



SWALE BOROUGH COUNCIL

PLAYING PITCH STRATEGY

2015 - 20125

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

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SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

EXECUTIVE SUMMARY:

The scope

In order to ensure there is a good supply of high quality playing pitches and playing fields in a local authority area to meet the sporting needs of local communities, Sport England recommends all local authority areas should have an up-to-date Playing Pitch Strategy. By providing valuable evidence and direction a Playing Pitch Strategy can be of significant benefit to a wide variety of stakeholders and communities.

As statutory consultees on planning applications with the potential to affect playing pitches and as a central point of contact for funding streams and guidance on best practice, it is important that together with input from local communities, to ensure this document complies with guidance provided by Sport England.

Swale Borough Council began work in 2013 with Knight Kavanagh and Page to produce an up to date Playing Pitch Strategy (PPS) that provided a clear, strategic framework for the maintenance and improvement of the existing playing pitches and ancillary facilities in the borough. The PPS was reviewed and amended by 4 Global Consulting Ltd in 2015 to ensure it met and satisfied the requirements of the Sport England Towards A Level Playing Field (TLPF) PPS guidance.

The Structure

The PPS has been created using the quantitative and qualitative analysis undertaken by KKP that is detailed in a separate Assessment Report.

The Strategy and Action Plan recommends a number of priority projects for Swale, which should be implemented in the lifespan of the document. It also takes account of other facility providers (i.e., private clubs and independent schools). It provides a framework for improvement and, although resources may not currently be in place to implement it, partners and possible sources of external funding have been identified.

The Strategy will also meet the three strategic objectives and overall vision of the Sport and Physical Activity Framework for Swale 2012-2017 (Move Ourselves), which is also in line with National Planning Policy Framework Core Planning Principle 12.

The strategy highlights there is a need to build key partnerships with schools, 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. This document provides clarity about the way forward, and allows the Council to focus on key issues that it can directly influence and address.

The PPS includes two action plans, a Management Options Action Plan and a Site-By-Site Action Plan that is split across the three analysis areas (Sheppey, Sittingbourne and Faversham).

The Management Options Action Plan specifies the management objectives that have been highlighted in the strategy (Part 3) and should be implemented Swale Council to enable the policy objectives to be delivered. It is recommended that the Council adopt the management objectives (as policy) to enable it to help achieve the vision for sport in Swale:

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“To ensure that the people of Swale have access to high quality appropriate sporting facilities so they are motivated to be more active and healthier and reach their potential” (Move Ourselves, Sport and Physical Activity Framework for Swale 2012-2017).

The site-by-site Action Plan provides recommended actions for each site, based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement (please see Part 4 and Part 5 of this report for full details of the recommended management options and action plans).

Results and Analysis

The analysis of playing pitch provision, usage, quality, supply and demand (current and future) in Swale has led to the following key priorities in Swale:

- ◀ Addressing the current and future latent demand for junior/mini football pitches, especially in the Sittingbourne area. This in part can be met through changing the designation of some of the senior pitches, that are identified as surplus, to junior or mini pitches to accommodate for the latent demand. Increasing access to education sites that are not currently available for community use could also help to address the current and predicted shortfall of junior and mini pitches. In general the current playing pitch stock for Football pitches should be protected, with some senior pitches rested to provide a strategic reserve and protection of overall quality.
- ◀ Meeting the current and future shortfall of cricket pitches, particularly in Sittingbourne analysis area. This could be tackled in a number of ways including the provision of new non-turf wickets (which can accommodate a higher capacity of matches) and maximising community use and spare capacity expressed at some school sites. (Such as Queen Elizabeth Grammar School and Westland’s school).
- ◀ Across the Borough there is a surplus of senior and mini rugby pitches. The surplus of senior pitches is attributed to the spare capacity of the rugby union pitches at Fulston Manor School (Cromers Corner Playing Field). Whilst there is an identified surplus of mini pitches recorded in the Sheppey analysis area an analysis of pitch capacity identifies the mini pitches at Sheppey RFC are in fact used to capacity at peak time (Sunday) and thus in reality there is no surplus at peak time. As such, access to sites that provide rugby union pitches and are not currently available for community use could satisfy demand from Sheppey RFC, such as Sittingbourne College or Fulston Manor School.
- ◀ Ensuring demand for hockey is met on existing provision in Swale. There is a predicted current and future (2031) undersupply of AGP’s (-0.2) in the borough (Sport England FPM model). The three suitable sand filled AGPs for competitive Hockey are all located in the Sittingbourne area resulting in people living in the Sheppey and Faversham sub-areas being further than a 15 minute drive time catchment area of a suitable Hockey facility with community use. There is significant football use (for training) of all AGPs in Swale that further adds to the wear and tear of carpets/surfaces. Additional provision of 3G pitches to service football demand would help to release capacity at key sand based AGPs for Hockey. Gore Court HC (based at Westlands School) has expressed latent demand equating to one senior mens team that could be catered for at the Sittingbourne Community College 3G

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sand filled pitch which at present has no Hockey usage.

- ◀ Refurbishment or replacement of AGPs at Isle of Sheppey Academy and Borden Grammar School in the next couple of years.
- ◀ Maximising community use of secondary school sites and developing community use agreements with the twenty-nine schools sites that have pitches that have been identified as being available for community use but are not currently being used by community clubs or teams.

Summary of key management objectives to be adopted by Swale Council:

Objective	Recommended Actions
1. Address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)	1.1. Establish and enable cross-departmental working to annually review and refresh a playing pitch database taking into account improvements in pitch quality and capacity. (A database could be managed online an example include s www.playingpitch.com)
	1.2. Rectify identified shortfalls and improvements to the current pitch stock in line with the site specific action plan
	1.3. Establish an approach to secure developer contributions to include provision and/or enhancement of appropriate outdoor playing fields and sports grounds/courts.
2. Address issues of accessibility, quality and management with regard to facility provision	2.1. Adopt a borough wide quality standard for outdoor sports pitches.
	2.2. Adopt a tiered approach to the management and improvement of facilities by identifying and categorising sites as: Strategic Sites, Key Sites, Club/Education Sites and Strategic Reserve Sites
	2.3. Invest in key strategic multi-pitch/sport sites with an identified mutli-sport hub located in each sub-area as follows: <ul style="list-style-type: none"> - Sittingbourne – Sittingbourne Community Sport Centre. - Faversham – King Georges Playing field (The Mount) - Sheppey – King Georges Playing Field (Queenborough) -
3. Maximise access to all outdoor facilities and in particular educational facilities.	3.1. Establish a more coherent, structured relationship with schools to maximise community use of educational sites via the creation of a working group existing of key education and community stakeholders to identify and address barriers to access, management and provision of school facilities and pitches
	3.2. Secure tenure and access to sites for high quality development minded clubs through lease agreements (minimum 10 years). These clubs will be required to meet SBC strategic objectives and targets for sport development to include: <ul style="list-style-type: none"> - Increasing participation - Workforce development

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	<ul style="list-style-type: none"> - Commitment to quality standards - Improvements to facilities, or retaining existing standards.
4. To support the development of local leagues and clubs to meet their needs within Swale	4.1. Support formal and informal participation programmes at clubs, which contribute to the achievement of SBC sport development objectives and the Swale Sport and Physical Activity Framework 2012 – 2017 'Move Ourselves'.
	4.2. Utilise a Community Asset Transfer Policy, which supports community management and ownership of assets to local clubs, community groups and trusts.

Conclusion:

The Playing Pitch Strategy seeks to provide guidance for planning decisions made across Swale during the life of the document.

By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy the objectives of the PPS and the current and future sporting and recreational needs of Swale 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 and read alongside the Swale Indoor Facility Strategy, is engaged with partners and encourages partnerships to be developed, to ensure that playing pitches and 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. The Strategy is intended to be flexible and regularly updated using the accompanying database tools provided.

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PART 1: INTRODUCTION

This is the Playing Pitch Strategy for Swale. Building upon the preceding Assessment Report, it provides a clear, strategic framework for the maintenance and improvement of existing playing pitches and ancillary facilities between 2015 and 2025. This Strategy, covering the sports of football, rugby union, cricket and artificial grass pitches (AGPs) will be capable of:

- ◀ Providing a clear framework for all playing pitch providers, including the public, private and third sectors;
- ◀ Clearly addressing the needs of all identified sports within the local area, picking up particular local demand issues;
- ◀ Addressing issues of population growth, and or major growth/regeneration areas up to 2025;
- ◀ Addressing issues of cross boundary facility provision;
- ◀ Addressing issues of accessibility, quality and management with regard to facility provision;
- ◀ Standing up to scrutiny at a public inquiry as a robust study;
- ◀ Providing realistic aspirations which are implementable within the local authority's budgetary position and procurement regime.

It has been developed during a period of reduced and diminishing Council resources. SBC will seek to address shortfalls in provision resulting from current and future demand (as a result of population growth) with developers, facility providers in the public, private and voluntary sectors, NGB's and other interested parties as resources allow.

1.1: Vision

The vision for this strategy reflects the national, regional, county and local policies. In particular, it is consistent with aspirations to improve health and well being by increasing the number of people who are physically active and will help to transform sport. In keeping with the key themes of the 'Sport and Physical Activity Framework for Swale 2012-2017 - Move Ourselves', the vision for Swale is:

To ensure that the people of Swale have access to high quality appropriate sporting facilities so they are motivated to be more active and healthier and reach their potential

This strategy will help in identification, and prioritisation, of outdoor sports facilities that are of local and Borough-wide significance and guide Swale Borough Council and its partners to work collaboratively (i.e., reduce duplication and competition), identify and use limited resources to optimum effect.

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1.2: Structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Swale and provides:

- ◀ A strategic framework for provision, development, improvement, maintenance, and, as appropriate, rationalisation of the playing pitch facility stock.
- ◀ A strategic vision for the future improvement and prioritisation of playing pitch facilities (including ancillary facilities).
- ◀ Robust evidence to support work on the Swale Draft Core Strategy (2015).
- ◀ A management options action plan (highlighting key objectives that Swale Council could undertake in order to enhance and develop their current and future playing pitch provision.)
- ◀ A site-specific action plan (where action is deemed necessary to maintain or improve quality and accessibility of playing pitches).

The Strategy and Action Plan recommends a number of priority projects for Swale, which should be implemented from 2015 to 2025. It also takes account of other facility providers (i.e., private clubs and independent schools). It provides a framework for improvement and, although resources may not currently be in place to implement it, partners and possible sources of external funding have been identified.

There is a need to build key partnerships with schools, 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. This document provides clarity about the way forward, and allows the Council to focus on key issues that it can directly influence and address.

The site-by-site Action Plan provides recommended actions for each site, based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement.

1.3: Strategic framework for playing pitch facility improvements

The objectives 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.

1.4: 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.

The following section summarises the key strategic documents relevant to this Strategy and link, where appropriate, to the aims and objectives set out later.

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National Planning Policy Framework

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

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

Under the promoting healthy communities theme, it is set out 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 and qualitative deficiencies and surpluses in local areas should also be identified. This information should be used to inform what provision is required in an area.

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

- ◀ An assessment has been undertaken, which has clearly shown the site to be 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 still required to carry out a robust assessment of need for open space, sport and recreation facilities. We advocate that the methodology to undertake such assessments should still be informed by best practice including Sport England's Towards a Level Playing Field (TALPF) and PPG17. Despite the latter being replaced by the NPPF it still offers relevant guidance on undertaking a needs assessment; which our own expert understanding and knowledge in this area can enhance.

Sport England

A Sporting Future for the Playing Fields of England

It is Sport England's policy to object to any planning application, which will result in the loss of a playing field, unless it meets one of five exceptions as defined in A Sporting Future for the Playing Fields of England. Protection of playing fields was further enhanced in 1998 with Circular 9/98 (replaced in 2009 by Circular 02/09) which stipulates that where a local authority is minded to grant planning permission against Sport England's advice on land owned by a local authority or used for educational purposes, then the application should be referred to the relevant Government Office for possible 'call in'.

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As a statutory consultee for the loss of playing fields, Sport England is a key partner. Regional planning officers should be kept informed of developing projects/schemes and can provide essential guidance and advice throughout the process, not just at planning application stage.

Sport England Strategy

The vision is for England to be a world leading sporting nation where many more people choose to play sport. There are five strategic themes including:

- ◀ Maximise value from current NGB investment
- ◀ Places, People, Play
- ◀ Strategic direction and market intelligence
- ◀ Set criteria & support system for NGB 2013-17 investment
- ◀ Market development

Sport England Youth and Community Strategy 2012 – 2017

Launched in January 2012 the strategy sets out how Sport England will invest over one billion of National Lottery and Exchequer funding during the five-year plan period. The investment will be used to create a lasting community sport legacy by growing sports participation at the grassroots level following the 2012 London Olympics.

The aim by 2017 is to ensure that playing sport is a lifelong habitat for more people and a regular choice for the majority. A specific target is to increase the number of 14 to 25 year olds playing sport. To accomplish these aims the strategy sets out a number of outcomes to achieve:

- ◀ Every (4,000) secondary school in England will be offered a community sport club on its site with a direct link to one or more NGBs, depending on the local clubs in its area.
- ◀ County sports partnerships will be given new resources to create effective links locally between schools and sport in the community.
- ◀ All secondary schools, who wish to do so, will be supported to open up, or keep open, their sports facilities for local community use and at least a third of these will receive additional funding to make this happen.
- ◀ At least 150 further education colleges will benefit from a full time sports professional who will act as a College Sport Maker.
- ◀ Three quarters of university students aged 18-24 will get the chance to take up a new sport or continue playing a sport they played at school or college.
- ◀ A thousand of our most disadvantaged local communities will get a Door Step Club.
- ◀ Two thousand young people on the margins of society will be supported by the Dame Kelly Holmes Legacy Trust into sport and to gain new life skills.
- ◀ Building on the success of the Places People Play, a further £100 million will be invested in facilities for the most popular sports.
- ◀ A minimum of 30 sports will have enhanced England Talent Pathways to ensure young people and others fulfil their potential.

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National governing bodies of sport

Consideration has been given throughout the Assessment Report and the Strategy to national governing body facility strategies. A summary of each is summarised below.

