

TENDRING PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

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QUALITY, INTEGRITY, PROFESSIONALISM

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ABBREVIATIONS

3G	Third generation (artificial grass pitch)
AGP	Artificial grass pitch
CC	Cricket Club
CFA	County Football Association
CSP	County Sports Partnership
EH	England Hockey
FC	Football Club
FE	Further Education
GIS	Geographical Information Systems
HC	Hockey Club
HE	Higher Education
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
ECB	England and Wales Cricket Board
LMS	Last Man Stands
NGB	National Governing Body
ONS	Office of National Statistics
PF	Playing Field
PPS	Playing Pitch Strategy
PQS	Performance Quality Standard
RFC	Rugby Football Club
RFL	Rugby Football League
RFU	Rugby Football Union
RLFC	Rugby League Football Club
S106	Section 106
TDC	Tendring District Council
TGR	Team Generation Rate
U	Under

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PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Tendring District Council (TDC) and its partners. Building upon the preceding Assessment Report it provides a strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities. It forms part of a wider Built Sports Facilities, Playing Pitch and Open Spaces Strategy.

The strategy will run to 2021 (five years based on Sport England recommendations), but should be reviewed on an annual basis to keep it up-to-date and robust. However future demand is taken into account to 2033 (in line with the Local Plan) and should be reviewed in accordance with Stage E of the PPS guidance (see Part 7).

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

- ◀ Football pitches (including grass and 3G pitches)
- ◀ Rugby union pitches (including grass and 3G pitches)
- ◀ Cricket pitches
- ◀ Artificial grass pitches (AGPs)
- ◀ Tennis courts
- ◀ Bowling greens

Other non pitch, outdoor sports facilities were assessed using Sport England's Assessing Needs and Opportunities Guidance (2014). These require a different methodology to assess demand and supply to that used for playing pitch sports included within the PPS Guidance.

A Project Team from the Council has worked with KKP to ensure that all relevant information is readily available and to support the consultants as necessary to ensure that project stages and milestones are delivered on time, within the cost envelope and to the required quality standard to meet Sport England guidance.

Further to this, the Steering Group is and has been responsible for the direction of the PPS from a strategic perspective and for supporting, checking and challenging the work of the project team. The Steering Group is made up of representatives from the District Council, Sport England and NGBs.

It will be important for the Steering Group to continue once the PPS has been finalised for several reasons, including a continuing responsibility to:

- ◀ Be a champion for playing pitch provision in the area and promote the value and importance of the PPS.
- ◀ Ensure implementation of the PPS's recommendations and action plan.
- ◀ Monitor and evaluate the outcomes of the PPS.
- ◀ Ensure that the PPS is kept up to date and refreshed.

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Why the PPS is being developed?

Tendring District Council (TDC) has started the process of preparing a new Local Plan for the District. One of the key pieces of evidence which is needed to guide the production of the Local Plan is, Open Space, Sport and Recreation Assessment and Audit (formerly PPG17) as required by paragraph 73 of the National Planning Policy Framework (NPPF).

This will provide the necessary evidence base to enable the Council to:

- ◀ Plan positively, creatively and effectively in identifying priority areas for improvement and to target appropriate types of open space, sports and recreation required;
- ◀ Plan for the adequate provision of high quality, accessible open space to meet the needs of the local community, including the needs of future communities;
- ◀ Ensure any accessible funding is invested in the right places where there is the most need;
- ◀ Provide evidence of need to support on-site provision of facilities and/or developer contributions towards new facilities or the enhancement of existing provision;
- ◀ Outline and justify required sports facilities infrastructure and associated costings;
- ◀ review existing planning policies and provision standards;
- ◀ Advice to guide future S106/CIL/development management negotiations.

TDC's Corporate Plan, illustrates what the Council will do to provide individuals with the opportunity to prosper and is the key to its wider aims to improve the District. Meeting the needs of the people of Tendring and providing a safe and attractive place to live, are identified as TDC's most important roles. Its key priorities are:

Prosperity

- ◀ Build a thriving local tourism industry.
- ◀ Promote sustainable economic growth.
- ◀ Ensure people have the knowledge and skills to secure good employment.

People

- ◀ Reduce health inequalities and disadvantage.
- ◀ Promote healthy and active lifestyles.
- ◀ Remain a low crime area and reduce the fear of crime.

Place

- ◀ Ensure all our residents live in high quality housing which meets local needs.
- ◀ Regenerate the District and improve deprived areas.
- ◀ Protect and enhance our environment, countryside and coast.

TDC is also committed to being an active partner with the Police, Essex County Council and NHS North East Essex in the areas of crime, education and health.

There is a need to build key partnerships between the Council, National Governing Bodies of Sport, Sport England, schools, further education providers, town/parish councils, 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.

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Monitoring and updating

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

The PPS should be reviewed on an annual basis from the date it is formally signed off by the Steering Group. This will help to maintain the momentum and commitment that would have been built up when developing the PPS. Taking into account the time to develop the PPS this should also help to ensure that the original supply and demand information is no more than two years old without being reviewed. Part 7 of this strategy report contains a suggested process for carrying out the update and monitoring. The Steering Group will need to agree the process prior to adoption of this strategy.

1.1: Structure

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

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

The Strategy and Action Plan recommends a number of priority projects for Tendring. It provides a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding (see Appendix Four: Funding Plan1).

Context

The primary purpose of the Playing Pitch Strategy (PPS) is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet the local needs of existing and future residents across Tendring. The Strategy has been produced in accordance with Sport England Playing Pitch Strategy Guidance (October 2013 as updated in March 2014) and provides robust and objective justification for future playing pitch provision throughout the District.

¹ Please note that Sport England funding streams will be subject to change throughout 2017.

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One of the core planning principles of the National Planning Policy Framework (NPPF) is to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs. Section 8 of the NPPF deals specifically with the topic of healthy communities. Paragraph 73 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities.

The Tendring Local Plan needs to be based upon a robust evidence base. Paragraphs 73 of the NPPF requires “planning policies to be based on robust and up-to-date assessments of needs. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.” Paragraph 74 of the NPPF require assessments to be used to inform the protection of “existing open space, sports and recreational buildings and land, including playing fields.”

Planning Policy and other relevant sport related corporate strategies must be based upon a robust evidence base in order to ensure planning and sports development policy can be implemented efficiently and effectively. The Playing Pitch Strategy will complement the objectives and action plan associated with the strategy and other corporate strategies as follows.

Tendring’s Corporate Plan 2010-2016. Tendring Life: A place to be proud of

The Council’s Corporate Plan (Tendring Life) sets out the Council’s long term aims to shape and develop the District. Its purpose is to focus the full resources of the Authority on improving and sustaining the economic, social and environmental fabric ensuring Tendring is a place residents, businesses and visitors can be proud of. The key priorities to achieving this are summarised below:

- ◀ Build a thriving local tourism industry which supports and enhances both coastal towns and the countryside. This will be achieved by stimulating investment in attractions within resorts and promoting what local communities have to offer.
- ◀ Promote sustainable economic growth by ensuring there are more jobs, unemployment stays at or below the national average and wages remain at or above average. In addition, local businesses are supported.
- ◀ Ensure people have the knowledge and skills to secure good employment through improved educational attainment and reducing the number of NEET (Not in Employment, Education or Training). Working with employers and a range of partners through programmes to increase skills of the district’s young people and the wider workforce.
- ◀ Reduce health inequalities and increase life expectancy across the district by working with North East Essex CCG and other partners, focusing on employment, fuel poverty, housing, obesity and poverty.
- ◀ Promote and encourage healthy and active lifestyles by providing a range of activities and services by working with a range of partners. Also, improving facilities within all communities to ensure that there is increased activities for people of all ages.
- ◀ Remain a low crime area and reduce the fear of crime. Working with the Crime and Disorder Reduction Partnership to deliver services which will reduce crime.
- ◀ Regenerate the District and improve deprived areas by working with partners and potential funders to deliver improved infrastructure and regeneration in Jaywick, Harwich and Clacton.
- ◀ Ensure all TDC residents live in high quality, affordable housing which meets local needs. In addition, housing land allocations are made available to support sustainable mixed developments.

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- Protect and enhance TDC's environment, countryside and coast by reducing the amount of waste going to landfill, reducing the amount of carbon, developing good coastal flood and inland flood protection and enhancing the natural assets of the coast and countryside.

The Corporate Plan states that to ensure its priorities are achieved, there will be a focus on encouraging and sustaining more people in sport and physical activity. One key factor in delivering this is to have accessible indoor and built sports facilities throughout the District. In addition, a wide range of physical activity programmes must be made available to all via a coordinated approach to reduce health inequalities. This should involve key stakeholders, including, for example, North East Essex CCG.

Tendring District Local Plan: 2013-2033 and Beyond

The Local Plan sets out the vision and key policies for the District to be implemented between 2013-2033. The vision is to ensure TDC is a vibrant, healthy and attractive place to live, work and visit. This will be achieved through the following key objectives:

Table 2.1: Tendring District Local Plan objectives

Objective	Description
1	<ul style="list-style-type: none"> Provide new dwellings within Tendring District up to 2033 of sufficient variety in terms of sites, size, types and tenure. Deliver high quality sustainable new communities.
2	<ul style="list-style-type: none"> Provide for the development of employment land on a variety of sites to support a diversity of employment opportunities and to achieve a better balance between the location of jobs and housing.
3	<ul style="list-style-type: none"> Promote the vitality and viability of the town centres, exploiting the benefit of enhanced growth of the town whilst retaining the best and valued aspects of its existing character.
4	<ul style="list-style-type: none"> Make efficient use of existing transport infrastructure and ensure sustainable transport opportunities are promoted in all new development. Enable provision of upgraded broadband infrastructure and services. Ensure that new growth brings opportunities to enhance existing services, facilities and infrastructure for the benefit of existing and new communities.
5	<ul style="list-style-type: none"> Improve and provide good quality educational opportunities and prospects for Tendring's residents as part of sustainable community strategy. To work with partners in the National Health Service, local health organisations and local community groups to ensure adequate provision of healthcare facilities to support growing communities.
6	<ul style="list-style-type: none"> Locate development within Tendring District where it will provide the opportunity for people to satisfy their day-to-day needs for employment, shopping, education, and other services locally or in locations which minimise the need to travel and where there are modes of transport available in addition to the use of car.
7	<ul style="list-style-type: none"> Conserve and enhance Tendring District's heritage, respecting historic buildings and their settings, links and views
8	<ul style="list-style-type: none"> Provide a network of multi-functional green spaces which secures a net gain in biodiversity, provides for the sporting and recreational needs of the population, promotes healthy lifestyles and enhances the quality of the natural and built environment.
9	<ul style="list-style-type: none"> Reduce the risk of flooding by securing the appropriate location and design of new development, having regard to the likely impact of climate change
10	<ul style="list-style-type: none"> Work with partners to provide an enhanced environment for tourism and the maritime sector and its associated services.

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Tendring Infrastructure Delivery Plan (2016)

This underpins the Local Plan and is there to address infrastructure need for the following:

- ◀ Education (schools, early years and childcare and other education provision).
- ◀ Health (health care and emergency services provision).
- ◀ Utilities (potable water, used water, electricity, gas and telecommunications).
- ◀ Transport (road and public transport capacity and environmental improvements to pedestrian spaces).
- ◀ Green Infrastructure.
- ◀ Community Facilities.
- ◀ Coastal and Flood Defences.

Essex Health and Wellbeing Board: Joint Health and Wellbeing strategy for Essex (2013-2018)

This strategy identifies three key priorities, all of which have specific development areas which need to be achieved through partnership work as outlined in Table 2.2.

Table 2.2: Essex Health and Wellbeing Board Key Priorities

Priority	Development areas
Starting and developing well: Ensuring every child in Essex has the best start in life.	<ul style="list-style-type: none"> ◀ Increasing children's and young people level of physical activity. ◀ Improving development and attainment levels of pre-school children. ◀ Working with families with complex needs to ensure better outcomes for children.
Living and working well: Ensuring that residents make better lifestyle choices and residents have the opportunities needed to enjoy a healthy life.	<ul style="list-style-type: none"> ◀ Improve diet and nutrition. ◀ Increase physical activities levels. ◀ Reducing smoking, drinking and alcohol use. ◀ Supporting community provision and developing community assets.
Ageing well: Ensuring that older people remain independent for as long as possible.	<ul style="list-style-type: none"> ◀ Preventing and maintaining independence in the home. ◀ Reducing dementia levels. ◀ Responding to long term conditions and chronic illness. ◀ Ensure high level of end of life care.

