	Review maintenance regime to improve quality where possible. Transfer some additional training / match play to Emerson Park Academy	Council RFU		S	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
		Cricket		One standard quality pitch, used by St Andrews CC and Havering ate Bower CC. No spare capacity at peak time.	Site will no longer be available for cricket from next season. Clubs to find alternative venues. If disposal of the site is inevitable it must meet the requirements of the second criterion of paragraph 74 of NPPF. This requires replacement provision of an equivalent or better quantity and quality in a suitable location.	Council ECB		S	L	
41	Westlands Playing Fields	Football	Council	Two adult and two 9v9 pitches assessed as standard quality. Adult pitches are used by youth 11v11 teams and are overplayed by four match equivalent sessions. Planning permission has been granted for the development of a stadia pitch for Romford FC, however, there are complications regarding the lease of the site.	Relieve overplay through pitch quality improvements and the transfer of teams to sites with actual spare capacity. Seek resolution of lease issue so that Romford FC can return to Havering and develop its stadia pitch. Consider suitability for a 3G pitch, possibly as part of the FA's Park Life scheme.	Council School FA Club	Local site	S	H	Protect Provide Enhance
		Cricket		One artificial turf wicket. Available for community use but unused	Ensure appropriate maintenance regime to sustain current school usage.	Council		S	L	
		Rugby union		Two standard quality rugby union pitches, available but unused by the community.	Ensure appropriate maintenance regime to sustain current school usage.	Council		S	L	
		Softball		One pitch marked since the Assessment Report was produced	Ensure appropriate maintenance regime to sustain current usage.	Council		S	L	
42	Wykeham Primary School	Football	School	A standard quality 9v9 pitch available to the community, however, unused.	Explore community use options to attract demand given local shortfalls.	School FA	Local site	S	L	Provide
46	David Lloyd Club (Gidea Park)	Tennis	Commercial	Five good quality artificial courts, four of which are floodlit.	Ensure appropriate maintenance to sustain quality.	LTA	Local site	L	L	Protect
50	Lodge Park Farm	Tennis	Council	Two standard quality courts. Changing facilities rated as poor by club users.	Support users in improving changing facility quality.	Council LTA Club	Local site	S	L	Protect Enhance
		Bowls		One good quality green and one poor quality green. The poor quality green is now disused due to high maintenance costs. Used by Romford Bowls Club. Ancillary facilities in need of investment.	Ensure appropriate maintenance to sustain good quality green. Consider value of poor quality green given lack of local demand. Identify funding to invest in ancillary facilities.	Council Club		L	L	
52	Park Lane Recreation Ground	Football	Council	A 9v9 pitch with 0.5 match equivalent sessions of spare capacity discounted due to poor quality.	Improve pitch quality to provide actual spare capacity.	Council FA	Local site	S	L	Enhance
55	Grosvenor Lawn Tennis Club	Tennis	Club	Four good quality artificial courts, three of which are floodlit.	Ensure appropriate maintenance to sustain court quality.	Club LTA	Local site	L	L	Protect
58	Havering-ate-Bower CC	Cricket	Sports Club	One good quality pitch, used by Havering ate Bower CC. No spare capacity at peak time. Lease due to expire in 2030	Ensure appropriate maintenance to sustain pitch quality. Agree new lease for Club on ground to secure long term tenure on site.	Club Council	Local site	S	L	Protect