The Football Association (FA) Strategic Plan 2011 - 2015

The recently published new National Facilities Strategy (2013 – 2015) sets out the FA's long-term vision for development of facilities to support the 'National Game'. It aims to address and reflect the facility needs of football within the National Game (defined as all non-professional football from Steps 1-7 of the National League System down to recreational football played on open public space).. Facilities are considered to be crucial to the development of the game in England. One of the main issues raised by 'the Big Grassroots Football Survey' (by 84% respondents) was 'poor facilities'.

The FA's vision for the future of facilities in England is to build, protect and enhance sustainable football facilities to improve the experience of the nation's favourite game. It aims to do this by:

- ◀ Building - Provide new facilities and pitches in key locations to FA standards in order to sustain existing participation and support new participation.
- ◀ Protecting - Ensure that playing pitches and facilities are protected for the benefit of current and future participants.
- ◀ Enhancing - Invest in existing facilities and pitches, ensuring that participation in the game is sustained as well as expanded.

The Strategy commits the FA to deliver in excess of £150m (through the Football Foundation) into facility improvements in line with identified priorities:

- ◀ Natural grass pitches improved – target: 100.
- ◀ A network of new AGPs built – target 100.
- ◀ A network of refurbished AGPs – target 150.
- ◀ On selected sites, new and improved changing facilities and toilets.
- ◀ Continued small grants programme to address the modest facility needs of clubs.
- ◀ Ongoing support with the purchase and replacement of goalposts.

It also commits to:

- ◀ Direct other sources of investment into FA facility priorities.
- ◀ Communicate priorities for investment across the grassroots game on a regular basis.
- ◀ Work closely with Sport England, the Premier League and other partners to ensure that investment is co-ordinated and targeted

Swale is a priority area for the FA particularly in relation to ensuring there are appropriate facilities across the Borough to service all forms of the game through a programme of improvements to existing stock and development of new stock to address the deficiencies and facility limitations.

On-going engagement with the FA is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should further engage with the FA Regional Facility Manager (South East) as part of the delivery of this Strategy.

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Rugby Football Union (RFU)

The National Facility Strategy 2013-2017 provides a framework for the development of high-quality and well-managed facilities that will help to strengthen member clubs and grow the game in communities around them. In conjunction with partners, it will assist and support clubs and other organisations to 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 470 grass root clubs and 1500 players there is a continuing need to invest in community club facilities in order to:

- ◀ Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by the legacy of 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.

The priorities for investment that met the needs of the game for the previous strategy period remain valid. These are to:

- ◀ 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 AGPs pitches that deliver wider game development

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

- ◀ To 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

On-going engagement with the RFU is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should further engage with the RFU Regional Funding and Facilities Manager (South East) as part of the delivery of this Strategy.

England and Wales Cricket Board (ECB)

Grounds to Play, ECB Strategic Plan (2013 – 2017) continues to focus on four pillars, as identified in the previous strategy, Building Partnerships. The pillars are:

- ◀ Energising people and partnerships to deliver national goals at local level:
 - ◀ Having streamlined the management of ECB and established the County Boards, where feasible, services currently provided from the centre will be transferred to County Boards;

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- ◀ Enhance asset growth through continuing interest free loans to community clubs, expanding NatWest Cricket Force, seeking to support corporate or public sector cricket grounds under threat of closure through the England and Wales Cricket Trust, and seeking to expand partnerships for Indoor Cricket.
- ◀ Vibrant domestic game.
- ◀ Enhancing facilities, environments and participation:
 - ◀ The focus of this plan will be on providing facilities to sustain participation levels rather than a focus on a substantial increase in participation;
 - ◀ The Cricket Foundation's 'Chance to Shine' programme has been an outstanding success in reintroducing cricket into state schools. ECB will prioritise investment in the programme;
 - ◀ To further expand club/ school links and position the cricket club at the heart of the community, ECB will provide £1.5 million per annum capital improvement grants to local clubs that make their club facilities available to the local community and to local schools.
- ◀ Successful England teams.

The following actions executed during the duration of Building Partnerships provide a strong base for this new plan. Actions include:

- ◀ Streamlining ECB governance
- ◀ Building participation by more than 20% per annum (as measured through ECB focus clubs and County Boards)
- ◀ Developing women's cricket
- ◀ Attracting volunteers
- ◀ Expanding cricket's spectator base
- ◀ Introducing grants and loans to clubs
- ◀ Developing disabilities cricket

The theme of this plan therefore progresses to Grounds to play and it is in the areas of facilities and coaches where ECB investment will be focussed. Partnership funding and support will play a key role in the delivery of actions and maintaining the strength of the pillars.

On-going engagement with the ECB is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should further engage with the Regional Funding and Facilities Manager (London and East) within the ECB as part of the delivery of this Strategy.

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England Hockey (EH)

'A Nation Where Hockey Matters'¹

There are five core themes to EH current Vision & Strategy;

1. Grow our Participation
2. Deliver International Success
3. Increase our Visibility
4. Enhance our Infrastructure
5. Be a strong and respected Governing Body

EH promote its facility guidance which is intended to assist organisations wishing to build or protect hockey pitches for hockey. It identifies that many existing hockey AGP's 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 AGP's for a number of sports. EH are seeking to invest in, and endorse clubs and hockey providers who have a sound understanding of the following:

- ◀ Single System – clubs and providers who 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.

On-going engagement with England Hockey is an important part of the sustainability and implementation of the Playing Pitch Strategy. The Council should further engage with the Relationship Managers (Kent, Sussex & Surrey) within England Hockey as part of the delivery of this Strategy.

1.4: Local context

Strategy	Summary	Relevance to PPS
Corporate Plan - Small Government: Big Society	It focuses on areas of change and improvement rather than attempting to cover everything the council does. Its key values are: <ul style="list-style-type: none"> ◀ Fairness - being objective to balance the needs of communities. ◀ Integrity - being open, honest and taking responsibility. ◀ Respect - embracing and valuing the diversity of others. ◀ Service - delivering high quality, cost effective public service. ◀ Trust - delivering on promises to each other, customers and partners. 	Priorities include 'developing a framework for sport and physical activity in Swale'

¹ <http://www.englishockey.co.uk/page.asp?section=1154%A7ionTitle=Vision+and+Strategy>

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Strategy	Summary	Relevance to PPS
Sustainable Communities Plan - Priority Swale	<p>The aim of this Plan is to provide a direction for Swale and is relevant to everybody who lives, works and visits the Borough and it:</p> <ul style="list-style-type: none"> ◀ Sets out a vision for Swale to encourage a common purpose and aspiration for the future of the Borough. ◀ Identifies the priorities to help guide organisations who will deliver change, especially local authorities and other public agencies. ◀ Provides a clear picture to the outside world of what is important to the residents of Swale. ◀ Ensures that the priorities are clear and funding is spent in the right way. 	Policy objective includes 'to reduce crime and anti social behaviour and to provide accessible, healthy, safe but interesting public spaces and recreation facilities where there are fulfilling opportunities for everyone'
Sustainable Community Strategy – Ambitions for Swale (Section – Ambitions for Health)	<p>The Strategy sets out a statement of the kind of place that they want Swale to be in the future, and provides a basis for local organisations to work together to improve the social, economic and environmental prospects for the Borough.</p> <p>Swale exhibits significant health inequalities, reflecting the economic divergences that exist between the most disadvantaged wards (on the Isle of Sheppey and in Sittingbourne) and the more affluent parts of the Borough. Ambitions for Swale seeks to reduce these inequalities, improving the health outcomes for those in the Borough have most deprived communities.</p>	One of its eight priorities include 'ambitions for Culture, with diverse sporting, leisure and cultural opportunities for all'
Open Space Strategy (2009 – 2014)	Its aim is to maximise the potential, transforming perceptions and re-engaging communities with the inherent 'Spirit of Swale'. The vision will reflect a confident, contemporary and innovative approach to sustainable design and management and provide a refuge for biodiversity.	'Provides a guide in the development of a strategy for future development of different types of open space (including outdoor sports facilities), and serves as evidence to support the Council's requirements for contributions from developers where planned developments create an additional demand for different types of space'.

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Strategy	Summary	Relevance to PPS
Swale Draft Core Strategy 2015	<p>The Draft Core Strategy details the development plans and planning policy for Swale over the next 20 years. It promotes an employment led plan supported by other developments through sustainable growth. Ultimately the aim is for a better efficiency and self-containment.</p> <p>The Council's vision is that by 2031 Swale will be known by the fruits of its endeavour. Key to achieving the vision is the delivery of 12 strategy objectives:</p> <ul style="list-style-type: none"> ◀ Adapt to climate change with innovation, reduced use of resources, managed risk to our communities and opportunities for biodiversity to thrive. ◀ Use coastal assets to support a strong economy and a sustainably managed environment. ◀ Support economic success and improve community wellbeing with a network of maintained, protected and improved natural assets in town and country. ◀ Use historic and natural assets to drive regeneration, tourism and environmental quality. ◀ Strive for high quality design to bring better quality of life and self-confidence to communities. ◀ Support sectors that can build on strengths, diversify economy, promote investment in skills, and develop distinct opportunities in pursuit of greener and pioneering technologies. ◀ Bring economic growth, regeneration and community development, especially to the most deprived communities. ◀ Support farming and food sectors so that they are at the forefront of increasing food security, reducing food miles and increasing local food consumption. ◀ Provide the right housing to support regeneration and stronger, greener communities. ◀ Develop tourism and culture to support regeneration, employment growth, communities and environmental management. ◀ Improve prosperity and environmental quality with efficient and sustainable transport networks. ◀ Ensure timely delivery of the services and infrastructure to support strong communities. <p>Chapter 7.14 of the Core Strategy sets out the Open Space and Recreation Standards for Swale. It states that the main role of the planning system is to ensure there is enough accessible provision that is managed and maintained to a sufficient quality.</p> <p>Policy DM17 details the proposals for new developments in order to meet open space, sports and</p>	<p>Key planning principles include 'Health and well-being – protecting and enhancing health facilities and promoting healthy living Spaces' and 'Community Facilities provision – making the best use of existing community facilities and public utilities and ensuring new provision where necessary to meet the needs of new development'</p>

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Strategy	Summary	Relevance to PPS
	recreational needs. It states that where developments will result in a shortfall of provision, developer funding will be sought. The policy also identifies the need to address identified deficiencies of formal outdoor sport facilities in Faversham and the Isle of Sheppey.	

Strategy	Summary	Relevance to PPS
A Sport and Physical Activity Framework for Swale 2012-2017 - Move Ourselves	The framework sets out a vision for sport and activity for Swale and includes the main priorities over the next five years. It has been set up as a tool to try and encourage people to be fit and active. It categorises each sport and physical activity (SPA) into either 'unstructured and informal SPA' which includes sports and activities such as leisure walking, dance and leisure cycling or 'structured and formal SPA' including ones such as club sports, school sports/physical education and fitness training. Swale residents, schools, businesses and various other stakeholders were asked about their needs and priorities and it found that "71% of people would like to do more sport and physical activity".	'Targeted activities including football will be focus as well as target groups (to increase participation) and target places; areas of deprivation, local sports clubs and schools'

1.5: Neighbouring authorities

A comparison of the neighbouring local authorities Playing Pitch Strategies has not been undertaken as these are not robust and up to date. However, contact has been made with neighbouring authorities where possible.

1.6: Local context Sport Participation trends

The Sport England Active People Survey (APS5, 2010/11), as highlighted in the PPS assessment report (3.1.), identified that only 31.4% of the Swale population take part in sport at least once a week for 30 minutes which is below the regional (Kent 33.5%) and National Averages (34.8%). In addition 6.2% of the Swale population volunteer in sport for at least 1 hour per week, 22.8% of the population are members of a sports club and 13.1% have received tuition from a coach in the last twelve months all of which are below regional and national averages. The only exception to these low participation trends is in competitive sport where 14.6% of the Swale population have taken part in organised competitive sport in the past 12 months which is higher than the national average (14.3%) but lower than the regional (15.1%). It is important that the lower than average participation trends for Swale are taken into account within the context of playing pitch provision to ensure that potential barriers to entry aligned to location, accessibility, visibility, and quality of new and existing playing pitches are effectively addressed to help increase participation.

1.7: Market segmentation trends

The assessment report (section 3.2.) highlighted that the largest market segments in Swale are "Philip", Comfortable Mid-Life Males, who make up 9.7% of the Swale population and "Tim", Settling Down Males, who make up 9% of the population. In addition there is a large market segment of older adults in Swale represented by "Roger and Joy" (early retirement couples 8.8%) and Elsie and Arnold (retirement home singles

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8.6%). The preferred sports for these dominant segments are cycling, keep fit/gym, swimming, with Football being more popular among Tim's and Philip's and Bowling more popular among the older segments (Roger, Joy, Elsie and Arnold). A key consideration for the council and community sports clubs within Swale will be how these dominant market segments are being catered for within the operational mix of sports provision being provided across the playing pitch sports and associates sites.