Active Essex

Active Essex, the County Sports Partnership (CSP) for Essex, set up in 1999 by Sport England and local partners is a not for-profit organisation and the strategic lead for sport and physical activity for the county. It works with and through partners to support the local infrastructure. It is also responsible for delivering major projects including the Sainsbury School Games and Workplace Challenge, supporting programmes such as Sportivate and This Girl Can plus work with clubs, volunteers, athletes, schools, facilities and businesses.

Its vision is to create a more physically active and sporting environment for all people in Greater Essex to enable everyone to participate in the activity of their choice at their chosen level. Six key priorities are listed in its strategy, 'Building an active Essex: A strategic plan for Sport and Physical Activity in Greater Essex 2012-2017'.

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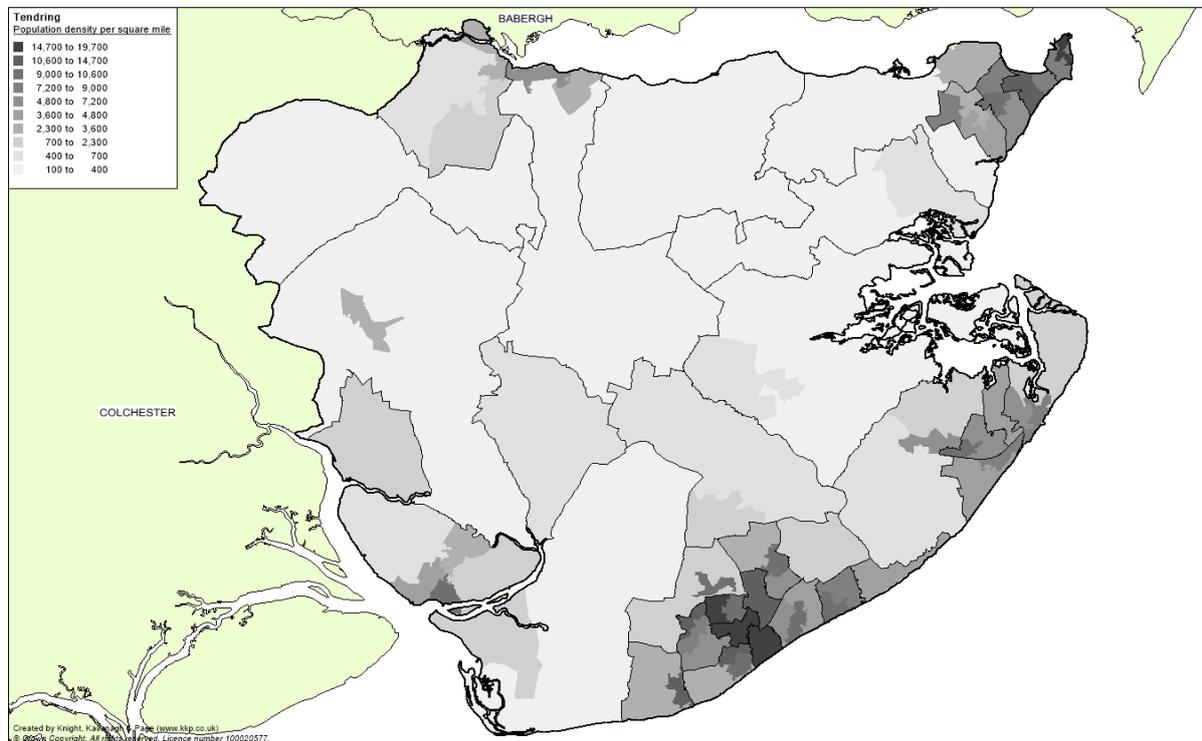
These are:

- ◀ Deliver a London 2012 Legacy;
- ◀ Increased Participation in Sport and Physical Activity;
- ◀ Encourage Healthy and Active Lifestyles;
- ◀ Develop Sporting Pathways;
- ◀ Encourage Lifelong learning and skills development;
- ◀ Building networks and partnerships for sport, physical activity and healthy lifestyles.

1.2 Study area

The study area comprises the whole of the Tendring District Council (TDC) administrative area. It extends from the River Stour in the north, to the coast and the River Colne in the south, with the coast to the East and the town of Colchester to the west. Towns in the District include Frinton-on-Sea, Walton-on-the-Naze, Brightlingsea and Harwich. Large villages in the district include St Osyth and Great Bentley. Tendring is a fully parished Area except for Clacton-on-Sea. Covering an area of 30.34 square miles, it has a population of 139,916 which is predominantly White (97.5%).

Figure 1.1: Study area map



Population growth

The resident population in Tendring is recorded as 139,916 and by 2033 (in line with the Local Plan Review timeframe), the District's population is projected to increase to 159,111 an increase of 19,195 (or equivalent to a percentage increase of 13.7%) according to ONS data.

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Team generation rates were used to provide an indication of how many people it may take to generate a team (by gender and age group), in order to help estimate the change in demand for pitch sports that may arise from any population change in the study area and are set out in the Assessment Report.

1.3 Headline findings

The table overleaf highlights the quantitative headline findings from the Tendring Playing Pitch Assessment Report:

Table 1.1: Quantitative headline findings

Sport	Current picture	Future demand (2033) ²
Football (grass pitches)	Shortfall of 4 youth 11v11 and 2 youth 9v9 match sessions.	Shortfall of 3 adult, 5.5 youth 11v11, 5.5 youth 9v9, 2.5 mini 7v7 and 2.5 mini 5v5 match sessions.
Football (3G pitches for training) ³	Shortfall of at least three full size 3G pitches to meet training needs.	
Cricket	Current demand is being met	Future demand can be met
Rugby union	Shortfall of 3.5 match sessions.	Shortfall of 7.25 match sessions.
Hockey (Sand AGPs)	Current demand is being met	Future demand can be met
Tennis	Current demand is being met	Future demand can be met
Bowls	Current demand is being met	Future demand can be met

Conclusions

The current and future position for all pitch sports is either demand is being met or there is small a shortfall. As such, there is a need to protect all existing playing pitch provision until demand is met; or, there is requirement to replace any lost provision to an equal or better quantity and quality.

In the main, shortfalls expressed can be met by improving pitch quality but in some instances this may also require access to existing unused pitches, such as at school sites, or the creation of new provision, particularly in key housing growth areas.

Further to this, both current and future demand is being met for non-pitch sports albeit that is not to say that there is a surplus of provision as explored further in the Strategy.

² Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

³ Based on accommodating 42 teams to one full size pitch for training.

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1.4 Definitions

Match equivalent sessions

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

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

Pitch capacity

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

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

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 equivalent sessions rather than pitches as it is possible that shortfalls could be accommodated in various ways (e.g. through pitch improvements) and not just by providing more pitches.

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

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PART 2: VISION

2.1 Vision

A vision has been set out to provide a clear focus with desired outcomes for the Tendring Playing Pitch Strategy. It seeks to support the Council and its partners in the creation of:

To work with partners to create high quality, sustainable leisure and sports facilities which meet community need, increase participation, help tackle health issues and provide accessible, inclusive activities for Tendring residents as part of an active lifestyle.

To achieve this strategic vision, the strategy seeks to deliver the following aims;

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

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PART 3: OBJECTIVES

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

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

Aim 1

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

Aim 2

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

Aim 3

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

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



Source: Sport England 2017

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PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

Football – grass pitches

Summary

- ◀ There is a current and future shortfall of youth 11v11 and 9v9 pitches; this is exacerbated when future demand is factored in.
- ◀ 21.5 match equivalent sessions of actual spare capacity exists across 17 sites in Tendring District.
- ◀ Overplays occurs on 17 pitches/eight sites; this equates to 21.5 match equivalent sessions.
- ◀ There are 101 grass football pitches in the District on 54 sites. Of these, 79 are available, for community use (on 33 sites).
- ◀ There are no lapsed or disused pitches within Tendring District.
- ◀ One community available pitch is assessed as good quality, 53 as standard and 25 as poor.
- ◀ Frinton & Walton Youth FC and Holland FC wish to acquire their own sites on a long-term lease.
- ◀ Eight clubs within Tendring District, play within the football pyramid; a further four are one promotion short of entering Step 7.
- ◀ 175 teams in 46 clubs play in the District; 46 adult men's teams, three adult women's teams, 70 youth boys' teams, six youth girls' teams and 25 mini soccer teams (five dedicated girls').
- ◀ No clubs in Tendring District reported creating any exported demand.
- ◀ Team generation rates (to 2033) predict a growth of two senior men's teams, ten youth boys' teams, one youth girls' team and seven mini teams
- ◀ Future demand expressed by clubs amounts to 18 teams and nine match equivalent sessions.
- ◀ Various current planning application could result in the provision of new grass or 3G pitches.

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. There are 17 pitches which are overplayed across eight sites by 21.5 match equivalent sessions. Of these, 12 are assessed as poor quality, accounting for 19 match equivalent sessions. In the majority of instances, overplay is fairly minimal. The two adult pitches at Rush Green Recreation Ground are overplayed the most (by three match sessions per week).

Increasing the quality of the two adult pitches at Rush Green Recreation Ground (currently poor) to good quality will address overplay and create future spare capacity. The mini pitch at the site is also poor quality and played to capacity so any increase in quality will create future spare capacity.

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The only exceptions where improving quality will not totally address overplay is at Great Bentley Village Green (adult pitch) and The Royal Oak Ground (adult pitch) where there would also be a need to transfer at least one team from each pitch.

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

Reducing over marked pitches

Over marking of pitches can cause notable damage to the surface quality and lead to overuse beyond recommended capacity. In some cases, mini pitches may be marked onto senior pitches or mini matches may be played widthways across adult or youth pitches; for example, at Frinton Park Playing Field. This can lead to targeted areas of surface damage due to a large amount of play focused on high traffic areas, particularly the middle third of the pitch. Over marking of pitches not only influences available capacity, it may also cause logistical issues regarding kick off times; for example, when two teams of differing age formats are due to play at the same site at the same time.

There are also a number of pitches marked onto or overlapping cricket outfielders such as Clacton Leisure Centre, Cowley Park and Kirby Playing Field. This can create availability issues as the cricket season begins in April when the football season is still ongoing and the football season begins in August as cricket fixtures are still being played. Generally, cricket is given priority at such sites, meaning football teams either have to reschedule games, finish their season early or relocate to another site until the cricket season is finished.

Recommendations

- ◀ Protect existing quantity of pitches (unless replacement provision is provided).
- ◀ 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.
- ◀ Seek transfer of play from sites that remain overplayed to alternative sites with spare capacity or to sites which are not currently available for community use.
- ◀ Provide security of tenure for all clubs using educational sites through community use agreements.
- ◀ Develop partnerships and/or lease arrangements/asset transfer options with large, sustainable, development minded clubs to manage their own sites.
- ◀ Work to ensure that football pyramid clubs have continued access to suitable facilities for the level of football being played.
- ◀ In the longer term, explore opportunities for access to additional 3G pitches to cater for grass pitch shortfalls and explore transfer of match play onto 3G.

Football – 3G pitches

Summary

- ◀ There are no full size 3G pitches in Tendring. The only 3G pitch currently servicing the Area is a 5v5 size pitch located at Little Oakley Youth FC.
- ◀ It is understood that planning permission has been granted for housing on School Lane Playing Fields. As part of the re-provision a small sized 3G pitch will be built, able to accommodate matches for mini 5v5 teams.

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- ◀ Harwich & Parkeston FC wishes to relocate to a new venue with an accompanying 3G pitch, which could then be used by both Harwich & Parkeston FC and Dovercourt Vipers YFC, the youth and mini section of the former club.
- ◀ FC Clacton also has plans to relocate to a new site providing a 3G pitch plus three grass football pitches.
- ◀ Increasing 3G pitch provision and location of these is considered a priority for the FA.

Scenarios

Accommodating all training demand on 3G pitches

The FA considers high quality third generation artificial grass pitches as an essential tool in promoting coach and player development. The FA can support intensive use and as such are great assets for both playing and training. Primarily such facilities have been installed for community use and training, however, are increasingly used for competition which The FA wholly supports.

