



HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

APRIL 2019

QUALITY, INTEGRITY, PROFESSIONALISM

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ABBREVIATIONS

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

PART 1: INTRODUCTION

Knight, Kavanagh & Page Ltd (KKP) has been jointly commissioned by three of the South West Herts group of local authorities (Three Rivers District Council, Dacorum Borough Council and Hertsmere Borough Council) to produce an Open Space, Sport & Recreation Study which includes production of a Playing Pitch Strategy (PPS) for each of the local authority areas. The PPS forms one part of the inter-related project that also includes an Indoor Sports Facilities Strategy (ISFS) for each of the local authority areas.

The studies will provide the necessary robustness and direction to inform decisions on future strategic planning and any investment priorities for outdoor sports facilities across each of the areas. It will also inform the preparation of the individual Local Plans and inform the South West Herts Joint Strategic Plan.

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

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

The report is one document in a wider inter-related strategy for sport and recreation which also includes an Indoor Sports Facilities Strategy. The inter-relationship between the strategies must be noted as some sports covered by the PPS also use indoor facilities for matches or training.

Monitoring and updating

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

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

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Scope

The following types of outdoor sports facilities have been identified by the councils for inclusion in the PPS:

- ◀ Football
- ◀ Rugby union
- ◀ Rugby league*
- ◀ Hockey
- ◀ Cricket
- ◀ Bowls
- ◀ Tennis
- ◀ Athletics (including road running)
- ◀ Netball
- ◀ Golf
- ◀ Others as appropriate i.e. water sports facilities, archery, cycling

*Following consultation with RFL, Hertsmer is a not considered a priority area for establishing a new rugby league club. Hemel Stags RLFC is located in Dacorum and as such this club adequately services Hertsmer.

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

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

Study area

Hertsmer is situated on the outer fringes of London and borders the London Boroughs of Barnet, Harrow and Enfield as well as Three Rivers, Watford, St Albans and Welwyn Hatfield Councils. It is a largely rural borough with 80% of the 38 square mile borough is green belt land, with the four main settlements of Borehamwood, Bushey, Potters Bar and Radlett constituting the only urbanised areas. Substantial redevelopment of the former hospital site in the green belt has meant that the village of Shenley has taken on a more suburban character. The majority of the borough's residents live in these settlements.

Almost 80% of the area is designated Green Belt with the five principal settlements being Borehamwood (37,000), Bushey (28,000), Potters Bar (23,000), Radlett (8,000) and Shenley (4,000). As identified in Figure 1.1 overleaf, the Borough is dissected by the M1 and M25 and A1, A1m, A1000, A5183, A411, A4009 and A5; mostly running in a north to south direction.

The study area will be the whole of the Hertsmer Borough Council boundary area. Further to this, analysis areas have been created to allow for a more localised assessment of provision and examination of playing pitch supply and demand at a local level. The local area has been sub divided into four analysis areas:

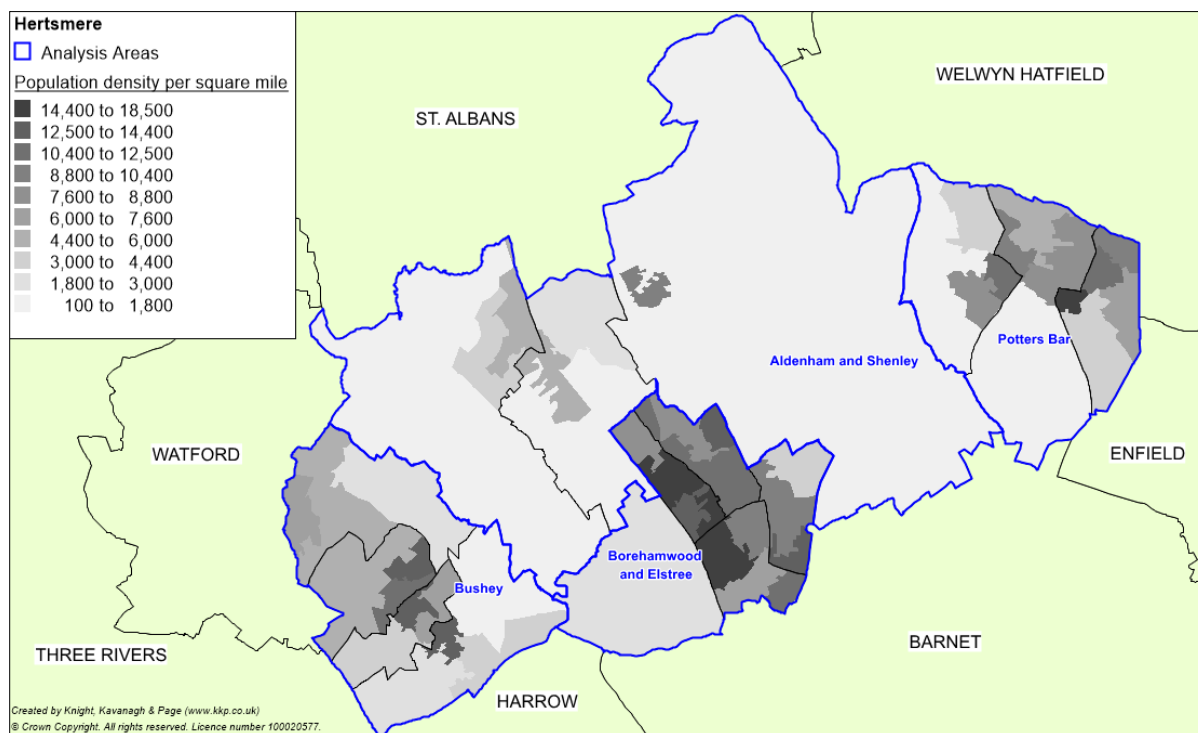
- ◀ Bushey
- ◀ Aldenham & Shenley
- ◀ Borehamwood & Elstree
- ◀ Potters Bar

Furthermore, cross-boundary issues will be explored to determine the level of imported and exported demand.

A map of the analysis areas can be seen overleaf in Figure 1.1.

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Figure 1.1: Analysis area map



1.1: Context

The rationale for undertaking this study is to identify current levels of provision within Hertsmere across the public, education, voluntary and commercial sectors and to compare this with current and likely future levels of demand. The primary purpose of the PPS is therefore to provide a strategic framework that ensures the provision of outdoor sports facilities meets the local needs of existing and future residents up until the 2036 Local Plan period.

Concern at national government level over the loss of playing fields prompted the development of localised playing pitch assessments and strategies which identify current and future requirements for playing fields. Developing a strategic approach to the analysis of playing pitch supply and demand is necessary to:

- ◀ Protect playing pitches against development pressures on land in, and around, urban areas.
- ◀ Identify pitch (natural grass and artificial) supply and demand issues in relation to predicated population changes.
- ◀ Address 'demand' pressures created as a result of specific sports development pressures e.g. growth of mini soccer and wider use of artificial grass pitches.
- ◀ Address budget pressures and public-sector cuts.

This strategy provides an evidence base for planning decisions and funding bids and background evidence to support Local Plan policies in relation to formal recreation. It will ensure that this evidence is sound, robust and capable of being scrutinised through examination and meets the requirements of the National Planning Policy Framework (NPPF).

One of the core planning principles of the NPPF is to improve health, social and cultural wellbeing for all and deliver sufficient community and cultural facilities and services to meet local needs.

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Section 8 of the NPPF deals specifically with the topic of healthy communities; Paragraph 96 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities.

Paragraphs 97 and 98 discuss assessments and the protection of “existing open space, sports and recreational buildings and land, including playing fields”. A PPS will provide the evidence required to help protect playing fields to ensure sufficient land is available to meet existing and projected future pitch requirements.

Paragraph 99 and 100 promote the identification of important green spaces by local communities and the protection of these facilities. Such spaces may include playing fields.

1.2: Local context

Hertsmere’s 2020 Vision

Hertsmere Council sets out a vision for 2020, to work with its residents to improve communities and places. It identifies that within Hertsmere there are increasing financial pressures, a changing population and changes in legislation. It plans to respond to this in a number of ways which will include:

- ◀ Ensuring future growth meets the needs of the borough and its residents.
- ◀ Seeking to protect and enhance the natural environment.
- ◀ Supporting residents to be healthier and live longer.
- ◀ Providing opportunities to enable all the people of Hertsmere to lead fulfilling lives.
- ◀ Working in partnership to build a safe, strong and cohesive community.

South West Hertfordshire Joint Strategic Plan (JSP)

Hertsmere Council is not working in isolation, rather it is part of a wider partnership approach with regard to house building. Increasingly HBC has been working with other councils in South West Hertfordshire, in particular, Dacorum, St Albans, Watford and Three Rivers, on planning and infrastructure issues that affect all the authorities. This work will continue and will include preparation of a Joint Strategic Plan for South West Hertfordshire, which will help provide a long-term framework for plan-making and for securing infrastructure and investment across local authority boundaries. To help with this joint working the five councils in South West Hertfordshire have all agreed that each Local Plan will cover the period up to 2036.

Hertsmere Local Plan

The process of creating a new Local Plan for Hertsmere began in 2016. An Issues and Options Report was published in late 2017 and a Potential Housing and Employment Sites Report published in the Autumn of 2018. The plan is due to be published in 2020 for the period up to 2036.

It will set out the vision and objectives for the Borough. It will reconsider housing and employment need and investigate ways of meeting that need more fully. Further, it will allocate sites for housing, employment and other forms of development and will set out development management policies for the Authority.

The Government is currently reviewing its forecast on how many homes will be needed in Hertsmere, but it is expected that land for around 700 new homes each year will be needed for the next 15 or more years, based on latest household projections. Land will also be needed for new jobs, leisure space, community facilities and other infrastructure.

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House building

The document Planning for Growth (October 2018) contains information about sites which may be suitable for meeting future growth requirements for Hertsmere. The document falls into three main parts of

- ◀ Potential housing locations (strategic sites suitable for the development of at least 250 homes).
- ◀ Potential employment locations
- ◀ Other site options (housing sites which could cater for up to 250 homes)

Table 1.1: Strategic housing sites in Hertsmere

Site Ref no	Area	Size (Ha)	Number of dwellings
	Borehamwood and Elstree		
BE1	Land South of Allum Lane, Elstree	12.1	280
BE2	Land north of Stapleton Road, Borehamwood	14.7	350
BE3	Land off Cowley Hill, Borehamwood	68.27	800
BE4	Land off Well End Road, Borehamwood	105.56	600
BE5	Elstree Way Corridor	7.5	585
BE6	Land north of Barnet Lane, Borehamwood	12.63	320
	Further 17 sites with potential housing development ranging from 35-140 dwelling		
	Bushey		
B1	Land south east of Hart's Farm Stables, Bushey	18.2	240
B2	Land north of Farm Way, Bushey Heath	48.5	850
B3	Former Bushey Golf and Country Club	22	Yet to be determined
	Further 15 sites ranging from 10 to 180 dwellings		
	Potters Bar		
PB1	Land west of Dugdale Hill and Baker Street, Potters Bar	101.9	1300
PB2	Land north/west of Oakroyd Avenue and west of Barnet Road, Potters Bar	40.23	570
PB3	Land south of Oakroyd Avenue and west of Barnet Road, Potters Bar	63.5	880
PB4	Land north/west of Park Avenue and east of Southgate Road, Potters Bar	17.4	440
	A further 10 sites ranging from 20 to 110 dwellings		
	Radlett		
R1	Land north west of Watford Road (Kemprow Farm, Crown Estate) Radlett	35.86	500
R2	Land south of the Ridgeway (Home Farm), Radlett	41.6	560
	12 additional sites ranging from 2- 230 dwellings		
	Shenley		
S1	Land west of Porters Park Drive, Shenley	31.92	530
S2	Land west of Shenleybury Cottages (Harberbury Hospital) Shenley	29.68	230
S3	Land east of Black Lion Hill (Rectory Farm), Shenley	20.48	370
S4	Land north of Woodhall Lane (Shenley Grange -north and south), Shenley	12.1	380
	Four other sites ranging from 5 to 230 dwellings		

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Site Ref no	Area	Size (Ha)	Number of dwellings
	Elstree Village		
E1	Land east of Elstree Hill South (Edwarebury House Farm), Elstree	28.44	550
	Further two sites ranging from 65 to 180 dwellings		
	South Mimms		
SM1	Land south of St Albans Road, South Mimms	23.9	450
SM2	Land north of St Albans Road, South Mimms	21.3	390
SM3	Land north-east of Black Horse Lane, South Mimms	12.7	270
	Further nine sites ranging from 10 to 175 dwellings		
	Other locations		
H1	Land south of Rectory Lane (Rabley Green)	83.0	1,500
H2	Tythenhanger Estate (North of M25/B556)	612	4,000
H3	Land west of Aldenham School, Letchmore Heath	31.6	500

The target for the number of homes required across the Borough comes directly from the central government standard approach that will be used by all boroughs across the UK. This number is derived from ONS population and household projections with adjustments made to take account of local house price to earnings ratios.

The most recent forecasts, issued in September 2018 and based on 2016-based household projections, equate to a need for 444 homes per year, in Hertsmere. As those projections will result in housing delivery falling short of the government target of 300,000 new homes per year, the government has signalled that the 2014-based household projections should be used as the basis for assessing local housing need. For Hertsmere, this equates to a figure of at least 714 new homes per annum, with additional buffers depending on the age of the Local Plan and recent levels of housing delivery.

Hertfordshire Health and Wellbeing Strategy 2016-2020

This strategy sets high level priorities, to optimise the health and wellbeing of people in the county throughout the course of their lives. This is based on the four life stages of Starting Well, Developing Well, Living and Working Well and Ageing Well. The vision is “with all partners working together we aim to reduce health inequalities and improve the health and wellbeing of the people in Hertfordshire.” Hertfordshire Health and Wellbeing Board agreed six principles which decide on the priorities to focus on up to 2020. They are as follows:

- ◀ Aim to keep people safe and reduce inequalities in health, attainment and wellbeing outcomes.
- ◀ Use public health evidence, other comparison information and Hertfordshire citizen’s views to make sure that we focus on the most significant health and wellbeing needs in Hertfordshire.
- ◀ Centre strategies on people, their families and carers, providing services universally but giving priority to the most vulnerable.
- ◀ Focus on preventative approaches – helping people and communities to support each other and prevent problems from occurring for individuals and families in the future.
- ◀ Always consider what can be done better together - focussing efforts on adding value as partners to maximise the benefits for the public.
- ◀ Encourage opportunities to integrate services to improve outcomes and value for taxpayers.

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Hertsmere Sport and Recreation Strategy 2016-2027

The recent Sport and Recreation Strategy for Hertsmere (2016) identifies that sustainable sport and recreation is not just about the built environment but should embrace the following:

- ◀ Assets – this includes the facilities, the natural resources (such as countryside, cycle routes) and people (coaches and volunteers).
- ◀ Content – such as the programmes of activities, the events and the sports development and outreach programmes.

This strategy focuses on key sports and the development of indoor and outdoor sports builds on the two key priorities of improving health and wellbeing and providing and improving facilities. As such the vision for this strategy is set around the following five key outcomes:

- ◀ Improving the health and well being of the population.
- ◀ Increasing participation in active sport.
- ◀ Enhancing and protecting long term sustainable facilities.
- ◀ Providing easy access to facilities and activities for residents.
- ◀ Providing facilities that are desirable and affordable to both residents and the Council.

To make this vision a reality, HBC will seek to deliver the following objectives with local partners over the life of the strategy:

- ◀ Enhance existing assets – in particular HBC can achieve this through the enhancement or redevelopment of its facilities, which should be developed through the letting of the new contract in 2022. Redevelopment of the site should seek to deliver some of the emerging sports, such as extreme sports.
- ◀ Appointment of a Key Partner post 2022 – HBC's operating contract with InspireAll (formerly known as Hertsmere Leisure) runs to 2022. HBC should use the opportunity to develop a long term focus on not only facility provision but the need for a partner to develop and work closely with the Council in supporting the development of sport and recreation across the borough.
- ◀ Support the development of community focused facilities (including sports pitches and ancillary indoor facilities) for the growing population, ensuring they link to the overall network within Hertsmere. In particular this should be an approach to protect and enhance the current provision at Hertswood Academy.
- ◀ Support and develop volunteers and coaches to increase the numbers of people able to participate in supporting structures, through supporting community clubs.
- ◀ Increase participation amongst all ages and particularly using opportunities in sport and recreation for young people (14-25 year olds) to create a sporting habit for life.
- ◀ Enhance and promote the access to the natural environment, such as running groups, cycling routes and networks which encourage physical activity and use of natural resources.
- ◀ Support and encourage the growth of new activities (such as extreme sports) which can deliver physical activity to groups who wouldn't normally participate in sport. These could be developed commercially.

Hertsmere Together Community Strategy 2017-2021

The aim of the community strategy is to promote and improve the economic, social and environmental wellbeing of the area. It outlines the key challenges facing Hertsmere and how the partnership is going to address them. Its vision is '*continuing to build a better future for the communities of Hertsmere through partnership working*'. It has the following aims:

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Table 1.2: Hertsmere Community Strategy (201-2021) aims and priorities

Aims	Priorities
To create a healthier community for all	<ul style="list-style-type: none"> ◀ Promote healthy weight and increase physical activity. ◀ Improve mental health and emotional wellbeing. ◀ Support the reduction of smoking and drug and alcohol misuse ◀ Enhance our environments and increase use of greenspace
To create a safer community for all	<ul style="list-style-type: none"> ◀ Create safer environments by tackling crime, anti-social behaviour and extremism. • ◀ Build community confidence and increase feelings of safety by empowering our communities • ◀ Raise awareness and take action against domestic abuse ◀ Support and protect vulnerable people affected by emerging issues such as child sexual exploitation, modern slavery and human trafficking
To create a thriving community for all	<ul style="list-style-type: none"> ◀ Support and empower people to have a good start in life and age well ◀ Develop volunteering, social enterprise and business opportunities ◀ Provide accessible opportunities for skills development and financial advice ◀ Ensure a healthy standard of living for all and prevent homelessness

The Strategy identifies that early intervention will be key to the partnership approach, addressing the needs of individuals and the whole family at the earliest opportunity to build resilience and improve outcomes.

Herts Sports & Physical Activity Partnership (HSPAP) Strategic Plan 2017-2021

HSPAP is the county sports partnership (CSP) which incorporates Hertsmere. Its team provides services to partners involved with the delivery of sport, physical education and active recreation. Its vision is '*More people, more active, more often*'. Its mission is to work strategically to deliver an inclusive, insight led and sustainable sport and physical activity sector in Hertfordshire. Its strategic objectives are to:

- ◀ Increase participation in sport and physical activity.
- ◀ Improve health and wellbeing by reducing inactivity.
- ◀ Demonstrate the economic and social value of sport and physical activity.
- ◀ Strengthen the local delivery infrastructure.
- ◀ Make the Partnership fit for the future.

Hertsmere Sports Development and Physical Activity Strategy 2016-2019

The Sports Development and Physical Activity Strategy sets out the Council's approach to increasing participation in sport and physical activity by promoting its value and improving opportunities for everyone to take part in it in Hertsmere.

