



THE LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

UPDATED MARCH 2018

QUALITY, INTEGRITY, PROFESSIONALISM

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GLOSSARY

3G	Third Generation (artificial turf)
AGP	Artificial Grass Pitch
ASC	All Stars Cricket
BEST	Barn Elms Sports Trust
CC	Cricket Club
CSP	County Sports Partnership
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FIFA	Fédération Internationale de Football Association
FIT	Fields in Trust
FPM	Facilities Planning Model
GIS	Geographical Information Systems
GLA	Greater London Authority
HC	Hockey Club
IMS	International Matchball Standard
IRB	International Rugby Board
KKP	Knight, Kavanagh and Page
LBRuT	London Borough of Richmond upon Thames
LDF	Local Development Framework
LMS	Last Man Stands
LTA	Lawn Tennis Association
NGB	National Governing Body (of sport)
NPPF	National Planning Policy Framework
NTP	Non-turf pitch (cricket)
ONS	Office for National Statistics
PPS	Playing Pitch Strategy
PQS	Performance Quality Standard
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106
TGR	Team Generation Rate
TC	Tennis Club
U	Under
WtW	Will to Win

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PART 1: INTRODUCTION

This is an update to the Playing Pitch Strategy (PPS) for the London Borough of Richmond upon Thames (LBRuT), originally completed in August 2015. Building upon the preceding Assessment Report, it provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports facilities and accompanying ancillary provision.

The strategy is capable of:

- ◀ Providing adequate planning guidance to assess development proposals affecting outdoor sports facilities;
- ◀ Informing the protection and provision of outdoor sports facilities;
- ◀ Informing land use decisions in respect of future use of existing outdoor sport facility areas;
- ◀ Providing a strategic framework for the provision and management of outdoor sports facilities;
- ◀ Supporting external funding bids and maximising support for outdoor sports facilities;
- ◀ Providing the basis for ongoing monitoring and review of the use, distribution, function, quality and accessibility of outdoor sports facilities.

Scope

The PPS covers the following outdoor sports facilities:

- ◀ Football pitches
- ◀ Third Generation artificial turf pitches (3G AGPs)
- ◀ Cricket pitches
- ◀ Rugby union pitches
- ◀ Hockey pitches (sand/water based AGPs)
- ◀ Outdoor tennis courts
- ◀ Outdoor bowling greens

Study area

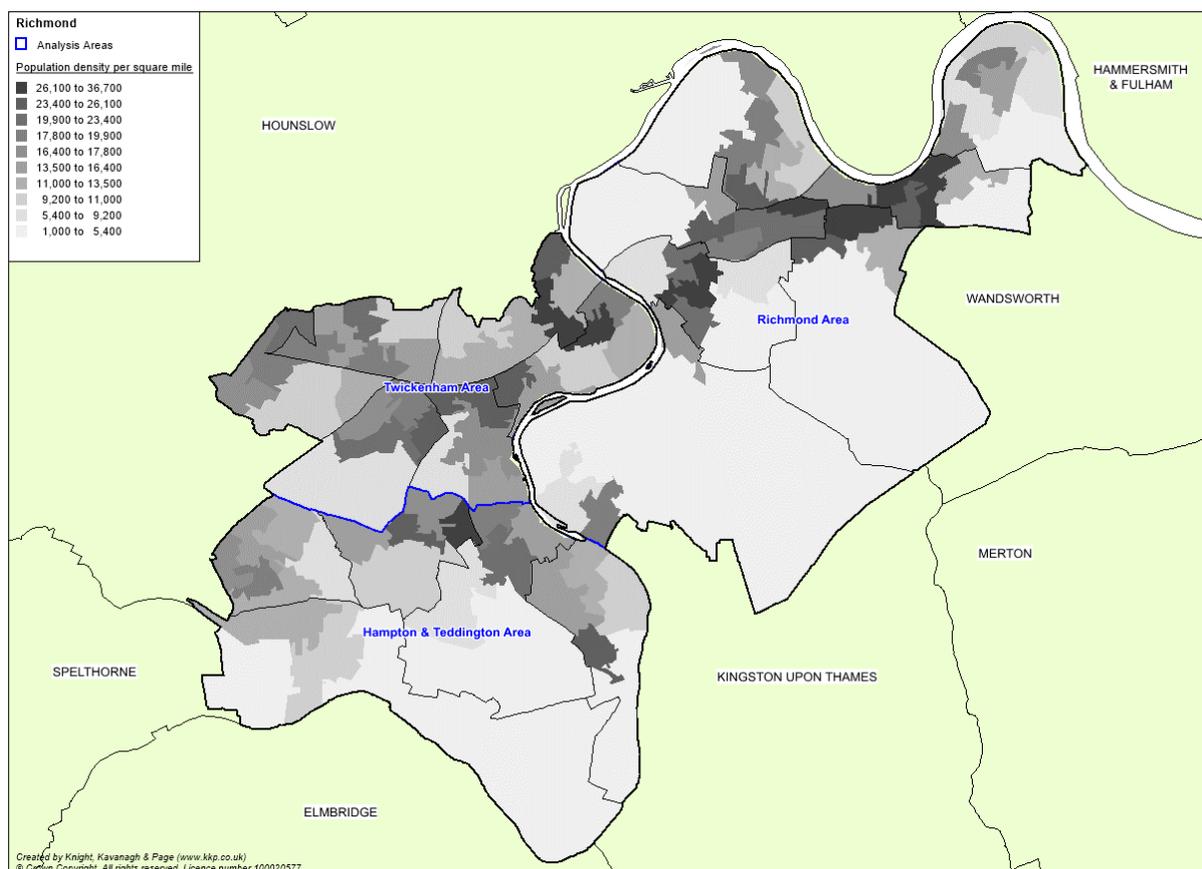
The study area comprises the whole of LBRuT administrative area. Three analysis areas have also been adopted, with the boundaries defined by grouping wards together. This allows for a more localised assessment of provision and examination of supply and demand, as well as allowing for local circumstance and issues to be taken into account.

The three sub-areas are:

Analysis area	Wards
Hampton & Teddington	Fulwell & Hampton, Hampton, Hampton North, Hampton Wick and Teddington
Richmond	Barnes, East Sheen, Ham Petersham & Richmond Riverside, Kew, Mortlake & Barnes, North Richmond and South Richmond
Twickenham	Heathfield, South Twickenham, St Margaret's & North Twickenham, Twickenham Riverside, West Twickenham and Whitton

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Figure 1.1: Map of LBRuT



1.1: Structure

The Strategy has been developed from research and analysis of outdoor sports provision and usage within LBRuT to provide:

- ◀ A vision for the future improvement and prioritisation of outdoor sports facilities (including ancillary facilities).
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of the outdoor sports facility stock.
- ◀ A series of sport by sport recommendations which provide a strategic framework for sport led improvements to provision.
- ◀ A prioritised area-by-area action plan to address key issues.