The FA's long term ambition is to provide every affiliated team in England the opportunity to train once per week on floodlit 3G surface, together with priority access for every Charter Standard Community Club through a partnership agreement. The FA standard is calculated by using the latest Sport England research "AGPs State of the Nation March 2012" assuming that 51% of AGP usage is by sports clubs when factoring in the number of training slots available per pitch at peak times. It is estimated that one full sized AGP can service 42 teams.

It is considered that there are 175 teams playing in Tendring which require access to train once per week on floodlit 3G surface. This equates to the need for four full sized 3G pitches to service this level of training demand. Given existing provision is limited there is a shortfall of at least three full size 3G pitches to service training demand.

Moving football match play demand to 3G pitches

Moving match play to 3G pitches is supported by the FA, with it particularly keen to work with local authorities to understand the potential demand for full size floodlit 3G pitches should all competitive matches that are currently played on District council pitches (including parish and town council pitches) be transferred.

Number of teams currently using District/parish/town council pitches

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	27
Youth	11v11	Sunday AM	36
Youth	9v9	Sunday AM	16
Mini	7v7	Sunday AM	18
Mini	5v5	Sunday AM	15
Total			112

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

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

Format	No teams per time (x)	No matches at PEAK TIME (y) = x/2	3G units per match (z)	Total units required formats (A)=(y)*(z)	3G pitches required B= (A)/64
Adult	27	13.5	32	432	6.75
11v11	36	18	32	576	9
9v9	16	8	10	80	1.25
7v7	18	9	8	72	1.12
5v5	15	7.5	4	30	0.47

Transferring all youth 11 matches currently played on council pitches, for example, would equate to the need for nine full size 3G pitches. In practice, creating this number of 3G pitches is considered to be unrealistic and it may therefore be more appropriate to consider the requirement for specific formats of play such as just youth 9v9 and/or all mini football in a phased approach.

Locations

Accounting for known plans for 3G pitches and from a business sustainability point of view, the following locations are considered options for to provide a full size 3G pitch:

- ◀ Harwich & Parkeston FC (stadia 3G pitch)
- ◀ Frinton and Walton FC/Frinton Park/Tendring Technology College
- ◀ School Lane Playing Fields, Lawford (potential for a small sided 3G pitch)
- ◀ Clacton FC (centrally located)

The FA Parklife Programme

This is The FA's radical vision to transform the way grassroots football is played in England's towns and cities. The FA, DCMS, Premier League, Football Foundation and Sport England are all working together to significantly improve the provision and quality of football facilities, on a sustainable basis, to drive increased participation levels, quality of experience and more broadly delivering wider social benefits. The main focus of delivery will be around increasing the number of 3G pitches available for competitive play. To be eligible for the project local authorities must have a population of at least 200,000 people. Although Tendring is not currently eligible for Parklife that is not to say that certain principles cannot be implemented e.g. a football hub model.

World Rugby compliant 3G pitches

World Rugby produced the 'performance specification for artificial grass pitches for rugby', more commonly known as 'Regulation 22' that provides the necessary technical detail to produce pitch systems that are appropriate for rugby union. The RFU investment strategy for 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 establishments. There are currently no World Rugby compliant 3G pitches in Tendring and it is not considered to be a target area for the RFU; however, it recognises there is a potential need for such a facility with substantial demand from clubs.

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Recommendations

- ◀ Identify feasible sites to increase provision of full size 3G pitches in Tendring to meet training and competitive demand.
- ◀ Carry out consultation with leagues/clubs to gauge acceptance of moving competitive play to 3G pitches in the future.

Cricket pitches

Summary

- ◀ For senior cricket, actual spare capacity outweighs the amount of overplay that is currently exhibited on natural grass wickets.
- ◀ No non-turf wicket pitches are recorded as accommodating more than 60 matches per season, therefore, all non-turf wickets are considered to have spare capacity, which equates to spare capacity existing for junior cricket both currently and in the future.
- ◀ In total, there are 15 grass cricket squares in Tendring District located across 13 sites, all but one of these are available for community use.
- ◀ There are NTPs accompanying grass wicket squares at six sites (six squares) and there are standalone NTPs pitches at two sites (three squares).
- ◀ There is a disused, standalone, NTP at Dovercourt Bay Lifestyles which has not been included within the analysis.
- ◀ Tenure is considered unsecure for Ardleigh, Great Bentley, Tendring, St Osyth and cricket clubs which rent pitches on an annual basis, and for Brightlingsea CC, which has only six months remaining on its lease.
- ◀ The audit of grass wicket squares found seven community available pitches to be good quality, eight to be standard quality and none to be poor quality.
- ◀ No clubs reported concerns regarding ancillary facilities. Frinton-on-Sea CC did report that its ancillary provision was poor, however, since the consultation took place the Club has built a new pavilion which will operate as the Club's primary provision.
- ◀ No clubs within the District reported issues regarding access to training provision. Frinton-on-Sea CC are planning to build a purpose built indoor cricket training facility which will accommodate all of the Club's winter training demand. The facility will also be available for community use. A similar facility is currently being developed just outside of the District in Colchester, which may service some of the clubs within Tendring District.
- ◀ In total, there are 11 clubs generating 59 teams, which equates to 30 senior men's, three senior women's and 26 junior boys' teams.
- ◀ There is currently no Last Man Stands (LMS) operating in Tendring District, however, there are two leagues operating just outside of the District in Colchester and Ipswich respectively.
- ◀ Peak time demand for senior cricket is Saturday, whereas for junior cricket it is midweek.
- ◀ There are 12 squares that show potential spare capacity on grass wickets, totalling 317 match equivalent sessions per season; however, only seven of these have actual spare capacity on a Saturday.
- ◀ Overplay in the District is low, with three squares overplayed across two sites by 34 match equivalent sessions.
- ◀ Four clubs report plans to increase their number of teams in the future, amounting to an increase of one senior men's, one senior women's and four junior teams.

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Scenarios

Addressing overplay

Ensuring appropriate high level maintenance at Mistley Cricket Club will allow the square to continue accommodating minimal overplay (nine match sessions per season). Any further play is not recommended. However, overplay at Frinton on Sea Cricket Club is more substantial (25 matches per season) and as such there is a need to relocate more play to the Club's secondary venue at Kirby Playing Field.

Improving quality

The audit of cricket pitches (grass wickets only) in Tendring found most to be of a standard quality (seven squares across six sites); Ardleigh Recreation Ground, Clacton Leisure Centre

Cowley Park, Great Bentley Village Green, Regent Road Recreation Ground and Tendring Cricket Club.

Maintaining high square 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. To obtain a full technical assessment of wicket and squares, the ECB recommends a Performance Quality Standard (PQS) assessment. The PQS looks at a cricket square to ascertain whether the square meets the Performance Quality Standards which are benchmarked by the Institute of Groundsmanship. The report identifies surface issues and suggests options for remediation together with likely costs. For further guidance on this, please contact the ECB.

Accommodating future demand

Four clubs (Great Bentley CC, Great Bromley CC, St Osyth CC and Tendring CC) report plans to increase their number of teams in the future, amounting to an increase of one senior men's, one senior women's and four junior teams.

All of the above clubs can currently accommodate all of their expressed future demand for senior teams on the squares that they use. Both St Osyth and Tendring cricket clubs have actual spare capacity during the peak period on respective home venues. Whilst all clubs could accommodate the increased junior demand as this can be accommodated midweek. It should also be considered that the home venues for the respective clubs all have actual spare capacity on Sundays, which could accommodate future demand should teams wish to participate on this day.

Recommendations

- ◀ The priority in Tendring is to work to increase participation in order to maximise use of sites, particularly at smaller clubs by working to establish junior sections and greater informal use of village pitches.
- ◀ Address overplay at Frinton on Sea Cricket Club through ensuring high quality maintenance.
- ◀ Work with clubs and groundsmen to review quality issues on those pitches assessed as poor and standard to ensure appropriate quality is achieved and sustained.
- ◀ Consider use of equipment banks to assist clubs that manage their own maintenance regime or have a desire to do so.
- ◀ Explore potential locations/sites which would be appropriate to establish LMS in the future in Tendring.

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- ◀ Ensure tenure remains secure for all clubs.
- ◀ Support club growth and ensure future demand can be adequately accommodated.
- ◀ Ensure sufficient access to training facilities of the required quality.

Rugby union pitches

Summary

- ◀ Overall, there is a shortfall of 3.5 match equivalent sessions identified on senior rugby union pitches to meet current demand, which worsens when considering future demand, with a shortfall of 7.25 match equivalent sessions recognised.
- ◀ Shortfalls can be addressed through pitch quality improvements as no clubs currently train on match pitches.
- ◀ There are five sites containing nine senior rugby union pitches, all of which, are available for community use.
- ◀ Tenure is considered unsecure for three of the four rugby union clubs in Tendring District. Clacton Rugby Club are the only club in the District, that are considered to have secure tenure.
- ◀ Of the community available pitches, five are assessed as poor quality and three are assessed as standard quality.
- ◀ All clubs report issues regarding ancillary facilities, however, Clacton RFC's issue was the most minor, with a low number of changing rooms inhibiting growth.
- ◀ Four rugby union clubs play within Tendring District consisting of 37 teams, which as a breakdown equates to ten senior, seven junior and 20 mini teams.
- ◀ No clubs train on match pitches, with floodlit training areas provided at three of the four club sites. Brightlingsea RFC train on the sand based AGP at Brightlingsea Sports Centre.
- ◀ All clubs report future demand, which, where quantified, amounts to one senior men's, one senior women's, one junior girls' and four mini teams.
- ◀ Despite two senior pitches displaying potential spare capacity, none have actual spare capacity during the peak period for senior rugby (Saturday PM).
- ◀ There are four pitches across three sites that are overplayed by a combined 3.5 match equivalent sessions.

Scenarios

Addressing overplay

There are four pitches across three sites that are overplayed by a combined 3.5 match equivalent sessions. Equal amounts of overplay are recorded at Clacton Leisure Centre (Clacton RFC) and Dovercourt Bay Lifestyles (Dovercourt RFC), where pitches are overplayed due to the site offering a limited number of pitches to the respective clubs. This is further exacerbated when considering that both sites are open access and are subject to unofficial use, resulting in damage to the surface and issues with dog fouling and litter.

Drainage across overplayed sites is deemed to be natural and adequate with none of the clubs reporting specific issues regarding drainage of pitches. Maintenance of the pitches at Clacton Leisure Centre and Dovercourt Bay Lifestyles is undertaken by the District Council and is deemed to require significant improvements to the maintenance programme. Improving quality (through increased maintenance) at Clacton Leisure Centre from poor (M0/D1) to M2/D1 would address overplay and create 0.25 match session of spare capacity per week. Improving quality (through increased maintenance) at Dovercourt Bay Lifestyles from poor (M0/D1) to M2/D1 across both adult pitches would create one match session of spare capacity per week.

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Pitches at Brightlingsea Sports Centre (Brightlingsea RFC) are maintained by Colne Community School & College as part of the School's playing field provision. The maintenance regime requires minor improvements to the maintenance programme, contributing to the overall, quality rating of standard. Improving quality from standard (M1/D1) to M2/D1 would address overplay on the adult pitch and build future spare capacity across the site equating to 2.75 match sessions of spare capacity per week.

Improving quality

Furze Hill Recreation Ground (Mistley RFC) although the pitches are not overplayed they are assessed as poor quality. The pitches are maintained by the Parish Council and also require significant improvements to the maintenance programme.

Given the costs of improving pitch quality, however, alternatives need to be considered that can offer a more sustainable model. The alternative to grass pitches is the use of 3G pitches, particularly for training. Given that it is a priority to increase the number of full size 3G pitches available to community use for football, opportunities should be explored to upgrade surfaces to be World Rugby compliant.

Recommendations

- ◀ Protect existing quantity of rugby union pitches.
- ◀ Explore funding options to improve pitch quality through maintenance improvements in order to address shortfalls and build future capacity.
- ◀ Consider use of equipment banks to assist clubs that manage their own maintenance regime or have a desire to do so.
- ◀ Work with clubs to ensure long term security of tenure is achieved.
- ◀ Support club growth and ensure future demand can be adequately accommodated.
- ◀ Explore opportunities for a World Rugby compliant surface linked to future proposals for full size 3G pitches in the Area and also linked to deficiencies in neighbouring Colchester.