The strategy recognises Hertsmere Borough Council's corporate goals, the aims of the Local Strategic Partnership and other local and national priorities and provides a framework within which sport and active recreation can effectively contribute to improving the quality of life for everyone in Hertsmere. It acknowledges 'cross-cutting' issues such as community cohesion, health and learning and proposes a more targeted and focused approach to sports development and physical activity in Hertsmere to make the best use of available resources. This document acknowledges Sporting Future: A New Strategy for an Active Nation which the Government produced in December 2015, their first strategy for sport in over a decade.

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Hertsmere Health and Wellbeing Strategy 2018-2022

The purpose of Hertsmere Health & Wellbeing strategy is to set out the vision for health and wellbeing in Hertsmere. The strategy recognises Hertsmere Borough Council's corporate goals, the aims of the Local Strategic Partnership and other local and national priorities. The priorities have been agreed by Hertsmere Borough Council and organisations that make up the Health and Wellbeing Partnership. The focus of the partnership is on improving health and wellbeing so that individuals and communities are able to live healthier lives. The following principles will underpin the work needed to deliver this strategy. The four principles of this strategy are:

- ◀ Whole systems approach
- ◀ Partnership working
- ◀ Prevention
- ◀ Person Centred Approach

1.3: Structure

As this strategy is specific to Hertsmere, it focuses on findings, recommendations and scenarios for outdoor sports facilities within the Borough; however, considerations that relate to the whole the South West Herts area are also included where appropriate.

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

- ◀ A vision for the future improvement and prioritisation of outdoor sport facilities.
- ◀ Evidence to help protect and enhance outdoor sport provision.
- ◀ The need to inform the development and implementation of planning policy.
- ◀ The need to inform the assessment of planning applications.
- ◀ The need to provide evidence to help secure internal and external funding including CIL and s106 monies generated through development.
- ◀ A series of sport-by-sport recommendations that provide a strategic framework for improvements to provision.
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of the playing pitch stock.
- ◀ A prioritised area-by-area action plan to address key issues.

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

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

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

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1.4: Headline findings

The table below highlights the quantitative headline findings identified for all main pitch sports included in the preceding Assessment Report, based on numbers of match equivalent session (MES) requirements. For qualitative findings and site-specific findings, please see Part 4: Sport Specific Recommendations and Scenarios, and Part 6: Action Plan.

Table 1.3: Quantitative headline findings

Sport	Analysis area	Current demand shortfall	Future demand shortfall (2036)
Football (grass pitches)	Aldenham & Shenley	<ul style="list-style-type: none"> ◀ Shortfall of 3.5 MES on youth 11v11 pitches ◀ Shortfall of 0.5 MES on mini 7v7 pitches 	<ul style="list-style-type: none"> ◀ Shortfall of 4.5 MES on youth 11v11 pitches ◀ Shortfall of 0.5 MES on mini 7v7 pitches
	Borehamwood & Elstree	<ul style="list-style-type: none"> ◀ Shortfall of 2 MES on youth 11v11 pitches ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of .5 MES on youth 11v11 pitches ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity
	Bushey	<ul style="list-style-type: none"> ◀ Shortfall of 2.5 MES on adult pitches ◀ Shortfall of 1.5 MES on youth 11v11 pitches ◀ Shortfall of 4.5 MES on youth 9v9 pitches ◀ Shortfall of 3 MES on mini 7v7 pitches ◀ Shortfall of 2 MES on mini 5v5 pitches 	<ul style="list-style-type: none"> ◀ Shortfall of 2.5 MES on adult pitches ◀ Shortfall of 3.5 MES on youth 11v11 pitches ◀ Shortfall of 5 MES on youth 9v9 pitches ◀ Shortfall of 3 MES on mini 7v7 pitches ◀ Shortfall of 2 MES on mini 5v5 pitches
	Potters Bar	<ul style="list-style-type: none"> ◀ Shortfall of 1 MES on adult pitches ◀ Shortfall of 1.5 MES on youth 9v9 pitches ◀ Mini 7v7 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of 1 MES on adult pitches ◀ Youth 11v11 pitches at capacity ◀ Shortfall of 1.5 MES on youth 9v9 pitches ◀ Mini 7v7 pitches at capacity
Football (3G AGPs) ¹	Aldenham & Shenley	◀ No shortfall	◀ Shortfall of 1 full size floodlit pitch.
	Borehamwood & Elstree	◀ No shortfall	◀ No shortfall
	Bushey	◀ Shortfall of 3 full size floodlit pitch.	◀ Shortfall of 3 full size floodlit pitch.
	Potters Bar	◀ Shortfall of 1 full size floodlit pitch.	◀ Shortfall of 1 full size floodlit pitch.
Cricket	Aldenham & Shenley	◀ No shortfall	◀ Shortfall of 5 MES per season
	Borehamwood & Elstree	◀ Shortfall of 17 MES per season	◀ Shortfall of 17 MES per season
	Bushey	◀ No shortfall	◀ No shortfall

¹ Based on accommodating 38 teams on one full size pitch

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Sport	Analysis area	Current demand shortfall	Future demand shortfall (2036)
	Potters Bar	◀ Pitches at capacity	◀ Pitches at capacity
Rugby union	Aldenham & Shenley	◀ Shortfall of 3.5 MES on adult pitches (Tabard RFC)	◀ Shortfall of 3.5 MES on adult pitches (Tabard RFC)
	Borehamwood & Elstree	◀ No shortfall	◀ No shortfall
	Bushey	◀ No shortfall	◀ No shortfall
	Potters Bar	◀ No shortfall	◀ No shortfall
Hockey (Sand AGPs)	Hertsmere Borough	◀ Sufficient supply to meet current demand	◀ Sufficient supply to meet future demand
Golf	Hertsmere Borough	◀ Sufficient supply to meet current demand	◀ Sufficient supply to meet future demand
Bowls	Hertsmere Borough	◀ Sufficient supply to meet current demand	◀ Sufficient supply to meet future demand
Tennis	Hertsmere Borough	◀ Sufficient supply of courts to meet current demand (Radlett Lawn Tennis & Squash Club overplayed)	◀ Sufficient supply of courts to meet future demand
Netball	Hertsmere Borough	◀ Sufficient supply to meet current demand	◀ Sufficient supply to meet future demand
Athletics	Hertsmere Borough	◀ Sufficient supply to meet current demand	◀ Sufficient supply to meet future demand

Conclusions

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

For grass football pitches, current shortfalls are identified in all analysis areas, and it is anticipated that these shortfalls will be exacerbated in the future, with new shortfalls also appearing on some pitch types. In the main, shortfalls are relatively small, however, most shortfall is in Bushey Analysis area.

For grass rugby union, current and future shortfalls can be attributed to specific club site, Tabard RFC. Although for cricket there are no current shortfalls, pitches in Potters Bar Analysis Area are played to capacity and there is a small future shortfall in Aldenham & Shenley Analysis Area.

For tennis, overall there is sufficient capacity, however, Radlett Lawn Tennis & Squash Club site is overplayed. However, the Club is currently in the process of adding floodlights to three more courts on site which will reduce the overplay.

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

For bowls, overall there is sufficient capacity, however, there is some overplay based on recommended membership levels, however, no reports of demand not being accommodated. There is therefore a need to ensure quality is improved/sustained.

Notwithstanding the above, there are clear shortfalls identified for 3G pitches which cannot be alleviated unless new provision is created. Given this, there is a need to explore the feasibility of future provision at strategic sites in Bushey and Potters Bar analysis areas which contain the highest level of football demand. With resources to improve the quality of grass pitches being limited, an increase in 3G provision could also help reduce grass pitch shortfalls through the transfer of play (please see scenarios for further details), thus reducing overplay, which in turn can aid pitch quality improvements.

As there is identified shortfalls on grass pitches, there is a need to protect both playing pitch provision currently in use and pitches that are no longer in use due to the potential that they may offer for meeting current and future needs.

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PART 2: VISION

2.1: Vision

Below is Hertsmere vision for its sport and leisure provision. It sets out the vision and objectives for the period 2019 - 2036.

To create accessible, high quality and sustainable sport and leisure facilities, which offer inclusive indoor and outdoor services for all, enabling the inactive to become active, increase participation in targeted groups in particular and help improve the health and well-being of all of our residents.

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

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

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

PART 3: AIMS

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

AIM 1

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

AIM 2

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

AIM 3

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

Figure 2.1: Sport England themes



Source Sport England (2015)

PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

Football – grass pitches

Summary

- ◀ Current supply of football pitch provision is insufficient with shortfalls evident on youth and mini 7v7 pitches
- ◀ When considering future demand, these shortfalls will worsen on youth and mini pitch types.
- ◀ The audit identifies a total of 173 grass football pitches within Hertsmere across 52 sites, of which 82 pitches are available for community use across 27 sites.
- ◀ The Bushey Analysis Area contains the most football pitches across Hertsmere with 33 (equating to 40% of overall provision).
- ◀ Of pitches which are available for community use, five are good quality, 65 are standard quality and 12 are poor quality.
- ◀ Four changing pavilions are identified as being poor quality, requiring modernisation, each having common issues such as outdated changing rooms and shower facilities.
- ◀ Belstone FC aspires to create additional football pitches at its home site; The Medburn Ground.
- ◀ Potters Bar Town FC's ground does not meet FA Ground Grading regulations for Step 3 and will face automatic demotion to Step 4 if it does not create two stands (to accommodate a cumulative 200 fans). Planning consent was recently granted to develop additional stands in early 2019 and is currently fundraising to begin construction.
- ◀ There are 198 football teams identified as playing across Hertsmere. This consists of 22 adult men's, two adult women's, 83 youth boys', 21 youth girls' and 70 mini mixed teams.
- ◀ The Bushey Analysis Area provides for the highest number of teams, with 114.
- ◀ Seven clubs are identified as exporting demand outside of the Hertsmere to access pitch provision.
- ◀ Four clubs identify that they would develop additional teams if more pitch provision was available.
- ◀ Population projections (through ONS) predict an additional nine teams will be created by 2036. This equates to four match sessions on youth 11v11 pitches and 0.5 match sessions on youth 9v9 pitches.
- ◀ In total, 19.5 match equivalent sessions of actual spare capacity are identified in Hertsmere. Adult pitches are identified with having the most with nine match equivalent sessions per week.
- ◀ There are 17 pitches across six sites overplayed by a combined total of 15.5 match equivalent sessions.
- ◀ There are current and future shortfalls across youth 11v11, youth 9v9 and mini 7v7 pitch formats with spare capacity showing on adult and mini 5v5 pitches.

Scenarios

Alleviating overplay/improving pitch quality

In total, there are 17 community available pitches in Hertsmere that are overplayed. Improving quality of the remaining pitches (i.e. through increased maintenance or improved

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drainage) will therefore increase capacity and consequently reduce current and future shortfalls.

To illustrate the above, Table 3.1 highlights that current levels of overplay would be alleviated on 16 out of 17 overplayed pitches if quality improved to good at each site.

As a reminder, the capacity rating for each type and quality rating is:

Adult pitches		Youth pitches		Mini pitches	
Pitch quality	Matches per week	Pitch quality	Matches per week	Pitch quality	Matches per week
Good	3	Good	4	Good	6
Standard	2	Standard	2	Standard	4
Poor	1	Poor	1	Poor	2

The only pitch which would remain overplayed is a mini 7v7 based at Queens School (North). To alleviate this, play should be encouraged to transfer to alternative provision with actual spare capacity or to a 3G pitch facility (if one is created within the locality in the future).

Table 3.1: Levels of overplay if quality improved to good

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current Capacity rating ²	Good quality capacity rating ³
9	Borehamwood Youth Football Club	Youth 11v11	1	Standard	1	1
		Youth 9v9	1	Standard	1	1
18	FurzeField Centre Playing Pitches (King George Field)	Youth 9v9	2	Poor	1.5	1.5
37	Metropolitan Police Sports Club Bushey	Adult	6	Standard	2	4
48	Queen's School (North)	Mini 5v5	1	Standard	1	1
		Mini 7v7	1	Standard	2.5	1.5
		Youth 9v9	1	Standard	2	-
		Youth 11v11	1	Standard	1	1
49	Queen's School (South)	Youth 9v9	1	Standard	1.5	0.5
		Adult	1	Standard	1	-
101	St Albans Rangers	Youth 11v11	1	Standard	1	1

Notwithstanding the above, given the costs of improving pitch quality, alternatives also need to be considered that can offer a more sustainable model for the future of football. The alternative to grass pitches is the use of 3G pitches for competitive matches, which can help to alleviate overplay of grass pitches and aid quality improvements through the transfer of play and therefore reduced use of grass pitches.

Providing security of tenure

Currently, 23 match equivalent sessions per week take place at sites considered as unsecure. If these sites were to fall out of use, shortfalls would be significantly exacerbated as the demand would have to relocate to other sites, thus increasing overplay or resulting in more exported demand.

² Match equivalent sessions

³ Match equivalent sessions

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Of the 23 match equivalent sessions played on unsecured pitches, 20.5 match equivalent sessions are played at peak time, suggesting that 21 pitches would be required to accommodate the demand.

Table 3.2: Summary of supply and demand without unsecure sites

Pitch type	Demand (match equivalent sessions)		
	Current total	Play at unsecured sites	Future total without unsecured sites
Adult	3	3.5	0.5
Youth 11v11	10.5	3.5	14
Youth 9v9	6	5.5	11.5
Mini 7v7	3.5	6.5	10
Mini 5v5	1.5	4	2.5

All unsecure usage takes place at education sites. Whilst not always possible, creating community use agreements between providers and users within both the state and independent sectors would ensure that such demand continues to be provided for in the long-term. Where there is external investment on school sites, there are opportunities to secure community use as part of the funding or approval agreement. For such agreements, it is important to ensure that provision is accessible at peak time and affordable and where feasible, access is made available at no cost to certain groups. The opportunity to secure this through s106 agreements linked to applications for new and improved facilities should be actively sought.

Unlocking additional capacity

There are several local authority pitch sites which can accommodate the marking of additional football pitches than are currently marked out (2018/19 season). At present, not all sites are fully utilised and therefore sites are marked relative to current demand levels. Key sites which can accommodate additional football pitches include:

- ✦ Aycliffe Sports Ground
- ✦ Meadow Park
- ✦ Tempsford Park
- ✦ Kenilworth (not currently marked for formal football)

Based on pitch information provided by HBC for the 2018/2019 season, the aforementioned sites can accommodate the following pitch formats if demand required so. Marking these additional pitches could create a total of ten MES of capacity during the peak period.

Table 3.3: Marking additional pitches

Site ID	Site name	Current pitches	Site potential	Additional capacity created (MES)
6	Aycliffe Sports Ground	1 x adult	2 x adult	1
			1 x youth 9v9	1
			1 x mini 7v7	1
36	Meadow Park	1 x adult	2 x adult	1
55	Tempsford Park	1 x adult	1 x adult	1
			1 x 9v9	1
			3 x mini 7v7	3

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Site ID	Site name	Current pitches	Site potential	Additional capacity created (MES)
-	Kenilworth ⁴	-	1 x youth 11v11	1

Further to this, it should be noted that where there is space at sites to have more pitches marked, there is a potential to reconfigure each site to meet local needs and to reduce identified shortfalls. This is of particular note due to identified shortfalls on youth 11v11 and youth 9v9 pitches.

The table below highlights the what the picture would look like in Hertsmere if pitches were marked out as in Table 3.3. As can be seen, mini 7v7 shortfalls could be alleviated, adult spare capacity increased and shortfalls for both youth 11v11 and 9v9 reduced.

Table 3.4: Marking additional pitches

Pitch type	Demand (match equivalent sessions)		
	Current total	Added capacity	Potential total
Adult	3	3	6
Youth 11v11	10.5	1	9.5
Youth 9v9	6	2	4
Mini 7v7	3.5	4	0.5
Mini 5v5	1.5	-	1.5

Recommendations

- ◀ Protect both football pitches currently in use and pitches that are no longer in use due to the potential that they may offer for meeting current and future needs (unless replacement provision is agreed upon and provided).
- ◀ Where pitches are overplayed and/or assessed as poor quality, prioritise investment and review maintenance regimes to ensure it is of an appropriate standard to sustain use and improve quality.
- ◀ Where pitches are overplayed and assessed as good quality, pursue transfer of demand to sites with actual spare capacity.
- ◀ Explore need to mark out additional football pitches at sites identified as having the potential to accommodate further provision.
- ◀ Work to accommodate future demand as well as expressed exported, unmet and latent demand at sites which are not operating at capacity or at sites not currently available for community use that could be moving forward.
- ◀ Provide security of tenure for clubs using educational sites through community use agreements.
- ◀ Ensure all teams are playing on the correct pitch sizes and explore reconfiguration of adult pitches to accommodate youth 11v11 teams where possible.
- ◀ Improve ancillary facilities where there is a demand to do so and where it can benefit the wider footballing offer.
- ◀ Ensure that disability football can be continued to be adequately accommodated on the current facility stock and any future growth is supported.
- ◀ Utilise CIL and/or s106 funding to deliver additional and improved pitches and facilities.
- ◀ Secure and monitor additional community use agreements within education sector where possible.

3G pitches

⁴ Kenilworth was previously marked as an adult pitch but has no accompanying changing facilities so cannot be utilised for match play. The site is more appropriate for youth football.

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Summary

- ◀ There are three full size 3G pitches in Hertsmere, two of which, offer community use.
- ◀ The pitch unavailable for community use is located at UCL Sports Ground and is training venue for Watford FC.
- ◀ Watford FC had planning permission granted in 2018 for a dome facility for a 3G pitch which would allow for community access, this community access consists of use for its younger academy teams and access for its community foundations programme. As such, it is not considered that the facility is available for wider community use to local football clubs and for the purpose of the PPS is considered to be unavailable for community use.
- ◀ In addition, there are 11 smaller sized 3G pitches located across two sites; Powerleague (Watford) and Bushey Grove Leisure Centre.
- ◀ The 3G pitch at Borehamwood FC is on the FA register and can accommodate competitive football, the pitch at Hertswood Academy is not.
- ◀ There are no identified quality issues with either community available full size 3G pitch in Hertsmere; although the pitch at Hertswood Academy (lower site) is nearer the end of its anticipated life span.
- ◀ All full size 3G provision is accompanied by ancillary facilities that are considered adequate.
- ◀ With 198 teams currently affiliated to Hertsmere there is a shortfall of three full size 3G pitches identified. Future demand does not exacerbate the shortfall.
- ◀ When studying demand by analysis area, shortfalls are apparent in Bushey and Potters Bar analysis areas.

Scenarios

Accommodating football training demand

As evidenced in the preceding Assessment Report, in order to satisfy current football training demand for the 198 teams playing in Hertsmere (based on the FA's model of one full size 3G pitch being able to cater for 38 teams) there is a need for an additional three full size 3G pitches to meet both current and identified future demand (a total of five full size floodlit pitches).