The Strategy and Action Plan recommends a number of priority projects that should be implemented over future years. It is outlined to provide a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding will be identified.

The recommendations that come out of this strategy should be translated into local planning policy so there is a policy mechanism to support delivery and secure provision/investment where opportunities arise.

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

There are also a handful of sites and clubs technically outside of the LBRuT but which are within close proximity that have been referenced within the study. This is in order to recognise their role and the use emanating from the LBRuT area as local authority boundaries are not often a significant concern of the general public. That being said, it is recognised that the level of administrative and planning control the Council has on such sites is limited.

1.2: Context

An up-to-date PPS provides the necessary robustness and direction to inform decisions affecting the provision of outdoor sports facilities and to support sports development objectives. This is especially vital for LBRuT as the Council has prepared a new Local Plan, which will replace its existing policies within the Core Strategy and Development Management Plan. The Plan will set out policies and guidance for the development of the Borough over the next 15 years (2018-2033).

The rationale for undertaking this study is to identify current levels of provision within LBRuT 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.

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).

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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.

Section 8 of the NPPF deals specifically with the topic of healthy communities; Paragraph 73 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities.

Paragraphs 73 and 74 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 76 and 77 promote the identification of important green spaces by local communities and the protection of these facilities. Such spaces may include playing fields.

1.3: Headline findings

The table below highlights the quantitative headline findings identified for all sports included in the preceding Assessment Report. Please note that this shows the picture on a local authority wide basis and does not include the findings for each specific analysis area or for each specific site (see Part 6).

Table 1.1: Quantitative headline findings

Sport	Current picture	Future picture (2033) ¹
Football (grass pitches)	<ul style="list-style-type: none"> ◀ Spare capacity amounting to two match equivalent sessions on adult pitches. ◀ Shortfall amounting to 1.5 match equivalent sessions on youth 11v11 pitches. ◀ Spare capacity amounting to four match equivalent sessions on youth 9v9 pitches. ◀ Spare capacity amounting to seven match equivalent sessions on mini 7v7 pitches. ◀ Spare capacity amounting to five match equivalent sessions on mini 5v5 pitches. 	<ul style="list-style-type: none"> ◀ Shortfall amounting to 2.5 match equivalent sessions on adult pitches. ◀ Shortfall amounting to 13.5 match equivalent sessions on youth 11v11 pitches. ◀ Spare capacity amounting to 0.5 match equivalent sessions on youth 9v9 pitches. ◀ Spare capacity amounting to four match equivalent sessions on mini 7v7 pitches. ◀ Spare capacity amounting to 2.5 match equivalent sessions on mini 5v5 pitches.
Football (3G pitches)	<ul style="list-style-type: none"> ◀ Shortfall of at least five full size 3G pitches. 	<ul style="list-style-type: none"> ◀ Shortfall of at least five full size 3G pitches.
Cricket	<ul style="list-style-type: none"> ◀ Spare capacity amounting to 118 match equivalent sessions. 	<ul style="list-style-type: none"> ◀ Spare capacity amounting to 108 match equivalent sessions.
Rugby union	<ul style="list-style-type: none"> ◀ Shortfall amounting to 25 match equivalent sessions. 	<ul style="list-style-type: none"> ◀ Shortfall amounting to 35.5 match equivalent sessions.
Rugby union (3G pitches)	<ul style="list-style-type: none"> ◀ Shortfall of World Rugby compliant 3G pitches. 	<ul style="list-style-type: none"> ◀ Shortfall of World Rugby compliant 3G pitches.

¹ Future demand based on ONS calculations and club consultation which also includes latent, unmet and displaced demand identified.

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Sport	Current picture	Future picture (2033) ¹
Hockey	◀ Shortfall of full size hockey suitable AGPs.	◀ Shortfall of full size hockey suitable AGPs.
Bowls	◀ Current demand is being met.	◀ Future demand can be met.
Tennis	◀ Current demand is being met.	◀ Future demand can be met.

Conclusions

The existing position for the majority of sports is either that demand is being met or that there is a shortfall, whereas the future position shows the exacerbation of current shortfalls. Where overall spare capacity for a particular sport is identified, this is not considered to be a surplus and should be considered as strategic reserve, especially given that shortfalls may still be evident within a particular area or on a particular site within that sport. As a result, there is a need to protect all existing provision until all demand is met, or there is a requirement to replace any lost provision to an equal or better quantity and quality before it is lost.

For low value sites, e.g. single pitch sites that are rarely used and are without appropriate ancillary facilities, there could be a case for rationalisation providing that there is no net loss of playing pitch space. As an example, a multi-pitch site could be created, or an existing multi-pitch site could be extended, using the proceeds from the loss of numerous single pitch sites.

In the main, most shortfalls expressed can be met by improving pitch quality to increase capacity. In some instances, however, there may also be a requirement for access to existing unused pitches, such as those located at currently unavailable school sites, or the creation of new provision, particularly in key housing growth areas. Furthermore, there may be sites that could benefit from a pitch re-configuration, e.g. converting an adult football pitch with spare capacity into a youth pitch to reduce youth pitch shortfalls.

Notwithstanding the above, a shortfall of 3G and sand or water based pitches can only be met through increased provision. 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, thus reducing overplay, which in turn can aid pitch quality improvements.

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PART 2: VISION

2.1: Vision

This study has been developed on the basis of the above strategic drivers in order to ensure that it reflects the Council's wider ambitions. A vision has been set out followed by aims to provide a clear focus with regard to the desired outcomes for LBRuT:

“Produce a robust and comprehensive Strategy which will provide the essential evidence base for informing decisions on planning and investment in order to provide appropriate opportunities to provision for everyone.”

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PART 3: AIMS

The following overarching objectives are based on the key issues emerging from the Assessment Report. It is recommended that the following are adopted by the Council and its partners to enable it to achieve the overall vision of the Strategy and Sport England planning objectives:

AIM 1

To **protect** the existing supply of outdoor sports facilities and ancillary facilities from loss as a result of redevelopment.

AIM 2

To **enhance** existing outdoor sports facilities and ancillary facilities through improving their quality, accessibility and management.

AIM 3

To **provide** new playing pitches and ancillary facilities where necessary that are fit for purpose to meet demands for participation now and in the future.