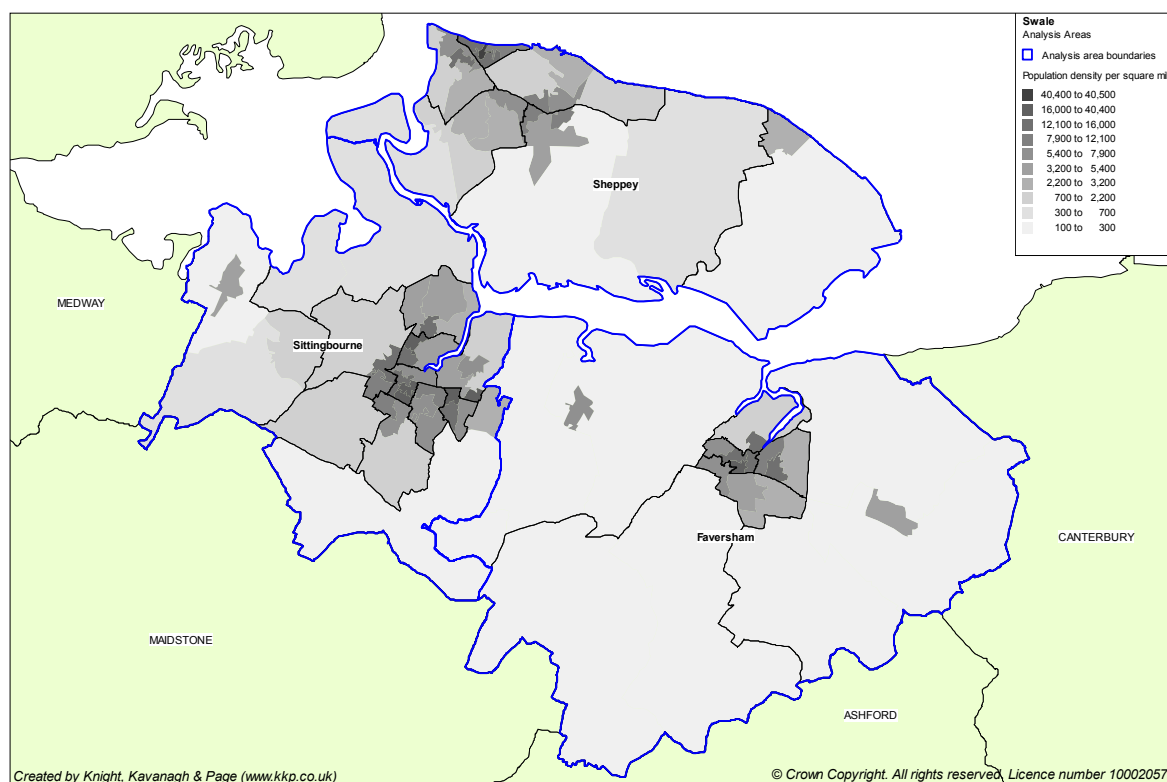
1.8: Sub area analysis

Analysis areas

For mapping purposes and audit analysis, Swale is divided into three analysis areas or sub-areas (to reflect council boundary areas and the analysis areas used in the previous PPP in 2008). These allow more localised assessment of provision and examination of facility surplus and deficiencies at a local level. Use of analysis areas also allows local circumstances and issues to be taken into account. Swale is therefore, broken down into the following areas:

- ◀ Faversham
- ◀ Sheppey
- ◀ Sittingbourne

Figure 4.1: Analysis areas in Swale



The PPS assessment report and strategy has applied both area (Swale) and sub-area analysis to identify common issues and priorities across the PPS sites, sports and the geographical area.

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1.9: Area measurements and standards

All PPS assessments report data and analysis has been undertaken using standards that adhere to the latest and relevant Sport England and NGB guidance. For example the Rugby audit of current provision only assessed dedicated line marked pitches to the area measurements outlined in the Towards a Level Playing Field (TLPF) methodology which identifies that a Rugby pitch is 144m x 69m and a junior pitch is 70m x 43m.

1.9.1. FA Youth Development Review

The FA has consulted widely and has been encouraged to produce national pitch sizes for mini soccer (5v5 and 7v7), Youth football 9v9 and 11v11) and over 18 senior football (11v11). This will see an increased use of small-sided games for all age groups up to U12s. This will allow children to progress gradually through age-appropriate formats. The entry point for U7s and U8s will be the 5v5 game. U9s and U10s will then step up to 7v7, followed by a new 9v9 level for U11s and U12s.

Table 1.1: Summary of each step and the appropriate pitch and goal sizes

Age	Format	Pitch size without runoff (Length x width yards)	Pitch size including runoff ² (Length x width yards)	Recommended size of goal posts (Height x width ft.)
Mini soccer U7/U8	5 v 5	40 x 30	46 x 36	6 x 12
Mini soccer U9/U10	7 v 7	50 x 40	66 x 46	6 x 12
Youth 11/12	9 v 9	80 x 50	86 x 56	7 x 16
Youth 13/14	11 v 11	90 x 55	96 x 61	7 x 21
Youth 15/16	11 v 11	100 x 60	106 x 66	8 x 24
Youth 17/18	11 v 11	110 x 70	116 x 76	8 x 24
Over 18 (senior ages)	11 v 11	110 x 70	116 x 76	8 x 24

Playing smaller-sided games has been proved to give children an increased number of touches of the ball, while providing more goals and scoring attempts, more one-v-one encounters and more chance to attempt dribbling skills. It is this increased contact time with the ball that the FA believe will help children enjoy the game more while providing them with better preparation for the 11-a-side a game.

The introduction of 9v9 football, by the FA, is designed to help bridge the gap between mini soccer at U10s and 11-a-side at U11s and will see the introduction of a new intermediate sized pitch. The FA report where there is limited space, there is the ability to mark out 9v9 pitches across a full size pitch.

It is identified that 15 9v9 pitches are needed to satisfy demand (based on 27 teams currently competing in Swale aged U11) in Swale. There are no major issues identified in relation to the future provision of 9v9 pitches in Swale.

² Including runoff (safety area around pitch)

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Through marking out two 9v9 pitches on one senior pitch this will thus help to meet the shortfall of junior pitches identified at peak times. However, specific 9v9 goals (recommended size 7 x 16 ft.) would be required. Funding for the purchase of new 9v9 goalposts is available through the Football Foundation: (<http://www.footballfoundation.org.uk>).

The proposals became mandatory from 2013/14 season.

PART 2: SUMMARY FROM THE ASSESSMENT REPORT

This section summarises the key findings from the Assessment Report. The Strategy has been developed in recognition of the consultation findings whilst drawing upon a core series of objectives that should be applied across the board and should not be attributed to any one particular type of facility.

2.1 Football

- ◀ There are a total of 244 teams playing on pitches in Swale.
- ◀ The audit identifies 38 sites available for community use, providing a total of 96 pitches. The 30 sites identified as having no community use accounts for 44% of total pitch provision.
- ◀ There is generally good geographical distribution of football pitches across Swale enabling the majority of the population to access a community pitch within a 15-minute drive time (see appendix five in the assessment report). There are some areas, particularly on Sheppey and around Faversham, that sit on the periphery of a 15 minute drive time catchment area of a football pitch for example Conyer, Uplees,, Graveney and Leydown-on-sea.
- ◀ In general the quality of pitches across Swale is deemed to be 'adequate'. League consultation indicates that pitch quality often deteriorates towards the end of the playing season due to overplay on local authority pitches.
- ◀ The ancillary facilities (changing rooms) at football sites are generally adequate with a few sites that include Sittingbourne Recreation Ground, Kemsley Recreation Ground (both two pitch sites) and King George V Playing Field, Queensborough (one pitch site) recorded as not having any ancillary provision. As a result, players often change close to the pitch or in the car park. Whilst at present it does not enforce the need for access to such provision, the League is considering a requirement that all teams have access to onsite changing. 24% of clubs expressed that having access to better ancillary facilities would result in them fielding more teams.
- ◀ Swale's largest population market segments consist of "Tim" (settling down males) and "Philip" (comfortable mid-life males) market who are more likely to participate in Football. Despite this football participation in Swale has remained static with 61% of clubs responding that senior teams fielded have stayed the same, with only a quarter of clubs (26%) reporting that the number of senior teams has increased and 13% reporting a decrease.
- ◀ The average number of football teams per club for Swale (1: 3.4 ratio) is above the national average of 1:2.8 and in line with the regional trend (1:3.4).
- ◀ Six clubs report that if more pitches were available at their home grounds (1.5 senior, 4 junior and 3.5 mini pitches) they would be able to collectively create 18 new teams. Latent demand does not necessary mean that more new pitches need to be created but that the capacity of existing pitches could be increased to meet demand.

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- ◀ Sport England's Facilities Planning Model Report (2012) provides a 'global' simplistic picture of the adequacy of provision to meet demand in by 2031. This identifies an oversupply of around two AGPs in Swale in 2012 and up to 3 pitches in 2031. However, this supply/demand balance does not take into account a number of factors including the location, nature, quality and accessibility of provision in relation to demand, facilities in neighbouring areas and the cross boundary movement of demand.
- ◀ When taking into account population projections for Swale it is anticipated there will be a further 16.7 teams by 2025. These are most likely to occur in the Sittingbourne area with an additional 9.3 senior teams and 13.2 junior teams by 2025.
- ◀ The PPM Model (see appendix 2) identifies that currently there is a surplus of 28 senior pitches in Swale (in particular within Sittingbourne and Faversham) and a deficiency of junior (-26) and mini pitches (-3.5). These figures however need to be taken in context for instance junior teams in Swale (aged 13 upwards) prefer to play on a senior pitch and therefore a large proportion senior pitches should be retained for junior play. In addition the current oversupply of senior pitches is generally aggregated spare capacity across primary education sites where spare capacity is greatest due to these sites only being used for one or two matches per week.
- ◀ The PPM Model identifies that by 2025, it is anticipated there will be a surplus of 19.5 senior pitches particularly in the Faversham and Sittingbourne analysis areas. There is a predicted deficiency of junior pitches (-33.9) across all analysis areas and a deficiency of mini (-6.0) pitches in three analysis areas; Sheppey, Sittingbourne and Faversham. Increasing access to education sites that are not currently available for community use could help to address the current and predicted shortfall of junior and mini pitches.
- ◀ In general the current playing pitch stock should be protected, with some rested to provide a strategic reserve and protection of overall quality, consideration should be given to changing the designation of some senior pitches to cater for junior and mini football. After taking into account latent demand there is a need to provide more junior and mini pitches across the Borough.

2.2 Cricket

- ◀ There are 28 cricket pitches, of which 25 (88%) are available for community use in Swale, accommodating 101 teams (including seniors and juniors).
- ◀ When analysing a 15 minute service area drive time of existing pitches (see appendix six in the assessment report) there is generally good access across Swale with a gap in provision to the North of Faversham in Conyer, Uplees and Graveley which sit on the periphery of the 15 minute catchment area.
- ◀ 84% of Cricket clubs have reported that participation levels amongst their senior and junior teams have remained static over the previous three years. Despite static growth there are good levels of participation with six clubs fielding more than two junior teams. Bapchild CC accommodates the largest number of junior teams with 10.
- ◀ Site assessments generally score the quality of pitches as good. Two pitches; Queen Elizabeth Grammar School and Westland's School are rated as poor quality. These sites are not currently available for community use.
- ◀ There is generally an acceptable standard of changing accommodation available at cricket clubs across Swale with nearly half of clubs (46%) rating the quality of their ancillary facilities as good. Changing facilities at three sites; Davington Priory,

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Shurland Meadow and Bredgar Recreation Ground are noted by users as being poor quality.

- ◀ Macknade and Davington Priory cricket clubs express demand for additional cricket training facilities. Munster (Sheppey) CC reports demand for better quality outdoor artificial nets to support its pre season/winter training.
- ◀ Analysis of match play indicates a number of sites (17 in total) that have spare capacity to accommodate additional play. However, five sites are deemed to be overplayed primarily due to the number of teams (both senior and juniors) using the sites each week. Where this is due to junior play i.e., Rodmersham Cricket Club provision of artificial wickets at sites would help to reduce overplay.
- ◀ When analysing future population projections for Swale it is anticipated there will be a further 9.4 senior teams (6 in Sittingbourne) and 5.8 junior teams (3 in Sittingbourne) by 2025.
- ◀ In order to meet the current and future shortfall of cricket pitches there is a need for additional cricket pitch provision; particularly in the Sittingbourne Analysis Area (where four sites are overplayed).
- ◀ Whilst there is a small shortfall of pitches in Faversham analysis area, this could potentially be accommodated at Queen Elizabeth Grammar School (the site provides one cricket pitch which is poor quality and is not available for community use). Consultation reports identify that the School has plans in the future to relocate the cricket pitch to ensure provision is available throughout the cricket season.
- ◀ The PPM analysis of cricket pitches (see appendix 2) shows a current deficiency of -6 pitches in the provision at peak times in all areas. These shortfalls are due to the significant amount of adult matches occurring on a Saturday (71% of adult matches) during the week. The greatest shortfall is in the Sittingbourne analysis area. There will be a greater shortfall of -10.4 cricket pitches by 2025 with the greatest deficiency being in Sittingbourne (-6). However, if trends continue it is likely that increasing access to education sites (as oppose to new provision), where possible, could help to satisfy future demand for Cricket.

2.3 Rugby Union

- ◀ In total, there are 14 rugby union pitches (eight senior and six mini pitches) located across three sites that are available for community use in Swale. In addition, there are three senior rugby union pitches not available for community use located at educational sites within the Faversham and Sittingbourne areas (Queen Elizabeth Grammar School, The Abbey School and Sittingbourne Community College Sports Centre).
- ◀ In total, there are 28 rugby union teams playing across Swale (8 senior, 7 junior and 13 mini). Sheppey RFC accommodates the highest number of teams. The majority of training occurs on competitive grass rugby pitches (due to a lack of designated training facilities), which further adds pressure on pitches.
- ◀ The majority of the Swale population are within a 15 minute drive time of a Rugby pitch with community access (See appendix 7 in the assessment report) with a few areas such as Upchurch, Graveley, Conyer and Uplees sitting on the periphery of these catchment areas.
- ◀ Quality of pitch provision is in general deemed to be of a sufficient level.
- ◀ Temporal demand analysis identified the peak demand and use of pitches throughout the week. All adult competitive matches (100%) take place on Saturdays with four games per week. 100% of junior games (3.5 game per week) and mini games (3.25 games per week) are only played on a Sunday (100% of matches).