Table 3.5: Demand for full size 3G pitches in Hertsmere

Current number of teams	Current 3G requirement ⁵	Future number of teams	Future 3G requirement ⁶
198	5	207	5

Alternatively, the table below considers the number of full size 3G pitches required if every team was to remain training within the analysis area in which they play. As can be seen, the total need for 3G pitches increases by one, with a total of six required to meet demand, an overall shortfall of five. The Bushey Analysis Area has the largest overall shortfall, with a current need for three full size 3G pitches.

Table 3.6: Demand by analysis area

⁵ Rounded to the nearest whole number

⁶ Rounded to the nearest whole number

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Analysis area	Current number of teams	3G requirement ⁷	Current number of 3G pitches	Potential shortfall
Aldenham and Shenley	22	1	-	1
Borehamwood and Elstree	28	1	2 ⁸	-
Bushey	114	3	-	3
Potters Bar	34	1	-	1
Hertsmere	198	6	2	5

Moving football match play demand to 3G pitches

Moving match play to 3G pitches is supported by the FA. To further the use of 3G pitches for matches, the FA is particularly keen to work with local authorities to understand the potential demand for full size floodlit 3G pitches should all competitive matches that are currently played on council pitches be transferred. The following table therefore calculates the number of teams currently using council facilities in Hertsmere for each pitch type at peak time.

Table 3.7: Number of teams currently using council pitches (peak time)

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	2
Youth	11v11	Sunday AM	13
Youth	9v9	Sunday AM	7
Mini	7v7	Sunday AM	7
Mini	5v5	Sunday AM	4
Total			33

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

Table 3.8: Full size 3G pitches required for the transfer of council pitch demand

Format	No teams per time (x)	No matches at PEAK TIME (y) = x/2	3G units per match (z)	Total units required formats (A)=(y)*(z)	3G pitches required B= (A)/64
Adult	2	14.5	32	464	0.5
11v11	13	4	32	128	3.25
9v9	7	7.5	10	75	0.5
7v7	7	2	8	16	0.45
5v5	4	1	4	4	0.15

Given that peak time is the same for each pitch type, the number of 3G pitches required needs totalling together. This equates to the demand for five full size 3G pitches (rounded up from 4.85). This number is comparable to the overall need for 3G pitches in Hertsmere to accommodate football training demand and therefore it could, be considered realistic to explore in the future.

⁷ Rounded to the nearest whole number

⁸ This figure includes the 3G pitch at Hertswood Academy which administratively falls is in the Aldenham and Shenley Analysis Area but primarily services Borehamwood.

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An alternative approach is to transfer all mini demand (not just that played on council pitches) to 3G pitches; the FA has an ambition to transfer 50% of mini play on to 3G pitches nationally. Thus, a programme of play has been created to determine how many 3G pitches would be required to accommodate this, given that peak time for both mini 7v7 and mini 5v5 football is Sunday AM. Please note, at this stage, this does not include other programming considerations for such activities as disability or walking football.

Table 3.9: Full size 3G pitches required for transfer of all mini demand

Time	Pitch markings	Total games/teams
9.00 – 10.00	4 x 5v5	4/8
10.00 – 11.00	4 x 5v5	4/8
11:00 – 12:00	2 x 7v7	2/4
12:00 – 13:00	2 x 7v7	2/4

Based on the above programming and separate start times for mini 5v5 and mini 7v7 matches, the overall need is for five full size 3G pitches (rounded up from 4.625). This is calculated based on 33 mini 5v5 teams and 37 mini 7v7 teams currently playing within Hertsmere.

As the number of 3G pitches required to accommodate all mini demand is equivalent to that of midweek training demand, it suggests that all mini match play demand could be catered for if training shortfalls were alleviated.

World Rugby compliant 3G pitches

World Rugby has produced a ‘performance specification for artificial grass pitches for rugby’, more commonly known as ‘Regulation 22’. There are none located in Hertsmere and none considered close enough for realistic access to local clubs. Given shortfalls at clubs can be largely reduced with through pitch improvements, there is not a need to deliver a World Rugby Compliant 3G pitch in the Borough.

Recommendations

- ◀ Protect current stock of 3G pitches.
- ◀ Explore options of providing new 3G pitches first and foremost to meet football training shortfalls, focusing on the Bushey and Potters Bar analysis areas.
- ◀ Explore opportunities to create multi 3G pitch sites and linked to this, carry out a feasibility study for additional 3G provision to service the South West Herts sub-region as a whole.
- ◀ Support creation of additional 3G pitches above and beyond football training shortfalls if it can satisfy rugby demand as well as football demand; or, explore creation of 3G pitches that are both football and rugby appropriate when alleviating shortfalls.
- ◀ Ensure that any new 3G pitches are constructed to meet FA/RFU recommended dimensions and quality performance standards to meet performance testing criteria.
- ◀ Carry out consultation with England Hockey when deciding upon the location of new 3G pitches to ensure the sustainability of existing sand-based AGPs.
- ◀ Ensure that any new 3G pitches have community use agreements in place.
- ◀ Ensure all providers put in place a sinking fund to ensure long-term sustainability.
- ◀ Encourage more match play demand to transfer to 3G pitches, where possible, and ensure that pitches remain suitable to accommodate such demand through appropriate certification when it is required.
- ◀ Secure and monitor additional community use agreements within education sector where possible.
- ◀ Utilise CIL and/or s106 funding to deliver additional 3G pitches and facilities.

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Cricket pitches

Summary

- ◀ Across Hertsmere there is sufficient supply of cricket provision to cater for current senior and junior demand. However, it is unlikely that overplay at the two sites is transferable to where actual spare capacity exists and therefore remains a priority to address. Further to this, when accounting for future demand, a shortfall of provision at senior peak time in the Aldenham and Shenley Analysis Area is identified.
- ◀ There are 23 grass wicket squares in Hertsmere located across 14 sites. Of these 15 squares are available, at some level, for community use across 11 locations. All provision which is not available for community use is located at educational sites.
- ◀ In Hertsmere, there is one NTP that accompanies a grass wicket square in addition to five standalone NTPs.
- ◀ The majority of clubs in the Borough are considered to have secure tenure at their primary venue.
- ◀ The non-technical assessment of community available grass wicket squares in Hertsmere found three to be good quality, nine to be standard quality and two to be poor quality.
- ◀ The poor quality squares are located at Aldenham Cricket Club and Hatch End and Elstree Cricket Club.
- ◀ The audit of ancillary facilities determines that all sites currently accessed for affiliated cricket in Hertsmere are accompanied by some form of ancillary provision. Non-technical assessments revealed four to be good quality, two to be standard quality and four of poor quality.
- ◀ Only two community available sites in Hertsmere are not serviced by outdoor practice facilities; London Colney Cricket Club and Dame Alice Owens School. London Colney CC indicate aspirations for training facilities through consultation.
- ◀ There are 11 clubs competing in Hertsmere, generating 57 teams. As a breakdown, this equates to 28 senior men's and 29 junior boys' teams.
- ◀ Shenley Village CC export two senior men's teams to the neighbouring authority of St Albans.
- ◀ Bushey CC currently imports its fourth team into Hertsmere from neighbouring Three Rivers, with the Club utilising a square at Metropolitan Police Sports Club Bushey fourth team fixtures.
- ◀ In total in Hertsmere there is predicted future growth of one senior women's team and two junior teams.
- ◀ There is spare capacity at peak time (Saturday) which is all located in the Bushey analysis area. However, there are two sites considered to be overplayed by a total of 29 match equivalent sessions per season in different analysis areas.
- ◀ According to the Indoor Sports Facilities Strategy, Bushey Meads School and Dame Alice Owen's School offer indoor cricket nets.

Scenarios

Addressing overplay

The capacity of a cricket square to accommodate matches is driven by the number and quality of wickets. For good quality squares, capacity is considered to be five matches per wicket per season, whilst for a standard quality square, capacity is four matches per wicket per season. For poor quality squares, no capacity is considered to exist as such provision is not safe for play.

Two sites are identified as being overplayed; Aldenham CC and Hatch End and Elstree CC. Aldenham CC has 12 poor quality grass wickets and are overplayed by 12 MES per season.

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If improvements to the cricket squares were undertaken to achieve a standard quality rating, overplay on the site would be addressed, and in turn 36 match sessions of potential spare capacity would be created on the site. Likewise, Hatch End and Elstree CC has seven poor quality wickets and are overplayed by 17 MES per season. If quality improvements were undertaken to standard quality, overplayed would be addressed and in turn 11 match sessions of potential spare capacity created.

Further enhancements to achieve a good quality score at both club sites would create a higher spare capacity, with Aldenham CC having a potential spare capacity of 48 MES per season and Hatch End and Elstree CC having a potential spare capacity of 18 MES per season.

Accommodating future demand

Through delivery of its new strategy, Inspiring Generations, the ECB and county board programmes of activity are targeting growth in women's cricket, club and school's activity targeting growth in girls' cricket and there is increased engagement of young people. All Stars Cricket, the ECB national programme for 5-8 year olds, is engaging large numbers of children and has already been delivered over the past 3-4 years, with increasing numbers of participants year on year, alongside Chance to Shine cricket delivery in primary schools. Increasing numbers of those children are continuing to play cricket as they get older so junior numbers are increasing within clubs.

Shorter formats of cricket, and additional formats including softball cricket, are also driving up demand for pitches. Pitches that are already identified as being at capacity will not be able to accommodate additional playing demand generated and it is predicted there will be demand for additional cricket playing facilities.

Future demand for junior cricket which is expected to be generated through TGRs and NGB participation programmes can be accommodated on the current stock of natural turf wickets.

Despite no future men's cricket teams expected to be generated, there is actual spare capacity for teams to be generated during the peak period. Likewise, there are opportunities for senior ladies cricket to be accommodate throughout the Borough.

Recommendations

- ◀ Protect both cricket pitch provision currently in use and pitches that are no longer in use due to the potential that they may offer for meeting current and future needs (unless replacement provision is agreed upon and provided).
- ◀ Also ensure protection from development that may prejudice the use of a cricket square such as residential development in close proximity to a cricket outfield (ball strike issues).
- ◀ Improve quality at Aldenham CC and Hatch End and Elstree CC to alleviate overplay.
- ◀ Work with clubs and grounds staff to review quality issues on squares to ensure appropriate quality is achieved at sites assessed as poor or standard and sustained at sites assessed as good.
- ◀ Ensure security of tenure for all clubs with lease arrangements in place by ensuring agreements have over 25 years remaining.
- ◀ For clubs without lease arrangements, explore opportunities for long-term asset transfer or as a minimum ensure community use agreements are entered into to enable long-term access.
- ◀ Ensure expressed future demand can be accommodated on existing supply of squares.
- ◀ Seek to work with clubs which have all expressed an interest in additional training facilities on site.

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- ◀ Work to accommodate targeted growth for women's and girls' cricket through the ECB Inspiring Generations Strategy.
- ◀ Seek to improve ancillary provision at Hatch End and Elstree CC, London Colney CC, Old Haberdashers Sports Club and Potters Bar CC which are poor quality.
- ◀ In line with the Indoor Sports Facilities Strategy, support investment at sites where sports halls are being refurbished or new sports halls are being developed to ensure cricket is catered for and that facilities comply with ECB technical standards, regularly evaluate programming at sports halls to ensure there is capacity to support cricket and develop relationships between schools and clubs to ensure good access to indoor provision.
- ◀ Secure and monitor additional community use agreements within education sector where possible.
- ◀ Utilise CIL and/or s106 funding to deliver additional and improved pitches and facilities.

Rugby union

Summary

- ◀ Having considered supply and demand, an overall shortfall is evident to service senior demand in Hertsmere.
- ◀ There is a total of 20 pitches provided across seven sites; as a breakdown, this consists of eight senior pitches, ten junior pitches and two mini pitches.
- ◀ Nine pitches are available for community use across four sites. All unavailable pitches are located at education sites.
- ◀ Of the nine pitches which offer community use, six are standard quality. Poor quality pitches are located at Dame Alice Owen's School and Queens School (South).
- ◀ There are two clubs operating within Hertsmere; Tabard RFC and Old Haberdashers RFC.
- ◀ Both clubs have secure tenure at their respective home sites.
- ◀ Ancillary provision at Old Haberdashers Sports Ground is poor quality and in need of modernisation. Upgrades are needed at Tabard RFC to better accommodate its women's and girl rugby activity.
- ◀ There is a total shortfall of 3.5 match equivalent sessions per week at Tabard RFC attributed to concentrated demand on its floodlit training pitch.

Scenarios

Improving pitch quality

There are two standard quality pitches (M1/D1) at Tabard RFC with a capacity of four MES per week. Current demand on the site equates to a total of seven MES and therefore pitches are overplayed by 3.5 MES per week. Improving pitch quality to good quality (M2/D3) would alleviate all overplay on site. However, such major quality improvements across the site are considered unrealistic due to financial constraints and the ongoing maintenance required for sustainability and therefore, whilst pitch improvements will be beneficial, other options should be considered.

Floodlighting

There is one floodlit pitch at Tabard RFC which accommodates high levels of midweek training demand and competitive match play on weekends. Providing floodlighting on the secondary pitch will provide opportunities for a spread of training and allow further opportunities for return to rugby programmes.

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Accessing off site provision

Haberdashers Aske's Boys School is located within a five minute drive from Tabard RFC and has a total of eight good quality rugby union pitches on site. The site does not permit community use, but if access can be gained in the future, a transferred level of junior and/or mini demand would help reduce shortfalls on the site.

World Rugby compliant 3G pitches

World Rugby has produced a 'performance specification for artificial grass pitches for rugby', more commonly known as 'Regulation 22'. There are none located in Hertsmere and none considered close enough for realistic access. That being said, given shortfalls at Tabard RFC can be largely reduced with through pitch improvements, consequently, there is not a need to deliver a World Rugby Compliant 3G pitch in the Borough.

Recommendations

- ◀ Protect both rugby pitches currently in use and pitches that are no longer in use due to the potential that they may offer for meeting current and future needs (unless replacement provision is agreed upon and provided).
- ◀ Improve pitch quality at Tabard RFC to reduce overplay, primarily through improved maintenance and the installation of an effective drainage system where appropriate.
- ◀ Look to provide additional floodlighting at Tabard RFC.
- ◀ Improve changing facilities at both Tabard RFC and Old Haberdashers Sports Club.
- ◀ Retain supply of rugby pitches at school sites for curricular and extra-curricular purposes and encourage secure community availability should demand exist in the future.
- ◀ Secure and monitor additional community use agreements within education sector where possible.
- ◀ Utilise CIL and/or s106 funding to deliver additional pitches and facilities.

Hockey pitches (sand/water-based AGPs)

Summary

- ◀ There is sufficient availability of pitches within Hertsmere to accommodate current and future demand for competitive match play.
- ◀ There are five full sized sand based AGPs in Hertsmere of which two offer community use. Unavailable pitches are available at private education sites.
- ◀ In addition, there is two small sided AGPs which are not floodlit and do not offer community access, located at private education sites.
- ◀ Of the full size community available AGPs, the pitch at Dame Alice Owens School is good quality having been resurfaced in 2018. Conversely, the pitch at Furzefield Centre is poor quality.
- ◀ Potters Bar HC is the sole club based in Hertsmere. The Royal Veterinary HC imports demand from neighbouring authority, Welwyn Hatfield.
- ◀ The Club has a total of 145 competitive playing members creating demand for six affiliated senior teams and a junior section. This does not account for people playing in informal formats of hockey.
- ◀ Tenure for the Club (at Dame Alice Owens School) is unsecure with no community use agreement in place.

HERTSMERE BOROUGH COUNCIL

PLAYING PITCH STRATEGY

Scenarios

Protecting provision

There is a need for full access to two full size hockey suitable AGPs in Hertsmere to accommodate current and expected future levels of demand. It is imperative that AGP at Dame Alice School is protected for hockey use and is not converted to 3G as this would be detrimental to hockey, unless suitable replacement provision could be found elsewhere and agreed to be EH.

Further to this, due to the Furzefield Centre being used for midweek hockey (to accommodate university demand), it also requires protection, unless this demand can be adequately transferred elsewhere.

There are three pitches unavailable for community use within Hertsmere at secondary education sites, which are all around a 25-minute drive time from the Furzefield Centre. All three pitches accommodate curricular activity during the midweek hockey peak period and are therefore unsuitable to accommodate university demand.

Converting sand-based AGPs to 3G pitches

The AGP at the Furzefield Centre is poor quality and will need resurfacing in the next three years to allow sustained use of the pitch (for both football and hockey). There is a shortfall of a 3G pitch in the same analysis area of the Furzefield Centre (Potters Bar) and given the highest levels of demand on the pitch is for football, it is preferential for this pitch to be considered for conversion.

As previously stated, this will require the transfer of midweek demand to an alternate site which cannot be currently achieved elsewhere in Hertsmere.

Recommendations

- ◀ Ensure that AGPs at Dame Alice Owens School and The Furzefield Centre are protected from conversion to ensure the continuation of hockey in the Borough.
- ◀ Ensure sinking funds are in place for long-term sustainability.
- ◀ Look to secure community use through formal agreement where possible, especially through linked external funding and especially at education sites.
- ◀ Seek to maximise hockey usage where hockey is being played.
- ◀ Increase participation driven through community clubs and schools.
- ◀ Secure and monitor additional community use agreements within education sector where possible.
- ◀ Utilise CIL and/or s106 funding to deliver additional 3G pitches and facilities.

Golf

Summary

- ◀ There are nine golf courses within Hertsmere, although only seven continue to operate.
- ◀ In addition, there are four driving ranges, located at Dyrham Park, Radlett Park, A1 Golf and Shire London golf clubs.
- ◀ The nine courses provide six nine-hole golf courses and seven 18-hole golf courses. However, one nine-hole course and one 18-hole course are no longer in operation after the closure of Bushey Golf & Country Club and Potters Bar Golf Club.
- ◀ Quality is considered to be good at all operational courses in the Borough.

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

- ◀ All clubs within the Borough provide clubhouse provision with an array of facilities, from clubhouses and bars to wedding venues.
- ◀ Only Hartsbourne Golf Club and Porters Park golf clubs have membership bases higher than the national average.
- ◀ In total, an average of 132,545 people are identified as current or potential users of golf courses within Hertsmere.
- ◀ Demand is likely to be highest for Dyrham Park Golf Club, with 186,050 potential users, followed by Shire London Golf Club, which has 174,167 potential users. Demand is lowest for Radlett Park Golf Club, which has 3,888 potential users.
- ◀ It is considered that the current supply of facilities in Hertsmere can meet current and future demand, with emphasis placed on ensuring sites are able to retain current members and users as well as assisting them in capitalising on any untapped demand and future demand.

Scenarios

Rationalisation of golf courses and facilities

Hartsbourne Country Club site (previously developed area only) and the closed Bushey Golf & Country Club and Potters Bar Golf Club sites have been promoted as potential development sites through the Hertsmere Local Plan.

Demand from the closed courses at Bushey and Potters Bar golf clubs is likely to have been transferred to clubs within their locality. Based on accessibility, it is determined that there are enough golf courses servicing the Hertsmere population without these two courses being brought back into use.