Hockey pitches (sand/water-based AGPs)

Summary

- ◀ Due to the landscape of hockey within Tendring District, the priority should be to protect or mitigate the loss of any of the pitches currently in use by hockey clubs.
- ◀ It could be beneficial for clubs in the District to work together to enable participants to access appropriate quality, aged and gender specific teams.
- ◀ There are currently four full size hockey suitable AGPs in Tendring District, all are floodlit and available for community use. However, only two are used for hockey; Clacton Leisure Centre and Dovercourt Bay Lifestyles.
- ◀ In addition, there are also three smaller sized AGPs suitable for hockey use, which, although too small to host competitive matches, could be used to accommodate some training demand, if floodlit.
- ◀ Three of the full size AGPs have reached the end of their lifespan and therefore require resurfacing.
- ◀ There are currently two clubs fielding teams in Tendring District. Combined, the clubs contribute two senior men's teams, one senior women's teams and two junior teams.
- ◀ Neither club reported any latent or exported demand.

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- ◀ Only Harwich HC quantified future demand, with ambitions to add a second senior women's team and restart the men's section of the Club by creating a new senior men's team. Increased future participation will not result in an increased number of teams within the District.

Scenarios

Accommodating current and future demand

A full size floodlit hockey AGP is able to accommodate up to four hockey matches at senior peak time (Saturday). Given that there are three senior and two junior teams across the two clubs currently playing in Tendring, working on a home and away basis, two AGPs is adequate to accommodate current and future demand with adequate spare capacity.

Considering issues that both clubs have previously experienced regarding travelling for matches, it would not be prudent to simply amalgamate the two clubs, with them then being based at one site. However, it would be beneficial if both clubs could work together to increase hockey participation within the District, building on the existing teams and sections which each club currently possess, i.e. Harwich HC has women's and girls' sections whilst Clacton HC has only a men's section.

Regarding development of both clubs it may be prudent if potential participants that cannot be currently met within the existing sections of either club were directed to the other club within Tendring District, thus retaining the participation within the sport whilst also strengthening the presence of the sports within the District.

The priority, therefore, should be to protect or mitigate the loss of any of the pitches currently in use by hockey clubs. To that end, it is imperative that Clacton Leisure Centre is refurbished and continues to provide a hockey suitable surface as it has reached the end of its lifespan, despite being assessed as standard quality.

Converting sand-based AGPs to 3G

Since the introduction of 3G pitches and given their popularity for football, providers have seen this as a way of replacing their tired sand-based carpet and generating money from hiring out a 3G pitch to football clubs and commercial football providers. This has come at the expense of hockey, with players now travelling further distances to gain access to a suitable pitch and many teams being displaced from their preferred geographical area.

Due to its impact on hockey, it is appropriate to ensure that sufficient sand-based AGPs are retained for the playing development of hockey. To that end, a change of surface will require a planning application and, as part of that, the applicants will have to show that there is sufficient provision available for hockey in the locality. Advice from Sport England and England Hockey should also be sought prior to any planning application being submitted.

It should also be noted that, if a surface is changed, it could require the existing floodlighting to be changed and, in some instances, noise attenuation measures may need to be put in place.

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The 3G surface is limited in the range of sport that can be played or taught on it. Those proposing a conversion should take advice from the appropriate sports' governing bodies or refer to Sport England guidance 'Selecting the Right Artificial Grass Surface which can be found on Sport England's website:

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

Recommendations

- ◀ Protect or mitigate the loss of any of the pitches currently in use by hockey clubs in Tendring.
- ◀ Ensure sinking funds are in place for long term sustainability.
- ◀ Explore funding opportunities to refurbish the AGP at Clacton Leisure Centre in order to continue to provide a hockey suitable surface.
- ◀ Explore opportunities for clubs in the District to work together to enable participants to access appropriate quality, aged and gender specific teams.

Tennis courts

Summary

- ◀ There is sufficient supply of tennis courts in Tendring District to cater for current demand and casual use from both clubs and community participation initiatives, meaning that courts in use should be protected to maintain current supply.
- ◀ There are a total of 80 tennis courts identified in Tendring District, of which 20 courts are not available for community use.
- ◀ There are 31 floodlit courts in Tendring District spread across seven sites.
- ◀ The majority of courts were rated as standard quality (55 courts – 69%), whilst the remaining courts were rated as either good (24 courts – 30%) or poor (1 courts – 1%) quality.
- ◀ The majority of courts are macadam surfaces, representing 61% of existing supply.
- ◀ Tenure of all club sites is considered to be secure, with Frinton Lawn TC and Little Clacton TC both owning home venues.
- ◀ All responding clubs report ambitions to increase membership numbers, with Little Clacton TC specifically hoping that the current development of new courts will lead to potential new members.
- ◀ Kirby TC report a need for an increase in floodlighting provision at its site.
- ◀ It is likely that demand for recreational play increases annually following events such as Wimbledon and publicly accessible Council managed sites are generally assumed to be busier during the summer when the light allows for more evening play.
- ◀ Participation is largely club based and club sites are generally self-serving. Club access to floodlit courts does not appear to be a significant issue and court quality at club sites is generally good.
- ◀ The LTA is prioritising club development in the area, ensuring that clubs become increasingly self-sufficient and capable of providing both sporting and social activities.

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Scenarios

Recommended capacity

The LTA suggests that a non-floodlit court can accommodate a maximum of 40 members, whereas a floodlit court can accommodate 60 members. It is therefore concluded that all club sites have the capacity to accommodate both current and future demand. However, Kirby Tennis Club does report demand for an increase in floodlighting provision at its site (additional two courts).

Informal tennis

The LTA has recently set up an initiative to change the way in which people access council courts. Instead of providing free access, some local authorities are now securing courts as per a membership scheme that allows members access through the use of a control system following payment of an hourly court hire or annual subscription.

The LTA is working in partnership with ClubSpark and CIA Fire and Security to provide this, allowing courts to be booked and paid for online. A unique access code is then generated that the user enters at the court gate on a keypad to access the courts. This is a major improvement to the customer journey and provides clear revenue to reinvest into the courts. It also allows official use of courts to be tracked, thus providing data on how often courts are being accessed and by who to build a customer database. Nevertheless, some investment may be required to bring courts up to standard and install the access technology before the initiative can be rolled out.

Recommendations

- ◀ Seek to further improve offering at public sites through improved court quality, access to ancillary facilities and, where possible, installation of, or improved, floodlighting.
- ◀ Explore opportunities for school sites to be promoted for pay and play use in areas where there are no publicly accessible courts.
- ◀ Explore funding opportunities to improve the quality of changing facilities at Frinton Lawn Tennis Club.
- ◀ Explore future need for floodlighting at Kirby Tennis Club.
- ◀ Support club growth and ensure future demand can be adequately accommodated.

Bowling greens

Summary

- ◀ There is sufficient supply of outdoor bowling greens to accommodate current demand across Tendring District. Existing provision is also enough to cater for the likely level of demand in future given a national trend of decline in participation and an ageing membership demographic.
- ◀ There are 11 flat bowling greens in the District provided across ten sites with one double green site. There are no crown greens in Tendring District.
- ◀ Most greens in Tendring District are rated as good quality (ten greens), with the remaining green assessed as standard (one green) quality.
- ◀ Most greens are managed by clubs. Of the 11 total greens in the District, there are just three Council managed greens (27%).
- ◀ There are ten clubs using bowling greens in Tendring District and membership of responding clubs ranges from 30 to 100 members.

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- ◀ Three sites are considered to be operating above the recommended capacity level, notably Holland-on-Sea and Happy Valley bowling clubs.

Scenarios

Recommended capacity

It is generally considered by Bowls England that a green accommodating less than 60 playing members is considered to have spare capacity for further play. Consideration should also be given to the sustainability of greens which operate with a playing membership of less than 20.

Based on this guidance and known membership figures from club responses, Clacton-on-Sea and Parkeston Railway bowling clubs are considered to have spare capacity. Whilst, three sites are considered to be operating above the recommended capacity level, notably at Holland-on-Sea Bowling Club, Happy Valley Bowling Club and Frinton Park Playing Field (Frinton on Sea Bowling Club).

Recommendations

- ◀ Protect existing supply of used bowling greens.
- ◀ Ensure appropriate maintenance to sustain green quality at all sites, particularly those that are potentially overplayed. Happy Valley Bowling Club is considered to be standard quality and coupled with potential overplay should be a priority for improvements.
- ◀ Seek to improve ancillary provision where necessary, particularly in relation to changing facilities and car parking rated as poor by users.
- ◀ Support clubs to maximise membership through promotion of pay and play opportunities.

Athletics tracks

Summary

- ◀ In conclusion, all local demand is exported outside of the District to neighbouring Colchester, from which Colchester and Tendring AC is based. The low number of informal clubs and running routes in the District indicates that it is unlikely that there will be a significant increase in demand to warrant the creation of an athletics track in the District.
- ◀ There are currently no athletics tracks in Tendring District with all demand exported outside of the District.
- ◀ Colchester and Tendring AC serves the demand from the District for athletics.
- ◀ There are two, informal, Parkrun events offered within the Borough, but no other running initiatives such as 3-2-1 routes and Run England have yet developed within Tendring District. Should demand for increase significantly then there is a possibility of increased interest in participating in formal athletics or increased demand for track access. However, there are currently no indicators to suggest that this will require the creation of an athletics track within the District.

Recommendations

- ◀ Ensure that demand continues to be met for formal athletics by neighbouring authority provision.
- ◀ Support Park Run to ensure that it can sustain its increasing popularity and consider additional park runs on other sites.

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- ◀ Support the various running clubs, disability groups and walking groups to ensure needs continue to be met.
- ◀ Explore future options in relation to providing Run Together groups and 3-2-1 routes given that none are currently in place.

Golf

Summary

- ◀ There is currently sufficient supply of golf facilities within Tendring and the surrounding areas to adequately accommodate the current population. Although small pockets of the population are not covered within Sport England's 20 minute drive time catchment, this could be resolved if this was slightly increased.
- ◀ The variety of membership and pay and play opportunities at golf clubs cater for the population demand.
- ◀ There are four golf clubs in Tendring; with an additional three outside of the District serving some of the areas exported demand.
- ◀ Clubs offer a variety of memberships to potential players, along with varying pricing structures.
- ◀ All clubs in utilise by the population of Tendring offer pay and play to club visitors. This is restricted during competitions at each club's discretion.

Recommendations

- ◀ Protect existing provision of golf courses and sustain quality as required.
- ◀ Support clubs to maximise their usage particularly via additional, non-traditional playing opportunities.

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PART 5: STRATEGIC RECOMMENDATIONS

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

Aim 1

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

Recommendations:

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

Recommendation a – Protect playing field sites through local planning policy

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

Should any provision be permanently lost at the site, replacement provision of an equal or better quantity and quality should be provided. For provision catering for sports such as football and cricket, where shortfalls are identified, this should come in the form of a direct replacement. For other sports, such as hockey and bowls, where current demand is being met, the replacement should instead focus on sports that have shortfalls.

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 outdoor sports facilities but are no longer used for formal or informal sports use within the last five years (lapsed) or longer (disused).

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

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

New housing development - where proposed housing development is located within access of a high-quality outdoor sports facilities, this does not necessarily mean that there is no need for further provision or improvements to existing provision 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 for, and capacity of, existing sites, and whether improvement to increase capacity or new provision is required.

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

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

Policy Exception E1:

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

Where the PPS cannot demonstrate that 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.

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

It may be appropriate to consider rationalisation of some existing outdoor sport sites (that are of low value i.e. one/two pitch sites with no changing provision) to generate investment in creating bigger better quality sites (Hub Sites) to develop the hierarchy of sites (see recommendation e). It is imperative, however, that there is no net loss of facilities and that any replacement provision is made available before existing provision is lost.

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

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

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

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

Local sports clubs should be supported by partners including the Council, NGBs or the County Sports Partnership (CSP) to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, support club development and encourage clubs to develop evidence of business and sports development plans to generate an income through their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)⁴. Clubs should also be encouraged to work with partners locally whether volunteer support agencies or linking with local businesses.