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- ◀ Sheppey RFC reports at peak times there is not enough changing provision to accommodate all teams. It has facility development plans in place that include an extension to the existing clubhouse.
- ◀ Team generation rates for senior men's rugby are better than national averages but there is no current provision for senior or junior female rugby in Swale, which is a potential area for participation development.
- ◀ When analysing future population projections for Swale it is anticipated that there will be an additional 4.2 teams (1.2 senior men, 1.1 juniors and 2 junior girls teams) by 2025.
- ◀ Sport England's PPM model identifies there a current and future surplus of senior and mini rugby pitches. The current surplus is attributed to spare capacity of existing sites in Swale with a surplus of 4 senior pitches (2.5 in Sittingbourne, 1.5 in Sheppey) and 2.8 mini pitches (1.3 in Sittingbourne and 1.5 in Sheppey). Future projections highlight a continued surplus of 3.4 senior pitches and 2.2 mini pitches by 2028.
- ◀ The surplus of senior pitches is attributed to the spare capacity of the rugby union pitches at Fulston Manor School (Cromers Corner Playing Field).
- ◀ Whilst there is an identified surplus of mini pitches recorded in the Sheppey sub-area the pitches at Sheppey RFC are used to capacity at peak time (Sunday) resulting in no surplus being recorded for peak time usage. As such, access to sites that provide rugby union pitches and are not currently available for community use could potentially satisfy demand from Sheppey RFC such as Sittingbourne College or Fulston Manor School both of which are situated an 18-minute drive from the club.
- ◀ It is likely that rugby union participation will increase in the Borough building up to the Rugby World Cup in 2015, which could be satisfied by existing provision, and ensuring school sites are available for community use.

2.4 Hockey

- ◀ There are six-floodlit full sizes AGPs in Swale. Three of these are suitable (sand filled) and available for competitive hockey; two are rated as good quality and one (Borden Grammar School) is rated as 'below average' quality.
- ◀ The three suitable sand filled AGPs for Hockey are all located in the Sittingbourne area resulting in people living in the Sheppey and Faversham sub-areas being further than a 15 minute drive time catchment area of a suitable Hockey facility with community use.
- ◀ The Faversham Ladies Hockey Club plays there competitive matches outside of Swale at Tower School, Hennington due to there being no sand filled AGP in the Faversham area. Given that a large proportion of players are from Faversham, the club would prefer to play in the Swale area.
- ◀ There is significant football use (for training) of all AGPs in Swale that further adds to the wear and tear of carpets/surfaces.
- ◀ The hockey clubs currently play in Swale (Gore Court and Old Bordenians) field a total of 20 senior teams.
- ◀ Borden Grammar School is currently operating at peak time capacity for hockey. Any additional growth from Old Bordenians Hockey Club could not be accommodated at the site and would further impact the poor quality of the pitch.
- ◀ Gore Court HC report latent demand equating to one senior men's team which cannot be accommodated at Westland's School which is also operating to peak time hockey capacity.

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- ◀ When analysing future population projections for Swale it is anticipated there will be a further 3.9 Hockey teams across Swale by 2025, all of which will be based in the Sittingbourne area.
- ◀ Sittingbourne Community College Sports Centre is not used for community use for hockey and as such offers potential spare capacity to accommodate latent demand expressed from clubs such as Gore Court HC.
- ◀ Sport England's Facilities Planning Model Report 2012 provided a 'global' simplistic picture of the adequacy of provision to meet demand by 2031. This identified an under supply (in 2012) of -0.2 AGPs in Swale. This undersupply is predicted to remain the same in 2031. It should be noted that this supply/demand balance does not take into account a number of factors including the location, nature, quality and accessibility of provision in relation to demand, facilities in neighbouring areas and the cross boundary movement of demand.

2.5 Schools

- ◀ There are 84 pitches (grass football, rugby, cricket and artificial grass pitches) located at schools in Swale. Of these 42 pitches are available for community use with over 50% (27) being based within Sittingbourne.
- ◀ Whilst a number of schools report their outdoor playing fields are available for community use, only a small proportion of these (six primary and seven secondary) are in actual use i.e. currently available and used for competitive community use.
- ◀ In the majority of instances, where pitches are available and in use, access to school changing accommodation is limited or non-existent.
- ◀ Overall quality of primary school pitch provision is good, with all categories receiving a score of either 'good' or 'average'
- ◀ The quality of secondary outdoor sports provision varies site by site. However, where there is poor quality provision there is also limited community use.
- ◀ The quality and quantity of outdoor sports facilities at school sites varies across Swale, but the majority of good quality sites are based in secondary schools.

2.6 Overall summary

In summary, the following are seen as the key priorities to tackle in the Swale Strategy:

- ◀ In general the current playing pitch stock should be protected, with some rested to provide a strategic reserve and protection of overall quality. Addressing the current and future latent demand for junior/mini football pitches, especially in the Sittingbourne area. This in part can be met through changing the designation of some of the senior pitches, that are identified as surplus, to junior or mini pitches to accommodate for the latent demand. Increasing access to education sites that are not currently available for community use could also help to address the current and predicted shortfall of junior and mini pitches.
- ◀ Meeting the current and future shortfall of cricket pitches, particularly in Sittingbourne Analysis Area. This could be tackled in a number of ways in including provision of non-turf wickets and maximising community use and spare capacity expressed at some school sites.(such as Queen Elizabeth Grammar school and Westland's school).
- ◀ Across the Borough there is a surplus of senior and mini rugby pitches. The surplus of senior pitches is attributed to the spare capacity of the rugby union pitches at

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Fulston Manor School (Cromers Corner Playing Field). Whilst there is an identified surplus of mini pitches recorded in the Sheppey analysis area an analysis of pitch capacity identifies the mini pitches at Sheppey RFC are in fact used to capacity at peak time (Sunday) and thus in reality there is no surplus at peak time. As such, access to sites that provide rugby union pitches and are not currently available for community use could potentially satisfy demand from Sheppey RFC such as Sittingbourne College or Fulston Manor School both of which are situated an 18 minute drive from the club.

- ◀ Ensuring demand for hockey is met on existing provision in Swale. There is a predicted current and future (2031) undersupply of AGPs (-0.2) in the borough (Sport England FPM model). The three suitable sand filled AGPs for competitive Hockey are all located in the Sittingbourne area resulting in people living in the Sheppey and Faversham sub-areas being further than a 15 minute drive time catchment area of a suitable Hockey facility with community use. There is significant football use (for training) of all AGPs in Swale that further adds to the wear and tear of carpets/surfaces. Additional provision of 3G pitches to service football demand would help to release capacity at key sand based AGPs for Hockey. Gore Court HC (based at Westlands School) has expressed latent demand equating to one senior mens team that could be catered for at the Sittingbourne Community College 3G sand filled pitch which at present has no Hockey usage.
- ◀ Refurbishment or replacement of AGPs at Isle of Sheppey Academy and Borden Grammar School in the next couple of years.
- ◀ Maximising community use of secondary school sites and where possible developing community use agreements with the twenty-nine schools sites that have pitches that are listed as being available for community use but are not currently being used by community clubs or teams.

PART 3: A STRATEGIC FRAMEWORK FOR FACILITY IMPROVEMENTS

3.1: Introduction

The following section provides a framework for the Council and its partners to maintain and improve the playing pitch facilities and to help address the key issues emerging from the Assessment.

The Strategy will also meet the three strategic objectives and overall vision of the Sport and Physical Activity Framework for Swale 2012-2017 - Move Ourselves, which would also be in line with National Planning Policy Framework Core Planning Principle 12.

3.2: Strategic objectives

The proposed vision is based upon a clear, achievable framework of strategic objectives (not in any priority and summarised in the text boxes below) which should be adopted as policy). A range of management objectives supports these. The management objectives need to be implemented to enable the policy objectives to be delivered. It is recommended that the Council adopt the following strategic objectives (as policy) to enable it to achieve the vision of the Strategy:

OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Swale

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PART 4: MANAGEMENT OBJECTIVES

The management objectives need to be implemented to enable the policy objectives to be delivered. It is recommended that the Council adopt the following management objectives across a range of departments to enable it to achieve the vision of the Strategy (note: not in any priority order):

OBJECTIVE 1

To address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)

- a. Regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.
- b. Rectify inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities in line with the Action Plan.
- c. Identify opportunities to add to the overall pitch stock to accommodate both latent and potential future demand.
- d. Prioritise new capital development projects from the action plan according to a range of core criteria (such as strategic need, sports development objectives, sustainability of provision and work with target groups)
- e. Work with facility providers to establish an approach to co-ordinate investment to address the community's needs, to target priority areas and to avoid/reduce duplication of provision.

Management objective (a) - Regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.

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

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Management objective (b) - Rectify inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities in line with the Action Plan.

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the Assessment Report through improvements to the current pitch stock and ancillary facilities. It is important that the current levels of pitch provision are protected, maintained and enhanced to secure provision now and in the future.

In general, the future deficiencies in provision identified in Swale can be overcome through maximising use of existing pitches through a combination of:

- ◀ Securing long term community use at school sites.
- ◀ Encouraging junior leagues to stagger kick off times or play some fixtures/age groups on a Sunday.
- ◀ The re-designation of pitches for which there is an oversupply.
- ◀ Improve pitch quality in order to improve the capacity of pitches to accommodate more matches.

However, there is a need to protect some senior pitches as this provides the flexibility to provide senior, junior or mini pitches (through different line markings/coning areas of the pitch). Furthermore the re-designation of all surplus adult pitches 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.

Although the Council is a lead partner in pitch provision, it should support the needs of all sporting clubs and bodies to work together to make the recommendations of this strategy a reality.

Latent demand, national changes in sport participation and proposed housing growth should be recognised and factored into future facility planning. Assuming an increase in participation and housing growth occurs, it will obviously impact on the future need for certain types of sports facilities. Sports development work also approximates latent demand that 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.

Latent demand is expressed for senior, junior and mini football as well as artificial grass pitches (accommodating latent demand for one senior hockey team from Gore Court Hockey Club) in Swale.

The Sport England Playing Pitch Model (PPM) used in the Assessment Report highlights an anticipated future surplus of senior football pitches in Swale (19.58 pitches). Whilst these predictions should not be used in isolation, it is in the main attributed to spare capacity across a large number of sites, some of which is significant. This type of surplus can be important to overall levels of participation in the context of using it to accommodate predicted growth in football participation.

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Furthermore surplus pitches allow for some space capacity to be allocated as strategic reserve enabling some pitches to be rested for the protection of 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 no 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 and should occur.

Table 4.1: Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	The needs of the game changed significantly from the 2013/14 seasons with the implementation of the FA Youth Development Review. As a result, pitch demands in the Borough changed. This could also see changes in the seasonal demand of pitches (youth football).	Consider re-allocating leases to 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 a key focus as there is still a decline nationally in the number of players in 11-a-side football.	Continually invest in the improvement of 'key centres' to improve ancillary facilities (see site by site action plan).
Cricket	Clubs have strong and active senior and junior sections which access a range of club facilities.	A number of clubs with large junior sections are likely to require access to additional pitches and to be supported to make improvements to ancillary facilities.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Rugby Union	The Rugby World Cup (2015) is predicted to see a further increase in the demand for rugby provision.	Clubs are likely to field more teams in the future, and therefore have a demand for more pitches. It is important, therefore, to work with the clubs to maintain the current pitch stock and to support facility development where appropriate.
AGPs	Demand for AGPs for football continues to increase. Provision of 3G pitches (IRB complaint) will help to reduce overplay of football and rugby pitches.	Carry out a Borough wide review of all training facilities to further establish demand for specific surface types.

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Management objective (c) - Identify opportunities to add to the overall pitch stock to accommodate both latent and potential 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.

Management objective (d) - Establish an approach to securing developer contributions which prioritises projects according to a range of core criteria.

It is important that this strategy informs policies and emerging supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development. The guidance should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate outdoor playing fields and sports grounds/courts and its subsequent maintenance towards the first ten years. A number of management objectives should be implemented to enable the above to be delivered:

- ◀ To continue to ensure that where playing field and sports ground/courts are lost, through alternative development or closure, that the type of sports facilities of the same or improved standard are provided to meet the continued needs of residents within the Borough.
- ◀ Where pitches are lost due to redevelopment of the site, compensatory re-provision or an equivalent contribution for re-investment into new pitches will be sought as appropriate in an alternative accessible location.
- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106 Agreement or equivalent must be completed specifying the amount which will be linked to Sport England's Building Cost Information Service from the date of the Planning Committee, and timing of the Contribution(s) to be paid.
- ◀ Some contributions may need to be ring fenced for use according to the particular terms of the Planning Obligation, where there is opportunity to improve the appropriate sporting facility within the local vicinity. However, for some sports such as for example cricket and rugby a "central pot" for developer contributions across the local authority area may be necessary for the particular sport.
- ◀ External funding should be sought/secured to achieve maximum benefit from the investment into appropriate playing pitch facility enhancement and its subsequent maintenance .
- ◀ Where new multiple pitches are provided, appropriate changing rooms and associated car parking should be located on site.

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Management objective (e) - Work with facility providers to establish an approach to co-ordinate investment to address the community's needs, to target priority areas and to reduce duplication of provision.

Some investment in new provision will not be made by Councils directly, it is important that the Council therefore seeks to direct and lead a strategic and co-ordinated approach to facility development by schools, colleges, sports clubs and the commercial sector to address community needs whilst avoiding duplication of provision. In delivering this objective the Council should maintain a regular dialogue with local partners and through existing networks.

OBJECTIVE 2

To address issues of accessibility, quality and management with regard to facility provision

- f. Adopt a Borough wide quality standard.
- g. Adopted a tiered approach to the management and improvement of facilities which allows for facility developments to be programmed within a phased approach including ancillary facilities such as changing accommodation and car parking.
- h. Invest in key strategic multi-pitch/sport sites.
- i. Projects should seek to improve pitch/surface quality as a priority.
- j. Prepare funding packages as appropriate to secure improvements to key strategic sites.

Management objective (f) – Adopt a Borough wide quality standard

To support achievement of this objective, the Council should adopt the following quality standard for provision, to be achieved by 2025:

'All outdoor sports pitches should achieve a quality score of 55% and/or be rated as adequate quality' by 2016 and of 64% to good quality by 2025 (all sites to meet a good quality standard)

Priority in the short term (given limited resources) should be directed to poor quality sites. This standard, based on an achievable target using existing quality scoring to provide a baseline, should be used to identify deficiencies and hence investment should be prioritised to those sites which fail to meet the proposed quality standard (using the site audit database, provided in electronic format). The policy approach to these outdoor recreation facilities achieving these standards should be to enhance quality and therefore the planning system should seek to protect them.