On this basis, there does not appear to be a need to fully replace the closed golf courses. However, any mitigation should seek to enhance the existing golfing offer available to Borough residents; or by creating an alternative non-traditional provision in the Area to encourage golf participation.

Although the assessment of golf has established that there is adequate supply of used golf courses in Hertsmere, there is still a requirement to carry out a full Needs Assessment per course to further establish the need to maintain or mitigate each course.

In terms of the used Hartsbourne Country Club site, both Bushey Hall Golf Club in Hertsmere and Grims Dyke Golf Club in Harrow are also located within a 15 minute drive. Grims Dyke Golf Club course actually backs onto Hartsbourne Country Club course.

It should also be noted that Hartsbourne Country Club provides a large course consisting of 27 standard holes which is broken down into three, nine hole courses. Bushey Hall Golf Club in particular, only has current membership of 164 (albeit the Club has a focus on offering weekly memberships and pay and play opportunities) and therefore is likely to have some potential capacity to accommodate additional members. However, Hartsbourne Country Club is an expensive high end club but currently caters for 591 members.

As with the closed courses, there is still a requirement to carry out a full Needs Assessment per course to further establish the need and extent to which golf provision should be maintained or mitigated. For example, there may be a good supply of 18 hole courses but there could be a shortage of driving ranges which may justify mitigation of a driving range. An assessment should also consider the impact of reducing the size of the course from 27 holes and qualitative improvements being made.

HERTSMERE BOROUGH COUNCIL

PLAYING PITCH STRATEGY

Recommendations

- ◀ Seek to work in collaboration with England Golf to further investigate the need to maintain or mitigate golf provision in Hertsmere. This should include exploring opportunities for golf facilities to meet identified shortfalls for other pitch sports.
- ◀ The creation of entry level, informal golf facilities such as FootGolf courses or shorter pitch and putt courses should be considered to capitalise on latent demand in Hertsmere.
- ◀ Sustain course quality and across all active sites to facilitate current and future growth.
- ◀ Support clubs in membership in retention and potential growth.
- ◀ Encourage clubs and providers to work more collaboratively in terms of creating pathways for existing and new players.

Bowls

Summary

- ◀ There are seven flat outdoor bowling greens located across seven sites in Hertsmere, none of which are floodlit.
- ◀ One of the seven outdoor greens, one is an artificial green which was part provided using CIL investment.
- ◀ There are three greens in the Borehamwood and Elstree Analysis Area whilst the Bushey Analysis Area has two greens. There is one green each in the Aldenham and Shenley and Potters Bar analysis areas.
- ◀ Six greens are assessed as good quality and one is poor quality. The poor quality green is located at Old Haberdashers Sports Club.
- ◀ All responding clubs describe the ancillary facilities at their home venues as good quality.
- ◀ There are six bowls clubs playing in Hertsmere, four of which, responded to consultation. Potters Bar BC is the largest club in the area with 139 members in total. In contrast, Metropolitan Police Bushey BC is the smallest club with 40 members in total.
- ◀ All responding clubs aspire to increase membership by a total of 62 senior members and 15 junior members.
- ◀ Metropolitan Police Sports Club Bushey is considered to have more capacity to cater for additional members.
- ◀ Although the green at Phillimore Recreation Ground has just over 60 members, it is not considered to be overplayed particularly as the green is good quality.
- ◀ Although greens at King George Recreation Ground and Potters Bar Cricket Club accommodate significantly more than 60 members, neither club is considered to be overplayed.
- ◀ The Strategy will further explore the need to bring back into use at Old Haberdashers Sports Club and for greater use of the artificial green located at Aberford Park.
- ◀ According to the Indoor Sports Facilities Strategy, there are no indoor bowls facilities in Hertsmere. Consultation with EIBA confirms that it does not view Hertsmere as a priority area as it considers facilities in the adjoining local authority areas to be able to cater for current demand.

Scenarios

There is a sufficient supply of bowling greens in Hertsmere to accommodate current levels of club demand. Despite several clubs having high memberships, none state a need for further provision to be provided. Where high club membership is evidenced, there is a need to ensure green quality is of a high level to sustain high levels of use.

HERTSMERE BOROUGH COUNCIL

PLAYING PITCH STRATEGY

Recommendations

- ◀ Retain existing quantity of greens utilised by clubs and seek to improve overall quality through with good maintenance and effective partnership working with club volunteers.
- ◀ Undertake a local needs assessment to determine if the unused bowling green at Old Haberdashers Sports Ground needs to be retained.
- ◀ Sustain good quality greens and explore improvements at sites accommodating high levels of demand, particularly; King George Recreation Ground (Bushey BC), Philimore Recreation Ground (Radlet BC) and Potters Bar BC.
- ◀ Support clubs with plans to increase membership so that growth can be maximised.
- ◀ Utilise CIL and/or s106 funding to improve existing bowls infrastructure in relation to green quality and site-specific infrastructure.
- ◀ Look to provide DDA compliant facilities to accommodate current/future members with a physical disability.

Tennis

Summary

- ◀ There are 113 tennis courts identified in Hertsmere across 30 sites, with 73 of the courts being available for community use.
- ◀ The Bushey Analysis Area has the largest amount of provision with 39 courts and the Borehamwood and Elstree Analysis Area contains the least amount of provision with 12 courts.
- ◀ All courts that are unavailable for community use are located at education sites. This may be due to variety of reasons, such as a lack of local demand for court usage, high staff costs to enable community usage or a preference to preserve court quality for curricular use.
- ◀ In addition to this, there are three padel courts located at Bushey Grove Leisure Centre.
- ◀ No clubs' express concerns with regards to security of tenure.
- ◀ Each club is serviced by some level of floodlit provision, with 32 floodlit courts existing across the Borough.
- ◀ Of the community available courts, 54 have a macadam surface and the remaining 19 have an artificial turf surface.
- ◀ There are 37 community available courts are assessed as good quality, 16 as standard quality and 20 as poor quality.
- ◀ Combined membership of the four clubs equates to a total of 2,084 members, which is derived from 1,462 senior members and 622 junior members.
- ◀ No informal demand for tennis has been identified in the Borough as usage of open access courts is rarely recorded and no LTA initiatives are currently operating in Hertsmere.
- ◀ There is sufficient supply of courts at three of the four club sites. The courts at Radlett Lawn Tennis & Squash Club are significantly overplayed. However, this will be reduced after floodlights are installed on three more courts.
- ◀ As all remaining non-club courts are deemed to have spare capacity, focus should be on improving quality to an adequate standard for informal play.
- ◀ According to the Indoor Sports Facilities Strategy, there is one indoor tennis facility with 13 indoor courts at David Lloyd Club.

HERTSMERE BOROUGH COUNCIL

PLAYING PITCH STRATEGY

Scenarios

There is a sufficient supply of tennis courts at the all clubs operating in Hertsmere to meet current and future demand with the exception of; Radlett Lawn Tennis Club & Squash Club. Based on LTA capacity guidelines, it is overplayed by 100 members. It has plans to provide floodlighting to three existing courts, reducing overplay to 40 members. Given the site is landlocked and unable to provide additional courts, further floodlighting two courts on the site could satisfy demand.

Alternatively, if considered feasible, accessing Phillimore Recreation Ground as an overspill site (located 0.8 miles away) would also work in satisfying capacity requirements.

Whilst the available analysis highlights that there is an adequate supply of tennis courts across the area it is important to also consider the critical factors of how people access and discover courts to play tennis. LTA insight demonstrates that over 50% of all people who play between 1-11 times a year will do so in a non-club environment, for those who play monthly this figures remains at 40%. For those who play weekly the percentage share does split more evenly, showing 40% of weekly players doing so in clubs vs 30% in a non-club environment.

Given the above, the LTA has identified two key sites in Hertsmere which it considered to be suitable to develop into tennis hub sites to promote greater opportunities for informal play and to enable a critical mass of use. The two sites identified by the LTA are:

- ◀ King George Recreation Ground
- ◀ Meadow Park

Recommendations

- ◀ Retain and protect the existing stock of tennis club facilities via appropriate maintenance and management support to ensure adequate provision remains for those who seek regular tennis activity, whilst also encouraging club venues to consider how access and use can be improved at clubs to enable more informal play.
- ◀ For non-club venues look to sustain and protect tennis courts that can continue to provide informal access and use. To optimise and target resource, as well as stimulating demand for tennis, it is advised to look at creating non tennis club 'hub sites' which can better attract, grow and support recreational tennis in the area. This would involve working with the LTA on target sites that could improve the customer journey to court.
- ◀ Ensure clubs operating above membership thresholds continue to have a supply that adequately meets needs.
- ◀ Support Radlett Lawn Tennis & Squash Club with its plans to develop additional floodlighting on site.
- ◀ Improve courts located at education sites to meet curricular and extra-curricular needs which are poor quality.
- ◀ In line with the Indoor Sports Facilities Strategy, work with partners and stakeholders to see whether any community use agreements can be put in place to enable hard to reach groups to access David Lloyd Club.

Netball

Summary

- ◀ In total, there are 76 outdoor netball courts located across 41 sites in Hertsmere.
- ◀ Of which, 45 (59%) are assessed as standard quality, 14 are assessed as good quality (19%) and the remaining 15 (22%) courts are assessed as poor quality.
- ◀ However, only 27 of these courts (36%) are available for community use.

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

- ◀ Generally, schools do not allow their courts to be available for community use. This can be due to variety of reasons, such as a lack of local demand for court usage, lack of floodlighting, high staff costs to enable community usage or a preference to preserve court quality for curricular use.
- ◀ Two clubs; Breezers Netball Club and JNA Netball Club, operate in Hertsmere. However, all of their play takes place indoors or outside of the Borough.
- ◀ No netball leagues currently operate within Hertsmere.
- ◀ One Walking Netball session is currently based in Hertsmere. This takes place on the indoor courts at Furzefield Leisure Centre.
- ◀ England Netball is due to begin a Walking Netball session at St Margaret's School in late April 2019.
- ◀ Regular Back to Netball sessions are held at Dame Alice Owens School on the outdoor courts, contributing the only known demand for outdoor netball provision in Hertsmere.
- ◀ The Indoor Sports and Leisure Strategy finds that netball clubs prefer to train indoors in the area, however, they report difficulty in Hertsmere in obtaining the preferred times and days due to demand from other sports.

Scenarios

There is enough outdoor netball provision in Hertsmere to meet current and any future club/league and recreational demand that arises. However, priority should be placed on maintaining existing levels of provision and improving court quality at strategically important sites throughout the Borough. This is particularly key at sites which have regular use of their outdoor courts or have the potential to accommodate structured programming in the future. This is particularly relevant at Bushey Grove Leisure Centre which has previously accommodated England Netball programming that stopped due to poor court quality.

It should be noted that netball in Hertsmere is largely focused at school sites, whether it is outdoor or indoor, therefore securing long term community use of these sites is crucial for the growth of the sport. The two sites which should be focused upon are the Dame Alice Owens School and St Margaret's School.

Recommendations

- ◀ Seek to improve poor quality courts at education sites to provide enhanced curricular and extra – curricular opportunities for netball.
- ◀ Protect dedicated netball provision at sites with identified community access.
- ◀ Explore funding opportunities to improve court quality at Bushey Grove Leisure Centre.
- ◀ Ensure that future investment into netball courts is targeted at sites accommodating the highest levels of outdoor demand. These are Dame Alice Owens School and St Margaret's School.
- ◀ Seek to work with England Netball to increase participation into the sport throughout the Borough.
- ◀ Work to secure community use agreements at Dame Alice Owens School and St Margaret's School to ensure secured netball access.
- ◀ In line with the Indoor Sports Facilities Strategy, support investment at sites where sports halls are being refurbished or developed to ensure indoor netball is catered for and regularly evaluate sports hall programming to ensure there is capacity to support netball clubs and initiatives. Support the development of indoor netball at Dame Alice Owen's School as the new league becomes established.

Athletics

Summary

- ◀ There are no athletics tracks in Hertsmer, with the closest facilities instead located in Dacorum and St Albans. However, there is a 100m synthetic sprint track located at Haberdashers' Aske's Boys' School which is unavailable for community use.
- ◀ There are no athletics clubs in Hertsmer, although there is two running clubs; Ucanjog2 and Running Jo's.
- ◀ Parkrun events take place on a weekly basis at Aldenham Park, with an average of 75 runners each week. A junior Parkrun also takes place at King George Recreation Ground and averages 46 runners a week.
- ◀ The Bushey 10k is an annual running event, with 295 runners taking part last year.
- ◀ Although no dedicated athletics facilities are currently provided, no demand is expressed for the creation of such provision, with facilities in neighbouring authorities considered close enough to absorb any demand.
- ◀ There may be opportunities to explore further in relation to establishing greater community use at Haberdashers' Aske's Boys' School or consideration of compact athletics facilities in the Borough.
- ◀ Precedence should instead be placed on sustaining and increasing the number of running events currently taking place.

Scenarios

It is considered that demand for athletics in Hertsmer is adequately catered for by both the Woodside Athletics Track located in Watford and the Jarman Park Athletics Track in Dacorum, and to that end there is no need to develop full scale 400m track provision within Hertsmer. If demand is to arise in the future, consideration should be given to providing a Compact Athletic Facility.

England Athletics has adopted UKA's strategic position that we should concentrate on preserving and improving the existing stock of 400m tracks rather than seeking to build additional ones. However, there are areas in the country where journey time to the nearest full size outdoor track is longer than ideal, and there are places where good coaching has created significant demand despite the lack of a local athletics facility.

The Compact Athletics concept is intended to fill this gap, providing training facilities in places where there is insufficient demand, funding or land to accommodate a full-size track.

A Compact Athletics facility can take a number of forms, but essentially provides a strip of synthetic track plus some capacity for jumps and throws, enabling core athletic skills to be taught, enjoyed and developed.

Recommendations

- ◀ Explore opportunities to greater utilise the 100m sprint track at Haberdashers' Aske's Boys' School (if demand arises in the future).
- ◀ Explore future opportunities to deliver a Compact Athletic Facility if demand arises.
- ◀ Support the running events taking place as well as exploring the implementation of initiatives not currently serviced to increase participation in recreational running.
- ◀ Ensure that any new developments consider the need for running and opportunities to link with/to existing running routes.

PART 5: STRATEGIC RECOMMENDATIONS

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

OBJECTIVE 1

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

Recommendations:

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

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

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

NPPF paragraph 97 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

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

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

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

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

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

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

Policy Exception E1:

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

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

Policy Exception E4:

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

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

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

If it is considered appropriate in the future, there may be some scope to rationalise some existing outdoor sport sites (that are of low value i.e. one/two pitch sites with no changing provision) to generate investment and focus resources towards creating bigger, better quality sites (hub sites). Such sites could then be re-purposed to meet other recreational needs or, if appropriate and agreed upon, redeveloped. However, no suitable sites for this have been identified as part of the PPS, meaning the situation should be re-visited as part of the ongoing monitoring and reviewing of the project.

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

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

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

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

In the context of the Comprehensive Spending Review, which announced public spending cuts, it is increasingly important for the Council to work with voluntary sector organisations to enable them to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, where practical, it should support and enable clubs to generate sufficient funds, providing that this is to the benefit of sport.

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

Local sports clubs should be supported by partners including the Council and NGBs to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership work. For example, support club development and encourage clubs to develop evidence of business and sports development plans to generate income via their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)⁹. They should also be encouraged to work with partners locally – such as volunteer support agencies or local businesses.

For clubs with lease arrangements already in place, these should be reviewed when fewer than 25 years remain on existing agreements to secure extensions, thus improving security of tenure and helping them attract funding for site developments. Any club with less than 25 years remaining on an agreement is unlikely to gain any external funding.

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

⁹ <http://www.cascinfo.co.uk/cascbenefits>

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

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

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

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

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

In addition, clubs should be made fully aware of the associated responsibilities/liabilities when considering leases of multi-use public playing fields. It is important in these instances that the site, to some degree, remains available for other purposes or for other users.

Community asset transfer

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

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

In order to maximise community use of education facilities it is recommended to establish a coherent, structured relationship with schools. The ability to access good facilities within the local community is vital to any sports organisation, yet many clubs struggle to find good quality places to play and train. Pricing policies at facilities can be a barrier to access but also physical access and resistance from schools to open up provision due to staffing, site security or to protect quality of facilities for school use.

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

A number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the school/college and the local clubs. Notably, all full sized 3G pitch provision is in operation at education sites and play a critical role for hockey and football but more significantly as floodlit facilities for midweek team training. The Council and other key partners must work with schools and colleges to develop an understanding of the issues that restrict or affect community access. Support should be provided, where appropriate, to address any underlying problems. It is worth noting that schools in the independent sector are registered charities and their charitable purposes provide an opportunity to open up community access.

The following schools do not currently provide community access to their outdoor sports provision in Hertsmere:

- ◀ Aldenham Preparatory School
- ◀ Haberdashers Aske's Boys School
- ◀ Mount Grace School
- ◀ St Margaret's School
- ◀ Hertsmere Jewish Primary School
- ◀ Immanuel College
- ◀ Kenilworth Primary School
- ◀ Yavneh College
- ◀ Monksmead School
- ◀ Cranborne Primary School
- ◀ Ashfield Junior School
- ◀ Bushey Primary School
- ◀ Aldenham School
- ◀ Haberdashers Aske's Girls School
- ◀ Hertswood Academy (Lower Site)**
- ◀ Queens School South*
- ◀ The Bushey Arena
- ◀ Edge Grove Primary School
- ◀ Manor Lodge School
- ◀ Cowley Hill School
- ◀ Pope Paul Catholic Primary School
- ◀ Newberries Primary School
- ◀ Bournehall Primary School

*Queens School South has pitches which are both available and not available for community use.

** Pitches situated at Hertswood Academy (Lower Site) will be available for community use in September 2019 and secured through an arranged community use agreement. At present the pitches are classified as unavailable for community use.

Of the schools listed above several offer a significant level of sporting provision which could be utilised to accommodate community sport teams, and in turn, reduce identified shortfalls. The schools which are considered the most suitable for targeting are:

- ◀ Aldenham Preparatory School
- ◀ Haberdashers Aske's Boys School
- ◀ Aldenham School
- ◀ The Bushey Academy

Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use. This is of particular relevance at Queens School North and Queens School South which both accommodate significant levels of footballing demand.

Hertswood Academy (Lower Site) has a CUA which will begin from 2019. Bushey Academy also has an active CUA for its playing pitches, although it is noted that pitch quality has meant the School can no longer abide to the agreement.

It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to grass pitches for community use is limited. In some instances, grass pitches are unavailable for community use due to poor quality and therefore remedial works will be required before community use can be established.

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A strategic approach should be taken to identify the priority schools to focus on in regards to both the PPS and the indoor leisure facilities strategies, so that outdoor sport is not considered in isolation to indoor sport (and vice versa).