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
59	Fielders Sports Ground	Cricket	Council	One standard quality pitch, used by Hornchurch CC. No spare capacity during peak time.	Ensure appropriate maintenance to improve/sustain pitch quality.	Council Club	Local site	S	L	Provide
60	Upminster Bowling Club	Bowls	Club	A good quality green with some spare capacity.	Ensure appropriate maintenance to sustain green quality.	Council	Local site	L	L	Protect
61	Harold Wood Primary School	Football	School	One 9v9 and one 7v7 pitch assessed as poor quality. Community use is available; however, no demand is recorded.	Improve pitch quality to create actual spare capacity and to attract demand.	School FA	Local site	S	L	Enhance Provide
		Cricket		One non-turf wicket. Harold Wood CC hires pitch.	Ensure appropriate maintenance to sustain current use. Encourage users to enter a community use agreement to provide greater security of tenure.	School		S	L	
62	Prospect Road Playing Field	Football	Council	Two standard quality 9v9 pitches played to capacity at peak time.	Ensure appropriate maintenance to sustain current use.	Council FA	Local site	L	L	Enhance
63	Engayne School	Football	School	A standard quality 7v7 pitch played to capacity.	Ensure appropriate maintenance to sustain current use. Encourage users to enter a community use agreement to provide greater security of tenure.	Council FA	Local site	L	L	Enhance
68	Benhurst Primary School	Football	School	A poor quality 7v7 pitch available to the community, however, unused due to quality.	Retain for school use and improve quality as necessary.	School	Local site	L	L	Enhance
73	Gidea Park Primary School	Football	School	A poor quality 5v5 pitch available to the community, however, unused due to quality.	Retain for school use and improve quality as necessary.	School	Local site	L	L	Enhance
77	Broadford Primary School	Football	School	A standard quality 7v7 pitch unavailable for community use.	Explore community use options with the School given future local shortfalls.	School FA	Local site	M	L	Provide
82	Towers Junior School	Football	School	A standard quality 7v7 pitch unavailable for community use.	Explore community use options with the School given future local shortfalls.	School FA	Local site	M	L	Provide
84	Romford and Gidea Park RFC	Rugby union	Sports Club	Four good quality senior pitches. No actual spare capacity.	Ensure appropriate maintenance to sustain pitch quality.	Sports Club	Local site	S	L	Protect

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PLAYING PITCH STRATEGY & ACTION PLAN

SOUTH ANALYSIS AREA

Football

Summary of pitches required to meet current and future demand¹⁴

Pitch type	Actual spare capacity ¹⁵	Demand (match equivalent sessions)					
		Overplay	Current total	Latent demand	Displaced demand	Future demand	Total
Adult pitches	2.5	2	0.5	1	-	-	0.5
Youth pitches 11v11	1	-	1	0.5	-	1.5	1
Youth pitches 9v9	-	4.5	4.5	-	-	3.5	8
Mini pitches 7v7	2	-	2	-	-	1.5	0.5
Mini pitches 5v5	-	2	2	-	-	1	3

- There is current spare capacity on adult and youth 11v11 pitches, however, future demand results in a shortfall of 0.5 and one match equivalent respectively.
- There is a current shortfall of 9v9 pitches equating to 4.5 match equivalent sessions and a future shortfall equating to eight match equivalent sessions.
- There is current and future spare capacity on 7v7 pitches.
- There is a current shortfall of 5v5 pitches equating to two match equivalent sessions and a future shortfall equating to three match equivalent sessions.
- Overplay is evident on adult pitches at Britons Playing Field, Gaynes School and Upminster Park, on youth pitches at Bretons Outdoor Recreation Centre and Gaynes School and on mini pitches at Bretons Outdoor Recreation Centre.
- In South Area, there is training demand for three 3G pitches, of which, there are currently none.

Recommendations

- Improve pitch quality to alleviate overplay and shortfalls and increase future capacity.
- Transfer youth 11v11 teams from adult pitches to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future youth pitch capacity.
- Seek use of currently unavailable sites in order to further reduce shortfalls and build future capacity.
- Provide security of tenure for all clubs using education sites through community use agreements.
- Provide changing provision at Bretons Outdoor Recreation Centre and seek to improve poor quality ancillary provision elsewhere.
- Identify potential sites for 3G pitch provision and ensure any new pitches are FA tested and ensure a sinking fund is put in place.

¹⁴ Key-		Shortfall		Played capacity to		Spare capacity
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¹⁵ In match equivalent sessions

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PLAYING PITCH STRATEGY & ACTION PLAN

Rugby union

- There are seven senior pitches available for community use; all are assessed as poor quality.
- The sites with recorded use are Coopers Company and Coborn School, which has no spare capacity due to pitch quality.
- There is capacity for pitches to meet current demand; future demand will require additional provision in Havering but not necessarily in the South.

Recommendations

- Formalise the agreement between Old Cooperians and Coopers Company and Coborn School to secure tenure on the site.
- Improve the quality and maintenance of pitches to help increase capacity at Coopers Company and Coborn School.
- Review maintenance on school pitches to improve quality to provide for school use and keep available for future demand.

Hockey

- There are two full size hockey suitable AGPs (Coopers Company & Coborn School and The Brittons Academy Trust), both of which are available to the community and floodlit.
- The Brittons Academy Trust is assessed as poor quality due to vandalism issues, whilst Coopers Company & Coborn School is assessed as standard quality.
- Coopers Company & Coborn School is used by Upminster HC for the majority of its matches and training activity.
- The Brittons Academy Trust receives no hockey demand at present.