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Good quality refers to facilities that have, for example, good grass cover, an even surface, are free from vandalism, litter etc, have access for disabled people and are supported by good quality ancillary facilities including changing accommodation, toilets and car parking. While “adequate” quality refers to facilities that have, for example adequate grass cover, minimal signs of wear and tear, reasonable changing accommodation and the goalposts may be secure but in need of minor repair. Please refer to the Sport England quality assessments.

Management objective (g) – Adopt a tiered approach to the management and improvement of facilities which allows for facility developments to be programmed within a phased approach including ancillary facilities such as changing accommodation and car parking

Swale has a small number of ‘key centres’, which are sites which are considered to be the most popular and therefore need to be of a high standard in order that they can accommodate a sufficient number of matches per week. This applies mainly to football pitch hire. However, the Council should extend this provision model to recognise the supply and demand issues identified throughout the Assessment Report (i.e. current levels of overplay) and the investment necessary to improve sites based on current levels of usage. The identification of sites is based on their strategic importance in a Borough-wide context (i.e., they accommodate the majority of play). In addition to this, there are a number of sites which have been identified as accommodating both senior and junior matches, sometimes concurrently. Not only could such sites require a mixture of mini, junior and senior pitches, but they also require split-level ancillary facilities, in order to maximise their usage at all times.

In the context of developing a tiered model approach to the management of sports facilities, Swale has a number of multi-team junior clubs which place a great demand on the pitch stock i.e., Sittingbourne Lions Junior FC. Therefore, there are a number of sites which are still owned and maintained by the local authority, but are actually booked by the clubs for the entire season. The sites are then recognised as the ‘home ground’ of the club. Such sites are fundamentally different from those which can be hired on a regular basis because they are, in effect, ‘allocated’ to a certain club and management responsibility, in terms of allocating teams to pitches, is transferred to the individual club.

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Table 4.3: Proposed tiered site criteria

Strategic site	Key Centres	Club/Education Sites	Strategic Reserve Sites
Strategically placed in the Borough.	Strategically placed in the local authority context.	Strategically placed in the local context.	Strategically placed in the local context.
Accommodates five or more pitches.	Accommodates three or more pitches.	Accommodates more than one pitch.	Likely to be single-pitch site with limited demand.
Single or multi sport provision.	Single or multi sport provision.	Single or multi sport provision.	Supports informal demand and/ or training etc.
Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned	Management control remains within the local authority or with an appropriate club on a lease arrangement.	Club either has long-term lease/hires the pitch for the entire season or owns the site. Management control remains within the local authority/other provider or with an appropriate lease arrangement through a committee or education owned	Management control remains with the Council or existing management body.
Special maintenance in conjunction with NGBs.	Special maintenance in conjunction with NGBs.	Maintenance can be either by the club or remain with the local authority.	Maintenance should remain with the local authority or existing management body.
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).	Appropriate access changing to accommodate as required.

Strategic sites such as Sittingbourne Community Sports Centre, King Georges Playing Field (The Mount) and King Georges Playing Field (Queenborough) will seek to accommodate the growing emphasis on multi sports venues. Provision should be promoted as centres of excellence for outdoor sports. Ideally there should be one sports hub in each area (Faversham, Sheppey and Sittingbourne) and each should accommodate, as a minimum, for junior/mini football, cricket, rugby and hockey i.e., AGPs.

Funding for these sites will, most often, require multi-funding packages. The Borough Council should seek to invest in capital projects where multi-partner involvement adds substantially to the value for money obtained by the Borough. A move towards sports hubs may need to support the rationalisation of low value pitch sites.

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

Key Centres such as Woodstock Park, Kemsley Recreation Ground and Festival Playing Fields already seek to accommodate the growing emphasis on football venues catering for both senior and junior (especially mini-soccer) matches. The conditions recommended for junior football are becoming more stringent. This should be reflected in the provision of a unique tier of pitches for junior football solely that can ensure player safety, as well as being maintained more efficiently. It is anticipated that both junior and mini-football matches could be played on these sites and would be an appropriate site to accommodate 9v9 pitches. Initial investment could be required in the short term and has been identified in the Action Plan.

Additionally, it is considered that some financial investment will be necessary to improve the ancillary facilities at both Strategic sites and Key Centre sites to complement the pitches in terms of access, flexibility (i.e. single-sex changing if necessary), quality and that they meet the rules and regulations of local competitions. They should be designated as medium priority for investment.

Club/Education Sites such as Sharsted Sports Club and Rodmersham Cricket Club refer to those sites which are hired to clubs for a season, or are sites which have been leased on a long-term basis and are primarily two pitch sites. The level of priority attached to them for Council-generated investment is 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, 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. Such sites will require some level of investment, either to the pitches or ancillary facilities, and it is anticipated that one of the conditions of offering a hire/lease is that the club would be in a position to source external funding to improve the facilities.

Strategic Reserve Sites such as Bull Lane Recreation Ground and Rectory Playing Fields could be used for summer matches/competitions, training or informal play. They could be single-pitch sites with limited usage, or have no recognised current usage.

Management objective (h) – Invest in key strategic multi-pitch/sport sites

Consultation highlighted a number of important key sites in Swale. These pitch sites are considered to be the most popular. They need to be high quality in order that they can accommodate a sufficient number of matches per week – ideally to servicing a range of sports.

The creation of key strategic sites is based on strategic importance in a Borough-wide context (i.e. or where they accommodate the majority of play). We therefore recommend that the following sites be developed as such:

- ◀ Sittingbourne Community Sports Centre.
- ◀ King Georges Playing Field (The Mount).
- ◀ King Georges Playing Field (Queenborough).

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

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

Due to local authority budget constraints, it is clear that, across the life of this strategy, not all of those sites currently without changing facilities can be upgraded to have suitable changing facilities. Furthermore in some locations the provision of changing accommodation is not economic or efficient. It is therefore important to prioritise those sites which are being developed as hub sites.

Management objective (i) – Projects should seek to improve pitch/surface quality as a priority

It is vital that local clubs and organisations have access to the best facilities possible, both to accommodate current levels of participation and to stimulate new activity. These facilities must meet the minimum specification requirements set out by governing bodies of sport, leagues/competitions as well as (as far as possible) meet the aspirations of sports clubs in Swale.

In order to improve the overall quality of the playing pitch stock, it is necessary to ensure that pitches are not overplayed beyond recommended weekly carrying capacity (Sport England suggests that a good pitch can accommodate two matches per week). This is determined by assessing pitch quality and allocating a weekly match limit to each.

Sites played beyond capacity may require remedial action to help reduce this, for example, overplay at seven sites in the Borough is attributed to 'adequate' or 'poor' pitch quality:

- ◀ Leysdown Coastal Park (The Fortress).
- ◀ Sittingbourne Recreation Ground.
- ◀ Festival Playing Field.
- ◀ King Georges Playing Field (The Mount).
- ◀ Bourne Park.

Improving pitch quality should not be considered in isolation from maintenance regimes.

Projects should seek to improve pitch/surface quality as a priority on sites based on usage, users and site facilities. Whilst it works both ways in so much as poor pitch condition is a symptom of pitches being played overcapacity, potential improvements may make sites more attractive and therefore more popular.

Seven sites are recorded as being overplayed. These sites are overplayed due to the large number of fixtures being played on the same day of the week. Play on these sites should be directed to sites which either have spare capacity or no community use.

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Management objective (j) – Prepare funding packages as appropriate to secure improvements to key strategic sites

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

There may be opportunities within the Borough, to secure planning contributions (both proposed and outstanding Section 106 Agreements) to ensure that future provision is sustainable.

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

OBJECTIVE 3

To maximise access to all outdoor facilities and in particular educational facilities

- k. Establish a more coherent, structured relationship with schools to maximise community use of educational facilities.
- l. Secure tenure and access to sites for high quality, development minded clubs through lease arrangements.
- m. Create centralised booking services for playing pitches and sports grounds to ensure easy access on pitch availability for local teams, and to aid general promotion of sport and one-stop marketing of provision.

Management objective (k) – Establish a more coherent, structured relationship with schools to maximise community use of educational facilities

Colleges, secondary schools, and indeed primary schools where the facilities exist, have an important role in a playing pitch strategy. It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to outdoor sports facilities to the community is limited. The Assessment Report identified several issues relating to the use of school facilities:

- ◀ Community use is limited and often based on informal agreements between individual schools and clubs.
- ◀ There is no strategic guidance as to which clubs are allocated the use of playing pitch facilities (i.e. in accordance with a strategic need).
- ◀ There are management issues inherent in developing, implementing and managing community use agreements. Advice and guidance can be obtained from Sport England's Planning Bulletin 16 – School Sites and Community Provision (2004). (www.sportengland.org/planningkitbag).

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

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- ◀ The analysis provides a clear indication of the future pitch requirements and provides a basis for partners to negotiate.
- ◀ Community use should not impact on the needs of schools to deliver curricular and extracurricular activities

It is recommended that a working group led by a partner from the education sector but supported by a range of other sectors including sport and leisure is established to implement the strategic direction in relation to the increased use of school facilities.

Broadly speaking, its role should be to:

- ◀ To better understand current community use, practices and issues by 'auditing' schools.
- ◀ Identify and pilot one school/club formal community use agreement with a view to rolling out the model across the area.
- ◀ Ensure that funding to improve the quality of the facilities is identified and secured.
- ◀ As part of any agreement secure a management arrangement for community access, which does not rely on existing school staff structures.
- ◀ Ensure that pitch provision at schools is sufficient in quality and quantity to be able to deliver its curriculum. Once this has been achieved provision could contribute to overcoming deficiencies in the area (as identified in the assessment above).

Management objective (I) - Secure tenure and access to sites for high quality development minded clubs through lease arrangements

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. Such sites are therefore considered the 'home ground' of the club, despite not always having a long-term lease. It is recommended that security of tenure should be granted to the clubs playing on these sites (minimum 10 years) so the clubs are in a position to apply for external funding to improve the ancillary facilities.

There is potential for a number of sites in Swale to be leased to sports clubs and/or organisations. Each club will be required to meet service and/or strategic objectives set out by the Council. However, an additional set of criteria should be considered, which take into account the quality of the club, aligned to its long term development objectives and sustainability.

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

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Table 4.2: Recommended criteria for lease of sport sites to clubs/organisations

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

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

Club outcomes for lease agreements

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

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

Management objective (m) – Create a centralised booking service to provide a user friendly booking system helping the clubs/public to access and use playing pitches

A centralised management system should be implemented which assumes overall management of pitch bookings through a one stop booking service for users. This should include secondary school sites and should be centrally managed. Adequate promotion and marketing attached to this will ensure that users are aware of the availability, location and cost of provision.

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OBJECTIVE 4

To support the development of local leagues and clubs to meet their needs within Swale

- n. Support high levels of participation at clubs which contribute to the achievement of sports development objectives.
- o. Work with local clubs which have achieved quality accreditation to, where relevant, identify and secure facility improvements, appropriate sites for new facility development and funding opportunities.
- p. Support local clubs to demonstrate sustainability.
- q. Adopt a Community Asset Transfer Policy.

Management objective (n) – Support high levels participation at clubs which contribute to the achievement of sports development objectives

It is important that sports development objectives, to some extent, dictate and are embedded within the outcomes of the Strategy. To this end, the following objectives are suggested for use to monitor and evaluate the future sustainability, and relative success, of facility projects which are identified and supported:

- ◀ Increasing participation
- ◀ Raising standards
- ◀ Workforce development
- ◀ Improving facilities

Management objective (o) - Work with local clubs which have achieved quality accreditation to, where relevant, identify and secure facility improvements, appropriate sites for new facility development and funding opportunities

The Council should adopt a policy/charter which supports quality-accredited clubs (<http://www.clubmark.org.uk/files/images/clubmark-charter-large.gif>). The Clubmark/FA Charter Standard and the local Club Registration Scheme help clubs to achieve their own aims and ambitions and to support the complementary objectives and targets of partners in local authorities, schools/school sport partnerships and other community agencies.

Support to accredited clubs may include offering discounted facility hire and priority bookings slots as well as assembling bespoke benefits packages incorporating free or reduced cost access to courses. The adoption of a charter as policy also benefits partners:

- ◀ **Grow:** Research suggests that Clubmark clubs are better equipped to drive and manage increased levels of participation; particularly, but not solely, for young people.
- ◀ **Meeting targets:** Having Clubmark clubs to work with will assist local authorities to achieve targets for youth participation and school-club links.

- ◀ **Parental confidence:** Being seen to actively address issues such as equity and child protection gives parents confidence when considering or choosing a club for their children - thus helping to boost introductory participation.
- ◀ **Sustaining participation levels:** Clubmark stimulates innovation and improvements to how clubs cater for junior (and all) members. The culture it promotes boosts the morale of players and ensures that volunteers are recognised for their contribution.
- ◀ **Continuous improvement:** Accreditation encourages clubs to adopt better, more organised systems and structures, helping them to run more effectively and efficiently.
- ◀ **Coaches and coaching:** Research suggests Clubmark clubs both deploy more, and work harder to develop the skills of, coaches. This leads to better quality provision and improved player performance.
- ◀ **School-club links:** Increasingly, schools are seeking guarantees of quality and the presence of child-friendly systems and procedures. Clubmark clubs are the first invited to work with local school sport partnerships and individual schools. Teachers and schools staff are actively encouraged to signpost pupils to them.

Management objective (p) – Support local clubs to demonstrate sustainability

Local sports clubs should be supported to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, the Council should continue to 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)³. Clubs should also be encouraged to work with partners locally whether volunteer support agencies or linking with local businesses.

Management objective (q) – Promote a Community Asset Transfer Policy

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

The Community Sport Asset Transfer Toolkit offered by Sport England 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/support_advice/asset_transfer.aspx

³ <http://www.cascinfo.co.uk/cascbenefits>

4.1: Sport specific objectives

Sports development objectives should also guide delivery of sports specific objectives and should be read within the context of the summary findings identified by the Assessment Report and in section 2 of this Playing Pitch Strategy.

FOOTBALL OBJECTIVE

Meet identified deficiencies in junior and mini football provision and ensure there is a range of football facilities across the Borough to service *all* levels of the game.