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

- ◀ Better understand current community use, practices and issues by 'auditing' schools.
- ◀ Identify specific key issues through engagement with individual schools.
- ◀ Identify strategic solutions that can apply to multiple schools.
- ◀ Ensure community use agreements are upheld.
- ◀ Identify and pilot a school/club formal community use agreement with a view to rolling out the model across the area.
- ◀ Ensure that funding to improve the quality of the facilities is identified and secured.
- ◀ Secure a management arrangement for community access, which does not necessarily rely on existing school staff structures.
- ◀ Ensure that pitch provision at schools is sufficient in quality and quantity to be able to deliver its curriculum; once this has been achieved, provision could contribute to overcoming deficiencies in the area.
- ◀ Ensure that any new schools provide the right facilities and that they are community accessible.
- ◀ Use examples of best practice from other local authorities as a guide.

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

In 2010, Suffolk County Council developed a pilot project with a group of schools to fulfil its health and wellbeing aims. A four stage pilot was planned, working with 12 schools. The four stages involved:

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

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

An action from the above could be the South West Herts councils or Active Herts asking their counterparts in the areas of best practice to visit and provide an overview of the work carried out.

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

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community use of such schools to minimise administration and make access easier for the users.

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

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

OBJECTIVE 2

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

Recommendations:

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

Recommendation (d) – Improve quality

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

The FA Pitch Improvement Programme (PIP)

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

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

Addressing quality issues

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

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

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

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

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

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

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

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

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

For improvement/replacement of AGPs refer to Sport England and the NGBs 'Selecting the Right Artificial Surface for Hockey, Football, and Rugby Union' document for a guide as to suitable AGP surfaces: www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/

Addressing overplay

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

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

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Table 5.2: Capacity of pitches

Sport	Pitch type	No. of matches		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week
Rugby union	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Cricket	One grass wicket	5 per season	4 per season	0 per season
	One synthetic wicket	60 per season		

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

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

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

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

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

Increasing maintenance

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

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

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

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

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

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

The majority of Council maintained pitches in Hertsmere are assessed as standard quality, with the maintenance regime sophisticated when compared to other local authorities nationally. The programme consists of regular grass cutting, line marking, fertilisation, weed killing and aeration at regular intervals throughout the season. Further to this, there is remedial work undertaken such as divot replacement and chain harrowing.

Improving changing provision

There is a need to address changing provision at some sites in the District, although these are generally centred at either parish council or privately managed sites.

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

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

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

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

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

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

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

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

Locally, it is important for local authorities to be able to pull together evidence which can be used to influence public health partners to help unlock potential funding for sport. Public Health England's national physical activity framework, Everybody Active, Every Day, identifies 4 areas for local and national action, based on international evidence of what works and co-produced with over 1,000 local and national stakeholders and be found using the following link: [Everybody Active Every Day evidence based approach.pdf](#)

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

Recommendation (g) – Secure developer contributions

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

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

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

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

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To support the implementation of this recommendation, KKP has prepared a developer's contributions guide for playing pitches (provided separately to the Council). The guide should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate playing fields and subsequent maintenance. Section 106 contributions could also be used to improve the condition and maintenance regimes of the pitches in order to increase pitch capacity to accommodate more matches. Where CIL is in place, funds collected should be allocated towards the provision and improvement of facilities.

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

- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106/CIL Agreement or equivalent must be completed that should specify, when applied, the amount that will be linked to Sport England's Building Cost Information Service from the date of the permission and timing of the contribution/s to be made.
- ◀ Contributions should also be secured towards the first ten years of maintenance on new pitches. NGBs and Sport England can provide further and up to date information on the associated costs.
- ◀ External funding should be sought/secured to achieve maximum benefit from the investment into appropriate playing pitch facility enhancement and its subsequent maintenance.
- ◀ Where new multiple pitches are provided, appropriate changing rooms and associated car parking should be located on site.
- ◀ All new or improved outdoor sports facilities on school sites should be subject to community use agreements and monitored effectively thereafter.

OBJECTIVE 3

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

Recommendations:

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

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

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

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

For 3G pitches, there is a shortfall of provision within each South West Herts local authority. As such, a feasibility study should be carried out across the South West Herts region (including St Albans and Watford) to look at opportunities to increase the stock, with emphasis on sites that can accommodate more than one pitch in order to develop football hub sites. It is important that there is a joined-up approach between the relevant authorities to ensure that 3G pitches are developed at the most appropriate sites, such as by selecting sites that can contribute towards accommodating demand from neighbouring authorities. This approach will also ensure there is no duplication of provision that will compete against each other to attract demand.

Where new schools are provided in major new residential developments, they should be designed to facilitate community access, with opportunities for meeting the community's outdoor sports needs explored at the planning stage to maximise potential demand and ensure the correct facility provision. For example, full size 3G pitches are often best suited to secondary school sites, whereas mini football pitches and MUGAs/small sided AGPs on primary school sites.

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

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

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

- ◀ Improving quality in order to improve the capacity to accommodate more demand.
- ◀ Transferring demand from overplayed sites to sites with spare capacity.
- ◀ The re-designation of facilities.
- ◀ Securing affordable, long term community use at school sites including those currently unavailable.
- ◀ Working with commercial and private providers to increase usage.

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

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

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

Sport	Future sports development trend	Strategy impact
Football	Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small sided football for adults.	Additional need for 3G pitches. Sustain current pitch stock but give consideration to pitch reconfiguration to accommodate youth 11v11 football. Qualitative improvements.
	Demand for mini and youth football is likely to increase based on TGRs and the FA has a key objective to deliver 50% of mini and youth football on 3G AGPs.	Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise new or existing 3G pitches to further accommodate this demand and ensure FA testing.
	The FA's strategy for Women's and Girls' football: 2017 – 2020 was released in March 2017. One of the major goals of the new the new strategy will be to double participation.	Demand for grass pitches and 3G pitches is likely to increase.
3G pitches	Demand for 3G pitches for football is high and will continue to increase as currently there is a shortfall of full size pitches. It is likely that future demand for the use of 3G pitches will increase for both training and match play purposes.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches as well as sinking funds. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches. Utilise Sport England/NGB guidance on choosing the correct surface.

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Sport	Future sports development trend	Strategy impact
Cricket	Except for grounds identified as poor quality, ECB predicts further growth in cricket demand for pitch use over the next few years.	Pitches that are already identified in the PPS as being at capacity will not be able to accommodate additional playing demand generated and it is predicted there will be demand for additional cricket playing facilities. A need to ensure appropriate access to indoor and outdoor nets.
	All Stars Cricket, the ECB national programme for 5-8 year olds, is engaging large numbers of children and has already been delivered over the past 3-4 years, with increasing numbers of participants year on year, alongside Chance to Shine cricket delivery in primary schools. Increasing numbers of those children are continuing to play cricket as they get older so junior numbers are increasing within clubs.	Greater usage of outfields to accommodate demand from All Stars Cricket. Shorter formats of cricket, and additional formats including softball cricket, are also driving up demand for pitches. An increase stock of NTPs likely to be required to accommodate demand.
	Women's and girls' cricket is a national ECB priority and there is a target to establish more female teams in every local authority.	Increased requirement for peak time access to pitches. Need to ensure access to good quality facilities including, segregated changing and toilet provision.
Rugby union	Locally, the RFU want to ensure access to pitches at Tabard RFC satisfy existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock and support facility development. In particular, capital improvements are required to the existing natural turf pitches as is improvements to the quality of changing rooms, where appropriate. All clubs should have access to high quality floodlit pitches to support training and match play demand.
		Need for greater access to current 3G World Rugby Reg 22 pitch given shortfalls identified on grass pitches and level of training demand on grass pitches.
Hockey	Current playing level is likely to increase with a 15% growth rate predicted by England Hockey.	Ensure continued use of at least three sand-based AGPs to accommodate current demand and ensure sinking funds are in place for long-term sustainability. Explore access and/or creation of additional sand-based AGP to meet future demand. Ensure that no 3G pitch conversions take place that are detrimental to hockey and revisit hockey demand when and if a conversion is proposed to ensure the subjected pitch is not required.
	High profile events (Hockey World Cup 2018 Legacy)	These high profile events aim to raise the profile of the game within England and there will be community events in the build-up within clubs and a promotional programme through clubs and local schools. This will inevitably raise the profile of the game with the aim to increase participation.
	New England Hockey initiative, Hockey Heroes (aimed at growing participation for under 10s).	Ensure that outfields are able to accommodate additional future demand.

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Sport	Future sports development trend	Strategy impact
Bowls	No expected net increase in memberships.	Likely that any future increase could be accommodated on existing greens.
Tennis	The LTA has a key priority for the strategic development and growth of tennis at both a club and wider community level such as local parks.	Increases in participation can be accommodated through providing additional courts that are floodlit. An increase in casual play can be encouraged through adopting LTA initiatives such as digital access systems. Sustained demand for existing padel tennis courts.
Netball	Membership of clubs is expected to increase.	Likely that any future increase could be accommodated on existing courts, however, providing more courts that are floodlit would be beneficial.
Golf	Declining membership expected to 'level off' and clubs are likely to see a rise in membership.	Protection or replacement of currently used golf courses.
	Non-traditional formats of play are becoming increasingly popular.	Remaining clubs should tailor their offer towards non-traditional formats of play to attract new users.
Athletics	Membership is expected to increase at recreational events i.e. Parkrun.	Need to accommodate recreational demand with toilet facilities.

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PART 6: ACTION PLAN

The site-by-site action plan seeks to address key issues identified in the preceding Assessment Report. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement. It should be reviewed in the light of staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make. The Action Plan is separated by analysis area.

The Council should make it a high priority to work with NGBs and other partners to comprise a priority list of actions based on local priorities, NGB priorities and available funding. To allow for facility developments to be programmed within a phased approach, the Council should adopt a tiered approach to the management and improvement of outdoor facility sites and associated provision.

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

Table 6.1: Proposed tiered site criteria

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

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

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

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

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

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

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

Some local sites are suitable for rationalisation providing that capital receipts are allocated to replace the lost provision at larger, multi-pitch sites.

Management and development

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

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.
- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Negotiation with landowners to increase access to private hub sites.
- ◀ Football investment programme/3G pitch development with the FA and Football Foundation

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PLAYING PITCH STRATEGY

Partners

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

Priority

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

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

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

Costs

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

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

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

Timescales

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

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

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

Aim

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

ALDENHAM AND SHENLEY ANALYSIS AREA

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim	
1	Aldenham Cricket Club	Cricket	Sports Club	One grass cricket square consisting of 12 wickets. The square is of poor quality and currently overplayed by 12 match sessions per season by Aldenham CC. The site is serviced by standard quality ancillary facilities.	Improve square quality through enhanced maintenance regime to alleviate overplay.	ECB Sports Club	Local	H	S-M	L	Protect	
2	Aldenham Prep School (Button Field)	Football	Education	Two mini 5v5 pitches of standard quality that are unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect	
		Cricket		One standalone NTP which is deemed to be of adequate standard.	Sustain quality by upholding the current maintenance regime.	ECB School						
3	Aldenham School (Cooles Field)	Football	Education	Five youth 11v11, one mini 5v5 and one adult pitch, all of standard quality. These pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect	
4	Aldenham Sports Centre	Football	Education	Two mini 7v7 and two youth 9v9 pitches of standard quality that are unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect	
		Cricket		Four grass cricket squares consisting of one ten wicket, two six wicket and one five wicket squares. All four squares are of standard quality and are currently unavailable for community use.	Sustain square quality through current maintenance regime to accommodate curricular demand.	ECB School						
		Hockey		One full-size, floodlit AGP which is unavailable for community use.	Sustain pitch quality to continue to accommodate curricular demand. Ensure sinking fund is in-place for refurbishment when necessary.	EH School						M-H
		Tennis		Three macadam tennis courts that are unavailable for community use and are without floodlighting.	Sustain court quality for curricular use.	LTA School						L
		Netball		Two standard quality macadam courts that are unavailable for community use and without floodlighting.	Sustain court quality for curricular use.	EN School						
5	Arsenal Training Centre	Football	Sports Club	Ten adult football pitches of good quality that are unavailable for community use.	Sustain pitch quality through current maintenance regime.	HFA FF Sports Club	Hub	L	L	L	Protect	

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim			
14	Edge Grove Preparatory School	Football	Education	Two mini 7v7 pitches and one mini 5v5 pitch, all of standard quality. The pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect			
		Cricket		One grass cricket square containing a single standard quality wicket. The square is unavailable for community use.	Sustain quality by upholding the current maintenance regime.	ECB School								
		Tennis		Two macadam tennis courts that are unavailable for community use and are without floodlighting.	Sustain court quality for curricular use.	LTA School								
16	Fair Field Junior School	Netball	Education	Two standard quality macadam netball courts that are without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect			
20	Haberdashers' Aske's Boys' School	Football	Education	One adult pitch and two youth 9v9 pitches of good quality that are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect			
		Cricket		Three good quality grass cricket squares, each consisting of eight wickets. None of the squares are currently available for community use.	Sustain quality by upholding the current maintenance regime.	ECB School								
		Rugby Union		One senior and seven junior pitches, all of good (M2/D2) quality. None of the pitches are currently floodlit or available for community use.	Sustain pitch quality through current maintenance regime. Explore opportunities to gain community access linked to Tabard RFC.	RFU School						M	S-M	L
		Hockey		Two full-size, floodlit AGPs that are unavailable for community use.	Sustain pitch quality to continue to accommodate curricular demand. Ensure sinking fund is in-place for refurbishment when necessary.	EH School						L	L	M-H
21	Haberdashers' Aske's School for Girls	Tennis	Education	Nine floodlit macadam tennis courts that are unavailable for community use.	Sustain court quality for curricular use.	LTA School	Local	L	L	L	Protect			
		Netball		Eight good quality, floodlit, macadam netball courts that are unavailable for community use.	Sustain court quality for curricular use.	EN School								
22	Harris Lane	Football	Parish Council	Two standard quality adult pitches that are currently unused. The site is serviced by poor quality ancillary facilities.	Sustain pitch quality through current maintenance regime. Look to utilise site capacity. Explore the feasibility of upgrading the ancillary provision on site.	HFA FF Council	Local	L	L	L-M	Protect Enhance			
24	Hertsmere Jewish Primary School	Football	School	Five mini 5v5 and three mini 7v7 pitches, all of standard quality. The pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect			

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim	
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School						
25	Hertswood Academy (Lower Site)	Football	School	One adult and one youth 9v9 pitch of standard quality that are currently unavailable for community use. However, these pitches will be improved and made available for community use in September 2019 once the redevelopment of the school is complete.	Sustain pitch quality through current maintenance regime to ensure community and curricular use can be accommodated. Encourage community football clubs to utilise grass playing pitches.	HFA FF School	Key	L	L	L	Protect	
		Football		One full-size, floodlit, 3G pitch of standard quality. The pitch is available for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in-place for refurbishment when required.	HFA FF RFU School						M-H
		Cricket		One standalone NTP that is deemed to be of adequate standard.	Sustain quality by upholding the current maintenance regime.	ECB School						L
		Rugby Union		One junior pitch of poor (M0/D1) quality. The pitch is unavailable for community use. However, these pitches will be improved and made available for community use in September 2019 once the redevelopment of the school is complete.	Sustain pitch quality to continue to accommodate curricular use.	RFU School						
		Tennis		Three macadam tennis courts that are currently unavailable for community use and are without floodlighting. However, these courts will be improved and made available for community use in September 2019 once the redevelopment of the school is complete.	Sustain court quality to accommodate curricular use.	LTA School						
		Netball		Five poor quality macadam netball courts that are without floodlighting and unavailable for community use. However, these courts will be improved and made available for community use in September 2019 once the redevelopment of the school is complete.	Sustain court quality to accommodate curricular use.	EN School						
33	London Colney Cricket Club	Cricket	Sports Club	One standard quality grass cricket square consisting of 10 wickets. The square is currently played to capacity at peak times by London Colney CC. The site is serviced by poor quality ancillary facilities. The Club also state ambitions for training facilities at their home ground.	Sustain square quality through current maintenance regime. Explore the feasibility of improving the ancillary provision on site and the provision of practice facilities.	ECB Sports Club	Local	L	L	L-M	Protect Enhance Provide	
35	Manor Lodge School	Football	School	Four mini 5v5 pitches of standard quality that are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect	