Community involvement

Given the increasing financial pressures faced by local authorities, consider if and how community involvement of managing facilities is a viable option.

As well as improving the quality of well-used, local authority sites, there are a number of sites which have poor quality (or no) ancillary facilities. **The Council should further explore opportunities where security of tenure could be granted to the clubs playing on these sites so the clubs are in a position to apply for external funding to improve the facilities.**

Further to this there could be examples in Tendring 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.

⁴ <http://www.cascinfo.co.uk/cascbenefits>

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

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

Recommended criteria for lease of sport sites to clubs/organisations is below. This should be amended if required in order to better suit the needs of Tendring.

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

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

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

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

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

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

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

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

A number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the school/college and the local clubs. 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.

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

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

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

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

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

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Aim 2

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

Recommendation:

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

Recommendation d – Improve quality

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

The FA Pitch Improvement Programme (PIP)

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

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

Addressing quality issues

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

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

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

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

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

Poor quality refers to pitches that have, for example, poor levels of maintenance coupled with inadequate grass cover, uneven surface and damage. In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old dated interior. For rugby union, drainage is natural and inadequate.

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

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

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

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

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

Addressing overplay

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

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

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Sport	Pitch type	No. of matches		
		Good quality	Standard quality	Poor quality
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

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

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

Whilst it works both ways in so much as poor pitch condition is a symptom of pitches being over played, potential improvements may make sites more attractive and therefore more popular.

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

Increasing pitch maintenance

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

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

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

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

Improving changing provision

There is a need to improve changing provision across Tendring particularly on local authority sites. It is recommended that a holistic view is taken in regard to improvements and provision on site. Sites which predominantly accommodate adult football should be prioritised for improvements.

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

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

Recommendation f – Work in partnership with stakeholders to secure funding

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

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

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

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

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

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Aim 3

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

Recommendations:

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

Recommendation g - Rectify quantitative shortfalls in the current pitch stock

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

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

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

There may be an opportunity to use some senior pitches to provide senior, junior or mini pitches (through different line markings/coning areas of the pitch). However, further work should be undertaken on this as an action for the Council/NGBs. Furthermore, the re-designation of adult pitches that are not currently used may lead to a deficiency of adult pitches in the medium to longer term as younger players move up the ages. It is likely that for some sports, particularly football, that the provision of new pitches and facilities will be required in the future to support the predicted future demand.

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

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

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Likely future sport-by-sport demand trends:

Sport	Future development trend	Strategy impact
Football	As a result of the FA Youth Development Review pitch demands are changing. This could also see changes in the seasonal demand of pitches (youth football).	Consider re-allocating leases to Community Charter Standard clubs with a large number of teams. Work with clubs to identify facility development opportunities. Work with clubs in relation to their pitch demands as a result of the FA Youth Development Review.
	Demand for senior football is likely to be sustained based on current trends and the move to small sided football. County FA focus to maintain growth of youth football through to adults.	Sustain current stock but consideration given to reconfigure pitches if required.
	An increase in women and girls football following £2.4m investment over the next two years (2014-2016) from Sport England to increase the number of women and girls taking part in football sessions.	A need to provide segregated ancillary facilities and the potential need for more pitches.
Cricket	Demand is likely to remain static for grass wickets for adult participation.	Isolated pockets of demand for access to additional facilities where pitches are overplayed.
	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.
	In partnership with the ECB and Chance to Shine, GCB are requesting 'expressions of interest' from clubs to be part of its new All Stars programme which aims to introduce cricket to children aged from 5 to 8. The programme seeks to achieve the following aims: <ul style="list-style-type: none"> ◀ Increase cricket activity for 5-8 year olds in the school and club environment ◀ Develop consistency of message in both settings to aid transition ◀ Improve generic movement skills for children, using cricket as the vehicle ◀ Make it easier for new volunteers to support and deliver in the club environment ◀ Use fun small sided games to enthuse new children and volunteers to follow and play the game 	All Stars programme currently being established which may lead to increased interest and demand for junior cricket at clubs.

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Sport	Future development trend	Strategy impact
Rugby union	Locally, the RFU wants to ensure access to pitches that satisfies existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities including changing rooms and floodlights. Security of tenure should be addressed where required, to allow clubs to continue to operate from current sites.	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.
Hockey	Potential increase of participation particularly junior teams.	Sinking funds in place to improve quality and ensure continued use of provision for current and future hockey demand.
AGPs	Demand for 3G pitches for competitive football will increase. It is likely that future demand for the use of 3G pitches to service competitive football, particularly mini and youth will result in some reduced demand for grass pitches. Provision of 3G pitches which are World Rugby compliant will help to reduce overplay as a result of training on rugby pitches. Increased 3G provision for rugby union in Tendring is potentially an option to explore further if clubs buy-into the use and especially as neighbouring Colchester has a shortfall of five AGPs.	Ensure that access to new AGP provision is maximised and that community use agreements are in place. Utilise Sport England/NGB guidance on choosing the correct surface: http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf
Tennis	With the delivery of new LTA initiatives such as Tennis Tuesdays, it is likely that informal participation will increase.	The key aim is to ensure sustainability of park sites through improved quality and implementing online booking systems and gated access.
Bowls	Although demand for bowling in the Area is significant there is unlikely to be enough future demand generated to sustain new provision.	Likely that future increase could be accommodated on existing greens.

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

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

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

Some sites (or adjacent land) in Tendring also have the potential to accommodate more pitches which may be a solution to meeting shortfalls identified.

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PART 6: ACTION PLAN

Introduction

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

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

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

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

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

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

NB: Where education sites are identified as hub sites or key centres, further investigation and clarification on accessibility, security of tenure and community use agreements will be required as part of the wider 'access to schools' recommendation. Where community use of a site is not guaranteed the education site should be reclassified within the hierarchy.

Tiered site criteria:

Hub site	Key centre	Local site	Reserve site
Strategically located. Priority sites for NGB.	Strategically located within the analysis area.	Serves the local community. Likely to include education sites.	Serves the local community.
Accommodates three or more good quality grass pitches. Including provision of at least one AGP.	Accommodates two or more good quality grass pitches.	Accommodates more than one pitch.	Likely to be single-pitch site.
Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision.	Supports informal demand and/ or training etc.
Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in house maintenance contract.	Basic level of maintenance i.e. grass cutting.

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Hub site	Key centre	Local site	Reserve site
Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Appropriate access changing to accommodate both senior and junior use concurrently (if required).	No requirement for access changing to accommodation.

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

It may be appropriate to consider rationalisation of some existing playing field sites (that are of low value i.e. one/two pitch sites with no changing provision) to generate investment towards creating bigger better quality sites (Hub sites) in order to develop the hierarchy of sites (see recommendation e). Identification of these potential sites should be carried out in partnership with the Steering Group and, in particular, the NGB for that particular sport.

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.

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

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

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

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Management and development

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

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

Action plan columns

Partners

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

Site hierarchy tier and priority level

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

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

Key centres are a medium priority and have 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

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Costs

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

(L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above. These are based on Sport England's estimated facility costs which can be found at <http://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/cost-guidance/>

Timescales

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

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

Aim

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

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Area summary

Sport	Current picture	Future demand (2033) ⁵
Football (grass pitches)	Shortfall of 4 youth 11v11 and 2 youth 9v9 match sessions.	Shortfall of 3 adult, 5.5 youth 11v11, 5.5 youth 9v9, 2.5 mini 7v7 and 2.5 mini 5v5 match sessions.
Football (3G pitches for training) ⁶	Shortfall of at least three full size 3G pitches to meet training needs.	
Cricket	Current demand is being met	Future demand can be met
Rugby union	Shortfall of 3.5 match sessions.	Shortfall of 7.25 match sessions.
Hockey (Sand AGPs)	Current demand is being met	Future demand can be met
Tennis	Current demand is being met	Future demand can be met
Bowls	Current demand is being met	Future demand can be met

⁵ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

⁶ Based on accommodating 42 teams to one full size pitch for training.

TENDRING PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ⁷	Timescales ⁸	Aim
1	Ardleigh Recreation Ground	Cricket	Sports Club	One standard quality square with five natural grass wickets. The pitch is available for community use and has potential capacity to accommodate an additional 14 match equivalent sessions per season. The pitch also has actual spare capacity of 0.5 match equivalent sessions available on Saturdays and Sundays. The site is the home venue of Ardleigh CC.	Seek to improve pitch quality through an enhanced maintenance regime.	Council ECB Club	Local	L	S	Enhance
2	Ardleigh St Marys Primary School	Football	School	A mini 5v5 and a mini 7v7 both standard quality and unavailable for community use. The pitches are subject to some curricular demand.	Retain for educational purposes. Explore local demand for future community use, ensuring that pitch quality is not adversely affected.	FA School	Reserve	L	S	Protect
3	Bradfield Playing Field	Football	Parish Council	One standard quality adult pitch used by Bradfield Rovers FC and has one match equivalent session of actual spare capacity available in the peak period.	Seek to improve pitch quality through an increased maintenance regime and maximise use.	Parish Council FA	Local	L	S	Protect Enhance
4	Brightlingsea Infant School	Hockey (Sand AGP)	School	A small sized, sand based AGP which is standard quality and available for community use, but is not floodlit. The pitch does also receive curriculum demand.	Explore options in the longer term to resurface to 3G if floodlighting can be added.	Council EH FA School	Local	M-H	M	Protect Enhance Provide
5	Brightlingsea Regent Football and Social Club	Football	Sports Club	One good quality adult pitch which has 0.5 match equivalent sessions of actual spare capacity available during the peak period. The site is the home venue of Brightlingsea Regent FC which competes at Step 4 of the football pyramid and therefore must comply with ground requirements.	Sustain the pitch quality by continuing with the current maintenance programme. Ensure that the site continues to meet minimum ground requirements as the Club progresses through the football pyramid.	Council FA Club	Local	L	S	Protect
6	Brightlingsea Sports Centre (Colne Community School & College)	Hockey (Sand AGP)	Local Authority	A poor quality sand filled AGP, which is full size and floodlit. The pitch does receive some curricular demand throughout the school week. Despite being a hockey suitable surface, no community clubs use the pitch for hockey purposes with the majority of community use coming from local football clubs for training purposes. The pitch was installed in 2002 and has not been resurfaced since.	Ensure that a sinking fund is in place for future refurbishment and resurfacing. Consider resurfacing the pitch to 3G which could accommodate match play from football teams, reducing future overplay.	Council EH FA School	Key Centre	H	M	Protect Enhance Provide
		Tennis		Six standard quality tarmac courts. None of the courts are floodlit but they are available for community use and receive curriculum demand.	Retain the courts for educational purposes. Promote in the local area for pay and play community use.			School LTA	L	

⁷ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

⁸ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ⁹	Timescales ¹⁰	Aim	
8	Clacton Coastal Academy (Town Campus)	Cricket	School	Two standalone, standard quality, non turf pitches which are unavailable for community use. Both receive some curriculum demand.	Retain the pitches for educational purposes.	School	Local	L	L	Protect Provide	
		Football		Two standard quality youth 11v11 pitches which are available for community use but are currently unused. The pitches do, however, receive some curriculum use.	Retain the pitches for educational purposes. Explore future demand for community use, ensuring that pitch quality is not adversely affected.	School FA		L	M		
		Rugby union		A standard quality junior pitch which is available for community use but is currently unused. The pitch is subject to curricular demand.	Retain the pitch for educational purposes.	School		L	L		
		Tennis		Five standard quality macadam courts which are all floodlit and available for community use. The courts are subject to curricular use.	Retain the courts for educational purposes. Promote in the local area for pay and play community use.	School LTA		L	L		
9	Clacton County High School	Cricket	School	One standalone, standard quality NTP which is available for community use but is currently unused. The pitch does, however, receive some curricular demand.	Seek to improve pitch quality where possible through improved maintenance.	Council ECB School	Local	L	S	Protect	
					Retain the pitches for educational purposes.						Explore local demand for community use, ensuring that pitch quality is not compromised.
					Explore local demand for community use, ensuring that pitch quality is not compromised.						
		Football		One standard quality youth 11v11 pitch which is available for community use but is currently unused. The pitch does receive some curricular demand.	Retain the pitches for educational purposes.	Council FA School		L	S		
					Seek to improve pitch quality through an increased maintenance regime.						
					Continue to explore local demand for community use, ensuring that pitch quality is not adversely affected.						
Tennis	Four standard quality macadam courts which are floodlit and three standard quality tarmac courts that are not floodlit. None of these courts are available for community use but all are subject to curricular demand.	Retain the courts for educational purposes.	School	L	L						