Figure 1: Sport England themes



Source: Sport England 2015

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PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

Football – grass pitches

Summary

- ◀ The audit identifies a total of 127 football pitches in LBRuT. Of these, 125 are available, at some level, for community use.
- ◀ In total, 70% of community available pitches are assessed as good quality, 29% as standard quality and 1% as poor quality.
- ◀ Richmond upon Thames College has aspirations to build two (non-floodlit) all weather pitches, which are intended to replace the existing grass pitch provision at the College.
- ◀ Stag Brewery currently contains two unsecure adult pitches which are in use by Barnes Eagles FC. The private owner of the site has development proposals which would result in the loss of this football provision; however, the Council's position is for the "retention and/or re-provision and upgrading of the playing field".
- ◀ Udney Park Playing Fields has an uncertain future after the site was sold by Imperial College to Quantum Group.
- ◀ Demand for better quality changing facilities is noted at some sites such as Old Deer Park, Marble Hill Park and Heathfield Recreation Ground.
- ◀ A total of 384 teams were identified as playing matches on football pitches within LBRuT consisting of 67 men's, five women's, 153 youth boys', 22 youth girls' and 137 mini soccer teams.
- ◀ Team generation rates predict a possible increase of 19 youth 11v11 boys', two youth 11v11 girls' and three youth 9v9 boys' teams across LRBuT.
- ◀ Six clubs report plans to increase the number of teams they provide totalling four adult, five youth 11v11, four youth 9v9, two mini 7v7 and five mini 5v5 teams.
- ◀ Two clubs express displaced demand that they would prefer to take place in LBRuT.
- ◀ There is a total of 42.5 match equivalent sessions of actual spare capacity across LBRuT.
- ◀ Nine sites are overplayed by a total of 26 match equivalent sessions per week.
- ◀ There is a current shortfall of youth 11v11 match equivalent sessions, whereas spare capacity exists on the remaining pitch types.
- ◀ There is a future shortfall of adult, youth 11v11 and youth 9v9 match equivalent sessions, whereas spare capacity remains on mini 5v5 and mini 7v7 pitches.

Scenarios

Alleviating overplay

There are currently 23 pitches overplayed across nine sites by a total of 26 match equivalent sessions. As 17 of these pitches are assessed as good quality, capacity cannot be increased, meaning play needs to be transferred to sites with spare capacity in order for the overplay to be eradicated.

In relation to Grey Court School, North Sheen Recreation Ground, Teddington Lock Playing Fields and Whitton Park Sports Association, this can be achieved through removing youth 11v11 teams as such demand should not be utilising adult pitches anyway, although this will require an increase in youth 11v11 provision in the locality or through utilisation of the 3G

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stock. In contrast, six of the overplayed pitches are assessed as standard quality, which means that overplay on these pitches would be alleviated that if quality was improved to good, as evidenced in the table below.

Table 4.1: 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
28	King Georges Field	Adult	3	Standard	1	2
		Youth 9v9	2	Standard	1	3
65	Waldegrave School	Youth 9v9	1	Standard	0.5	1.5

Accommodating youth 11v11 demand

As it stands, just 12% of all youth 11v11 teams in LBRuT play football on the correct size pitch. This is principally due to the fact there are only three youth 11v11 pitches across the local authority, located at Ham Playing Fields, Hampton Rangers Juniors Football Club and NPL Sports Club.

As seen in the table below, if all youth 11v11 demand was to be transferred away from adult pitches, five sites would no longer be overplayed. In addition, peak time spare capacity would be increased on adult pitches in each analysis area, with Hampton & Teddington having an increase of three match equivalent sessions and both Richmond and Twickenham seeing an increase of two match equivalent sessions.

Table 4.2: Capacity ratings on adult pitches after transferal of youth 11v11 demand

Site ID	Site name	Analysis areas	No. of pitches	Current Capacity rating	Capacity rating if youth 11v11 demand is transferred off
1	Barn Elms Playing Field	Richmond	5	4	0.5
15	Grey Court School	Richmond	1	1.5	3
28	King Georges Field	Richmond	3	1	2.5
36	North Sheen Recreation Ground	Richmond	1	4.5	0.5
58	Teddington Lock Playing Fields	Hampton & Teddington	3	1	6
70	Whitton Park Sports Association	Twickenham	2	2	5.5

To ensure that all youth 11v11 teams play on the correct pitch size, 14 youth 11v11 pitches would be required to accommodate all current demand and an additional two pitches would be needed if all expressed future demand was realised. To achieve these figures, it is clear that new pitches would be required, or the 3G stock could be utilised.

² Match equivalent sessions

³ Match equivalent sessions

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Taking the above into account, consideration first and foremost should be given to re-configuring the pitches at Grey Court School, Kings Field, Moormead Recreation Ground, and Orleans Park School. This is because those sites contain adult pitches that are solely used for youth 11v11 football, meaning no adult teams would be adversely affected by a change.

Providing security of tenure

Currently, 28.5 match equivalent sessions are played on unsecured pitches in LBRuT. If such provision was to be taken out of use, shortfalls would be exacerbated across all three analysis areas and on each pitch type.

The majority of unsecured access takes place at educational sites. Whilst not always possible, creating community use agreements between providers and users 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 times and is affordable.

The potential loss of Udney Park Playing Fields and Stag Brewery

Given the shortfalls identified within the PPS, it is determined that both Udney Park Playing Fields and Stag Brewery are required to meet both current and future demand. As such, if these pitches were to be permanently lost, replacement provision to an equal or better quantity and quality will be necessary given the overall shortfalls evident.

Recommendations

- ◀ Ensure the protection of existing provision is maintained and mitigate any permanent losses of provision.
- ◀ Given the shortfalls identified, appropriately mitigate the loss of any playing pitches, including those sites currently proposed for development such as Udney Park Playing Fields and Stag Brewery (as per Paragraph 74 of the NPPF).
- ◀ Where pitches are assessed as standard or poor quality, review maintenance regimes to ensure it is of an appropriate standard to sustain/improve pitch quality and therefore increase carrying capacity.
- ◀ Consider reconfiguration of some adult pitches to youth pitches in order to better accommodate youth 11v11 demand.
- ◀ Explore further options to increase the youth 11v11 pitch stock such as the creation of additional pitches or through the utilisation of 3G.
- ◀ Look to transfer play on sites which are played to capacity or overplayed to alternative venues which are not operating at capacity.
- ◀ Work with clubs to accommodate latent and future demand on sites which are not operating at capacity.
- ◀ Improve changing provision at multi-pitch sites with quality and/or quantity issues such as Barn Elms Playing Fields, Heathfields Recreation Ground, King Georges Field, Marble Hill Park and Old Deer Park.
- ◀ Ensure clubs in or near the football pyramid can progress if the opportunity arises.
- ◀ Provide security of tenure for clubs using unsecure sites through community use agreements, particularly in relation to school sites.
- ◀ Where appropriate, develop partnerships and/or lease arrangements with large, sustainable, development-minded clubs to manage their own sites.

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3G pitches

Summary

- ◀ There are three full size 3G pitches in LBRuT (Hampton Sport and Fitness Centre, Hampton School and Whitton Sports and Fitness Centre), all of which are floodlit and available to the community.
- ◀ In addition, there are ten smaller sized 3G pitch located across six sites.
- ◀ All three full size 3G pitches are FA approved and can therefore be used to host competitive matches.
- ◀ Hampton Sport and Fitness Centre and Whitton Sports and Fitness Centre are World Rugby compliant and can be used for full contact rugby activity.
- ◀ Availability at Hampton School is restricted to 18 hours a week as it is not readily accessible Monday-Friday.
- ◀ All three full size 3G pitches are assessed as good quality and are considered to be within their lifespan (ten years).
- ◀ All full size 3G provision is accompanied by ancillary facilities that are adequate.
- ◀ Nearly a third of clubs (30%) express a need for access to more facilities for training and almost all of these highlight an increase in 3G provision as a requirement.
- ◀ There is also a need for an increase in World Rugby compliant 3G pitches, especially given the shortfalls that exist on grass rugby pitches.
- ◀ With limited spare capacity existing on the current stock and a shortfall of grass pitch provision, there is a clear need for more pitches to be developed in suitable locations.
- ◀ Additionally, the current pitch stock requires sustaining. To that end, providers are encouraged to put sinking funds in place to ensure future refurbishment.