Recommendations

- Retain Coopers Company & Coborn School for continued hockey use.
- Seek resolution to vandalism issues at Brittons Academy Trust.
- Ensure a sinking fund is in place for long term sustainability at Coopers Company & Coborn School and ensure sinking fund remains in place at Brittons Academy Trust.
- Explore lack of hockey demand at The Brittons Academy Trust and explore future use by teams currently displaced.
- Should no future demand exist, consider converting pitch to a 3G surface in order to reduce 3G shortfalls (providing enough sand-based pitches are retained throughout Havering).

Cricket

- There are three grass pitches available for community use in the Analysis Area, two are standard quality and Upminster Park is good quality.
- No pitches have any spare capacity during the peak period.
- Clubs intend to grow by one senior and four junior teams in the Analysis Area.
- There is currently a shortfall of 0.1 pitches in the South Analysis Area. Predicted future demand indicates a demand for 0.6 additional pitches to accommodate future demand.
- The shortfall in this analysis area is solely due to overplay at Central Park. The provision of a non-turf wicket at the site, and transferring junior cricket to this, would alleviate overplay and leave spare capacity for growth.
- No club has a lease longer than 25 years currently.

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PLAYING PITCH STRATEGY & ACTION PLAN

Recommendations

- ◀ Work with clubs to extend leases on current sites to secure long term security of tenure for clubs.
- ◀ Work with clubs to review quality issues on those pitches assessed as standard quality and to address quality issues through increased maintenance.
- ◀ Support clubs to develop and improve 'off pitch' practice facilities or additional access to training provision elsewhere.
- ◀ Improve/increase training provision, particularly at sites that do not contain practice nets.

Tennis

- ◀ There are 22 courts available for community use and 12 courts unavailable for community use.
- ◀ There are ten floodlit courts; eight at Cranston Park Lawn Tennis & Social Club and two at Elm Park Tennis Club.
- ◀ Of the courts available to the community, 11 are assessed as good quality, seven are assessed as standard quality and four are assessed as poor quality.
- ◀ Changing provision at Elm Park Tennis Club is rated poor, whilst Spring Farm Tennis Club is not serviced by changing provision at all.
- ◀ Supply is deemed sufficient to meet demand both now and in the future.

Recommendations

- ◀ Improve and sustain court quality, particularly at sites assessed as poor.
- ◀ Improve ancillary provision servicing council courts to maximise usage.
- ◀ Support Elm Park Tennis Club and Spring Farm Tennis Club in their aspirations to improve changing provision.

Bowls

- ◀ There are two bowling greens in the Analysis Area, both of which are assessed as good quality.
- ◀ Current supply is deemed adequate to service demand, as the majority of bowling greens are considered to have spare capacity.

Recommendations

- ◀ Support and encourage junior bowls development in order to grow and sustain future participation levels in the sport.
- ◀ Address spare capacity and maximise the availability of bowling greens for pay and play in order to raise the profile of the game, increase levels of membership and the revenue generated by sites.
- ◀ Ensure appropriate maintenance regime to improve/sustain quality of green as appropriate.

Softball

- ◀ There are no softball pitches in the Analysis Area and no identified demand.

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PLAYING PITCH STRATEGY & ACTION PLAN