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
		Hockey		One small-size AGP that is without floodlighting and unavailable for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when required.	EH School				M-H	
		Netball		One good quality macadam netball court that is unavailable for community use and without floodlighting.	Sustain court quality through current maintenance regime.	EN School				L	
42	Phillimore Recreation Ground	Bowls	Parish Council	One good quality flat bowling green used by Radlett BC. The green is currently overplayed by nine members and if future demand aspirations are realised, this will increase to 29 members.	Sustain green quality through an enhanced maintenance regime to ensure overplay does not cause green quality to deteriorate. Monitor future club growth to ensure that significant overplay does not occur.	BE Parish Council	Local	L	L	L	Protect
		Tennis		One macadam tennis court of standard quality that is available for community use but without floodlighting.	Sustain court quality for recreational use.	LTA Parish Council					
47	Pursley Sports Ground	Football	Parish Council	One youth 11v11, one mini 7v7 and one mini 5v5 pitch, all of standard quality. The youth 11v11 pitch is currently played to capacity whilst both mini pitches could accommodate an additional team at peak times. This site is facilitated by poor quality ancillary facilities.	Sustain pitch quality through current maintenance regime. Look to fully utilise site capacity. Explore the feasibility of upgrading the ancillary provision on site.	HFA FF Parish Council	Local	L	L	L-M	Protect Enhance
50	Radlett Cricket Club	Cricket	Sports Club	Two grass cricket squares, one of good quality and one of standard quality. The good quality square consists of 17 wickets whereas the standard quality square consists of 10 wickets and an NTP wicket. The good quality square is currently played to capacity at senior peak time whilst the standard quality square is unused at peak time. Therefore, there is capacity to host two senior teams on this square. The site is serviced by good quality ancillary provision.	Sustain square quality through current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect
51	Radlett Preparatory School	Hockey	Education	One small-size AGP that is without floodlighting and unavailable for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when required.	EH School	Local	L	L	M-H	Protect
52	Shenley Cricket Centre	Cricket	Commercial	Two grass cricket squares, one of good quality and one of standard quality. The good quality square consists of 16 wickets whereas the standard quality square consists of 10 wickets. Both squares are currently played to capacity at senior peak time. The site is serviced by good quality ancillary provision.	Sustain square quality through current maintenance regime.	ECB Commercial	Local	L	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
54	Tabard RFC	Rugby union	Sports Club	Two senior pitches and two mini pitches, all of standard (M1/D1) quality. One of the senior pitches is also floodlit. The ancillary provision on site is reported to be of standard quality, but needs expansion to better accommodate its growing women's and girls programme. The non-floodlit pitch is currently played to capacity whilst the floodlit pitch is overplayed by 4 MES per week. The mini pitches on site have minimal spare capacity.	<p>Improve pitch quality through enhanced maintenance to reduce overplay whilst also exploring the possibility of drainage installation.</p> <p>Explore opportunities to provide floodlighting and to expand changing provision.</p>	RFU Sports Club	Local	M	M	L-M	Protect Enhance
58	The Medburn Ground	Football	Sports Club	<p>One adult, one youth 11v11 and one mini 5v5 pitch, all of good quality. The mini 5v5 pitch is currently unused whilst the youth 11v11 pitch has no capacity at peak times. The adult pitch could accommodate an additional team at peak time. The site is facilitated by standard quality ancillary facilities.</p> <p>The Club aspires to develop its site by developing adjacent field and turning it into additional football pitches to allow it to facilitate more of its demand on site.</p>	<p>Sustain pitch quality through current maintenance regime.</p> <p>Support the Club with its development aspirations to develop additional football pitches on site.</p>	HFA FF Sports Club	Local	L	L	L	Protect
60	UCL Sports Ground	Football	Sports Club	<p>Nine adult pitches, three youth 11v11 pitches and four mini 5v5 pitches, all of good quality.</p> <p>One full-size 3G pitch which is without floodlighting and unavailable for community use. Watford FC had planning permission granted in 2018 for a dome facility for a 3G pitch which would allow for community access, this community access consists of use for its younger academy teams and access for its community foundations programme. It is not considered that the facility is available for wider community use to local football clubs and for the purpose of the PPS is considered to be unavailable for community use.</p>	<p>Sustain pitch quality through current maintenance regime.</p> <p>Explore the feasibility of accommodating community usage on site as part of any approved planning application for improved facilities on the site.</p> <p>Sustain pitch quality through current maintenance regime.</p> <p>Ensure sinking fund is in-place for refurbishment when required.</p> <p>Explore the feasibility of accommodating community usage on site as part of any approved planning application for improved facilities on the site.</p>	<p>HFA FF Sports Club</p> <p>HFA FF RFU Sports Club</p>	Hub	L	L	L	Protect
67	Radlett Lawn Tennis & Squash Club	Tennis	Sports Club	Nine artificial tennis courts of which six are floodlit and two macadam courts that are without floodlighting. All of the courts are available for community use and are of good quality. The site is currently overplayed by 100 members.	<p>Sustain court quality through current maintenance regime.</p> <p>Explore the feasibility of floodlighting all of the courts on site in order to remove overplay of these courts.</p>	LTA Sports Club	Local	L	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
71	Dyrham Park Golf Club	Golf	Private	An 18-hole golf course with a short game practice area, 18-hole putting green, driving range and an indoor golf academy.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect
		Tennis		Two good quality macadam tennis courts that are without floodlighting but are available for community use.	Sustain court quality through current maintenance regime.	LTA Private					
77	St Giles C of E Primary School	Football	Education	One mini 7v7 and one mini 5v5 pitch, both of which are standard quality. The pitches are available for community use and have spare capacity although this has been discounted due to an unsecure tenure.	Sustain pitch quality through current maintenance regime. Look to formalise affordable community usage agreements to provide security of tenure.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime.	EN School					
81	Shenley Primary School	Netball	Education	One poor quality macadam netball court that is without floodlighting but available for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
82	Clore Shalom School	Netball	Education	One standard quality macadam tennis court that is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
84	Newberries Primary School	Football	Education	One mini 7v7 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
94	Aldenham Golf & Country Club	Golf	Private	There are two golf courses on site, an 18-hole course and a nine-hole course; as well as a practice area.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect
97	Porters Park Golf Club	Golf	Private	A members golf club with an 18-hole golf course.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect
99	Radlett Park Golf Club	Golf	Private	An 18-hole golf course, putting green, driving range and short game practice area.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect
101	St Albans Rangers FC	Football	Sports Club	One youth 11v11, two youth 9v9, one mini 7v7 and one mini 5v5 pitch; all of standard quality. The youth 11v11 is currently overplayed by one MES per week whilst the mini 7v7 is played to capacity at peak times. The youth 9v9 pitches have capacity for three additional teams at peak time whilst the mini 5v5 pitches have capacity for an additional team at peak time.	Improve pitch quality through improvements to the current maintenance regime to alleviate overplay. If feasible, explore options to secure long term access for the club on the site through a long term lease arrangement.	FA Sports Club HBC	Local	H	L	L	Protect Enhance

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
				The Club's site has been promoted as a potential development site by Hertsmere Borough Council. It is understood that the Club have been offered a 25-year lease for its site as part of mitigation for a loss of a pitch on the adjoining hospital site (in St Albans).	The site should be protected from development unless adequately re-provided in accordance with the NPPF on an identified site.						

BOREHAMWOOD AND ELSTREE ANALYSIS AREA

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
6	Aycliffe Sports Ground	Football	Council	One adult pitch of standard quality which is currently unused. The site is serviced by standard quality ancillary facilities. The site has the potential to accommodate an additional adult pitch, youth 9v9 and mini 7v7 pitch if demand arises in the future.	Look to improve drainage on the site to ensure pitches are better utilised. Look to fully utilise site capacity in order to reduce identified shortfalls.	HFA FF Community	Local	L	L	L	Protect
8	Boreham Wood Football Club	Football	Sports Club	One good quality stadia pitch used by Boreham Wood FC and Arsenal Women's FC. The site has some spare capacity although this has been protected to preserve pitch quality for professional club usage. The site is serviced by good quality ancillary facilities.	Sustain pitch quality through regular maintenance regime. Ensure that if the Club is promoted to EFL League 2 in the future it meets adequate ground grading regulations.	HFA FF Sports Club	Hub	L	L	L	Protect
		Football		One full-size 3G pitch which is floodlit and available for community use. The pitch was resurfaced in 2017 and is of good quality.							
9	Borehamwood Youth Football Club	Football	Sports Club	One youth 11v11, one youth 9v9, one mini 7v7 and one mini 5v5 pitch, all of standard quality. Both youth pitches are currently overplayed by one MES per week whereas both mini pitches have no additional capacity at peak times. The site is serviced by good quality ancillary facilities.	Improve pitch quality through enhanced maintenance to increase site capacity and alleviate overplay.	HFA FF Sports Club	Local	M-H	S	L	Protect Enhance
10	Brook Meadow	Football	Council	One adult pitch and one youth 9v9 pitch, both of standard quality. Both pitches have one MES of actual spare capacity at peak times. The site is serviced by poor quality ancillary facilities.	Sustain pitch quality through current maintenance regime. Look to fully utilise site capacity. Explore the feasibility of improving the ancillary provision on site.	HFA FF Council	Local	L	L	L	Protect Enhance
23	Hatch End and Elstree Cricket Club	Cricket	Sports Club	One poor quality grass cricket square consisting of seven wickets. The square is currently overplayed by 17 match sessions per season. The site is serviced by poor quality ancillary facilities.	Improve square quality through enhanced maintenance regime to alleviate overplay. Explore the feasibility of improving the ancillary provision on site.	ECB Sports Club	Local	H	L	L-M	Protect Enhance

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
29	Kenilworth Primary School	Football	Education	One mini 7v7 pitch of standard quality which is currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court which is without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime.	EN School					
36	Meadow Park	Football	Council	One adult pitch of standard quality which is currently unused. The site is serviced by good quality ancillary facilities. The site has the potential to accommodate an additional adult football pitch.	Sustain pitch quality through current maintenance regime. Look to fully utilise site capacity.	HFA FF Council	Local	L	L	L	Protect
		Bowls		Previously a single, good quality flat bowling green used by Borehamwood BC.	The green is now likely to be developed into additional car parking spaces and a small café. A four-rink, artificial green has been re-provided at the adjacent Aberford Park for Borehamwood BC's usage.	BE Council					
		Tennis		Two poor quality macadam tennis courts that are available for community use and without floodlighting.	Look to resurface the courts on site to encourage recreational use. Explore the feasibility of installing floodlights and a remote booking system such as ClubSpark to encourage further recreational use.	LTA Council					
41	Old Haberdashers Sports Club	Cricket	Sports Club	One standard quality grass cricket square consisting of 10 wickets. The square is currently used by a single team at senior peak time, so there is capacity for an additional senior team. The site is serviced by poor quality ancillary provision.	Sustain square quality through current maintenance regime. Explore the feasibility of improving the ancillary facilities on site.	ECB Sports Club	Local	L	L	L-M	Protect Enhance
		Rugby Union		Two senior pitches of standard (M1/D1) quality that are without floodlighting. The site has capacity to accommodate an additional three MES per week. The site is serviced by poor quality ancillary provision.	Sustain pitch quality through current maintenance regime. Explore the feasibility of improving the ancillary facilities on site.	RFU Sports Club					
		Bowls		One poor quality flat bowling green that has no identified usage.	Sustain green quality for recreational use and for strategic reserve. Look to improve green quality if demand for the green is formalised.	BE Sports Club				L	Protect
		Tennis		One standard quality macadam tennis court that is available for community use but without floodlighting.	Sustain court quality through regular maintenance.	LTA Sports Club					

HERTSMERE BOROUGH COUNCIL PLAYING PITCH STRATEGY

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
55	Tempsford Green	Football	Council	One adult pitch of standard quality which is currently unused. The site is serviced by poor quality ancillary facilities. The site has the potential to accommodate an additional youth 9v9 and three mini pitches.	Sustain pitch quality through current maintenance regime and explore opportunities to improve drainage. Look to fully utilise site capacity and explore the need to mark additional pitches to reduce identified shortfalls. Explore the feasibility of improving the ancillary provision on site.	HFA FF Council	Local	L	L	L	Protect Enhance
62	Yavneh College Sports Centre	Football	Education	One youth 11v11 and one youth 9v9 pitch, both of standard quality. The pitches on site are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Explore the feasibility of allowing future affordable community usage.	HFA FF College	Local	L	L	L	Protect
		Tennis		Three macadam tennis courts that are without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime for curricular usage. Explore the feasibility of allowing future affordable community use.	LTA College					
		Netball		Three standard quality macadam netball courts that are without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN College					
66	Elstree Tennis Club	Tennis	Sports Club	Three macadam courts and three artificial courts, all of good quality, floodlit and available for community use.	Sustain pitch quality through current maintenance regime. Explore opportunities to increase membership.	LTA Sports Club	Local	L	L	L	Protect
72	Cowley Hill School	Football	Education	One mini 5v5 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam tennis court which is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School					
73	Woodlands Primary School	Netball	Education	One standard quality macadam netball court which is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
74	Meryfield Community Primary School	Netball	Education	One poor quality macadam netball court which is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
75	Monksmead School	Football	Education	Three mini 5v5 pitches of standard quality that are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam court which is unavailable for community use and without floodlighting.	Sustain court quality for curricular use.	EN School					

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
76	Summerswood Primary School	Football	Education	One mini 5v5 pitch of standard quality which is available for community use. The pitch is currently unused although the spare capacity on site has been discounted due to an unsecure tenure.	Sustain pitch quality through regular maintenance regime. Look to formalise community usage agreements to provide security of tenure.	HFA FF School	Local	L	L	L	Protect
		Netball		One poor quality macadam netball court that is without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School					
93	Aberford Park	Bowls	Council	A four-rink, artificial flat bowling green of good quality that will be used by Borehamwood BC from the 2019 season.	Sustain green quality through regular maintenance. Look to maximise available capacity for the green. Ensure sinking fund is in-place for refurbishment when required.	BE Council	Local	L	L	L	Protect
102	Brookside Boys Club	Hockey	Community	One small sided, sand based AGP which is floodlit and available for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when required.	EH Community	Local	L	L	L	Protect
-	Kenilworth Park	Football	Council	Recreational park site which previously accommodated one adult football pitch. The site has no accompanying ancillary provision so is unable for competitive adult fixtures. No current pitches marked on the site.	Look to reconfigure the site for mini or youth football is local demand arises. Marking pitches will aid in reducing identified pitch shortfalls.	FA Council	Local	L	L	L	Protect

BUSHEY ANALYSIS AREA

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
11	Bushey Grove Leisure Centre	Football	Trust	One small-size 3G pitch which is floodlit and available for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in-place for refurbishment when required.	HFA FF RFU	Local	L	L	M-H	Protect
		Tennis		Two macadam tennis courts and three artificial padel tennis courts. All of the courts on site are of standard quality, floodlit and available for community use.	Sustain court quality through current maintenance regime.	LTA					
		Netball		Two standard quality macadam netball courts that are floodlit and available for community use. Previously accommodated England Netball programming which stopped due to issues with the surface quality.	Explore funding opportunities to improve court quality, linked to participation programmes ran through England Netball.	EN		M			
12	Bushey Meads School	Football	Education	Two youth 11v11 and one youth 9v9 pitch, all of poor quality. The pitches are currently played to capacity through curricular use and are unavailable for community use.	Sustain pitch quality through current maintenance regime.	HFA FF School	Local	L	L	L	Protect
		Cricket		One NTP wicket deemed to be of adequate quality that is unavailable for community use.	Sustain quality by upholding the current maintenance regime.	ECB School					
		Tennis		Four artificial tennis courts that are without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime for curricular demand.	LTA School					
		Netball		Three standard quality macadam netball courts that are without floodlighting and unavailable for community use.	Sustain court quality by upholding the current maintenance regime.	EN School					
28	Immanuel College	Football	Education	Two mini 5v5 and one youth 9v9 pitch, all of standard quality. The pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime. Explore the feasibility of allowing future, affordable community usage.	HFA FF College	Local	L	L	L	Protect
		Tennis		Five macadam tennis courts that are without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime for curricular demand.	LTA College					
		Netball		Two standard quality macadam netball courts that are without floodlighting and unavailable for community use.	Sustain court quality through current maintenance regime for curricular demand.	EN College					
30	King George Recreation Ground	Bowls	Sports Club	One good quality flat bowling green that is currently used by Bushey BC. The green is currently overplayed by 33 members. Ancillary provision on site is reported to be of good quality.	Explore the feasibility of moving some of Bushey BC's demand to an alternate site to prevent overplay of this green. Sustain green quality through regular maintenance.	BE Commercial	Local	M-H	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim	
		Tennis		Four poor quality macadam tennis courts that are available for community use but without floodlighting.	Look to resurface the courts on site to encourage community and recreational use. Explore the feasibility of installing floodlights and a remote booking system such as ClubSpark to encourage further recreational use.	LTA Commercial		M-H		L-M		
31	Little Bushey Lane	Football	Council	Two standard quality adult pitches and a youth 9v9 pitch; all of which are currently unused. This site is without ancillary facilities.	Sustain pitch quality through current maintenance regime. Look to fully utilise site capacity. Explore the feasibility of providing ancillary facilities on site to encourage usage.	HFA FF Council	Local	L	L	L	Protect Provide	
32	Little Reddings Primary School	Football	Education	One mini 5v5 pitch of standard quality that is currently unused. The pitch is available for community usage although this has been discounted due to an unsecure tenure on site.	Sustain pitch quality through regular maintenance regime. Look to formalise affordable community usage agreements to provide security of tenure.	HFA FF School	Local	L	L	L	Protect	
		Netball		One standard quality macadam netball court that is without floodlighting but available for community use.	Sustain court quality for curricular demand.	EN School						
37	Metropolitan Police Sports Club Bushey	Football	Sports Club	Six adult, three youth 9v9, three mini 7v7 and two mini 5v5 pitches, all of standard quality. The adult pitches are currently overplayed by two MES per week whereas all other pitch formats are played to capacity at peak times. This site is serviced by standard quality ancillary facilities.	Improve pitch quality through enhanced maintenance regime to increase site capacity and alleviate overplay.	HFA FF Sports Club	Key	M-H	S	L	Protect	
		Cricket		Three grass cricket squares, each consisting of 14 wickets. One square is of good quality whilst the remaining two squares are of standard quality. The site is serviced by good quality ancillary provision. The good quality square is played to capacity at senior peak time whereas the standard quality squares each have some level of spare capacity. One square has capacity for an additional senior team at peak time whilst the third square is unused so there is capacity to host two senior teams at peak time.	Sustain square quality through current maintenance regime.	ECB Sports Club		L				L
				Former user of the site Bushey CC has folded for the 2019 cricket season and therefore there will be an increased level of spare capacity on cricket wickets across the site.	Work to better utilise cricket provision on the site. Explore opportunities to import demand from other authorities to meet demand if required.							
		Bowls		One good quality flat bowling green that is currently used by Metropolitan Police Bushey BC. The green currently has some spare capacity. However, if future	Sustain green quality through current maintenance regime. Monitor club growth to ensure that overplay does not occur.	BE Sports Club						

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
				demand aspirations are realised, the green will become overplayed. Ancillary provision on site is reported to be of good quality.							
		Tennis		Six standard quality macadam tennis courts that are available for community use but without floodlighting.	Sustain court quality through current maintenance regime. Explore the feasibility of installing floodlights and a remote booking system such as ClubSpark to encourage further recreational use.	LTA Sports Club					
		Netball		Two standard quality macadam netball courts that are available for community use but without floodlighting.	Sustain court quality through current maintenance regime.	EN Sports Club					
38	Moatfield	Football	Council	One adult, one youth 11v11, one youth 9v9, one mini 7v7 and one mini 5v5 pitch all of standard quality. All pitch formats are currently played to capacity at peak times except the adult pitch, which can accommodate an additional team at peak time. This site is serviced by standard quality ancillary facilities.	Sustain pitch quality through current maintenance regime. Look to fully utilise site capacity.	HFA FF Council	Local	L	L	L	Protect
45	Powerleague (Watford)	Football	Commercial	10 small-size, 3G pitches that are floodlit and available for community use.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in-place for refurbishment when required.	HFA FF RFU Commercial	Local	L	L	M-H	Protect
48	Queen's School (North) ¹⁰	Football	Education	Two adult, one mini 5v5, one mini 7v7, one youth 9v9 and one youth 11v11 pitch; all of standard quality. With exception to the adult pitches on site, all other pitch formats are significantly overplayed. The adult pitches have minimal spare capacity although this has been discounted due to an unsecure tenure on site. This site is serviced by standard quality ancillary facilities. The school have aspirations to provide a 3G pitch on site by extending the area which currently locates the tennis/netball courts. The tennis/netball courts would then be reallocated to the south side of the school.	Improve pitch quality through enhanced maintenance regime to increase site capacity and reduce overplay. Explore the feasibility of moving some demand away from the site in order to remove overplay. Look to formalise affordable community usage agreements to provide security of tenure. Work with the school to deliver a 3G pitch on site to provide 3G pitch provision in Bushey and alleviate overplay of the grass pitches on site.	HFA FF School	Key	H	S	L	Protect
		Cricket		Two standard quality cricket squares. One consists of five wickets whilst the other contains a standalone NTP. The grass square is currently unused and so has capacity to accommodate two senior teams at peak time. However, the school	Ensure that a level of cricket provision is retained on site to allow for curricular use. No evidenced requirement to sustain natural turf square.	ECB School		L	L		

¹⁰ Includes grass pitches from Bushey Grove Leisure Centre which are managed by the School.