Scenarios

Accommodating football training demand

In order to satisfy current football training demand (based on the FA's model of one full size 3G pitch being able to cater for 42 teams) there is a current need for nine full size 3G pitches in LBRuT based on 384 teams playing within the Borough. This results in a shortfall of six full size pitches, which remains the same when accounting for future demand (22 teams).

Alternatively, if every team was to remain training within the respective analysis area in which they play their matches in, a current and future shortfall of five full size 3G pitches is identified. This equates to one pitch in Hampton & Teddington and four in Richmond.

Table 4.3: Current demand for 3G pitches (42 teams per pitch)

Local authority	Current number of teams	Current 3G requirement	Current number of 3G pitches	Current shortfall
Hampton & Teddington	143	3	2	1
Richmond	183	4	-	4
Twickenham	58	1	1	-
Total	384	8	3	5

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Table 4.4: Future demand for 3G pitches (42 teams per pitch)

Local authority	Future number of teams ⁴	Future 3G requirement	Current number of available 3G pitches	Future shortfall
Hampton & Teddington	152	3	2	1
Richmond	193	4	-	4
Twickenham	61	1	1	-
Total	406	8	3	5

Should availability at Hampton School remain restricted during weekdays, please note that the shortfall should realistically increase by one given that the facility cannot currently cater for midweek training. This increase would be evident in Hampton & Teddington.

Moving football match play demand to 3G pitches

Moving match play to 3G pitches is supported by the FA and all three full size 3G pitches in LBRuT have undergone testing, meaning they are FA approved to host competitive matches. 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 LBRuT for each pitch type.

Table 4.5: Number of teams currently using council pitches

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Saturday PM	29
Youth	11v11	Sunday AM	44
Youth	9v9	Sunday AM	29
Mini	7v7	Sunday AM	25
Mini	5v5	Sunday AM	19
Total			146

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

Table 4.6: 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	29	14.5	32	464	8
11v11	44	22	32	704	11
9v9	29	14.5	10	145	3
7v7	25	12.5	8	100	2
5v5	19	9.5	4	38	1

⁴ Based on increased demand forecasted from team generation rates by analysis area

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Given that peak time is different for adult matches (Saturday PM) compared to all youth and mini matches (Sunday AM), a total of 17 3G pitches would be required to accommodate all matches currently played on council pitches. In practice, creating such a large number of additional 3G pitches in LBRuT may be considered unrealistic, especially in the short term. It may therefore be more appropriate to solely consider the number of mini and youth matches that can take place concurrently on a full-size pitch in order to reduce the overall number of pitches required.

As it stands, the majority of mini and youth football is identified as playing on grass pitches; however, many clubs express a desire to play on 3G pitches in order to prevent pitch quality deteriorating or weather inhibiting match play. The table below therefore tests a scenario to enable all 5v5 and 7v7 football to transfer to 3G pitches within LBRuT based on a programme of play at current peak time (Sunday AM).

Table 4.7: Moving all mini matches to 3G pitches

Time	AGP	Total games/teams
9.30am – 10.30am	4 x 5v5	4/8
10.30am – 11.30am	2 x 7v7	2/4
11.30am – 12.30pm	2 x 7v7	2/4
12.30pm – 1.30pm	2 x 7v7	2/4

Based on the above programming and separate start times for 5v5 and 7v7 matches, the overall need is for three full size 3G pitches, meaning current supply could meet demand if availability was programmed efficiently and if all pitches met correct FA testing specifications. This is calculated based on 19 teams playing 5v5 football requiring three pitches (rounded up from 2.3) and 25 teams playing 7v7 football requiring three pitches (rounded up from 2.1).

A similar scenario is run in the table below for youth 11v11 football. Given that there are only three youth 11v11 grass pitches currently provided in LBRuT, use of 3G pitches in the area could better accommodate such demand as well as alleviating demand placed on adult pitches.

Table 4.8: Moving all youth 11v11 matches to 3G pitches

Time	AGP	Total games/teams
10am – 11:30am	1 x 11v11	1/2
11:30am – 1pm	1 x 11v11	1/2
1pm – 2:30pm	1 x 11v11	1/2
2:30pm – 4pm	1 x 11v11	1/2

Demand for youth 11v11 football could not be accommodated on the current 3G stock as the overall need equates to six full size 3G pitches (rounded up from 5.5) based on 44 teams currently playing this format.

Providing proposed pitches

There is a proposal in place for the creation of two full size 3G pitches at Richmond Athletic Ground. In theory, providing these will reduce the identified shortfalls within Richmond for football training demand; however, they will predominately be used for rugby activity. As

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such, a shortfall of four pitches may still be evident within the Analysis Area for football, although for rugby it will eradicate the majority if not all grass pitch shortfalls.

The proposed development of full size 3G pitches at Richmond-upon-Thames College is not warranted if adhering to the FA training model as no shortfalls are identified within Twickenham. Nevertheless, they may be required for rugby union activity and some football activity should a robust business case be presented.

Recommendations

- ◀ Protect current stock of 3G pitches.
- ◀ Encourage all providers to put in place a sinking fund to ensure long-term sustainability.
- ◀ Encourage more match play demand to transfer to 3G pitches, where possible.
- ◀ Ensure that Hampton School, Whitton Sports and Fitness Centre and Hampton Sports and Fitness Centre remain on the FA register via re-testing every three years to sustain certification.
- ◀ Ensure that both Hampton Sport and Fitness Centre and Whitton Sports and Fitness Centre remain World Rugby compliant through re-testing every two years.
- ◀ Explore extending community availability at Hampton School, especially during midweek so that it can better meet football training demand.
- ◀ Support development of 3G pitches at Richmond Athletic Ground in order to reduce rugby grass pitch shortfalls.
- ◀ Identify feasible sites to further increase provision of full size 3G pitches to meet football training and competitive demand, particularly in areas with identified shortfalls.
- ◀ Ensure that all new 3G pitches are constructed to meet FA/RFU recommended dimensions and quality performance standards to meet performance testing criteria.