- ◀ Improve the quality and capacity of existing football pitch stock.
- ◀ 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 or are not currently available for community use.
- ◀ Meet likely future deficiencies in mini pitches (5v5 and 7v7) by utilising senior pitches in areas of oversupply and marking out more pitches where land is available on existing sites. However, also ensure that some senior pitches are retained for strategic reserve and to accommodate latent demand.
- ◀ Where appropriate, develop lease arrangements with large, sustainable, development-minded (i.e. Charter Standard) clubs to manage their own 'home' sites thus facilitating club development (as detailed in the management objectives).
- ◀ As far as possible, support clubs with facility development aspirations through the planning and application stages.
- ◀ Increase the quality and standard of changing rooms to accommodate segregated changing for women's and girls' football.
- ◀ Work to maximise access to school sites to address the shortfall of junior/mini pitches and ensure site security and access to changing facilities is enhanced.
- ◀ Ensure the Borough remains reactive to demands following the new FA pitch sizes and dimensions introduced in 2013/14. A minimum of 15 (to meet current demand) 9v9 pitches (two in Faversham, five in Sheppey and eight in Sittingbourne) should be provided⁴. Consider either re-marking senior pitches as 9v9 pitches or additional 9v9 line markings (therefore providing dual use senior and 9v9 pitches) to accommodate this new format of football⁵.

⁴ Figures are based on the number of junior football teams playing in Swale in season 11/12.

⁵ Any new pitch development should take into consideration the 9v9 pitch requirements

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CRICKET OBJECTIVE

Maintain current provision levels and quality but work to increase access to single team club pitches for those clubs expressing demand.

- ◀ Protect current levels of provision and seek to increase the quality of cricket pitches (artificial or grass) where necessary.
- ◀ Encourage play, where possible, to be transferred to alternative sites which are not operating at capacity or are not currently available for community use.
- ◀ Support clubs to gain access to second home grounds to meet latent demand expressed i.e., Upchurch CC.
- ◀ Support clubs to develop their ancillary facilities to further meet local needs.
- ◀ Ensure that any facilities developed support opportunities for senior women's and junior girl's competitive cricket.
- ◀ Encourage and support development of junior girls' and women's cricket.
- ◀ Support clubs to develop and improve practice facilities.
- ◀ Investment should be primarily be targeted and directed to ECB focus clubs which support high levels of participation and have also the ECB Clubmark criteria.

RUGBY UNION OBJECTIVE

Work towards meeting identified current and future deficiencies and increase quality as required.

- ◀ Protect current levels of provision and work to alleviate pressure on competitive grass pitches to help accommodate future anticipated growth.
- ◀ Ensure clubs have access to, where required, designated grass floodlit training facilities (on club sites).
- ◀ Support development of at least one IRB standard AGP for rugby. This will also help to reduce levels of overplay on existing grass pitches and allow pitches to rest when not in use.
- ◀ Encourage and support further development of school rugby union.

HOCKEY OBJECTIVE

Maintain current levels of provision.

- ◀ Work with England Hockey (EH) to support its development programmes aimed at increasing participation.
- ◀ Maximise the availability of AGPs in Swale to accommodate both hockey training and competitive play.
- ◀ Work to ensure that plans are in place to maintain AGP quality in the long term.
- ◀ Work to make quality improvements to AGPs to address current issues.
- ◀ Meet likely future deficiencies in AGP provision by investigating additional suitable (sand filled) AGP provision in particular in Faversham and Sheppey

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EDUCATION OBJECTIVE

Work with schools to encourage greater community use, particularly for junior sports at appropriate sites.

- ◀ Secure existing community use through implementation of formal community use agreements where they are not currently in existence in order to provide sustainable community access.
- ◀ Ensure appropriate access to changing provision on school sites to support community use of their playing fields.
- ◀ Work with schools where there is no community use to open up sites (pitches and changing facilities) to help address the deficiencies identified in football, rugby and cricket.

PART 5: ACTION PLAN

5.1: Introduction

The Action Plan seeks to address the surpluses and deficiencies identified in the Playing Pitch Model together with key issues emerging from the Assessment Report. This should be used to prioritise investment and spend developer contributions (where secured).

The actions listed below will help to achieve the aims of increasing levels of physical activity, improving health and wellbeing and transforming sport. They are a set of proposals developed by KKP that SBC will review in the light of existing staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make to.

5.2: Justification of sites within the action plan

The Action Plan details policy options relating to individual sites and the need to enhance and develop new sporting provision. The following criteria has been used to identify priorities and justify the inclusion of sites within the Action Plan. Just one of the following may apply:

- ◀ A project is currently underway to enhance the existing site and/or funding has been secured.
- ◀ An evaluation of site use is required as it is of poor quality and is reportedly underused.
- ◀ The desired action is small scale, short term and will enhance the quality of current provision, whilst aiding community use.
- ◀ The importance of the site is identified in other strategies.

5.3: 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.

The following tables set out a series of recommended actions relating to sport and site specific issues within Swale.

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Management Objectives Action Plan and Area by area specific action plan

The Action Plans have 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. It is not feasible to include all sites with identified development issues. Only sites, which meet the criteria listed above, have, therefore, been included.

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

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5.4: Management Objectives Action Plan

Objective	Recommended Actions	Lead organisation (Key stakeholders)	Outcome	Timescales
1. Address quantitative deficiencies to meet existing unmet demand and plan for new provision (as and where required)	1.4. Establish and enable cross-departmental working to annually review and refresh a playing pitch database taking into account improvements in pitch quality and capacity. (A database could be managed online an example include s www.playingpitch.com)	SBC - Sport development, Planning, Grounds maintenance, Pubic Health (FA, EH, ECB, RFU) (The creation and maintenance of a relevant and current sport facility database to inform sport, planning and housing plans is in place	Short (continuously maintained and updated with a thorough annual review)
	1.5. Rectify identified shortfalls and improvements to the current pitch stock in line with the site specific action plan	See site and sub-area specific action plan	Swale playing pitch provision successfully accommodates current and future demand up to 2025	See site and sub-area specific action plan – 10 years
	1.6. Establish an approach to secure developer contributions to include provision and/or enhancement of appropriate outdoor playing fields and sports grounds/courts.	SBC	Developer contributions have been sourced and secured to successfully support site-specific development highlighted in the site-specific action plan.	Short (to establish an approach with developers) Medium (for the implementation of contributions)
2. Address issues of accessibility, quality and management with regard to facility provision	2.1. Adopt a borough wide quality standard for outdoor sports pitches.	SBC – (FA, EH, ECB, RFU, community sports clubs, schools, colleges, and privately owned sites)	All outdoor sports pitches to achieve a quality score of 55% and or be rated as adequate quality by 2016 and of 64% to good quality by 2025	Short (2016 target) Long (2025 target)
	2.2. Adopt a tiered approach to the management and improvement of	SBC (FA, EH, RFU, ECB, Schools, Colleges)	SBC is able to effectively focus and	Medium

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

	facilities by identifying and categorising sites as: Strategic Sites, Key Sites, Club/Education Sites and Strategic Reserve Sites		prioritise the future management and improvement of facilities throughout Swale via a tiered site criteria.	
	<p>2.3. Invest in key strategic multi-pitch/sport sites with an identified multi-sport hub located in each sub-area as follows:</p> <ul style="list-style-type: none"> - Sittingbourne – Sittingbourne Community Sport Centre. - Faversham – King Georges Playing field (The Mount) - Sheppey – King Georges Playing Field (Queensborough) 	SBC (Fa, EH, RFU, ECB)	Multi-sport hubs are of high quality and are able to accommodate a sufficient number of matches per week servicing a wide range of sports.	Medium
3. Maximise access to all outdoor facilities and in particular educational facilities.	3.1. Establish a more coherent, structured relationship with schools to maximise community use of educational sites via the creation of a working group existing of key education and community stakeholders to identify and address barriers to access, management and provision of school facilities and pitches	SBC (Secondary heads, Primary Heads, School Games Organiser, Kent Sport, Youth Sport Trust, FA, RFU, ECB, EH)	84 pitches that exist within school sites across Swale are available for community provision and in use.	<p>Immediately (establish working group)</p> <p>Medium (The 42 school pitches identified as being available for community use are being used)</p> <p>Long (84 pitches available for community use)</p>
	3.2. Secure tenure and access to sites for high quality development minded clubs through lease agreements (minimum 10 years). These clubs will be required to meet SBC strategic objectives and targets for sport development to include:	SBC (key local clubs/organisations - see site specific action plan)	Key clubs in the borough have security of tenure for their sites/facilities enabling them to apply for external funding to improve quality and provision of the pitch	Medium

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	<ul style="list-style-type: none"> - Increasing participation - Workforce development - Commitment to quality standards - Improvements to facilities, or retaining existing standards. 		and ancillary facilities.	
4. To support the development of local leagues and clubs to meet their needs within Swale	4.1. Support formal and informal participation programmes at clubs, which contribute to the achievement of SBC sport development objectives and the Swale Sport and Physical Activity Framework 2012 – 2017 'Move Ourselves'.	SBC – Sport development (FA, EH, ECB, RFU, Kent Sport)	Clubs in the borough are successfully delivering community participation projects and programmes, which in turn is growing their senior, junior and mini teams and club membership.	Short
	4.2. Promote a Community Asset Transfer Policy, which supports community management and ownership of assets to local clubs, community groups and trusts.	SE (Sport England) SBC (Swale Borough Council)	Sports clubs and National Governing Bodies are able to successfully take ownership of their own facilities.	Short

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5.5: Area by area specific action plan

Faversham

Site	Sport	KKP map ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Faversham Recreation Ground	Football & Rugby	9	Swale Borough Council	Site comprises three senior football and one senior rugby pitch. Consultation suggests there is not enough changing provision at peak times to cater for all users of the site (football and rugby users). In addition, users report the quality of the changing provision is poor and in need of refurbishment.	Work with the FA, RFU and Kent Sport County Sport Partnership (CSP) to explore funding opportunities to enhance and increase the changing provision to ensure there is sufficient access at peak times.	SBC (FA, RFU, Kent Sport)	M
				Tree branches over hang one touchline.	Remove the tree branches to further increase the pitch quality.	SBC	S
				Rugby pitch is slightly overplayed by one match each week.	Transfer a proportion of the play to nearby site Queen Elizabeth Grammar School or the Abbey School both of which would require further discussion and development regarding making the school pitches available for community use.	SBC (Queens School, The Abbey School)	S
Salters Lane	Football	33	Owned by Swale Borough Council and leased to Faversham Town FC	Faversham Town FC has on-going plans to improve the main and second pitch. The changing rooms are dated and in need of refurbishment. Its long-term aspiration is to replace its clubhouse facility.	Work with the Club, with support from the FA, Kent Sport and Sport England to identify funding opportunities and planning guidance to provide a clubhouse facility with modern changing rooms and pitch improvement works.	SBC (FA, Kent Sport, Sport England)	M

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Site	Sport	KKP map ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
				Furthermore, it is on-going discussions with the Duchy of Cornwall to acquire farmland which could potentially be converted into football pitches. However, external funding would be required for this development.	<ol style="list-style-type: none"> 1. Support the Club with its discussions to access farmland to develop additional football pitch provision. 2. Once land has been acquired, support the Club to explore external funding opportunities for facility development plans to develop a second home ground. 	FTFC (SBC, Duchy of Cornwall)	L L
King Georges Playing Field (The Mount)	Football	20	Owned by Swale Borough Council and leased to Faversham Strike Force FC	The one senior, one junior and 2 mini football pitches on the site are currently being played beyond capacity by the equivalent of 8 matches per week, which is affecting the pitch quality as all pitches are of average quality.	Work with the club to identify alternative sites in Faversham that could accommodate additional play to help reduce overplay and improve pitch quality e.g. Bull Lane Recreation Ground (KKP Ref 3).	SFFC (SBC, FA, Sport England, Kent Sport)	M
The Abbey School	Football & Hockey & Rugby	44	Education	<p>The community use hours of the 3G floodlit artificial grass pitch is limited.</p> <p>The AGP is not used by Hockey due to it being a 3G and not Sand filled.</p> <p>The Rugby Pitch at the school contains one senior pitch is currently not available for community use.</p>	Support the School to apply for an extension to the community use hours at weekend to satisfy local demand (as well as displaced demand from Faversham Ladies Hockey Club that play outside of the assessment area at Tower School, Hennington). Explore facility funding opportunities with EH and the school to identify if the AGP could be converted into a sand filled AGP to accommodate displaced demand from Faversham Ladies Hockey club and enhance Hockey participation in the area.	Abbey School (SBC, England Hockey, RFU)	S

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Site	Sport	KKP map ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
					Work with the school to open up the Rugby pitches for community use. The site could accommodate overplay from nearby Faversham RFC.		
Macknade Cricket Club	Cricket	23	Duchy of Cornwall	The Club does not currently have a formal lease agreement in place.	ECB to support the Club in securing greater security of tenure in the form of a long term lease.	ECB (SBC)	S
Queen Elizabeth School	Rugby & Cricket	28	Education	The cricket and rugby pitches are not currently available for community use. In addition, the cricket pitch is identified as poor quality.	<ol style="list-style-type: none"> 1. Work with the School to open up the cricket and rugby pitches for community use. The site could accommodate overplay from nearby site and Faversham RFC. 2. Potential site for school club link with Bapchild Cricket Club. Investigate further with ECB requirement for pitch improvements/relocation. 	ECB/RFU (SBC, School)	S M
Bapchild Cricket Club	Cricket	1	Rented from Doubleday Farm	The cricket pitch is overplayed during the cricket season.	Work with the Club and ECB to identify alternative sites in the Faversham that could accommodate a proportion of its play. For example, Queen Elizabeth School (listed above) has a cricket pitch which currently has no community use.	ECB (SBC, Club)	S
Davington Priory	Cricket	8	Swale Borough Council	The cricket pavilion is a wooden shack and is need of renovation.	In partnership with the ECB, support the Club to identify funding opportunities to upgrade the facility.	SBC (ECB, Club)	M
				Davington Priority CC considers the pitch is undersized. It also reports regular evidence of dog	Liaise with the Council's Dog Warden to ensure the site can be monitored and laws enforced if	SBC	S