SOUTH ANALYSIS AREA ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁶	Cost ¹⁷	Aim
4	Bretons Outdoor Recreation Centre	Football	Council	Currently subject to a master planning exercise. Ten adult, six 9v9, three 7v7 and three 5v5 pitches assessed as standard quality. The 9v9 pitches are overplayed by two match equivalent sessions, whilst the remaining pitches are played to capacity at peak time. The adult pitches are used heavily by youth 11v11 teams. Pitches are not serviced by changing facilities, however, Tigers FC have been working with the Football Foundation for the development of facilities.	Link masterplan to the outcome of the PPS in terms of pitch reconfiguration, maintenance and long term operation. Ensure appropriate maintenance to sustain usage. Relieve overplay of 9v9 pitches through pitch quality improvement or the transfer of play to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams. Consider suitability for a 3G pitch, possibly as part of the FA's Park Life scheme. As a high priority, seek to provide changing provision that will support Tigers FC's sustainability with toilet, changing, kitchen and social space.	Council FA	Strategic site	S	H	Protect Enhance Provide
5	Brittons Playing Field	Football	Council	Two adult, one 9v9 and one 7v7 pitch assessed as standard quality. Adult pitches are overplayed by 0.5 match equivalent sessions and are well used by youth 11v11 teams. Remaining pitches are played to capacity at peak time.	Ensure appropriate maintenance to sustain usage. Relieve overplay of adult pitches through pitch quality improvement or the transfer of play to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams.	Council FA	Key centre	S	L	Protect
8	Chafford Sports Complex	Football	School	One adult, one 9v9 and one 7v7 pitch assessed as poor quality. Available to the community, however, unused.	Improve pitch quality and explore community use options in order to attract demand.	School FA	Local site	S	L	Protect Enhance
		Tennis		Three standard quality macadam courts, unavailable to the community.	No local demand. Retain for school use.	School		L	L	
		Rugby union		One senior pitch, poor quality. Available and unused due to poor quality.	Review maintenance to improve quality and provide for school use.	School		S	L	
9	Coopers Company & Coborn School	Football	School	One adult and one youth 11v11 pitch assessed as good quality. Adult pitch is played to capacity at peak time. Youth 11v11 pitch has one match equivalent of actual spare capacity.	Seek transfer of youth 11v11 teams from overplay sites and from adult pitches to utilise spare capacity. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Strategic site	S	L	Protect Enhance
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as standard quality. Used for matches and training by Upminster HC.	Ensure a sinking fund is in place for long term sustainability and retain as a hockey suitable surface.	School EH		L	L	
		Tennis		Four macadam courts; two assessed as good quality and two assessed as standard quality. Available to the community, however, unused.	No local demand. Retain for school use.	School		L	L	

¹⁶ Timescales: (S) - Timescales: (S) -Short (1-2 years); (M) - Medium (3-4 years); (L) - Long (5+ years).