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

¹⁰ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

**TENDRING PLAYING PITCH STRATEGY
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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹¹	Timescales ¹²	Aim					
10	Clacton Leisure Centre	Cricket	Local Authority	Two cricket squares, of 14 and seven natural grass wickets. The grass wickets are all standard quality; whilst the square with 14 grass wickets also has a standard quality NTP alongside. The site is the home venue of Clacton CC and has 1.5 match equivalent sessions available during the peak period and potential for an additional 87 match sessions per season. Clacton CC utilise a purpose built clubhouse on the site which it shares with local football clubs. These ancillary facilities are of standard quality.	Seek to improve pitch quality through an increased maintenance regime. Explore options of utilising the number of wickets available on the site by accommodating an increased number of teams on site.	Council ECB Club	Hub	L	S	Protect Enhance					
		Football		Three standard quality adult pitches that are overplayed by 0.5 match equivalent sessions and two youth 9v9 pitches which have 0.5 match equivalent sessions of actual spare capacity available. Amongst the clubs that use the site are Elmnden Rovers YFC and Weeley Athletic FC that share a pavilion on site with Clacton CC. Weeley Athletic FC play at Step 7 of the football pyramid and therefore must adhere to minimum ground requirements.	Seek to improve pitch quality by enhancing the current maintenance programme. Consider relocating some play away from the site to reduce the current level of overplay on adult pitches. Ensure that the site continues to meet minimum league requirements as Weeley Athletic FC progresses through the football pyramid.						Council FA Clubs				
		Hockey (Sand AGP)		One full size, sand dressed AGP which is standard quality and the home venue for Clacton HC. The pitch was surfaced in 2005 meaning that its recommended lifespan has passed. The Club report that on match days both teams share one changing rooms and did note that it was previously a joint lease holder of the cricket pavilion on site. The Club would be interested in this again, however, the cost would have to be affordable.	Explore funding opportunities to refurbish the carpet in order to continue to provide a hockey suitable surface. Explore the possibility of a social space which could be adequately used by the Club for post-match activities. Explore options for increasing changing facilities to allow home and away teams to change separately.	Council EH Club		H	S						
					Rugby union							One poor quality senior pitch, which is used and maintained by Clacton RFC. The pitch is currently not floodlit and is overplayed by 1.25 match equivalent sessions, despite not receiving training demand. The Club feel that the ancillary facilities on site are inhibiting club development and therefore how to source funding for improvements.	Seek to increase pitch capacity and improve quality by enhancing the current maintenance programme. Explore funding options to improve the ancillary facilities to support the Club's ongoing development.	Council RFU Club	M-H
					Tennis						Four good quality macadam courts which are all floodlit and available for community use.	Sustain the pitch quality by continuing with the current maintenance programme and maximise use through increased promotion.	Council LTA		
		11		Cowley Park	Cricket	Parish Council		One cricket square with eight standard quality natural grass wickets, alongside a standard quality NTP. The pitch has 0.5 match equivalent sessions of actual spare capacity during the peak period and can accommodate an additional 31 match sessions per season. The site is the home venue of St Osyth CC.	Seek to improve pitch quality where possible through an enhanced maintenance regime.		Council ECB Club	Local	L	S	Protect Enhance

¹¹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

¹² Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹¹	Timescales ¹²	Aim
		Football		One poor quality adult pitch which has no actual spare capacity due to the quality of the surface. The site is the home venue of St Osyth FC.	Seek to improve pitch quality by enhancing the current maintenance programme.	Council FA		L	S	
12	Dovercourt Bay Lifestyles	Cricket	Local Authority	A good quality square consisting of 12 natural grass wickets. The pitch has potential capacity for an additional 28 match sessions a season but does not have any actual spare capacity at peak time for senior cricket. The site is the home venue of Harwich & Dovercourt CC that has its own ancillary facilities, away from those of the rugby union and hockey clubs.	Sustain the current pitch quality by continuing with the current maintenance regime.	Council ECB Club	Hub	L	S	Protect Enhance Provide
		Football		Two standard quality adult pitches which have one match equivalent session of actual spare capacity available during the peak period.	Seek to improve pitch quality by increasing the current maintenance programme. Consider installing a formal drainage system to aid pitch improvement.	Council FA		M	M	
		(Hockey) Sand AGP		A standard quality, full sized, sand dressed AGP which is the home venue for Harwich HC. The pitch is floodlit and was last resurfaced in 2004, with pitch maintenance having been undertaken since. There are changing facilities attached to the pitch, within the adjoining swimming centre; but post-match the Club utilise the space leased to Harwich & Dovercourt RFC.	Ensure that a sinking fund is in place for future resurfacing and refurbishment. Explore the possibility of a social space which could be adequately used by the Club for post-match activities.	Council EH Club		M	M	
		Rugby union		Two poor quality (M0/D1) adult pitches neither of which is floodlit but both are available for community use. The site is the home venue of Harwich & Dovercourt RFC which rents the pitches on a seasonal basis but leases its ancillary facilities on the same site. Both pitches are overplayed, without being subject to training demand. The Club is in negotiations with Tendring District Council regarding a long-term lease of the ancillary facilities, with issues revolving around annual cost and access issues.	Seek to increase pitch capacity and improve quality by enhancing the current maintenance programme. Explore options to also include the two rugby union pitches in negotiations regarding a long term lease of the site which will help provide the opportunity for the Club to increase maintenance/quality of the pitches. Seek to increase the number of pitches available to Harwich & Dovercourt RFC to reduce the current levels of overplay on the site. This would also allow for training demand to be dispersed across the available pitches rather than concentrated on specific areas.	Council RFU Club		M	S	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹³	Timescales ¹⁴	Aim
13	Eastcliffe Recreation Ground	Football	Local Authority	Two adult pitches and two mini 7v7 pitches, all standard quality and available for community use. The mini pitches have no actual spare capacity whilst the adult pitches have one match equivalent session of actual spare capacity during the peak period. The site is used by Holland FC, that combine the adjacent site, Holland Football Club to create a large home venue. The Club report that it hopes to secure a long term lease on both sites to create a permanent larger venue upon which a purpose built clubhouse could be built.	Seek to improve pitch quality where possible through an enhanced maintenance regime. Consider the Club's plans for a long term lease of the site, allowing the Club to securely develop purpose built ancillary facilities.	Council FA Club	Local	L	S	Protect Enhance
14	Elmstead Grasshoppers Cricket Club	Cricket	Sports Club	A good quality square consisting of 15 natural grass wickets. The site potential capacity for an additional 34 match sessions per season but does not have any actual spare capacity available during the peak period for senior cricket. The site is the home venue of Elmstead Grasshoppers CC.	Sustain the current pitch quality by continuing with the existing maintenance regime.	ECB Club	Local	L	S	Protect
15	FC Clacton	Football	Sports Club	One poor quality adult pitch which is overplayed by one match equivalent session. The site is the home venue of FC Clacton which compete at Step 5 of the football pyramid and therefore must comply with ground requirements. The Club is considering relocating to a nearby site upon which all of its teams could play, with purpose built facilities.	Seek to improve pitch quality by enhancing the current maintenance regime. Ensure that the site continues to meet minimum league requirements as the Club progresses through the football pyramid. Explore the viability of relocating the Club to a new site which could accommodate all of its teams.	FA Club	Local	M-H	M	Enhance Provide
16	Frinton Lawn Tennis and Squash Club	Tennis	Sports Club	Eight good quality macadam courts that are all floodlit and 16 good quality grass courts, none of which are floodlit. All courts are available for community use and the site is the home venue of Frinton Lawn TC. The site is considered to be a key site for tennis within Tendring, with the large number of courts on the site dictating this.	Sustain the pitch quality by continuing with the current maintenance programme. Explore funding opportunities to improve the quality of changing facilities.	LTA Club	Key Centre	M	S	Protect Enhance
17	Frinton on Sea Cricket Club	Cricket	Sports Club	Home of Frinton on Sea CC, with one square consisting of eight good quality natural grass wickets. The pitch is overplayed by 25 match sessions. New ancillaries have recently been built and proved improved changing facilities and bar area. The Club is also planning to build an indoor training centre for winter training which will be available for other local clubs to use.	Sustain the current pitch quality by continuing the existing maintenance programme. Consider relocating some play to the Club's secondary venue at Kirby Playing Field to reduce the current levels of overplay. Ensure that the prospective indoor training centre is completed to a high standard. Ensure that the prospective indoor training centre is available to other clubs within the Tendring area for winter training.	ECB Club	Local	H	L	Protect Provide

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

¹⁴ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹³	Timescales ¹⁴	Aim
18	Frinton Park Playing Field	Bowls	Local Authority	One good quality flat bowling green. The site is the home venue of Frinton on Sea BC which has 65 members and is operating slightly above the recommended capacity level of 60 members.	Sustain surface quality by continuing with the current maintenance regime, ensuring that the high amount of play does not adversely affect quality.	Council BE Club	Key Centre	L	S	Protect Enhance Provide
		Football		Seven poor quality pitches are marked on site, consisting of one adult pitch, one youth 11v11, one youth 9v9 and four mini 7v7 pitches. The adult, youth 11v11 and youth 9v9 pitches are overplayed by 0.5, two and 2.5 match equivalent sessions respectively, and whilst the mini 7v7 pitches have one match equivalent session of actual spare capacity available during the peak period. The mini and youth 9v9 pitches are overmarked on the adult and youth 11v11 pitches. It should be noted that the adult pitch is exclusively used by youth teams. The site is the home venue for Frinton & Walton Youth FC and Frinton & Walton Girls FC, which report it wishes to secure a long-term for the site.	Explore funding options to improve pitch quality across the site.	Council FA Club		H	M	
				Explore different options of marking pitches to avoid the amount of overmarking.						
				Consider arranging a long term lease agreement for Frinton & Walton football clubs.						
				Consider reallocating the adult pitch to a youth 11v1 pitch to better accommodate current demand.						
		Tennis		One poor quality macadam courts which is not floodlit but is available for community use pay and play.	Seek to improve court quality by increasing the current maintenance programme.	Council LTA		L	S	
Ensure that a sinking fund is in place for future resurfacing and refurbishment.										
				Consider the value of maintaining or resurfacing the courts, considering current levels of use.						
19	Furze Hill Recreation Ground	Football	Sports Club	One poor quality, unused adult pitch which is available for community use and has 0.5 match equivalent sessions of actual spare capacity available during the peak period.	Consider options to remark as a rugby pitch (linked to below).	Council FA RFU Club	Local	L	S	Protect Enhance Provide
		Rugby union		Two poor quality adult pitches which have minimal spare capacity and are not floodlit. The site is the home venue of Mistley RFC which report issues regarding the current ancillary facilities. The Club has submitted a planning application for a new ancillary provision which will meet the Club's current and future needs. Should the new provision be approved then this will affect the current floodlit training area which it is hoped will be re-provided away from match pitches to ensure that the pitches do not become overplayed.	Explore options to improve pitch quality across the site.			H	L	
				Support the Club in its aspirations to improve the ancillary facilities on site. Ensure that the current floodlit training provision is re-provided should planning permission for new ancillary facilities be accepted.						
				Consider a long terms lease of the site in relation to the pitches and ancillary facilities.						