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

Site	Sport	KKP map ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
				fouling/stones/litter.	required.		
Sharsted Sports Club	Cricket	61	Private	There is a dilapidated artificial wicket on the site.	In partnership with the ECB, support the Club to identify funding opportunities to replace the artificial wicket.	ECB (SBC)	M
Bull Lane Recreation Ground	Football	3	Swale Borough Council	No community use at present.	Work with The FA to explore potential opportunities for clubs in the Borough to access the pitches for training or other types of usage i.e. tournaments etc.	SBC (FA)	S

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

Sheppey

Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Co-op Sports and Social Club	Football	5	Private	Minimum spare junior football capacity of one match in the peak period (Saturday AM).	Explore options to transfer some play from nearby overplayed Festival Playing Fields (KKP Ref 10).	FA	S
Festival Playing Fields	Football	10	Swale Borough Council	<p>Poor quality football pitches. The junior football pitch is overplayed at peak time (Sunday AM). There is no recorded play on the mini pitches.</p> <p>Continue with the transfer of the site to New Road Football Club on 125 year lease and support funding bids to improve the grounds.</p>	<p>Remark pitches and develop as a 9v9 dedicated site, this should include improving the quality of the pitches. Transfer junior play to the Co-op Sports and Social Club (KKP Ref 5) to help improve quality and reduce overplay of pitches.</p> <p>Support funding bids to the FA and other appropriate bodies.</p>	SBC (FA)	S
Gilbert Hall	Cricket	13	Kent County Council	Minster (Sheppey) CC is in discussion with Kent County Council to secure a long term lease of the site.	Support the Club to secure a long term lease on the site.	SBC	S
Isle of Sheppey Academy	Hockey & Football	54	Academy	The 3G floodlit artificial grass pitch is approaching the end of its lifespan. It is likely that this will require resurfacing in the next couple of years.	<ol style="list-style-type: none"> 1. Work with The FA and England Hockey to identify the preferred surface (sand or 3G). 2. Encourage the Academy to link with a local club (once preferred surface has been identified) and explore external funding opportunities to replace the surface. 	FA & EH (SBC)	M

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Queenborough Primary and Nursery School	Football	85	Education	Good quality pitches. At present there is no community use.	Work with the School to look at options for opening up the facilities for use of the pitches. This could potentially accommodate latent demand for two junior and two mini teams expressed by Little Sharsted FC.	SBC (School, FA)	S
Seagar Road Sports Ground	Football	35	Swale Borough Council	Range Rovers FC is in discussion with the local authority regarding completion of an asset transfer. Once secured, it has facility development plans which include converting two senior pitches into 9v9 pitches. It is also seeking to open up the site to wider community use.	<ol style="list-style-type: none"> 1. Work with the Club, with support from the FA to complete asset transfer. 2. Ensure conversion of senior to 9v9. 3. Work with the Club to explore potential opportunities for clubs in the Borough to access the pitches. 	SBC & Range Rovers FC (FA)	S M M
Sheerness East FC	Football	36	Private	The Club is seeking to replace its dilapidated changing rooms. The pitches are overplayed to capacity at peak time. However, consultation suggests the pitches are of good quality and can sustain this level of play.	<p>Work with Sheerness East FC and The FA to identify external funding opportunities to improve the changing provision.</p> <p>Ensure that current levels of use and levels of maintenance are retained (and not increased) to ensure pitches remain 'good' quality.</p>	FA (SBC)	M S
Sheppey RFC	Rugby	37	Sheppey RFC	The Club reports at peak times (when the pitches are used by both genders) there is not enough changing to accommodate all teams.	Work with the Club, with support from the RFU to explore funding opportunities and planning guidance to increase the changing provision.	Club (SBC, RFU, Kent Sport, Sport England, relevant Colleges and	M

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
				Although there is an overall current and future surplus of pitches in Sheppey the mini pitches at the club are used to capacity at peak time (Sunday) and thus there is no surplus of mini rugby at peak time intervals.	Transition a proportion of the mini-teams to alternative Rugby pitches in the borough e.g. Sittingbourne Community College (that would require discussions with the college for enhanced community access) or Fulston Manor school where the pitches are currently underused.	Schools)	
Sheppey Sports Club	Football	38	Private	Pitches are currently played to capacity. Poor drainage at one end of the site. The changing rooms are dated although well maintained.	Support the Club by exploring options for drainage works which will thus increase the overall pitch quality. Ensure that current levels of community use and levels of maintenance are retained (and not increased) to ensure pitches remain 'good' quality.	SBC (FA)	M S
Shurland Meadow	Football & Cricket	39	Swale Borough Council	Changing provision is noted by users as being 'poor' quality.	Work with users of the site (Range Rovers FC and Eastchurch CC) as well as the ECB and The FA to identify external funding opportunities to improve the changing provision.	SBC (FA, ECB, Kent Sport, Sport England)	M
Thistle Hill, Minster	Football	105	Swale Borough Council	The site is currently being constructed and delivered via a Section 106 agreement. The development includes a senior football pitch (with drainage and an irrigation system). Changing provision can be accessed from the adjacent village hall (new build).	Work with The FA to explore potential opportunities for clubs in the Borough to access the pitches via a community use agreement.	SBC (FA)	S

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Leysdown Coastal Park (The Fortress)	Football	22		<p>The site accommodates one senior football pitch, which is poor quality and overplayed by 1 match per week with the need to relocate these matches to an alternative pitch.</p> <p>Complete the proposed lease for the site to the Club.</p>	<p>Work with the FA and the club to explore transferring all matches on the site to an alternative location in Sheppey to allow for the pitch to rest and improve quality e.g. Co-op sports and social club, Bull Lane recreation ground, Queenborough primary school,</p>	<p>FA (SBC, Club)</p>	S

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

Sittingbourne

Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Fulston Manor School (Cromers Corner Playing Field)	Football & Rugby	102	Education	Football pitches are undersized and rated as 'average' quality with some spare capacity at peak time (Sun AM) to accommodate additional play. There are two senior pitches located at the school that are of average quality but are underused.	Work with the School, with support from The FA regarding current pitch dimension sizes to ensure the pitches meet the requirements.	FA (SBC, School)	S
					Improve the quality of the pitches which will increase the carrying capacity and accommodate expressed latent demand by Faversham Town FC to accommodate an U16 team (equivalent of 1.5 senior pitches).	FA (SBC, School)	M
Sittingbourne Recreation Ground (also known as Albany Recreation Ground)	Football	41	Swale Borough Council	1.5 matches overplay the football pitches each week due to poor quality (two senior pitches). The site is not serviced by changing accommodation although demand/requirement has been identified by the Sheppey Sunday Football League.	In partnership with The FA, Sport England and Kent Sport, seek to identify funding opportunities and planning guidance for improvement to changing provision and pitch quality. Seek involvement of local clubs. Potential site for Sport England, Protecting Playing Fields Funding. Explore options to reduce play on site by transferring some play to local pitches with spare capacity or no community access e.g. Rectory Playing Fields, UK Paper Leisure Club, Sittingbourne Community Sports College, Iwade recreation ground.	SBC (FA, Kent Sport, Sport England)	M

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Kemsley Recreation Ground	Football	18	Swale Borough Council	No spare capacity at peak times. Senior football pitch is assessed as 'average' quality. The site is not serviced by changing accommodation although demand has been identified by the Sheppey Sunday Football League.	In partnership with The FA, seek to identify funding opportunities and planning guidance for improvement to changing provision and pitch quality. Seek involvement of local clubs. Potential site for Sport England, Protecting Playing Fields Funding.	SBC (FA, Sport England, Kent Sport)	M
Rectory Playing Fields	Football	30	Swale Borough Council	No community use of the two junior football pitches which are assessed as 'poor' quality.	Further investigate local demand to determine the need to retain pitches to accommodate junior (particularly 9v9 and identifies latent demand) football.	SBC (FA)	S
					Note: Any mitigation for the loss of football provision at this site should seek contributions to improve the quality (which in turn will help to increase the capacity) of football provision at sites in the Borough i.e., Sittingbourne Recreation Ground etc.		

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Milton Recreation Ground	Football	24	Swale Borough Council	Pitch is regarded as being 'poor' quality with issues of dog foul and litter is highlighted. The site has spare capacity to accommodate additional play at peak time (i.e. Sunday).	To address the shortfall of junior pitches the Council should work with clubs in the area to establish the need for junior pitches and consider the conversion of two senior pitches to accommodate four 9v9 junior football pitches. ⁶	SBC	S
Sittingbourne Community College Sports Centre	Football & Hockey	40	Education	Spare football capacity of three matches in the peak period (Sunday AM).	Retain spare capacity to accommodate future participation increases in the sport.	FA (College, SBC)	M
				One of the football pitches is undersized. Users report there is demand for more regularly grass cutting particularly towards the end of the playing season.	Work with the College, with support from the FA to increase the pitch dimensions to ensure it is full size and meets the FA pitch dimensions. Explore options for increased maintenance (particularly grass cutting) towards the end of the playing season.	FA (College, SBC)	S
UK Paper Leisure Club	Football & Cricket	49	Private	The site comprises six football pitches (four senior and two junior), one cricket pitch, five tennis courts (two macadam and three grass) and a bowling green. No community use identified.	Any mitigation for the loss of sports provision at this site should seek contributions to improve the quality of other sports facilities in the Borough i.e., Milton Recreation Ground.	SBC	M
Woodstock Park	Football	52	Sports Club	Analysis of pitch capacity identifies the pitches have	Spare capacity to be retained to sustain quality.	Club (FA)	S

⁶ Requirement of 9v9 pitches in 2014 (estimated in Sittingbourne equates to six 9v9 pitches).

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
				<p>spare football capacity of 0.5 match in the peak period (Sunday AM).</p> <p>Area of the site suffers from poor drainage. Trees located at one end of the pitch often means the pitches stay frozen.</p>	<p>Work with the Club, with support from the FA to explore external funding opportunities to improve the drainage of the football pitches.</p>	<p>FA (Club, SBC)</p>	<p>S</p>
Borden Grammar School	Hockey	53	Education	<p>The sand filled floodlit artificial grass pitch is approaching the end of its lifespan. Old Bordenians Hockey Club has recently submitted a funding application to Sport England's Inspired Facilities Fund to replace the AGP and is currently awaiting a decision. However, additional funding would be required to support this.</p>	<ol style="list-style-type: none"> 1. Work with the Club and England Hockey to explore opportunities for additional external funding for this facility development. 2. Support the Grammar School with planning guidance through its facility developments. 	<p>England Hockey (SBC, Sport England, Kent Sport)</p>	<p>S</p>
Holywell Meadow	Cricket	16 & 57	Upchurch CC	<p>Home ground to Upchurch CC the pitches (two) are overplayed due to the large number of teams playing at the site.</p>	<p>Work with the Club and ECB to identify sites in the Sittingbourne area that have either spare capacity/no community use to accommodate a proportion of its play such as Westland's School (see below).</p>	<p>ECB (SBC)</p>	<p>S</p>
Westland's School	Cricket & Hockey	65	Education	<p>No community use of the cricket pitch.</p> <p>Gore Court Hockey club</p>	<ol style="list-style-type: none"> 1. Work with the School to ensure there us community use of its cricket pitch. This could potentially help to accommodate play from nearby sites that are overplayed 	<p>SBC (ECB, EH School, College)</p>	<p>S</p>

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
				currently play on the Sand Filled AGP at the school fielding six men's teams and three ladies teams. They express latent demand of one senior men's team that cannot be accommodated at the school as it is operating at peak time Hockey capacity.	<p>i.e., Holywell Meadow.</p> <p>2. Sittingbourne Community Sports College has one 3G and one Sand based AGP that are not used for Hockey due to a lack of demand. Explore options to transfer latent demand for senior men's Hockey from Westlands School to the college.</p>		
The Grove	Rugby	45	Sittingbourne Rugby Club	The site is significantly overplayed due to the amount of competitive and training fixtures assigned to the pitches.	Work with Sittingbourne RUFC to explore opportunities to access additional rugby provision to accommodate its mini/midi youth level. For example, securing access at nearby Sittingbourne Community College that accommodates one senior rugby pitch and has access to changing provision or increasing current access at Fulston Manor school off site playing fields (Cromers Corner Playing Fields).which has two senior pitches and could allow for one to be remarked to accommodate mini and youth Rugby from Sittingbourne RUFC.	RFU & Club (SBC, College)	S
East Hall	Football	66	Swale	The site has the potential	Work with The FA and local clubs to	SBC	S

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Recreation Ground			Borough Council	for three football pitches (one senior and two junior pitches) which can be amended based on demand.	explore potential opportunities for clubs in the Borough to access the pitches.	(FA)	

Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Iwade Recreation Ground	Football	34	Private	<p>A farmer currently owns the site and ownership will be transferred to Swale Borough Council, as part of a Section 106 Agreement relating to the Coleshall development.</p> <p>The site currently provides two football pitches and a grass multi use games area. Proposals for the site include changing provision that will be built as part of a Section 106 Agreement.</p>	<p>Work with The FA and Iwade Parish Council to explore potential opportunities for clubs in the Borough to access the pitches.</p> <p>Seek guidance from The FA regarding its changing facility guidance.</p> <p>Note: Any mitigation for the loss of football provision at this site should seek contributions to improve the quality (which in turn will help to increase the capacity) of football provision at sites in the Borough i.e., Kemsley Recreation Ground</p>	SBC (FA, Parish council)	S

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Site	Sport	KKP ref	Management	Issue to be resolved	Recommended actions	Lead organisation (Supported by)	Timescale
Bourne Park	Football	2		The site accommodates two senior football pitches with one pitch assessed as being of average quality. The pitches are currently over capacity by 4.5 match equivalents per week needing to be relocated to an alternative pitch.	<ul style="list-style-type: none"> Work with the club and the FA to Explore options to reduce play on site by transferring some play to local senior pitches with spare capacity or no community access e.g. Rectory Playing Fields, UK Paper Leisure Club, Sittingbourne Community Sports College, Iwade recreation ground. 		