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
				has no ambition to continue maintaining this square as formal cricket provision. The NTP accommodates the School's curricular demand.							
		Tennis		Six good quality floodlit macadam tennis courts that are available for community use. The school have aspirations to provide a 3G pitch on site by extending the area which currently locates the tennis/netball courts. The tennis/netball courts would then be reallocated to the south side of the school.	Sustain court quality through current maintenance regime. Explore the feasibility of installing a remote booking system such as ClubSpark to encourage further recreational use. Ensure courts are reallocated should the 3G development go ahead.	LTA School					
		Netball		Four good quality floodlit macadam netball courts that are available for community use. The school have aspirations to provide a 3G pitch on site by extending the area which currently locates the tennis/netball courts. The tennis/netball courts would then be reallocated to the south side of the school.	Sustain court quality through current maintenance regime. Ensure courts are reallocated should the 3G development go ahead.	EN School					
49	Queen's School (South)	Football	Education	One adult, one youth 11v11 and one youth 9v9 pitch, all of standard quality. The adult pitch is currently overplayed by one MES per week whilst the youth 9v9 pitch is overplayed by 1.5 MES per week. The youth 11v11 pitch on site has minimal spare capacity although this has been discounted due to an unsecure tenure. There is an additional adult pitch of standard quality on site although this is unavailable for community use to preserve pitch quality for curricular usage. This site is serviced by standard quality ancillary facilities.	Improve pitch quality through enhanced maintenance regime to increase site capacity and reduce overplay. Explore the feasibility of moving some demand away from the site in order to remove overplay. Look to formalise affordable community usage agreements to provide security of tenure. Consider making the additional adult pitch available for community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Key	H	S	L	Protect
		Rugby union		One senior and one junior pitch, both of poor (M0/D1) quality. The senior pitch is available for community use but is currently unused whereas the junior pitch is retained for curricular use. This site is serviced by standard quality ancillary facilities.	Sustain pitch quality through current maintenance regime.	RFU School		L	L		
		Netball		One good quality macadam netball court that is available for community use but without floodlighting.	Sustain court quality through current maintenance regime.	EN School		L			
53	St Margaret's School	Football	Education	Two poor quality youth 9v9 pitches that are unavailable for community use. Both pitches are currently played to capacity through curricular use.	Sustain pitch quality through current maintenance regime.	HFA FF School	Local	L	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
		Tennis		Six artificial tennis courts of standard quality, all of which are floodlit. Four of the courts are retained for curricular use, leaving two courts available for community use.	Sustain court quality through current maintenance regime. Explore the feasibility of installing a remote booking system such as ClubSpark to encourage further affordable community use.	LTA School					
		Netball		Five standard quality artificial netball courts; all of which are floodlit. Three of the courts are retained for curricular use, leaving two courts available for community use.	Sustain court quality through current maintenance regime.	EN School					
57	The Bushey Arena	Football	Education	This site has a CUA which includes the two youth 9v9 grass pitches. Pitch quality is however poor and pitches are prone to suffering from surface damage which limits curricular usage. Therefore, the pitches are not let out for community use.	Explore the feasibility of improving pitch quality through an enhanced maintenance regime to facilitate affordable community usage.	HFA FF School	Local	L	L	L	Protect Enhance
		Rugby union		One senior pitch of poor (M0/D0) quality that is unavailable for community use.	Sustain pitch quality to continue to accommodate curricular use.	RFU School					Protect
		Tennis		Four floodlit macadam tennis courts of standard quality that are available for community use.	Sustain court quality through current maintenance regime. Explore the feasibility of installing a remote booking system such as ClubSpark to encourage further affordable community use.	LTA School					
		Netball		Three floodlit macadam netball courts of standard quality that are available for community use.	Sustain court quality through current maintenance regime.	EN School					
63	Falconer School	Tennis	Education	Three macadam tennis courts that are without floodlighting and unavailable for community usage.	Sustain court quality for curricular usage.	LTA School	Local	L	L	L	Protect
65	David Lloyd Club (Bushey)	Tennis	Commercial	Five artificial tennis courts of good quality that are available for community use but without floodlighting.	Sustain court quality through current maintenance regime.	LTA Commercial	Local	L	L	L	Protect
68	Hartsbourne Golf & Country Club	Golf	Private	A 27-hole golf course which is broken down into three nine-hole courses. There is also a practice range and warm-up nets on site.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect
		Tennis		One good quality macadam tennis court that is available for community use but without floodlighting.	Sustain court quality through current maintenance regime.	LTA Private					
83	Bushey Manor Junior School	Netball	Education	One standard quality macadam netball court that is unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
85	Sacred Heart Catholic Primary School	Netball	Education	One standard quality macadam netball court that is without floodlighting but available for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
86	Ashfield Junior School	Football	Education	One mini 7v7 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.							
87	Bournehall Primary School	Football	Education	One mini 7v7 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.							
88	Bushey Heath Primary School	Football	Education	One mini 7v7 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime. Make the pitches available for affordable community use provided that this does not adversely affect pitch quality for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.							
89	Hartsbourne Primary School	Football	Education	One mini 5v5 pitch of standard quality which is available for community use. The pitch is currently unused and so has spare capacity although this has been discounted due to an unsecure tenure on site.	Sustain pitch quality through regular maintenance regime. Look to formalise affordable community usage agreements to provide security of tenure.	HFA FF School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting but is available for community use.							
90	Highwood Primary School	Netball	Education	Two standard quality macadam netball courts that are without floodlighting and unavailable for community use.	Sustain court quality for curricular use.	EN School	Local	L	L	L	Protect
95	Bushey Golf & Country Club	Golf	Council	The course on site was a nine-hole, 18 tee course with a driving range before its closure on 1 st April 2018.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic	EG Council	Local	H	L	L	Protect

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
					reserve. 2) Explore feasibility to bring back into use. 3) Use as open space to meet local needs. 4) Redevelop site and use developer contributions to improve other playing pitch sites (quantity and/or quality).						
96	Bushey Hall Golf Club	Golf	Private	An 18-hole golf course with practice putting, chipping and short-game areas.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect

POTTERS BAR ANALYSIS AREA

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim	
7	Bentley Heath Cricket Club	Cricket	Sports Club	One standard quality grass cricket square consisting of eight wickets. The square is currently played to capacity at senior peak time by Bentley Heath CC. The site is serviced by standard quality ancillary facilities.	Sustain square quality by upholding the current maintenance regime.	ECB Sports Club	Local	L	L	L	Protect	
13	Dame Alice Owen's School	Football	Education	Two adult, one youth 11v11 and one youth 9v9 pitch, all of standard quality. All of these pitches have actual spare capacity although this has been discounted due to an unsecure tenure on site. The site is serviced by standard quality ancillary facilities.	Sustain pitch quality through regular maintenance regime. Look to formalise affordable community usage agreements to provide security of tenure.	HFA FF School	Key	L	L	L	Protect	
		Cricket		One standard quality grass cricket square consisting of 10 wickets. The square is currently played to capacity at senior peak time. The site is serviced by good quality ancillary facilities.	Sustain square quality through current maintenance regime.	ECB School						
		Rugby union		One senior and one junior pitch, both of poor (M0/D1) quality. Both pitches are currently unused by the community and so have minimal spare capacity after accounting for curricular demand.	Sustain pitch quality through current maintenance regime to continue to accommodate curricular use.	RFU School						
		Hockey		One full-size, sand dressed, floodlit AGP of good quality which is available for community use. The pitch was resurfaced in 2018 and is currently used by Potters Bar HC. Ancillary provision is of standard quality and there is currently capacity for an additional MES per week.	Sustain pitch quality through current maintenance regime. Ensure sinking fund is in place for refurbishment when required.	EH School						M-H
		Tennis		Six poor quality macadam tennis courts that are available for community use but without floodlighting.	Ensure courts are resurfaced after the construction of the new sports hall on site. Explore the feasibility of installing floodlights and a remote booking system such as ClubSpark to encourage further recreational use.	LTA School						L
		Netball		Four poor quality macadam netball courts that are available for community use but without floodlighting.	Ensure courts are resurfaced after the construction of the new sports hall on site.	EN School						
15	Elm Court Youth and Community Centre	Football	Community	One youth 11v11 pitch of standard quality. The site has actual spare capacity and could accommodate an additional team at peak time. The site is serviced by standard quality ancillary facilities.	Sustain pitch quality through regular maintenance regime. Fully utilise site capacity.	HFA FF Community	Local	L	L	L	Protect	
17	Furzefield Centre	Hockey	Commercial	One full-size, sand filled, floodlit AGP of poor quality. Potters Bar HC state that the	Explore the feasibility of resurfacing the pitch to improve pitch quality.	EH FF	Local	L	L	M-H	Protect Enhance	

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
				pitch is unsuitable for competitive hockey due to poor maintenance since the resurfacing in 2011. The pitch is currently used by Royal Veterinary College HC although all of these matches are played at off peak times. Therefore, the pitch is currently unused at peak times.	Determine what is the most suitable pitch type through consultation with both EH and the FA. There is a 3G FTP shortfall in this area and if the off peak hockey demand by Royal Veterinary College HC can be accommodate elsewhere, this pitch would meet a 3G shortfall.	Commercial					
18	Furzefield Centre Playing Pitches (King George Field)	Football	Council	Three adult, one youth 9v9 and two mini 7v7 pitches; all of poor quality. The adult pitches are currently played to capacity whereas the youth pitch is overplayed by one MES per week. The mini pitches have actual spare capacity although this has been discounted due to poor pitch quality. The site is serviced by standard quality ancillary facilities.	Improve pitch quality through enhanced maintenance regime, linked to the FA PIP programme to increase site capacity and alleviate overplay.	HFA FF Council	Local	M	L	L	Protect
39	Mount Grace School	Football	Education	One youth 11v11, one youth 9v9, one mini 7v7 and three mini 5v5 pitches, all of poor quality. The pitches are currently unavailable for community use.	Sustain pitch quality through current maintenance regime for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Cricket		One standalone NTP that is deemed to be of adequate quality.	Sustain quality by upholding the current maintenance regime.	ECB School					
		Tennis		Eight poor quality macadam tennis courts that are available for community use but without floodlighting.	Look to resurface the courts on site to encourage affordable community use. Explore the feasibility of installing floodlights and a remote booking system such as ClubSpark on the courts based at Potters Bar Health Club (on the school site) to encourage further recreational and community use.	LTA School					
		Netball		Two poor quality macadam netball courts that are available for community use but without floodlighting.	Sustain court quality for curricular use.	EN School					
40	Oakmere School	Football	Education	One mini 7v7 and one mini 5v5 pitch, both of poor quality. The pitches are available for community use but spare capacity on site has been discounted due to poor pitch quality and an unsecure tenure.	Sustain pitch quality through current maintenance regime for curricular demand. Retain pitches for strategic reserve if overplay begins to occur.	HFA FF School	Local	L	L	L	Protect
		Netball		Two standard quality macadam netball courts that are available for community use but are without floodlighting.	Sustain court quality for curricular use.	EN School					
43	Potters Bar Cricket Club	Football	Sports Club	Three mini 5v5 and one mini 7v7 pitch, all of standard quality. Both pitch formats have actual spare capacity. The site is serviced by standard quality ancillary facilities.	Sustain pitch quality through current maintenance regime. Fully utilise site capacity.	HFA FF Sports Club	Local	L	L	L	Protect
		Cricket		One standard quality grass cricket square consisting of 14 wickets. The square is currently played to capacity at senior	Sustain quality by upholding the current maintenance regime. Explore the feasibility of improving the	ECB Sports Club					

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
				peak time. The site is serviced by poor quality ancillary facilities.	ancillary provision on site.						
		Bowls		One good quality flat bowling green that is currently significantly overplayed by Potters Bar BC. The site is supported by good quality ancillary facilities.	Sustain green quality through the current maintenance regime. Explore the feasibility of moving some of the Club's demand to an alternate site to prevent overplay of this green.	BE Sports Club				L	Protect
		Tennis		Six good quality macadam tennis courts that are floodlit and available for community use. This is currently the home site for Potters Bar TC, who have capacity to accommodate additional members.	Sustain court quality by upholding the current maintenance regime. Explore opportunities to increase membership.	LTA Sports Club					
44	Potters Bar Town FC	Football	Sports Club	One adult pitch of good quality. The site has spare capacity although this has been retained in order to protect pitch quality for professional use. The site is serviced by good quality ancillary facilities. Potters Bar Town FC was promoted to the Isthmian League Premier Division after the 2017/2018 football season. The Club does not currently meet ground grading regulations for Step 3 football. The Club has a requirement to build two new stands to cumulatively accommodate 200 fans to meet Step 3 ground grading regulations by March 31st 2019 or it will face automatic demotion to Step 4. The Club was granted planning consent to develop additional stands in early 2019 and is currently fundraising to begin construction. At the time of writing, the Club has raised £4,431 of their £5,000 goal.	Sustain pitch quality through current maintenance regime. Look to support the Club to meet FA Ground Grading regulations.	HFA FF Sports Club	Local	L	L	L	Protect
59	The Wroxham School	Football	Education	Two mini 7v7 and one mini 5v5 pitch, all of poor quality. Both pitch formats have actual spare capacity although this has been discounted due to unsecure tenure and poor pitch quality.	Sustain pitch quality through current maintenance regime for curricular demand. Retain pitches for strategic reserve if overplay begins to occur.	HFA FF School	Local	L	L	L	Protect
		Netball		Two standard quality netball courts that are available for community use but without floodlighting.	Sustain court quality for curricular demand.	EN School					
69	Lochinver House School	Tennis	Education	Two macadam tennis courts that are unavailable for community use and without floodlighting.	Sustain court quality through current maintenance regime to accommodate curricular demand.	LTA School	Local	L	L	L	Protect
70	Stormont School	Tennis	Education	Two macadam tennis courts that are unavailable for community use and without floodlighting.	Sustain court quality through current maintenance regime to accommodate curricular demand.	LTA School	Local	L	L	L	Protect
		Netball		One standard quality macadam netball court that is without floodlighting and unavailable for community use.	Sustain court quality to accommodate curricular demand.	EN School					

**HERTSMERE BOROUGH COUNCIL
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
78	Pope Paul Catholic Primary School	Football	Education	Two mini 5v5 pitches of standard quality that are unavailable for community use.	Sustain pitch quality through current maintenance regime for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		Two standard quality macadam netball courts that are unavailable for community use and without floodlighting.	Sustain court quality for curricular demand.	EN School					
79	Cranborne Primary School	Football	Education	One mini 7v7 pitch of standard quality that is unavailable for community use.	Sustain pitch quality through current maintenance regime for curricular demand.	HFA FF School	Local	L	L	L	Protect
		Netball		One poor quality macadam netball court that is without floodlighting and unavailable for community use.	Sustain court quality for curricular demand.	EN School					
80	Ladbrooke JMI School	Netball	Education	One standard quality macadam netball court that is unavailable for community use and without floodlighting.	Sustain court quality for curricular demand.	EN School	Local	L	L	L	Protect
98	Potters Bar Golf Club	Golf	Council	The club offered a par 71, 18-hole golf course before its closure in November 2018.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring back into use. 3) Use as open space to meet local needs. 4) Redevelop site and use developer contributions to improve other playing pitch sites (quantity and/or quality).	EG Council	Local	H	L	L	Protect
100	Shire London Golf Club	Golf	Private	An 18-hole golf course as well as a nine-hole academy course, driving range and short game area. There are also bar facilities and a gym on site.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	EG Private	Local	L	L	L	Protect

PART 7: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2036 (in line with the emerging Local Plan period). This future demand is translated into teams likely to be generated, rather than actual pitch provision required. The Sport England New Development Playing Pitch Calculator (NDC) adds to this, updating the likely demand generated for pitch sports based on housing increases and converts the demand into match equivalent sessions and the number of pitches required. This is achieved via team generation rates (TGRs) in the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth and gives the associated costs of supplying the increased pitch provision.

Experience shows that only housing sites with 600 dwellings or more are likely to generate demand for new provision to be created. For large scale developments, it is likely that demand will be potentially generated for larger sports such as football and/or cricket. Consideration should be given to providing multi-pitch sites with suitable ancillary provision, including appropriate clubhouse/changing facilities and carparking. Single pitch sites which have been provided traditionally by developers are not considered to provide long term sustainable provision for pitch sports.

Where demand does not warrant new pitch provision, contributions should be used to enhance existing provision in the locality through, for example, improving quality or providing new or improved ancillary provision. The Action Plan in this document, as well as consultation with appropriate NGBs, should be used to assist in the selection of suitable sites and suitable enhancements.

The scenarios below show the additional demand for pitch sports generated from housing growth. The demand is shown in match equivalent sessions per week for the majority of sports, with the exception of cricket, where match equivalent sessions are by season. Training demand is expressed in either hours or match equivalent sessions. Where expressed in hours, it is expected that demand will be to either a 3G pitch (to accommodate football demand) or an AGP (to accommodate hockey demand). Where expressed in match equivalent sessions, it is expected training will take place on floodlit grass pitches.

The indicative figures assume that population growth will average 2.4 per dwelling and are accumulative housing figures from 2019 to 2036 (17 years) using per annum figures. The indicative figures will be applied to three exclusive scenarios as follows:

- ◀ **Scenario One: Housing requirement of 7,548 forecasted dwellings (2016 ONS projections)**
- ◀ **Scenario Two: Housing requirement of 12,138 forecasted dwellings (2014 ONS projections)**
- ◀ **Scenario Three: Housing requirement of 13,957 forecasted dwellings (2014 ONS projections with a 15% increase)**

Please note that the scenarios can be updated as required over the Local Plan period throughout the lifespan of the PPS to reflect population projections and projections, changes in the housing requirement and change in the average household size.

The number of pitches required in the following tables has been rounded up or down accordingly, however, capital and revenue costs are based on indicative pitch costs, proportionate to the total match equivalent sessions required rather than just whole pitches required.

Though increases in match sessions for some sports are not sufficient to warrant the creation of new pitches, the associated costs have been incorporated and investment into

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alternative sites could instead be considered to increase capacity to accommodate this new demand.

Scenario 1: Housing requirement of 7,548 forecasted dwellings (2016 ONS projections)

The estimated additional population derived from housing growth from 2019-2036 is 18,115 (based on 7,548 dwellings being delivered). This population increase equates to 18.04 match equivalent sessions of demand per week for grass pitch sports, 0.52 match equivalent sessions per week on AGPs for hockey and 88.48 match equivalent sessions per season for cricket.

Training demand equates to 34.22 hours of use per week for football on 3G pitches and hockey equates to 1.69 hours per week of use on AGPs. There are also 1.08 match equivalent sessions of training for rugby union on a floodlit grass pitch.

Table 7.1: Likely demand for grass pitch sports generated from housing growth (2019 – 2036)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ¹¹	Training demand ¹²
Adult football	2.07	34.22 hours
Youth football	8.99	
Mini soccer	6.05	
Rugby union	0.93	1.08 MES
Adult Hockey	0.52	1.56 hours
Junior & Mixed Hockey	-	0.13 hours
Cricket	88.48	-

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

Table 7.2: Estimated demand and costs for new pitch provision (2019 – 2036)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ¹³	Lifecycle Cost (per annum) ¹⁴
Adult football	2	£199,694	£42,135
Youth football	9	£721,116	£151,434
Mini soccer	6	£161,789	£33,976
Rugby union	1	£134,169	£28,712
Cricket	2	£587,195	£118,613
Sand Based AGPs	0.13	£110,941	£3,439
3G	0.90	£948,983	£32,815

¹¹ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

¹² Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

¹³ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

¹⁴ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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Further to the above, the NDC estimates that there will be a need to provide 23.32 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £4,086,172.