¹⁷ Cost: (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁶	Cost ¹⁷	Aim
		Rugby union		Three poor quality senior pitches, utilised by Old Cooperians RFC. Spare capacity discounted due to poor quality	Review maintenance to improve quality of pitches.	School RFU		S	L	
		Cricket		One standard quality pitch, used by Upminster CC. No spare capacity at peak time.	Secure usage agreement between school and club. Ensure appropriate maintenance to sustain usage. Work with football club and school to resolve overlap and quality issues on outfield	School ECB		S	L	
13	Gaynes School Language College	Football	School	Two adult, one 9v9, one 7v7 and one 5v5 pitch assessed as standard quality. Adult pitches are used by youth 11v11 teams and are overplayed by 0.5 match equivalent sessions. The 9v9 pitch is overplayed by 2.5 match equivalent sessions and over marks an adult pitch.	Encourage users to enter a community use agreement to provide greater security of tenure. Ensure appropriate maintenance to sustain usage. Relieve overplay of adult and 9v9 pitches through the transfer of play to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams.	School FA	Local site	S	L	Protect Provide
		Tennis		One good quality macadam court. Available to the community, however, unused.	No local demand. Retain for school use.	School		L	L	
		Rugby union		One poor quality senior pitch, unused due to poor quality.	Review maintenance to improve quality and provide for school use.	School		S	L	
20	Hornchurch Stadium	Football	Club	One good quality, floodlit, stadia adult pitch with actual spare capacity of one match equivalent session. Used for Step 4 football.	Retain spare capacity to sustain quality and ensure appropriate maintenance regime. Ensure club can progress through the football pyramid.	Club FA	Local site	L	L	Protect
27	Rainham Village Primary School	Football	School	A standard quality adult pitch played to capacity during peak time.	Ensure appropriate maintenance to sustain usage. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	L	L	Protect
31	Spring Farm Park	Football	Council	Three standard quality adult pitches that are used to capacity during peak time.	Ensure appropriate maintenance to sustain usage.	Council FA	Key centre	L	L	Protect Enhance
		Tennis		Four poor quality macadam courts that are not serviced by changing provision.	Improve court quality and explore ancillary facility improvements.	Council LTA		S	M	
		Cricket		One standard quality cricket pitch, used by Rainham CC. Outfield affected by football pitch usage during crossover of seasons. No spare capacity during the peak period.	Ensure appropriate maintenance to sustain usage. Work with football club to resolve overlap and quality issues on outfield.	Council ECB		S	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁶	Cost ¹⁷	Aim
34	The Brittons Academy Trust	Football	School	Two adult and one 9v9 pitch assessed as standard quality. Both pitch types are played to capacity at peak time. Adult pitches are well used by youth 11v11 teams.	Ensure appropriate maintenance to sustain usage. Consider pitch reconfiguration to better accommodate youth 11v11 teams. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Key centre	L	L	Protect Enhance
		Hockey (Sand AGP)		A full size, floodlit, sand-based AGP assessed as poor quality due to vandalism issues. Unused for hockey.	Improve pitch quality and ensure sinking fund remains in place for long term sustainability. Explore lack of hockey demand.	School EH FA		S	H	
		Tennis		Five good quality macadam courts. Unavailable to the community.	No local demand. Retain for school use.	School		L	L	
		Rugby union		One poor quality senior pitch, unused due to poor quality	Review maintenance to improve quality and provide for school use.	School		S	L	
38	The Sanders Draper School and Specialist Science College	Football	School	Two standard quality adult pitches with 0.5 match equivalent sessions of actual spare capacity. Unsecure tenure.	Ensure users enter a community use agreement to provide greater security of tenure. Ensure appropriate maintenance regime to sustain quality and usage.	School FA	Local site	S	L	Protect Enhance
		Rugby union		One poor quality senior pitch, unused due to poor quality.	Review maintenance to improve quality and provide for school use.	School		S	L	
40	Upminster Park	Football	Council	One adult and one 7v7 pitch assessed as standard quality. Adult pitches are used by youth 11v11 teams and are overplayed by one match equivalent session. Actual spare capacity of one match equivalent exists on 7v7 pitch.	Ensure appropriate maintenance to sustain adult pitch usage. Seek to relieve pitches of overplay through pitch quality improvements or through the transfer of teams to sites with actual spare capacity. Consider pitch reconfiguration to better accommodate youth 11v11 teams. Utilise 7v7 spare capacity to accommodate future demand.	Council FA	Key centre	S	L	Protect Enhance
		Tennis		Three standard quality macadam courts.	Review maintenance regime to sustain and improve quality where possible.	Council LTA		L	L	
		Cricket		One good quality cricket pitch, used by Upminster Park CC. No spare capacity at peak time. Club lease expires in 2035.	Ensure appropriate maintenance to sustain pitch quality. Agree new lease for Club on ground to secure long term tenure on site.	Club Council		M	L	
45	Cranston Park Lawn Tennis & Social Club	Tennis	Club	Eight good quality, floodlit courts, two of which have a macadam surface and six have an artificial surface.	Ensure appropriate maintenance to sustain quality.	Club LTA	Local site	L	L	Protect
48	Clockhouse Bowling Club	Bowls	Club	A good quality green, with some spare capacity	Ensure appropriate maintenance to sustain green quality.	Council	Local site	L	L	Protect
51	Rainham Bowls Club	Bowls	Club	A good quality green, with some spare capacity.	Ensure appropriate maintenance to sustain green quality.	Council	Local site	L	L	Protect
56	Elm Park Tennis Club	Tennis	Club	Two standard quality macadam courts. Changing provision is rated as poor quality.	Review maintenance to sustain and improve quality where possible. Support club in its aspiration for changing facility improvements.	Club LTA	Local site	L	L	Protect Enhance

LONDON BOROUGH OF HAVERING PLAYING PITCH STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁶	Cost ¹⁷	Aim
60	Sacred Heart of Mary Girls School	Tennis	School	Four standard quality macadam courts. Unavailable for community use.	No local demand. Retain for school use.	School	Local site	L	L	Protect
64	Branfil Primary School	Football	School	A standard quality 7v7 pitch used to capacity at peak time.	Ensure appropriate maintenance to sustain use. Encourage users to enter a community use agreement to provide greater security of tenure.	School FA	Local site	L	L	Protect
67	Whybridge School	Football	School	A standard quality 7v7 pitch with 0.5 match equivalents of actual spare capacity.	Ensure appropriate maintenance to sustain quality and seek to utilise spare capacity to accommodate future demand.	School FA	Local site	L	L	Protect
69	Hacton Primary School	Football	School	A standard quality 7v7 pitch that is available to the community, however, is unused.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
70	R J Mitchell Primary School	Football	School	A standard quality 7v7 pitch that is available to the community, however, is unused.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
71	Scotts Primary School	Football	School	A standard quality 7v7 pitch which is unavailable for community use.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
72	Suttons Primary School	Football	School	Standard quality 7v7 and 11 v11 pitches that are available to the community, however, are unused.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
75	Parsonage Farm Primary School	Football	School	Two standard quality 7v7 pitches which are unavailable for community use.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
76	Newtons Primary School	Football	School	A standard quality youth 11v11 pitch which is unavailable for community use.	Explore community use options given local shortfalls.	School FA	Local site	S	L	Provide
79	St Albans Catholic Primary School	Football	School	A poor quality 5v5 pitch which is unavailable for community use.	Retain for school use and improve quality as necessary.	School	Local site	L	L	Enhance