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁵	Timescales ¹⁶	Aim
20	Great Bentley Village Green	Cricket	Parish Council	One square consisting of seven standard quality natural grass wickets. The pitch has actual spare capacity amounting to one match equivalent session during the peak period and has potential capacity for an additional 24 match sessions. The site is the home venue of Great Bentley CC, which has reported a recent decline in the number of teams representing the Club.	Seek to improve pitch quality with a more thorough maintenance regime.	Parish Council ECB Club	Local	L	S	Protect Enhance
		Football		A poor quality adult pitch which is overplayed by 2.5 match equivalent sessions; and poor quality mini 7v7 with a mini 5v5 pitch marked on top, alongside an poor quality youth 9v9 pitch. None of the pitches on the site have actual spare capacity available during the peak period. The site is the home venue of Great Bentley FC.	Seek to enhance pitch quality and increase capacity by improving the current maintenance programme.	Parish Council FA Club		L	S	
					Consider installing a formal drainage system to aid pitch improvements.			Consider relocating some of the play from the adult pitch to sites with actual spare capacity, to reduce current levels of overplay.		
21	Great Oakley Playing Field	Football	Local Authority	A standard quality adult pitch which has 0.5 match equivalent sessions for actual spare capacity during the peak period.	Seek to enhance pitch quality and increase capacity by improving the current maintenance programme. Consider locating some play from overplayed sites to this site to utilise the actual spare capacity.	Council FA	Local	L	S	Protect Enhance
22	Harwich Sport Centre	Tennis	Local Authority	Four good quality macadam courts that are all floodlit and available for community use.	Sustain current pitch quality by continuing with the current maintenance programme. Maximise use for pay and play opportunities.	Council LTA	Local	L	S	Protect
23	Kirby Playing Field	Bowls	Local Authority	One good quality flat bowling green. The site is the home venue of Kirby-le-Soken BC.	Sustain surface quality by continuing with the current maintenance regime.	Council Club	Key Centre	L	S	Protect Enhance Provide
		Cricket		One good quality square consisting of eight natural grass wickets. There is actual spare capacity of one match equivalent session during the peak period for adult cricket available and a potential 25 additional match sessions per season available. The site was the home venue of Kirby CC which folded during the 2016 season. The pitch now accommodates fixtures for teams from Frinton on Sea CC, operating as a secondary venue for the Club.	Sustain the current pitch quality by continuing with the current maintenance programme.	Council ECB Clubs		L	S	
					Formalise use by Frinton on Sea CC to ensure that the pitch remains available to teams from the Club.			Consider relocating some match play from Frinton on Sea CC, which is currently overplayed, to utilise the actual spare capacity available.		
		Football		One standard quality adult pitch which is available for community use but is currently unused.	Consider reallocating the pitch for a different format to help reduce current levels of overplay, particularly on youth 11v11 and 9v9 pitches.	Council FA		L	S	
Tennis	Four good quality macadam courts which are available for community use. Only two of the courts are floodlit. The site is the home venue of Kirby TC.	Sustain current court quality by continuing with the current maintenance programme. Explore whether demand requires increased floodlit provision on site.	Council LTA Club	L	S					

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¹⁶ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁵	Timescales ¹⁶	Aim
24	Lady Nelson Playing Field	Football	Local Authority	One standard quality adult pitch which is available for community use but is currently unused. The pitch has one match equivalent session of actual spare capacity during the peak period.	Seek to enhance pitch quality through an improved maintenance programme. Consider reallocating the pitch for a different format to help reduce current levels of overplay, particularly on youth 11v11 and 9v9 pitches.	Council FA	Local	L	S	Enhance Provide
25	Little Clacton Parish Fields	Football	Parish Council	Three poor quality adult pitches which have 1.5 match equivalent sessions of potential capacity, but no actual spare capacity during the peak period due to the quality.	Consider options to enhance pitch quality in order to build future capacity.	Parish Council FA	Local	M	M	Protect Enhance
26	Little Oakley Memorial Club	Football	Sports Club	Two adult pitches which are overplayed by two match equivalent sessions; a youth 9v9 pitch which is at capacity; and a mini 7v7 pitch which has no actual spare capacity. All pitches are standard quality and maintained by Little Oakley FC. The site is the home venue of Little Oakley FC that compete at Step 7 of the football pyramid and as such much meet minimum ground requirements.	Seek to improve pitch quality by increasing the current maintenance programme. Consider relocating some of the current pitch use to an alternative site, particularly those teams that utilise adult pitches, to reduce the current levels of overplay and to aid pitch improvement. Ensure that the site continues to meet minimum ground requirements as the Club progresses through the football pyramid.	FA Club	Key Centre	L	S	Protect Enhance
		Football (3G pitch)		A small sized, standard quality, 3G pitch which can accommodate mini 5v5 matches and is floodlit. The pitch is the only 3G pitch in the District and accommodates all training demand from Little Oakley FC; which, as a consequence of the 3G pitch's presence has seen an increase in the number of mini teams.	Seek to improve pitch quality by increasing the current maintenance programme. Ensure that a sinking fund is in place for future resurfacing or refurbishment.					
27	Manningtree High School	Tennis	School	Four standard quality macadam courts that are available for community use but are not floodlit. The courts receive some curricular use.	Promote in the local area for pay and play community use.	LTA School	Reserve	L	S	Protect
29	Mayflower School	Football	School	A youth 9v9 and a mini 7v7 pitch, both standard quality. The youth 9v9 pitch is at capacity, whilst no actual spare capacity exists on the mini 7v7 pitch. Both pitches are subject to curricular demand. The pitches are used by Dovercourt Vipers FC.	Seek to enhance pitch quality by improving the current maintenance programme. Formalise community use through a community use agreement.	FA School	Local	L	S	Protect Enhance
30	Mistley Cricket Club	Bowls	Sports Club	One good quality flat bowling green. The site is the home venue of Mistley & Manningtree BC.	Sustain surface quality by continuing with the current maintenance regime.	BE Club	Key Centre	L	S	Protect
		Cricket		Two good quality cricket squares. One square has ten natural grass wickets alongside an NTP; and the second square consists of four natural grass wickets. Accumulatively the squares on this site are overplayed by nine match sessions per season and therefore do not have any actual spare capacity. The site is the home venue of Mistley CC which has men's, women's and junior teams competing regularly.	Sustain the current pitch quality by continuing with the current maintenance regime. Consider moving some junior play on to the NTP to reduce current levels of overplay and help sustain current pitch quality.					

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁵	Timescales ¹⁶	Aim
32	Ramsey War Memorial Recreation Field	Football	Charity	A standard quality adult pitch and a standard quality mini 5v5 pitch, neither of which has actual spare capacity during peak period. The site is the home venue of Ramsey Mill FC.	Seek to enhance pitch quality by improving the current maintenance regime.	FA	Local	L	S	Protect Enhance
33	Regent Road Recreation Ground	Bowls	Local Authority	One good quality flat bowling green. The site is the home venue of Brightlingsea BC.	Sustain surface quality by continuing with the current maintenance regime.	Council BE Club	Key Centre	L	S	Protect Enhance
		Cricket		A standard quality cricket square consisting of nine natural grass wickets alongside an non turf pitch (NTP). The pitch has potential capacity for an additional 15 match sessions and has actual spare capacity amounting to 0.5 match equivalent sessions during the peak period for senior cricket. The site is the home venue of Brightlingsea CC.	Seek to improve pitch quality through an enhanced maintenance regime. Continue to utilise the NTP for training demand.	Council ECB Club		L	S	
		Football		Two adult pitches which are standard quality and have 1.5 match equivalent sessions of actual spare capacity during the peak period. There is also a mini 5v5, a mini 7v7 and a youth 9v9 pitch, all of which are standard quality and available for community use but all are unused. The adult pitch is used exclusively by youth 11v11 teams whilst one also has the youth 9v9 pitch overmarked on it. The mini 7v7 pitch is marked on a cricket outfield.	Seek to improve pitch quality through an enhanced maintenance regime. The youth 11v11 teams currently playing on the adult pitches can do so under FA guidelines as they are U16 teams. Consider removing the other pitch types from the site if they continue to be unused. This will help improve pitch quality for both football and cricket. Ensure that if the mini 7v7 pitch is used, that this does not adversely affect the cricket outfield.	Council FA		L	S	
34	Rush Green Recreation Ground	Football	Local Authority	Two adult pitches, one youth 9v9, one mini 7v7 and a mini 5v5 pitch; all poor quality with no actual spare capacity. The adult pitches are overplayed by three match equivalent sessions; the mini 7v7 pitch by 0.5 match equivalent sessions; and the youth 9v9 pitch by one match equivalent session. The site is the home venue of the majority of FC Clacton teams, excluding the senior men's 1 st team. The site is rented on a monthly basis by FC Clacton. FC Clacton is considering relocating to a nearby site, on which three grass pitches and a full size 3G pitch could be established.	Seek to enhance pitch quality through an improved maintenance programme. Consider installing a formal drainage system to improve pitch quality. Seek to relocate some match play to an alternative site to reduce current levels of overplay and to encourage pitch quality to improve. Consider whether relocating to a new site with purpose built facilities would be more cost effective than improving the current pitches and ancillaries. Should relocation not be a viable option then consider establishing a long term lease agreement between the Club and Tendring District Council to provide security of tenure for the Club.	Council FA Club	Local	H	L	Protect Enhance Provide

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁷	Timescales ¹⁸	Aim
35	School Lane Playing Fields	Football	Sports Club	<p>One adult pitch, a youth 11v11, a youth 9v9, a mini 7v7 and two mini 5v5 pitches. All of standard quality but only the adult pitch has actual spare capacity, amounting to 0.5 match equivalent sessions.</p> <p>The site is the home venue of Lawford Juniors, Lawford Ladies and Lawford Lads football clubs. Lawford Lads FC is one promotion away from Step 7 of the football pyramid at which point the site would need to adhere to minimum ground requirements.</p> <p>The pitches are not subject to training demand with teams training on the site on a dedicated floodlit area.</p>	<p>Seek to increase pitch capacity and enhance quality through an improved maintenance regime.</p> <p>Ensure that if Lawford Lads FC were promoted to the football pyramid, that the site meets minimum league standards.</p> <p>Continue to ensure that training demand does not take place on match pitches.</p> <p>Explore feasibility of providing a small 3G pitch on the site.</p>	Parish Council FA Club	Local	M	M	Protect Enhance Provide
36	Strangers Brightlingsea Sports Centre	Football	Local Authority	<p>Three adult pitches and a youth 9v9 pitch, all of standard quality and available for community use but are currently unused. The pitches do receive curriculum use throughout the school week and serve an educational purpose for Colne Community School & College as playing fields.</p>	<p>Seek to improve pitch quality through an increased maintenance programme.</p> <p>Retain the pitches for educational purposes.</p> <p>Ensure that the pitches remain available for community use.</p> <p>Consider establishing a 3G pitch on site which would be available for curriculum use throughout the week and available for community use, reducing future overplay.</p>	Council FA School	Key Centre	H	L	Protect Enhance
		Rugby union		<p>Three, standard quality, senior pitches which are available for community use. The pitches are subject to curriculum use, in addition to being the home venue of Brightlingsea RFC.</p> <p>One pitch is overplayed by 0.25 match equivalent sessions whilst the other two pitches are at capacity. There is no actual spare capacity available on site.</p>	<p>Enhance pitch quality by improving the current maintenance programme.</p> <p>Consider installing a formal drainage system to increase pitch capacity.</p> <p>Retain the pitches for educational purposes.</p> <p>Reduce the impact of overplay by rotating mini rugby across all pitches.</p> <p>Secure long term security of tenure for the site to allow the Club to continue to be based at the site.</p>	Council RFU Club		M	M	
37	Tendring Cricket Club	Cricket	Sports Club	<p>A standard quality square consisting of ten natural grass wickets. The pitch has capacity for a potential 29 additional match sessions per season; and has 0.5 match equivalent sessions of actual spare capacity available at peak time for senior match play.</p>	<p>Seek to enhance pitch quality through an improved maintenance programme.</p>	Council ECB Club	Local	S	L	Protect Enhance
38	Tendring Technology College (Frinton Campus)	Tennis	School	<p>Six standard quality tarmac courts which are not floodlit. The courts are unavailable for community use but do receive curricular activity.</p>	<p>Retain the pitch for educational purposes.</p>	School	Reserve	S	L	Protect