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PLAYING PITCH STRATEGY

Cricket pitches

Summary

- ◀ There are 35 grass wicket cricket squares in LBRuT across 21 sites.
- ◀ There are non-turf pitches (NTPs) accompanying 12 grass wicket squares and nine standalone NTPs.
- ◀ Udney Park Playing Fields was recently sold by Imperial College to Quantum Group and uncertainty therefore exists over its future; the site contains two squares previously used by Richmond CC.
- ◀ One club, Barnes CC, owns its home ground, 11 clubs have a lease agreement in place and the remaining clubs all rent pitches.
- ◀ The audit of grass wicket squares in LBRuT assessed 11 squares as good quality and 24 squares as standard quality, with none assessed as poor.
- ◀ Six clubs deem changing room quality to be good, seven clubs deem quality to be standard and two clubs report that changing facilities are poor.
- ◀ Access issues in regards to the pavilion at Carlisle Park impact on the sites usage levels.
- ◀ Eight clubs responding to consultation express demand for additional training facilities.
- ◀ There are a total of 141 teams within the 21 clubs playing within LBRuT, consisting of 66 senior men's, three senior women's, 69 junior boys' and three junior girls' teams.
- ◀ Bushy Park Girls CC suggests that it would be able to accommodate additional teams if more pitches were available.
- ◀ During consultation, eight clubs indicate plans to increase the number of teams within their club in the future equating to one senior and nine junior teams.
- ◀ LMS is played on the NTPs at Barn Elms Playing Fields and Marble Hill Park.
- ◀ Old Deer Park was previously used for LMS and has been identified as a key site for investment in order for it to be accessed again in the future.
- ◀ Seven clubs signed up to ASC in 2017, with 292 junior participants aged 5-8 taking part in the programme.
- ◀ There are 25 squares that show potential spare capacity on grass wickets totalling 529 match equivalent sessions per season.
- ◀ Only five of the squares currently in use by the community show spare capacity that is available for further use on a Saturday, equating to four match equivalent sessions.
- ◀ No sites are highlighted as being overplayed.
- ◀ The current number of squares can accommodate senior demand, with spare capacity of 118 match equivalent sessions currently and future spare capacity of 108 match equivalent sessions.
- ◀ For junior cricket, the capacity of grass wicket squares is less of an issue because they can utilise NTPs and generally require access during midweek.

Scenarios

Avoiding overplay

No sites are highlighted as being overplayed; however, three sites are identified as being at capacity. These are Twickenham Cricket Club, King Georges Field and Hampton School. It is therefore recommended that no further increase in play takes place on these squares in order to avoid future overplay.

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PLAYING PITCH STRATEGY

Accommodating future demand

Eight clubs indicate plans to increase the number of junior teams within their club in the future. These are all considered to be able to do this on the current stock of pitches, either through utilising spare capacity on grass wickets or via NTPs.

Teddington Town CC is the only club to express future demand for an increase in senior teams. Spare capacity exists for this demand to be accommodated at its home ground (Bushy Park), but not at peak time (Saturday). As such, the demand either needs to be fielded on a Sunday, or at an alternative venue that has actual spare capacity.

Increasing stock of NTPs

The ECB has created a local authority NTP scheme aiming to create a substantial number of new cricket pitches in areas of need and to facilitate a partnership approach between local authorities and county cricket boards. It is expected that the primary source of identified strategic need will be an up-to-date PPS. The scheme will offer capital grants towards the cost of construction of NTPs, periodic maintenance for a period of five years and equipment to engage new participants.

An increase of NTPs within LBRuT would not only better accommodate junior demand, but it would also assist in the growth of Last Man Stands (LMS) and All Stars Cricket (ASC).

The potential loss of Udney Park Playing Fields

Although no cricket square shortfalls are identified, it is determined that Udney Park Playing Fields is required to meet both current and future demand given the overall shortfalls identified for other pitch sports. As such, if these pitches were to be permanently lost, replacement provision to an equal or better quantity and quality will be necessary given the overall shortfalls evident.

Recommendations

- ◀ Protect existing quantity of cricket squares.
- ◀ Given the shortfalls identified, appropriately mitigate the loss of any playing pitches, including those sites currently proposed for development such as Udney Park Playing Fields (as per Paragraph 74 of the NPPF).
- ◀ Work with clubs and grounds staff to review quality issues on pitches to ensure appropriate quality is achieved at sites assessed as standard and sustained at sites assessed as good.
- ◀ Improve ancillary facilities servicing Barnes Common and Sheen Park cricket clubs and explore resolution to access issues at Carlisle Park.
- ◀ Support clubs with aspirations to improve training facilities.
- ◀ Ensure security of tenure for all clubs with lease arrangements in place or with rental agreements.
- ◀ Ensure future demand is accommodated on sites with spare capacity or via NTPs to prevent future overplay.
- ◀ Enable the continued growth of LMS through access to strategically located NTPs.

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PLAYING PITCH STRATEGY

Rugby union - grass pitches

Summary

- ◀ Within LBRuT there are 37 senior pitches and one mini pitch spread across 22 sites.
- ◀ Udney Park Playing Fields was recently sold by Imperial College to Quantum Group and uncertainty therefore exists over its future.
- ◀ Teddington RFC leases the pitches at Bushy Park on a ten-year licence but an agreement lasting over 25 years would be preferred.
- ◀ Richmond and London Scottish rugby clubs are currently trying to negotiate a long-term lease arrangement of Richmond Athletic Ground.
- ◀ Of the pitches, three are identified as being good quality and three are identified as being poor quality, with the remainder assessed as standard.
- ◀ Changing facilities identified for improvement include those at Richmond Athletic Ground, Twickenham Green, Marble Hill, Old Deer Park and Old Deer Park Partnership.
- ◀ There are 14 rugby clubs considered to be based in LBRuT providing a total of 145 teams.
- ◀ The majority of training takes place on dedicated floodlit training pitches or on match pitches, with a few clubs citing that they use areas of land elsewhere on rugby pitch sites.
- ◀ Barnes, Rosslyn Park and Twickenham rugby clubs all express displaced demand, although this is through choice rather than necessity.
- ◀ London Scottish and Teddington rugby clubs both suggest they could field additional teams if more pitches were available for use.
- ◀ Seven clubs express future demand totalling two senior men's, two senior women's, seven youth boys', five youth girls' and two mini teams.
- ◀ Of the 16 pitches identified as having potential spare capacity, only six are considered to have actual spare capacity for an increase in senior rugby totalling three match equivalent sessions; however, such spare capacity is not appropriate for utilisation by clubs that are using sites over capacity.
- ◀ It is presumed that no pitches used by mini or youth teams have significant actual spare capacity for an increase in demand.
- ◀ There are 11 senior pitches across six sites overplayed by a total of 28 match equivalent sessions per week.
- ◀ There is a current shortfall of 25 match equivalent sessions to meet rugby union demand in LBRuT and a future shortfall of 35.5 match equivalent sessions.

Scenarios

Improving pitch quality

Of the 11 pitches that are overplayed, overplay would be alleviated on all but two of them if quality was improved to M2/D3. The only two pitches that would remain overplayed are located at Richmond Athletic Ground and St Mary's University.