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PART 6: KEEP THE STRATEGY ROBUST AND UP TO DATE

Delivery

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

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

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

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

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

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

Monitoring and updating

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

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

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

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

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

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

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

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

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

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

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

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


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Checklist

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

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

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

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APPENDIX ONE: STRATEGIC CONTEXT

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

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

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

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

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

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

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

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

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

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National Planning Policy Framework

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

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

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

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

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

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

The FA National Game Strategy (2015 – 2019)

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

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

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

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

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

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

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

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

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

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

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

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

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

England Hockey Strategy

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.

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.

British Tennis Strategy 2015-2018

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

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

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

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

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

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

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

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

Bowls England: Strategic Plan 2014-2017

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

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

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

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

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.

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- ◀ Work to raise the profile of the sport in support of recruitment and retention.
- ◀ Lead the sport.
- ◀ Support clubs and county associations.

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APPENDIX TWO: FUNDING PLAN

Funding opportunities

In addition to using the planning system to lever in contributions through Section 106 or CIL, it is recognised that external partner funding will need to be sought to deliver much of the action plan. 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.

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

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big invests in community groups and to projects that improve health, education and the environment.
Sport England: <ul style="list-style-type: none"> ◆ Improvement Fund ◆ Sportsmatch ◆ Small Grants ◆ Protecting Playing Fields ◆ Inspired Facilities ◆ Strategic Facilities Fund http://www.sportengland.org/funding.aspx http://www.sportengland.org/funding/our-different-funds/strategic-facilities/	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation http://www.footballfoundation.org.uk/	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation - The Grant Match Scheme www.rugbyfootballfoundation.org	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: <ol style="list-style-type: none"> 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, and floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers).
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.

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Awarding body	Description
EH Capital Investment Programme (CIP)	The CIP fund is for the provision of new pitches and re-surfacing of old AGPs. It forms part of EH's 4 year Whole Sport's Plan.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: <ul style="list-style-type: none"> Young people and hockey. Enabling the development of hockey at youth or community level. Smaller Charities.
Lawn Tennis Association http://www.lta.org.uk/venue-management/	British Tennis has £5.125m million pounds of new funding per annum to enhance tennis facilities, with the aim of getting more people playing more often. The LTA have three funding streams available to support clubs and community projects. <ul style="list-style-type: none"> Easy Access Loan Funding Any LTA registered club that can demonstrate that the facility development will retain or grow membership can apply for this funding at any time. Growing the Game – now closed Any LTA registered venue that can demonstrate sustainable growth through facility development and a tennis development plan can apply for this funding. The Community Tennis Fund Any registered venue that can demonstrate the ability to grow community participation through tennis facility development. This fund will be allocated throughout the year.

Protecting Playing Fields

Sport England launched a funding programme; Protecting Playing Fields (PPF) as part of its Places People Play Olympic legacy mass participation programme. The programme is being delivered via funding rounds with approximately £4 million being awarded to projects in each round.

Its focus is on protecting and improving playing fields and developing community sport. It will fund capital projects that create, develop and improve playing fields for sporting and community use and offer long term protection of the site for sport. Projects are likely to involve the construction of new pitches or improvement of existing ones that need levelling or drainage works.

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

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Inspired Facilities

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

The programmes three priorities are:

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

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

Strategic Facilities Fund

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

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

Key features which applications must demonstrate are:

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

Lottery applications will be invited on a solicited-only basis and grants of between £500,000 and £2,000,000 will be considered. The Strategic Facilities Fund will prioritise projects that:

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

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

Funder's requirements

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

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

Indicative costs

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

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

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

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Facility capital costs

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

Lifecycle costs

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

APPENDIX THREE: GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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