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

¹⁸ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

TENDRING PLAYING PITCH STRATEGY STRATEGY & ACTION PLAN

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁹	Timescales ²⁰	Aim
39	Tendring Technology College (Thorpe Campus)	Cricket	School	A cricket square with one, good quality, natural grass wicket. The pitch is not available for community use but is subject to curricular demand.	Retain the pitch for educational purposes.	School	Reserve	S	L	Protect
		Tennis		Seven standard quality macadam courts which are not floodlit. The courts are unavailable for community use but do receive curricular activity.	Retain the courts for educational purposes.	School		S	L	
41	The Harwich and Dovercourt High School	Football	School	A youth 11v11 pitch and a youth 9v9 pitch, both are available for community use, poor quality and receive curriculum demand. The youth 11v11 pitch is overplayed by 2.5 match equivalent sessions whilst the youth 9v9 pitch is overplayed by one match equivalent session. Three Dovercourt Vipers YFC youth teams play home games at the site.	<p>Improve pitch quality through an improved maintenance regime in order to address overplay.</p> <p>Ensure community use is secured through a formal community use agreement.</p>	FA School Club	Local	M	M	Protect Enhance
42	The Playing Field at Ford Lane	Football	Parish Council	Two standard quality adult pitches which have two match equivalent sessions of actual spare capacity during the peak period. The site is the home venue of Alresford Colne Rangers FC that play at Step 7 of the football pyramid and must adhere to ground requirements.	<p>Seek to enhance pitch quality through an improved maintenance regime.</p> <p>Ensure that the ground meets minimum standards for league requirements as the Club progresses through the league structure.</p> <p>Consider marking one of the pitches as a youth 11v11 pitch to accommodate some of the overplay in the District. However, this should only be done if community use dictates.</p>	Parish Council FA Club	Local	S	L	Protect Enhance Provide
43	The Royal Oak Ground	Football	Sports Club	<p>A poor quality adult pitch which is overplayed by 2.5 match equivalent sessions. The pitch is owned by Harwich & Parkeston FC, but the adjoining car park is property of Tendring District Council. The Club hope to sell the pitch site and relocate to a new venue with an accompanying 3G pitch which could accommodate both the Club and Dovercourt YFC.</p> <p>The site is the home of Harwich & Parkeston FC which play at Step 7 of the football pyramid and must adhere to ground requirements.</p>	<p>Seek to improve the pitch quality through an increased maintenance regime.</p> <p>Explore whether an agreement can be reached to secure the accompanying car park to a long term lease for the Club.</p> <p>Ensure that the ground meets minimum standards for league requirements as the Club progresses through the league structure.</p> <p>Further explore options for a new venue with an accompanying 3G pitch which could accommodate both Harwich & Parkeston FC and Dovercourt YFC.</p>	Council FA Club	Local	H	M	Enhance Provide
44	Wix Playing Field	Football	Local Authority	A standard quality adult pitch which is available for community use but is currently unused. The pitch has one match equivalent session of actual spare capacity during the peak period.	<p>Seek to enhance pitch quality through an improved maintenance programme.</p> <p>Consider remarking the pitch as a youth 11v11 pitch to accommodate some of the current overplay on this pitch type in the District.</p>	Council FA	Local	L	S	Protect Enhance

¹⁹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

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

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁹	Timescales ²⁰	Aim
45	Great Bromley Cricket Club	Cricket	Sports Club	One square with 13 good quality natural turf wickets with an NTP alongside. The pitch has no actual spare capacity during the peak period for senior cricket, but has capacity for potentially an additional 25 match sessions per season. There is actual spare capacity available on Sunday should new teams wish to play at this time.	Sustain pitch quality by continuing with the current maintenance programme.	ECB Club	Local	L	S	Protect
46	Colchester Bowls Club	Bowls	Sports Club	One good quality flat bowling green. The site is the home venue of Colchester BC.	Sustain surface quality by continuing with the current maintenance regime.	BE Club	Local	L	S	Protect
47	Dovercourt Bowling Club	Bowls	Sports Club	One good quality flat bowling green. The site is the home venue of Dovercourt BC which has 51 members.	Sustain surface quality by continuing with the current maintenance regime, ensuring that a high amount of play does not adversely affect quality.	BE Club	Local	L	S	Protect
48	Parkeston Railway Bowling Club	Bowls	Sports Club	One good quality flat bowling green. The site is the home venue of Parkeston Railway BC which has 30 members.	Sustain surface quality by continuing with the current maintenance regime, ensuring that a high amount of play does not adversely affect quality.	BE Club	Local	L	S	Protect
49	Holland-on-Sea Bowling Club	Bowls	Sports Club	One good quality flat bowling green. The site is the home venue for Holland-on-Sea BC which has 83 members and is operating above the recommended capacity level of 60 members.	Sustain surface quality by continuing with the current maintenance regime, ensuring that the high amount of play does not adversely affect quality.	BE Club	Local	L	S	Protect
50	Clacton-on-Sea Bowling Club	Bowls	Sports Club	Two good quality flat bowling greens. The site is the home venue for Clacton-on-Sea BC which has 100 members.	Sustain surface quality by continuing with the current maintenance regime, ensuring that the high amount of play does not adversely affect quality.	BE Club	Local	L	S	Protect
51	St Clare's Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
52	Mistley Norman Church of England Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
53	Tendring Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
54	Rolph C of E Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
55	All Saints C of E Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
56	All Saints CE (VA) Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
57	Great Bentley Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
58	Hamford Primary Academy	Football	School	A mini 5v5 and a mini 7v7 pitch, both of which are standard quality and available for community use, but currently unused. Both pitches, however, do receive some curriculum use.	Retain the pitches for educational purposes. Explore local demand for community use, ensuring that pitch quality is not adversely affected.	School FA	Reserve	L	S	Protect Provide

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ¹⁹	Timescales ²⁰	Aim
59	Lawford C of E Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
60	Alton Park Junior School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
61	Ravens Academy	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
62	St Andrews CE Primary School	Football	School	One standard quality mini 5v5 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
63	St George CE Primary School	Football	School	A standard quality mini 5v5 pitch which is available for community use but is currently unused. The pitch also receives curricular demand.	Retain the pitches for educational purposes.	School FA	Reserve	L	S	Protect Enhance
					Continue to explore local demand for community use, ensuring that pitch quality is not adversely affected.					
64	St Joseph's Catholic Primary School	Football	School	One standard quality mini 5v5 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
65	Two Villages C of E Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
66	Kirby Primary Academy	Football	School	A standard quality mini 7v7 pitch which is available for community use but is currently unused. The pitch also receives curricular demand.	Retain the pitches for educational purposes.	School FA	Reserve	L	S	Protect Enhance
					Continue to explore local demand for community use, ensuring that pitch quality is not adversely affected.					
67	Holland Park Primary School	Football	School	One standard quality youth 9v9 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
		Sand AGP		A small sized, standard quality, sand filled AGP which is not floodlit nor available for community use. The pitch, however, is subject to curricular demand.	Retain the pitches for educational purposes.					
					Ensure that a sinking fund is in place for future refurbishment and resurfacing.					
68	Harwich Community Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ²¹	Timescales ²²	Aim
69	Tendring Education Centre (Jaywick Lane)	Football	Academy Trust	A standard quality adult pitch which has 0.5 match equivalent sessions available during the peak period. This pitch is located on a former school site and therefore does not receive curriculum use.	Seek to enhance pitch quality through an improved maintenance regime and seek options to maximise use. Ensure community use is secured through a formal community use agreement.	Trust FA	Key Centre	L	S	Enhance Provide
		Sand AGP		A full size sand dressed AGP which is floodlit and available for community use. The pitch is poor quality and does not receive any hockey demand. This pitch is located on a former school site and therefore does not receive curriculum use; with most demand being from local football clubs for training purposes.	Consider whether the pitch could viably be converted to a 3G surface to then accommodate football match play.			Trust EH FA	H	
70	Holland Football Club	Football	Sports Club	An adult pitch, a youth 9v9 and a mini 5v5 pitch; all standard quality and all available for community use. The adult pitch is the one pitch on this site which has actual spare capacity during the peak period, amounting to 0.5 match equivalent sessions. The site is the home venue of Holland FC and Holland YFC; although Holland FC 1 st team does not play at the site as it does not meet league ground requirements for Step 6 of the football pyramid. Work is currently underway to amend this and is due to be completed for the 2018/19 season.	Seek to improve pitch quality where possible through an increased maintenance regime. Ensure that ground improvements meet minimum league requirements to enable Holland FC to play home games at the site.	FA Club	Local	M	M	Protect Enhance
71	Welfare Park	Football	Local Authority	One youth 11v11 pitch which is standard quality and has 0.5 match equivalent sessions of actual spare capacity during the peak period.	Seek to enhance pitch quality through an improved maintenance programme. Consider relocating youth 11v11 teams from overplayed sites to this site as actual spare capacity exists.	Council FA	Local	L	S	Protect Enhance
72	Alresford Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
73	Can Hall Primary School	Football	School	One standard quality mini 5v5 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
74	Chase Lane Primary School & Nursery	Football	School	One standard quality mini 5v5 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect Enhance
		Sand AGP		A small sized, sand based AGP which is standard quality, not floodlit and unavailable for community use. The pitch is subject to curricular use.	Retain the pitch for educational purposes. Ensure that a sinking fund is in place for future refurbishment and resurfacing.	School		L	S	
75	Elmstead Primary School	Football	School	One standard quality mini 5v5 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect
76	Holland Haven Primary School	Football	School	One standard quality mini 7v7 pitch which is unavailable for community use but does receive curricular demand.	Retain the pitches for educational purposes.	School	Reserve	L	S	Protect

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

²² Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Hierarchy tier	Cost ²¹	Timescales ²²	Aim
77	Little Clacton Tennis Club	Tennis	Sports Club	Four good quality macadam courts which are all floodlit and available for community use. The site is the home venue of Little Clacton TC.	Retain court quality by continuing with the current maintenance programme. Ensure community use is secured through a formal community use agreement.	LTA Club	Local	L	S	Protect
78	Dovercourt Lawn Tennis Club	Tennis	Sports Club	Four standard quality macadam courts with no floodlighting.	Seek to improve court quality where possible through an enhanced maintenance regime. Further consultation is required with the club to establish local need.	Council LTA Club	Local	L	S	Protect Enhance
79	Happy Valley Bowling Club	Bowls	Sports Club	One standard quality flat bowling green. The site is the home venue of Happy Valley BC which has 85 members and is operating above the recommended capacity level of 60 members.	Improve green quality to ensure that the high volume of use does not adversely affect the playing surface.	BE Club	Local	L	S	Protect Enhance

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PART 7: KEEP THE STRATEGY ROBUST AND UP TO DATE

Delivery

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across Tendring. 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 Tendring 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 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 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.

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 Tendring District 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 and 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 and 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.

National context

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

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

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

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

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

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

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

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

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

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- ◀ Economic Development

National Planning Policy Framework

The National Planning Policy Framework (the Framework) 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 Framework 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 Framework 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 Framework states existing open space, sports and recreation buildings and land, including playing fields, should not be built on unless:

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

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

The FA National Game Strategy (2015 – 2019)

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

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

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- ◀ Work with priority Local Authorities enabling 50% of mini-soccer and youth matched to be played on high quality artificial grass pitches.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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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 maximise playing opportunities

‘The right pitches in the right places’²³

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

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

England Hockey Strategy

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

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

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

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2015-2018 British Tennis Strategy

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

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

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

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

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

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

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

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

Bowls England: Strategic Plan 2014-2017

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

The overall vision of Bowls England is to:

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

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

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

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

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

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APPENDIX TWO: FUNDING PLAN

Funding opportunities²⁴

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. For example, Awards for All which is for small Lottery grants of between £300 and £10,000.
Sport England The current funding streams will change throughout 2016/17 so refer to the website for the latest information: http://funding.sportengland.org/funding/our-different-funds/	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/funding-schemes/	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 http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=14&Itemid=113	The Grant Match Scheme in particular provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers). Other loan schemes are also available.
The England and Wales Cricket Trust https://www.ecb.co.uk/be-involved/club-support/club-funding	Interest Free Loan Scheme provides finance to clubs for capital projects and the Small Grant Scheme is also open to applications from affiliated cricket clubs.
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.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: Young people and hockey, Enabling the development of hockey at youth or community level.

²⁴ Up to date as of April 2017.

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Protecting Playing Fields

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

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

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

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

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

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

The programmes three priorities are:

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

Besides this scheme providing an important source of funding for potential voluntary and community sector sites, it may also provide opportunities for Council to access this funding particularly in relation to resurfacing the artificial sports surfaces. For further up to date information please go to: <http://funding.sportengland.org/funding/our-different-funds/protecting-playing-fields/>

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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:

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

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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:

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

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

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APPENDIX THREE: GLOSSARY

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

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

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

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

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

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

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

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

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

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