PART 6: CONCLUSIONS

The Playing Pitch Strategy seeks to provide guidance for planning decisions made across Swale between 2015 and 2025. Swale Borough Council has undertaken a Playing Pitch Strategy to provide the following objectives:

- ◀ Provide a clear framework for all playing pitch providers, including the public, private and third sectors;
- ◀ Clearly address the needs of all identified sports within the local area, picking up particular local demand issues;
- ◀ Address issues of population growth, and or major growth/regeneration areas up to 2025;
- ◀ Address issues of cross boundary facility provision;
- ◀ Address issues of accessibility, quality and management with regard to facility provision;
- ◀ Stand up to scrutiny at a public inquiry as a robust study;
- ◀ Provide realistic aspirations which are implementable within the local authority's budgetary position and procurement regime.

By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy the objectives of the PPS and the current and future sporting and recreational needs of Swale 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 playing pitches and 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. The Strategy is intended to be flexible and regularly updated using the accompanying database tools provided.

PART 7: MONITORING AND REVIEW

It is important that there is regular monitoring (i.e. quarterly) and review against the actions identified in the Strategy.

It is recommended that a monitoring steering group should be established to ensure the action plan is implemented and reviewed on a regular basis. The steering group could consist of the following key stakeholders: SBC leisure/planning/public health members, NGB's (Football, Hockey, Rugby, Cricket), Sport England and County Sport Partnership (Kent Sport, CSP), representatives for Secondary, Primary and tertiary education.

The Council can monitor on an annual basis changes in the supply and demand for facilities by updating the assessment database with changes to site and team information.

This is important as regular monitoring of changes in supply and demand can avoid the need for a complete review of the Strategy after three years.

Online tools such as www.playingpitch.com are available to assist in the efficient management, development and benchmarking of a playing pitch databases and strategies.

In addition to action plans, it is recommended that each local authority develop a series of tools with which to benchmark in future years, measures could include:

- pitches per 1,000 population
- pitches per study area
- accessible pitches per 1,000 population
- accessible pitches per study area
- area of pitches (hectares) per 1,000 population
- area of accessible pitches (hectares) per 1,000 populations.

Online tools such as www.playingpitch.com can be used to establish and monitor playing pitch benchmark measures.

A Playing Pitch Strategy should be subject to a full review every three years under Sport England recommendations. However, regular monitoring of key supply and demand data can extend the life of the Playing Pitch Strategy to five years.

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APPENDIX ONE: FUNDING PLAN

Funding opportunities

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

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big invests in community groups and to projects that improve health, education and the environment
Sport England : <ul style="list-style-type: none"> • Sustainable Facilities Fund • Sportsmatch • Small Grants • Protecting Playing Fields • Inspired Facilities • Iconic Facilities http://www.sportengland.org/funding.aspx	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation http://www.footballfoundation.org.uk/	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation - The Loans Scheme http://www.rfu.com/microsites/rff/index.cfm?fuseaction=loans.home	The Loans Scheme helps finance projects that contribute to the retention and recruitment of rugby players. Projects eligible for loans include: <ol style="list-style-type: none"> 1. Club House Facilities: General structural improvements, general refurbishment, storerooms and offices, kitchen facilities, training areas. 2. Grounds (other than pitches): Car parking facilities, ground access improvements, fencing, security measures.
Rugby Football Foundation - The Grant Match Scheme http://www.rfu.com/microsites/rff/index.cfm?fuseaction=groundmatch.home	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: <ol style="list-style-type: none"> 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (i.e., women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (i.e., mowers).

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

Awarding body	Description
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: Young people and hockey. Young people and sport in Milton Keynes. Enabling the development of hockey at youth or community level. Smaller Charities.

Protecting Playing Fields

Sport England's current funding programme; Protecting Playing Fields (PPF) as part of its current Strategy which is focused on helping more people acquire lifelong sporting habits, will invest in capital projects to either create new natural turf pitches or improve existing ones that need levelling or drainage works. The programme is being delivered via funding rounds with approximately £4 million being awarded to projects in each round.

Sport England's Inspired Facilities fund is their £110 million programme that funds the renovation and modernisation of local sports facilities.

To date the fund has helped over 1,800 projects to improve and refurbish sports clubs or transform non-sporting venues into modern grassroots sport facilities. It is open to clubs, local authorities, school or parish council and can be used to improve important facilities in a number of different way.

The programmes three priorities are:

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

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

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Iconic Facilities Fund

The Iconic Facilities fund is part of the £135m Places People Play initiative which will deliver an Olympic and Paralympic legacy of increased sports participation by bringing the magic of a home Games into the heart of local communities. It is being delivered by Sport England in partnership with the British Olympic Association, the British Paralympic Association, with the backing of The London Organising Committee of the Olympic games and Paralympic Games.

It will direct capital investment into a small number of strategic facility projects that will significantly contribute to an increase in mass participation in sport across England. These facilities will be promoted as best practice and will provide a network of regional sports facilities delivering mass participation across a number of sports.

Iconic Facilities will prioritise funding to projects that provide:

- ◀ Strategic facilities in England for at least two National Governing Bodies of Sport
- ◀ Large scale capital developments resulting in facilities of regional significance for two sports or more; but also demonstrating local delivery
- ◀ Multi-sport facilities, but with a focus on sporting activities that will drive high participant numbers
- ◀ A mix of facility provision to encourage regular & sustained use by a large number of people
- ◀ Indoor and/or outdoor facilities
- ◀ An enhancement, through modernisation, to existing provision and/or new build
- ◀ Confidence in their ability to deliver with detailed designs and planning permission secured
- ◀ A strong project team, led ideally by a Local Authority (providing capital funding)
- ◀ A long-term sustainable business plan attracting public and private investment
- ◀ Quality in design, but are fit for purpose to serve the community need
- ◀ Operating models, which may include an emphasis on community ownership (i.e., social enterprises, trusts)

This may present opportunities to invest in its outdoor sports facilities although will require additional research to identify suitable sites.

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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 (i.e., 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 (i.e., community use agreement).
- ◀ Assessment of risk.

Indicative costs

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

http://www.sportengland.org/facilities_planning/design_and_cost_guidance.aspx

The costs are for the development of community sports facilities and are based on providing good quality sports facility for the 2nd Quarter 2011. 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 for 1st Quarter 2010 provided by the Building Cost Information Service (BCIS), prepared by Technical Team Lead of Sport England.

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APPENDIX TWO. PLAYING PITCH MODEL TABLES (FOOTBALL, CRICKET AND RUGBY)⁷

SWALE			Football	Cricket	Rugby Union
STAGE ONE Identifying teams		Adult teams	119	62	8
		Junior teams	114	39	7
		Mini teams	30		13
STAGE TWO Calculate home games per week		Adult games	0.5	0.7	0.5
		Junior games	0.5	0.3	0.5
		Mini games	0.5		0.25
STAGE THREE (S1 x S2) Assessing home games per week		Adult games	59.5	43.4	4
		Junior games	57	11.7	3.5
		Mini games	15		3.25
STAGE FOUR Establish temporal demand for pitches	Saturday	Adult games	23%	71%	100%
		Junior games	21%	0%	0%
		Mini games	13%		0%
	Sunday	Adult games	61%	0%	0%
		Junior games	79%	100%	100%
		Mini games	87%		100%
	Midweek	Adult games	17%	29%	0%
		Junior games	0%	0%	0%
Mini games		0%		0%	
STAGE FIVE (S3 x S4) Defining pitches used for each day	Saturday	Adult games	13.5	31	4
		Junior games	12	0	0
		Mini games	2		0
	Sunday	Adult games	36	0	0
		Junior games	45	11.7	3.5
		Mini games	13		3.25
	Midweek	Adult games	0.5	12.4	0
		Junior games	0	0	0
Mini games		0		0	
STAGE SIX Establishing pitches currently available (community use only)		Adult pitches	64	25	8
		Junior pitches	20		0
		Mini pitches	11		6
STAGE SEVEN (S6 - S5) Identifying shortfall (-) and oversupply (+)	Saturday	Adult pitches	50.5	-6.0	4.0
		Junior pitches	8.0		0
		Mini pitches	9.0		6.0
	Sunday	Adult pitches	28.0	13.3	8.0
		Junior pitches	-25.0		-3.5
		Mini pitches	-2.0		2.8
	Midweek	Adult pitches	54.0	12.6	8.0
		Junior pitches	20.0		0
		Mini pitches	11.0		6.0
FAVERSHAM			Football	Cricket	Rugby Union
STAGE ONE Identifying teams		Adult teams	21	21	2

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		Junior teams	26	15
		Mini teams	3	0
STAGE TWO Calculate home games per week		Adult games	0.5	0.7
		Junior games	0.5	0.3
		Mini games	0.5	0.25
STAGE THREE (S1 x S2) Assessing home games per week		Adult games	10.5	14.7
		Junior games	13	4.5
		Mini games	1.5	0
STAGE FOUR Establish temporal demand for pitches	Saturday	Adult games	43%	71%
		Junior games	54%	0%
		Mini games	100%	0%
	Sunday	Adult games	57%	0%
		Junior games	46%	100%
		Mini games	0%	0%
	Midweek	Adult games	0%	29%
		Junior games	0%	0%
		Mini games	0%	0%
STAGE FIVE (S3 x S4) Defining pitches used for each day	Saturday	Adult games	4.5	10.5
		Junior games	7	0
		Mini games	1.5	0
	Sunday	Adult games	6	0
		Junior games	6	4.5
		Mini games	0	0
	Midweek	Adult games	0	4.2
		Junior games	0	0
		Mini games	0	0
STAGE SIX Establishing pitches currently available (community use only)		Adult pitches	17	9
		Junior pitches	2	
		Mini pitches	4	
STAGE SEVEN (S6 - S5) identifying shortfall (-) and oversupply (+)	Saturday	Adult pitches	12.5	-1.5
		Junior pitches	-5.0	
		Mini pitches	2.5	
	Sunday	Adult pitches	11.0	4.5
		Junior pitches	-4.0	
		Mini pitches	4.0	
	Midweek	Adult pitches	17.0	4.8
		Junior pitches	2.0	
		Mini pitches	4.0	

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SHEPPEY		Football	Cricket	Rugby Union	
STAGE ONE Identifying teams	Adult teams	23	11	3	
	Junior teams	22	9	4	
	Mini teams	10		6	
STAGE TWO Calculate home games per week	Adult games	0.5	0.7	0.5	
	Junior games	0.5	0.3	0.5	
	Mini games	0.5		0.25	
STAGE THREE (S1 x S2) Assessing home games per week	Adult games	11.5	7.7	1.5	
	Junior games	11	2.7	2	
	Mini games	5		1.5	
STAGE FOUR Establish temporal demand for pitches	Saturday	Adult games	9%	71%	100%
		Junior games	5%	0%	0%
		Mini games	0%		0%
	Sunday	Adult games	91%	0%	0%
		Junior games	95%	100%	100%
		Mini games	100%		100%
	Midweek	Adult games	0%	29%	0%
		Junior games	0%	0%	0%
		Mini games	0%		0%
STAGE FIVE (S3 x S4) Defining pitches used for each day	Saturday	Adult games	1	5.5	1.5
		Junior games	0.5	0	0
		Mini games	0		0
	Sunday	Adult games	10.5	0	0
		Junior games	10.5	2.7	2
		Mini games	5		1.5
	Midweek	Adult games	0	2.2	0
		Junior games	0	0	0
		Mini games	0		0
STAGE SIX Establishing pitches currently available (community use only)	Adult pitches	11	4	3	
	Junior pitches	4		0	
	Mini pitches	1		3	
STAGE SEVEN (S6 - S5) Identifying shortfall (-) and oversupply (+)	Saturday	Adult pitches	10.0	-1.5	1.5
		Junior pitches	3.5		0
		Mini pitches	1.0		3.0
	Sunday	Adult pitches	0.5	1.3	3.0
		Junior pitches	-6.5		-2.0
		Mini pitches	-4.0		1.5
	Midweek	Adult pitches	11.0	1.8	3.0
		Junior pitches	4.0		0
		Mini pitches	1.0		3.0

SWALE BOROUGH COUNCIL PLAYING PITCH STRATEGY

SITTINGBOURNE		Football	Cricket	Rugby Union	
STAGE ONE Identifying teams	Adult teams	56	30	3	
	Junior teams	66	15	3	
	Mini teams	17		7	
STAGE TWO Calculate home games per week	Adult games	0.5	0.7	0.5	
	Junior games	0.5	0.3	0.5	
	Mini games	0.5		0.25	
STAGE THREE (S1 x S2) Assessing home games per week	Adult games	28	21	1.5	
	Junior games	33	4.5	1.5	
	Mini games	8.5		1.75	
STAGE FOUR Establish temporal demand for pitches	Saturday	Adult games	29%	71%	100%
		Junior games	14%	0%	0%
		Mini games	6%		0%
	Sunday	Adult games	70%	0%	0%
		Junior games	86%	100%	100%
		Mini games	94%		100%
	Midweek	Adult games	2%	29%	0%
		Junior games	0%	0%	0%
		Mini games	0%		0%
STAGE FIVE (S3 x S4) Defining pitches used for each day	Saturday	Adult games	8	15	1.5
		Junior games	4.5	0	0
		Mini games	0.5		0
	Sunday	Adult games	19.5	0	0
		Junior games	28.5	4.5	1.5
		Mini games	8		1.75
	Midweek	Adult games	0.5	6	0
		Junior games	0	0	0
		Mini games	0		0
STAGE SIX Establishing pitches currently available (community use only)	Adult pitches	36	12	4	
	Junior pitches	14		0	
	Mini pitches	6		3	
STAGE SEVEN (S6 - S5) Identifying shortfall (-) and oversupply (+)	Saturday	Adult pitches	28.0	-3.0	2.5
		Junior pitches	9.5		0
		Mini pitches	5.5		3.0
	Sunday	Adult pitches	16.5	7.5	4.0
		Junior pitches	-14.5		-1.5
		Mini pitches	-2.0		1.3
	Midweek	Adult pitches	35.5	6.0	4.0
		Junior pitches	14.0		0
		Mini pitches	6.0		3.0

Note: The PPM has not been used for hockey (artificial grass pitches) as conclusions in relation to current and future demand have been concluded following a review of Sport England's Facilities Planning Model – Local Assessment Report and consultation with clubs and stakeholders.