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PLAYING PITCH STRATEGY

Table 5.14: Overplay on rugby pitch if quality improved to M2/D3

Site ID	Site name	No. of overplayed pitches	Current capacity	Current capacity rating	M2/D3 capacity rating
8	Bushy Park	2	2	1.5	
			2	1.5	
11	Christ's School	1	1.5	1.5	0.5
39	Old Deer Park Partnership	2	2	1	0.5
			2	1	0.5
45	Richmond Athletic Ground	4	2	1	0.5
			2	1	0.5
			2	16	14.5
			2	1	0.5
55	St Mary's University	1	3.25	1.5	1.25
58	Teddington Lock Playing Fields	1	2	1	0.5

It must be noted that whilst improved drainage will improve the quality and carrying capacity of pitches, this also comes with a maintenance implication in that maintenance will also have to improve to ensure that the system is effective. As such, any drainage improvements must be met with appropriate maintenance over the lifespan of the project.

Increasing pitch quantity

Given that two pitches will remain overplayed if quality improved, consideration should be given to increasing the number of pitches available to teams that use those sites. This particularly relates to St Mary's University given that the University is creating a masterplan to develop its facilities, thus providing an opportunity to provide more pitches. One additional pitch would alleviate its overplay.

To alleviate overplay at Richmond Athletic Ground, a significant number of new pitches (a minimum of five) would be required, which is not considered to be feasible.

Increasing access to floodlit training provision

Given that the majority of overplay at Richmond Athletic Ground is through substantial training demand, increasing the number of floodlit training pitches would normally assist in spreading out such demand across a greater number of pitches. Nevertheless, with other pitches on site also overplayed, and with many already floodlit, this is not thought to be a realistic solution.

The alternative is the creation of a full-size World Rugby compliant 3G pitch. This would allow all training demand expressed by Richmond and London Scottish rugby clubs to be transferred away from the overplayed grass pitch as well as some match play. Both clubs express aspirations for this development to take place and plans should therefore be supported.

The potential loss of Udney Park Playing Fields

Given the shortfalls identified within the PPS, it is determined that Udney Park Playing Fields is required to meet both current and future demand. As such, if these pitches were to be

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PLAYING PITCH STRATEGY

permanently lost, replacement provision to an equal or better quantity and quality will be necessary given the overall shortfalls evident.

Recommendations

- ◀ Protect existing quantity of rugby union pitches.
- ◀ Given the shortfalls identified, appropriately mitigate the loss of any playing pitches, including those sites currently proposed for development such as Udney Park Playing Fields (as per Paragraph 74 of the NPPF).
- ◀ Seek to improve quality of pitches, particularly relating to pitches that are currently overplayed.
- ◀ Review lease arrangements for clubs with unsecure tenure.
- ◀ Improve changing facilities at Richmond Athletic Ground, Twickenham Green, Marble Hill Park and Old Deer Park.
- ◀ Explore creation of additional changing rooms at Old Deer Park Partnership.
- ◀ Support aspirations for a World Rugby compliant 3G pitch to be installed at Richmond Athletic Ground.
- ◀ Consider expressed plans for the installation of further World Rugby compliant 3G pitches providing that such developments assist the rugby partnership with LBRuT.
- ◀ Ensure all clubs have access to training areas that are either dedicated floodlit grassed areas or a World Rugby compliant 3G pitch.
- ◀ Explore community use aspects at currently unused educational sites to fully determine availability and, as a minimum, protect the pitches for continued curricular and extra-curricular use.

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PLAYING PITCH STRATEGY

Hockey pitches (sand/water-based AGPs)

Summary

- ◀ There are currently four full size hockey suitable AGPs in LBRuT, one at both Shene Sports and Fitness Centre and Teddington Lock Playing Field, and two at Teddington Sports Centre.
- ◀ In addition, there are five smaller-sized AGPs.
- ◀ The pitches at Shene Sports and Fitness Centre and Teddington Lock Playing Fields as well as the floodlit pitch at Teddington Sports Centre are considered to be readily available to the community.
- ◀ In contrast, availability is limited in relation to the non-floodlit pitch at Teddington Sports Centre as it cannot be accessed during evenings in the winter and also has limited opening hours at weekends.
- ◀ Football activity on the AGPs also limits availability for hockey purposes, particularly at Teddington Sports Centre.
- ◀ Based on the guidance of a ten-year carpet life, both Shene Sports and Fitness Centre and Teddington Lock Playing Fields are in need of resurfacing.
- ◀ Both pitches at Teddington Sports Centre are considered to be good quality; the floodlit pitch was refurbished in 2014, whereas the non-floodlit pitch was refurbished in 2011.
- ◀ There are four community hockey clubs in LBRuT, consisting of 28 men's teams, 21 women's teams and 44 junior teams.
- ◀ Three of the club express displaced demand, with both Barnes and Richmond hockey clubs regularly using AGPs in the London Borough of Hounslow and Teddington HC occasionally accessing an AGP in Kingston-upon-Thames.
- ◀ Combined, there is believed to be a collective waiting list of around 600 children across Barnes, Teddington and Richmond clubs.
- ◀ Richmond and Teddington hockey clubs express future demand for both senior and junior team.
- ◀ There is clear undersupply of hockey suitable AGPs within LBRuT and its surrounding areas.

Scenarios

Accommodating latent and future demand

All hockey suitable AGPs in LBRuT are currently operating at or close to capacity, meaning expressed latent and future demand cannot be accommodated on the currently supply. As such, evidence suggests that there is a need for at least one additional pitch to be provided that can be accessed by all clubs as an overspill venue.

Accommodating displaced demand

There are currently three clubs that have teams displaced from LBRuT. Therefore, despite these clubs reporting that they are happy with current arrangements, consideration must be given to accommodating the demand should it ever need to return. This is especially important given that there are a growing number of hockey suitable AGPs becoming poor quality due to age or being converted to 3G.

Should all displaced demand fielded by the clubs return to LBRuT, there would be a need for two additional hockey suitable AGPs to be provided. Both Barnes and Richmond hockey clubs would need one each, whilst Teddington HC could be accommodated using the spare capacity of one of those.

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PLAYING PITCH STRATEGY

Converting sand-based AGPs to 3G pitches

With all full-size hockey suitable AGPs in LBRuT being used by hockey clubs, and with an overall shortfall of such provision identified, it is imperative that none are converted to reduce the shortfall of 3G pitches. All must be protected for continued hockey use.

Recommendations

- ◀ Protect all full size hockey suitable AGPs for continued hockey use.
- ◀ Re-surface both Shene Sports and Fitness Centre and Teddington Lock Playing Fields in the near future to ensure that they remain suitable for hockey activity.
- ◀ Ensure that providers have sinking funds in place at all AGP sites to ensure long-term sustainability.
- ◀ Explore options for the creation of an additional full-size hockey suitable AGP so that latent and future demand can be accommodated.
- ◀ Liaise with clubs, NGBs and neighbouring local authorities to ensure displaced demand remains accommodated and to create a structured facilities development plan that includes migration of football activity to more suitable sites, where possible.