Scenario 2: Housing requirement of 12,138 forecasted dwellings (2014 ONS projections)

The estimated additional population derived from housing growth from 2019 - 2036 is 29,131 (based on 12,138 dwellings being delivered). This population increase equates to 29 match equivalent sessions of demand per week for grass pitch sports, 0.83 match equivalent sessions per week on AGPs for hockey and 142.28 match equivalent sessions per season for cricket.

Training demand equates to 55.02 hours of use per week for football on 3G pitches and hockey equates to 2.7 hours of use per week on AGPs. There are also 1.74 match equivalent sessions of training for rugby union on a floodlit grass pitch.

Table 7.3: Likely demand for grass pitch sports generated from housing growth (2019 – 2036)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ¹⁵	Training demand ¹⁶
Adult football	3.33	55.02 hours
Youth football	14.45	
Mini soccer	9.73	
Rugby union	1.49	1.74 MES
Adult Hockey	0.83	2.5 hours
Junior & Mixed Hockey	-	0.2 hours
Cricket	142.28	-

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

Table 7.4: Estimated demand and costs for new pitch provision (2019 – 2036)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ¹⁷	Lifecycle Cost (per annum) ¹⁸
Adult football	3	£321,130	£67,759
Youth football	14	£1,159,638	£243,524
Mini soccer	10	£260,175	£54,637
Rugby union	1	£215,760	£46,173
Cricket	3	£944,276	£190,744
Sand Based AGPs	0.21	£178,406	£5,531
3G	1.45	£1,526,074	£52,771

¹⁵ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

¹⁶ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

¹⁷ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

¹⁸ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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Further to the above, the NDC estimates that there will be a need to provide 37.5 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £6,571,034.

Scenario 3: Housing requirement of 13,957 forecasted dwellings (2014 ONS projections with a 15% increase)

The estimated additional population derived from housing growth from 2019 - 2036 is 33,497 (based on 13,957 dwellings being delivered). This population increase equates to 33.35 match equivalent sessions of demand per week for grass pitch sports, 0.96 on AGPs for hockey and 163.60 per season for cricket.

Training demand equates to 63.27 hours of use for football on 3G pitches and hockey equates to 3.11 hours of use on AGPs. There are also two match equivalent sessions of training for rugby union on a floodlit grass pitch.

Table 7.5: Likely demand for grass pitch sports generated from housing growth (2019 – 2036)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ¹⁹	Training demand ²⁰
Adult football	3.83	63.27 hours
Youth football	16.62	
Mini soccer	11.18	
Rugby union	1.72	2 MES
Adult Hockey	0.96	2.88 hours
Junior & Mixed Hockey	-	0.23 hours
Cricket	163.60	-

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

Table 7.6: Estimated demand and costs for new pitch provision (2019 – 2036)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ²¹	Lifecycle Cost (per annum) ²²
Adult football	4	£369,260	£77,914
Youth football	17	£1,133,438	£280,022
Mini soccer	11	£299,169	£62,825
Rugby union	2	£248,096	£53,093
Cricket	4	£1,085,800	£219,332
Sand Based AGPs	0.24	£205,144	£60,680
3G	1.66	£1,754,794	£6,359

¹⁹ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

²⁰ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

²¹ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

²² Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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Further to the above, the NDC estimates that there will be a need to provide 43.12 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £7,555,866.

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

Delivery

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

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

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

To help ensure that the PPS is well used it should be regarded as the key document within the study area guiding the improvement and protection of playing pitch provision. It needs to be the document to which people and agencies regularly turn to for information in respect of how current demand should be met and what actions are required to improve the situation and meet future demand. To ensure that this is achieved the Steering Group need to have a clear understanding of how the PPS can be applied and therefore delivered.

The process of PPS development has already led to a number of benefits that assist its application and delivery. These include enhanced partnership work across different agendas and organisations, pooling of resources along with strengthened relationships and understanding between stakeholders, members of the Steering Group and the sporting community. The drivers behind the PPS and the work to develop the recommendations and action plan will have also highlighted, and helped the Steering Group to understand, the key areas to which its influence should be applied and strategy delivered enhanced.

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

Monitoring and updating

It is important that there is regular annual monitoring and review against the actions identified in the Strategy, including associated monitoring of individual community use agreements. This should be led by the Council and supported by all members of, and reported back to, the Steering Group. Understanding and learning lessons from how the PPS has been applied should be a key component of monitoring its delivery and be an on-going role of the Steering Group.

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The Steering Group that takes the PPS forward should be a sub-regional group made up of the three local authorities included within the study as well as other partners such as the NGBs, and Herts Sports Partnership. This offers benefits in terms of joint working on strategic and cross-boundary issues and will also be more efficient in terms of administration when compared to each authority having its own individual Steering Group.

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

As a guide, if no review and subsequent update has been carried out within three years of the PPS being signed off by the steering group, Sport England and the NGBs will consider the PPS and the information on which it is based to be out of date.

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

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

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

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

Once the PPS is complete the role of the Steering Group should evolve so that it:

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

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- ◀ Lead a full review and update of the PPS document (including the supply and demand information and assessment details).
- ◀ Consider how provision for sport be made in new development, where on-site provision is required and how developer contributions are used.

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

Meetings could be timed to coincide with annual NGB affiliation processes. This would help to signal changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites should also feed into these meetings.

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

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

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

Hertsmere Local Football Facilities Plan


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

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Checklist

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

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

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

APPENDIX ONE: SPORTING CONTEXT

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

National context

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

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

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

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

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

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

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

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

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

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National Planning Policy Framework

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

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

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

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

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

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

Local Football Facility Plans

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

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

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

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

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The FA: National Game Strategy (2018-2021)

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

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

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

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

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

England and Wales Cricket Board (ECB) Inspiring Generations (2020-2024)

The England and Wales Cricket Board unveiled a new strategic plan in 2019. The Strategic Plan aims to connect communities and improve lives by inspiring people to discover and share their passion for cricket

The plan sets out six important priorities and activities, these are:

- ◀ ***Grow and nurture the core***
 - ◀ Create an infrastructure investment fund for FCCs
 - ◀ Introduce a new Community Investment Funding for FCCs and CCBs
 - ◀ Invest in club facilities
 - ◀ Develop the role of National Counties Cricket
 - ◀ Further invest in County Competitions
- ◀ ***Inspire through elite teams***
 - ◀ Increase investment in the county talent pathway
 - ◀ Incentivise the counties to develop England Players
 - ◀ Drive the performance system through technology and innovation
 - ◀ Create heroes and connect them with a new generation of fans
- ◀ ***Make cricket accessible***
 - ◀ Broaden crickets appeal through the New Competition
 - ◀ Create a new digital community for cricket
 - ◀ Install non-traditional playing facilities in urban areas
 - ◀ Continue to deliver South Asian Action Plans
 - ◀ Launch a new participation product, linked to the New Competition

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- ◀ **Engage children and young people**
 - ◀ Double cricket participation in primary schools
 - ◀ Deliver a compelling and coordinated recreational playing offer from age five upwards
 - ◀ Develop our safeguarding to promote safe spaces for children and young people

- ◀ **Transform women's and girls' cricket**
 - ◀ Grow the base through participation and facilities investment
 - ◀ Launch centres of excellence and a new elite domestic structure
 - ◀ Invest in girls' county age group cricket
 - ◀ Deliver a girls' secondary school programme

- ◀ **Support our communities**
 - ◀ Double the number of volunteers in the game
 - ◀ Create a game-wide approach to Trust and Foundations through the cricket network
 - ◀ Develop a new wave of officials and community coaches
 - ◀ Increase participation in disability cricket

The Rugby Football Union Strategic Plan (2017-2021)

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

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

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

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

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

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

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

Underpinning all this is the infrastructure which makes our sport function. We know the importance of our volunteers, coaches, officials, clubs and facilities. The more inspirational our people can be, the more progressive we can be and the more befitting our facilities can be, the more we will achieve for our sport. England Hockey will enable this to happen and

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we are passionate about our role within the sport. We will lead, support, counsel, focus and motivate the Hockey Nation and work tirelessly towards our vision.

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

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The core objectives are as follows:

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

Club participation

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

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

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

England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

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

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

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

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

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

England Netball - Your Game, Your Way 2013-17

Even though this Plan is out of date, England Netball remains committed to its '10-1-1' mission, vision and values that form the fundamentals for its strategic planning for the future for the sport and business.

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

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

British Tennis Strategy 2019

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

Vision: tennis opened up

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

Objectives

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

Strategies

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1. Visibility - Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.
2. Innovation - Innovate in the delivery of tennis to widen its appeal.
3. Investment - Support community facilities and schools to increase the opportunities to play
4. Accessibility - Make the customer journey to playing tennis easier and more accessible for anyone
5. Engagement - Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers to attract and maintain more people in the game.
6. Performance - Create a pathway for British champions that nurtures a diverse team of players, people and leaders.
7. Leadership - Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

Bowls England: Strategic Plan 2014-2017

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

The overall vision of Bowls England is to:

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

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

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

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

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

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

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

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

The 2014 strategy helped achieve the following:

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

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

The objectives are:

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

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

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

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

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

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

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

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

1. To expand the capacity of the sport by supporting and developing its volunteers and other workforce. The target is to achieve a 6% increase every year of licensed leaders, coaches and officials.
2. To sustain and increase participation and performance levels in our sport. To achieve this, England Athletics’ current targets are to increase the number of club registered

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athletes from (149,000 to 172,000), engage 135,000 people through the RunTogether programme and to increase athlete performance levels across all events and disciplines by 1% every year.

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

England Athletics Facility Strategy (2018 – 2025)

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

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

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

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

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

- ◀ Increased participation across all athletics disciplines

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- ◀ Increased club membership by providing facilities that support a participation pathway from novice through to club member
- ◀ Increased talent pool
- ◀ Long term improvement in the development of athletes of all ages and abilities
- ◀ Securing the long term future of existing facilities
- ◀ More attractive and inspiring facilities for existing and potential athletes
- ◀ Improving the athletics experience for all participants
- ◀ Improved relationships and interactions between stakeholders, particularly clubs and facility operators

APPENDIX TWO: FUNDING PLAN

Funding opportunities²³

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

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

²³ Up to date as of January 2019

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

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

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Awarding body	Description
	<ul style="list-style-type: none"> ◀ Covers – supporting Get the Game On, ◀ Family Friendly Facilities – supporting All Stars Cricket, ◀ Improved Changing Facilities for Females – supporting Women’s Cricket, ◀ Great Events – supporting U19 Club T20.
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU’s financial instrument supporting environmental and nature conservation projects throughout the EU. LIFE also finances some grants for non-governmental organisations active in the field of the environment because they are key players in the development and implementation of environmental policy.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: young people and hockey, young people and sport in Milton Keynes, enabling the development of hockey at youth or community level and smaller charities. There is no limit on the amount of funding that an organisation can request. However, the Foundation does not generally award grants for less than £10,000 or more than £75,000.
Rugby Football League https://www.rlwc2021.com/facilities	<p>Rugby League World Cup 2021 Capital Facilities Legacy funding. Small Grants Scheme awards grants of up to £15,000 for the provision of capital items, kit and equipment or to refurbish/improve existing facilities. Large capital grants programme of £15,000 plus focused on supporting the development of new or refurbished local rugby league facilities. The programme is split into four themes:</p> <ol style="list-style-type: none"> 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund

Funder’s requirements

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

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

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APPENDIX THREE: INDICATIVE COSTINGS

Indicative costs

The indicative costs of implementing key elements of the Action Plan are detailed below. Further details can be found on the Sport England website:

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

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

Facility capital costs

Facility capital costs are calculated using estimates of what it typically costs to build modern sports facilities, including fees and external work, naturally taking into account varying conditions, inflation and regional adjustments.

Costs are updated regularly in conjunction with information provided by the BCIS (Building Cost Information Service) and other Quantity Surveyors.

The document is often referred to as the Planning Kitbag costs as the figures are often used by planners and developers when reviewing potential planning contributions to site developments.

Facility type/details	Area (m2)	Capital Cost (£)
2 team changing room – traditional construction	75	255,000
4 team changing room – traditional construction	245	665,000
U9/10 football/training (23mm sand filled, fenced, sports lighting) 61x43m	2,623	380,000
U9/10 football/training (40-50mm sand filled, fenced, sports lighting) 61x43m	2,623	405,000
U9/10 football/training (60-65mm 3G, fenced, sports lighting) 61x43m	2,623	415,000
Senior football/training (23mm sand filled, fenced, sports lighting) 106x70m	7,420	870,000
Senior football/training (40mm 3G, fenced, sports lighting) 106x70m	7,420	925,000
Senior football/training (50mm 3G, fenced, sports lighting) 106x70m	7,420	930,000
Senior football/training (60mm 3G, fenced, sports lighting) 106x70m	7,420	965,000
Senior football/training (65mm 3G, fenced, sports lighting) 106x70m	7,420	985,000
Hockey AGP (18mm sand dressed fenced, sports lighting) 101.4 x 63m	6,388	800,000
Hockey AGP (23mm sand dressed fenced, sports lighting) 101.4 x 63m	6,388	755,00
Hockey AGP (water based, fenced, sports lighting) 101.4 x 63m	6,388	895,000

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Facility type/details	Area (m2)	Capital Cost (£)
Rugby Union 3G (65mm, fenced, sports lighting) 130x80m	10,400	1,285,000
2 macadam tennis courts (fenced, sports lighting) 36.58 x 33.53m	1,227	210,000
4 macadam tennis courts (fenced, sports lighting) 36.58 x 64.01m	2,342	365,000
6 macadam tennis courts (fenced, sports lighting) 36.58 x 94.49m	3,456	480,000
6 lane athletic track, sports lighting, 110m straight at both sides, grass infield, artificial throws, jumps and end fans	-	1,435,000
8 lane athletic track, sports lighting, 110m straight at both sides, grass infield, artificial throws, jumps and end fans	-	1,560,000
1 bay cricket practise cage on macadam base 32 x 3m	96	35,000
Match cricket pitch on macadam base 32 x 3m	96	20,000
U7/8 mini football pitch 43 x 33m	1,419	25,000
U15/16 youth football pitch 97 x 61m	5,917	75,000
Senior football pitch 106 x 70m	7,420	95,000
Senior rugby union pitch 130 x 80	10,400	135,000
Cricket pitch with 8 pitch square and 2 winter sport pitches 125.6 x 164.4	20,649	285,000
Bowling Green (flat or crown) 40 x 40m	1,600	145,000

NB – The costs for facilities include:

- ✦ External works (car parks, roads, paths, services connections etc) are included at an average cost of
- ✦ 15% in addition to the costs of the works
- ✦ 2 months maintenance/grow in costs for Grass Pitches
- ✦ Allowance for Fees inclusive of PM, SI, Planning and associated fees.

Fees are included at 6% (inclusive of PM, SI, Planning and associated fees) for:

- ✦ Artificial Grass Pitches
- ✦ Macadam Outdoor Surfaces
- ✦ Natural Turf Pitches.

The costs exclude the following:

- ✦ Project specific details/information, including poor ground conditions, difficult access, long service connections
- ✦ Natural Turf Pitches exclude the costs for site remodelling, pump and sump systems and SUDS attenuation
- ✦ Inflation beyond 2Q2018
- ✦ VAT
- ✦ Land acquisition costs
- ✦ Regional cost variations in materials and labour.

Lifecycle costs

Lifecycle costs are how much it costs to keep a facility open and fit-for-purpose during its lifetime.

It includes costs for major replacement and planned preventative maintenance (PPM) day-to-day repairs. The costs are expressed as a percentage of the capital cost.

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It should not be underestimated the importance of regular maintenance and the expense in maintaining a facility throughout its life. The tables below provides typical annual allowances expressed as a percentage of the Overall Estimated Total Project Cost per annum based on a 25 year cost model for both grass pitches and artificial surfaces.

Grass pitches	Sinking Fund (%)	Maintenance (%)
U7/8 mini football 53.04 x 34.7m	4	17
U15/16 youth football 98.76 x 62.18m	4	17
Senior football 107.9 x 71.33m	4.4	16.7
Rugby union pitch 154 x 80m	4.7	16.7
Cricket pitch, 8 pitch square, 2 winter sport pitches 126.12 x 167.06m	4.9	15.3
Bowling Green (flat or crown)	-	6.3

Artificial grass pitches	Sinking Fund (%)	Maintenance (%)
U9/10 football/training (23mm sand filled, fenced, sports lighting) 61x43m	2.7	0.4
U9/10 football/training (60-65mm 3G, fenced, sports lighting) 61x43m	3	0.4
Hockey AGP (sand or water based, fenced, sports lighting) 101.4 x 63m	2.6	0.5
Senior football/training (23mm sand filled, fenced, sports lighting) 106x70m	2.8	0.6
Senior football/training (40mm 3G, fenced, sports lighting) 106x70m	3.2	0.5
Cricket pitch strip (macadam surfaced with batting cage) 32 x 2m	2.7	0.2
2 or 4 macadam tennis courts (fenced, sports lighting) 36.58 x 33.53m/36.58 x 64.01m	1.2	0.4
6/8 lane athletic track, sports lighting, 110m straight at both sides, grass infield, artificial throws, jumps and end fans	1.7	0.6

Sinking Fund (grass pitches/artificial pitches)

Major Replacement Costs. Typical items for consideration include:

- ◀ Replacement of carpet, shockpad, equipment, fencing and sports lighting.
- ◀ Redecoration of fencing, re-lining of pitch and relamping sports lighting.
- ◀ Replacement of sports equipment replacement of sand slits/sand grooves/mole drains as appropriate.

Maintenance (grass pitches/artificial pitches)

Day to Day Repairs and Planned Preventative Maintenance (PPM), based on all works being contracted to specialist Artificial Pitch Maintenance Contractors. Items for consideration include:

- ◀ Application of herbicide spray and moss killers; sand top up/redress where applicable; drag brushing on a fortnightly basis, de-compaction on a bi-annual basis.
- ◀ Annual condition reports on general condition of artificial carpet/shockpad, inspection of joints, seams and markings.

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- ◀ Specified mowing, application of fertilizer, application of herbicide, application of sand top dressing, drill seed verti-draining, spiking and splitting, scarification, application of earthworm suppressant, rolling, verti-cutting, loam top dressing and line marking.

Exclusions

Operation, Occupancy, End of Life Costs, Fees and VAT are excluded from the allowances. The definition of these are provided overleaf:

Operation costs: The cost of operating the facility rather than its occupancy excluding maintenance costs. Includes utility costs, administrative costs, overheads and taxes etc.

Occupancy cost: User support costs relating to the occupation of the facility e.g. security.

End of life: Notional costs payable and credits accruing after 25 years. Includes disposal inspection and reinstatement to meet potential contractual requirements.