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PLAYING PITCH STRATEGY

Bowls

Summary

- ◀ There are nine flat greens located across the same number of sites in LBRuT.
- ◀ Four greens are managed by the Council and five greens are managed by clubs.
- ◀ Eight greens are assessed as good quality, whereas the remaining green is assessed as standard quality.
- ◀ There are nine clubs participating within LBRuT. Of the eight that responded to consultation requests (2014-2015), membership equates to 328 senior men, 247 senior women and ten juniors.
- ◀ Three clubs report that membership decreased between the period 2012-2015, whereas only two clubs report that membership increased.
- ◀ Seven clubs express future demand totalling 70 senior members and 40 junior members.
- ◀ No latent demand is identified, meaning it is considered that all clubs could accommodate planned growth on existing provision.
- ◀ Cambridge Park Bowling Club and Carlisle Park are operating above the recommended capacity of a bowling green; however, this is not considered to be an issue as neither club expresses a need for more green space.
- ◀ North Sheen Bowling Club and Radnor Gardens are predicted to go over the recommended capacity of a bowling green in the future, however, this is also not considered to be an issue.
- ◀ No greens are operating below the recommended minimum membership levels, meaning no greens are considered to be surplus to requirements.

Recommendations

- ◀ Retain current number of bowling greens unless amalgamation of clubs can take place that keeps the combined membership below 60 per one green.
- ◀ Ensure quality of greens is sustained whilst they are in use.
- ◀ Maximise the availability of bowling greens for pay and play in order to raise the profile of the game, increase levels of membership and improve the revenue generated by sites.

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PLAYING PITCH STRATEGY

Tennis

Summary

- ◀ There are 170 tennis courts identified in LBRuT, 164 of which are available for community use.
- ◀ There are 44 courts managed by the Council across 11 sites.
- ◀ There are 34 floodlit courts.
- ◀ The majority of community available courts have a macadam surface (123), with the remainder either artificial turf (23), grass (11) or clay (seven).
- ◀ A total of 141 community available courts are assessed as good quality, with eight assessed as standard and 15 assessed as poor.
- ◀ LBRuT is one of the first local authorities to benefit from the LTA's access control system initiative as 12 of its courts across three sites have been fitted with the scheme.
- ◀ There are 11 tennis clubs located in LBRuT, with membership totalling 1,420 senior members and 890 junior members across the consulted clubs.
- ◀ In total, expressed future demand equates to 150 senior members and 225 junior members, with Richmond Lawn Tennis Club expressing the largest growth aspiration.
- ◀ As no clubs in LBRuT report latent demand for access to additional courts it is considered that current supply can meet both current and future club demand.
- ◀ For Petersham and Whitton Park tennis clubs, further exploration is required to determine if their needs are being met as current and future demand is unknown.
- ◀ As all remaining (non-club) courts are deemed to have spare capacity for a growth in demand, focus should be on improving quality to an adequate standard for informal play, particularly at sites that are suitable for the LTA's access control system.

Recommendations

- ◀ Retain all courts in use by clubs and ensure quality is sustained.
- ◀ For non-clubs courts, prioritise those that are well used and ensure court quality remains sufficient to allow for play.
- ◀ Consider suitability of sites that would benefit from the LTA's access control system initiative.
- ◀ Ensure appropriate ancillary provision at those sites that are considered suitable.

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PLAYING PITCH STRATEGY

PART 5: STRATEGIC RECOMMENDATIONS

The recommendations for the Strategy have been developed via the combination of information gathered during consultation, site visits and analysis which culminated in the production of the preceding Assessment Report as well as key drivers being identified for the Strategy. Implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.

AIM 1

To **protect** the existing supply of outdoor sports facilities and ancillary facilities from loss as a result of redevelopment.

Recommendations:

- a. Ensure, through the use of the PPS, that outdoor sports facilities are protected through the implementation of local planning policy.
- b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.
- c. Maximise community use of outdoor sports 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 Assessment Report 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. Underused and poor quality sites, as well as any sites that become lapsed or disused, should also be replaced or protected from development 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.

The above also applies to sites with current development proposals in place, such as Udney Park Playing Fields and Stag Brewery. Given the shortfalls identified within the PPS, it is determined that both sites are required to meet both current and future demand. As such, if these pitches were to be permanently lost, replacement provision to an equal or better quantity and quality will be necessary.

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

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

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

Although there are identified shortfalls of match equivalent sessions, most demand is currently being met and most shortfalls are likely to be addressed through quality improvements. Including the need for additional facilities in the Local Plan is therefore not recommended as a priority.

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

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

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

Policy Exception E1:

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

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

Policy Exception E4:

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

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

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

There are currently no dormant school sites within LBRuT and, given the likely demand for future school places identified in the Council's School Place Planning Strategy (2015), it is unlikely that any schools will close during the lifespan of this Strategy. If, although improbable, any schools do close the following should be considered when assessing the suitability of conversion of former school playing fields for community use:

- ◀ Location and willingness of an entity to take on ownership/lease/maintenance
- ◀ Size
- ◀ Quality
- ◀ Physical accessibility
- ◀ History of community access
- ◀ Availability of ancillary facilities

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

A number of school, commercial and private sites are being used in LBRuT for competitive play, predominantly for football. In some cases, use of pitches has been classified as secure, however, use is not necessarily formalised and relevant organisations should, thus, seek to establish appropriate community use agreements, including access to changing provision where required. This is especially the case for sites that have unsecured community use despite receiving high levels of activity.

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 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 continue to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, supporting club development and encouraging clubs to develop evidence of business and sports development plans to generate an income through their facilities.

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All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC). Clubs should also be encouraged to work with partners locally, such as volunteer support agencies or linking with local businesses.

As well as ensuring the quality of local authority sites, there are a number of sites which have poor quality (or no) ancillary facilities. Consideration should be given to granting security of tenure (minimum 25 years as recommended by Sport England and NGBs) to the clubs playing on these sites, if not already in place, so the clubs are in a position to apply for external funding to improve the ancillary facilities. Sites where poor changing facilities may be restricting use include Old Deer Park and Heathfield Recreation Ground.

There are also examples of clubs on the border of LBRuT, such as Richmond HC, Twickenham RFC and some teams from Barnes HC, using provision just outside of the Borough. Despite being outside the clubs service a number of LBRuT residents and have therefore been included. The need to work closely with such clubs, NGBs and neighbouring local authorities is recognised to ensure they do not fall between the gaps of administrative boundaries.

In instances where long term leases might be put into place for the continued use of a site, clubs should be required to meet service and/or strategic objectives. However, an additional set of criteria should be considered, which takes into account the quality of the club, aligned to its long-term development objectives and sustainability.

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 Borough-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 can further recognise the value of Clubmark/Charter Standard by adopting a policy of prioritising the clubs that are to have access to these better quality facilities. This could be achieved by inviting clubs to apply for an initial trial lease on a particular site before committing to a longer term arrangement.

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.

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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.

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.

Community asset transfer

The Council should consider ways that support community management and transfer of ownership of assets to local clubs, community groups and trusts. This presents sports clubs and NGBs with opportunities to take ownership of facilities and it may also provide non-asset owning sports clubs with their first chance to take on a building. The Sport England Community Sport Asset Transfer Toolkit provides a step-by-step guide through each stage of the asset transfer process: <https://www.sportengland.org/facilities-planning/community-asset-transfer/about/>

Recommendation (c) Maximise community use of outdoor sports facilities

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

A number of sporting facilities are located on education sites and ensuring the availability to sports clubs can offer significant benefits to both the school/college and the local clubs. The Council and other key partners must work with schools and colleges to develop an understanding of the issues that restrict or affect community access. Support should be provided, where appropriate, to address any underlying problems.

It can be common for school pitch stock to not be fully maximised for community use. Even on established community use sites, access to outdoor sports facilities to the community may be limited. Consultation identified several issues relating to the use of school facilities:

- ◀ Schools report that pitches cannot be accessed by the community due to being unable to staff the opening/closing of facilities.
- ◀ Many school sites do not have dedicated marked pitches due to limited space and/or a need for flexibility of use.
- ◀ Some schools report limiting community use in order to try and allow some respite and recovery time of provision; due to heavy use for curriculum activities.

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- ◀ There are management issues inherent in developing, implementing and managing community use agreements.

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

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

Although there is a growing number of academies over which the Council has little or no control, it is still important to understand the significance of such sites and attempt to work with the schools where there are opportunities for community use. In addition, the relevant NGB has a role to play in supporting the Council to deliver the strategy and communicating with schools where necessary to address shortfalls in provision, particularly for football pitches.

For schools that are still operated by the local authority but are planning on converting to academy status, enabling community use should be encouraged and, if possible, negotiated as part of the conversion process.

As detailed earlier, NGBs and Sport England can often help to negotiate and engage with schools where the local authority may have limited direct influence. 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.

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PLAYING PITCH STRATEGY

AIM 2

To **enhance** existing outdoor sports facilities and ancillary facilities through improving their quality, accessibility and management.

Recommendations:

- d. Improve outdoor sport facility quality and changing facilities.
- e. Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites.
- f. Work in partnership with stakeholders to secure funding
- g. Secure developer contributions or Community Infrastructure Levy (CIL).

Recommendation (d) – Improve outdoor sport facility quality and changing facilities.

There are a number of ways in which it is possible to increase pitch quality, including for example, addressing overplay and improving maintenance. These are explored in more detail below. Improving quality at currently used sites improves capacity and makes the best use of existing pitches.

Given that the majority of councils' face reducing budgets it is currently advisable to look at improving key sites as a priority (e.g. the largest sites that are the most overplayed or the poorest). With such pressures on budgets, however, any direct investment into pitch quality is unlikely and other options for improvements should therefore be considered. This could be via asset transfer as highlighted in Aim 1 or through other means such as reducing unofficial use, addressing overplay and/or creating equipment banks for the pooling of maintenance resources.

Addressing quality issues

Quality in LBRuT is variable but generally good, especially when compared to most other local authorities, as the majority of facilities are assessed as good or 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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Priority in the short term (dependent upon resources) should be directed to large sites that have standard or poor quality pitches and that are overplayed. Such sites can be seen in the table below.

Table 5.2: Sites overplayed with pitch quality issues:

Sport	Site	Analysis area	Pitch type	Number of pitches
Football	King Georges Field (Kew & Ham Sports Association)	Richmond	Adult	3
	Kneller Gardens	Twickenham	Youth 9v9	1
	North Sheen Recreation Ground	Richmond	Youth 9v9	2
	Richmond upon Thames College	Twickenham	Adult	1
Rugby Union	Bushy Park	Hampton & Teddington	Senior	2
	Old Deer Park Partnership	Richmond	Senior	2
	Richmond Athletic Ground	Richmond	Senior	7
	Teddington Lock Playing Fields	Hampton & Teddington	Senior	1

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 provision with, for example, good grass cover, even surfaces, that are free from vandalism and litter. For rugby, a good pitch is also pipe and/or slit drained. For ancillary facilities, it refers to access for disabled people, sufficient provision for referees, juniors/women/girls and appropriate showers, toilets and car parking.

Standard quality refers to provision with, for example, adequate grass cover, minimal signs of wear and tear and goalposts that 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 (too small) changing rooms, no showers, no running water and 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.

Without appropriate, fit for purpose ancillary facilities, good quality sites may be underutilised. Changing facilities form the most essential part of this offer and therefore key sites should be given priority for improvement. For the majority of sports, no senior league matches can take place without appropriate changing facilities and the same applies to women's and girls' demand.

To prioritise investment into key sites it is recommended that the steering group works up a list of criteria, relevant to LBRuT, to provide a steer on this. It is the responsibility of the whole steering group to agree and to attend regular subsequent update meetings.

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

Addressing overplay

In order to improve the overall quality of the 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).

Each playing pitch NGB recommends a number of matches that a good quality pitch should take, as seen in the table below.

Table 5.3: Carrying capacity of pitches

Sport	Pitch type	No. of match equivalent sessions		
		Good quality	Standard quality	Poor quality
Football (grass)	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 ⁵	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	N/A	N/A
	One synthetic wicket	60 per season		
Hockey	Sand/water based AGP	Four matches per day	N/A	N/A

For tennis, the capacity of courts is determined by membership levels rather than through matches. The LTA suggests that a floodlit hard court can accommodate a membership of up to 60 members, whereas a non-floodlit hard court can accommodate a membership of up to 40 members.

For bowls, capacity of a green is considered to be 60 members although greens often operate above this with no long-term issues.

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

⁵ The RFU believes that it is most appropriate to base the calculation of pitch capacity upon an assessment of the drainage system and the maintenance programme afforded to a site.

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

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

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.

For example, the FA has a Pitch Advisor Scheme in partnership with Institute of Groundsmanship (IOG). This provides a Grass Pitch Maintenance service that can be utilised by grassroots football clubs with the simple aim of improving the quality of grass pitches. The key aim behind the service is to provide football clubs with advice/practical solutions on a number of areas, thereby supporting the improved maintenance of the club's playing surface.

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

For rugby union, the RFU has developed a Rugby Groundsmen Connected initiative to provide a two-way communication network between the NGB and groundsmen. It is the main communication channel for the RFU to provide information and advice and also has special offers and exclusive benefits for members. The initiative is for anyone connected to the upkeep of rugby pitches; from complete novices to Premiership standard groundsmen.

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 consider an organised approach to the management and improvement of playing pitch sites and associated facilities. Please refer to Part 6: Action Plan for the proposed approach.

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 playing pitch facilities.

In order to address the community's needs, to target priority areas and to reduce duplication of provision, there should be a coordinated approach to strategic investment. In delivering

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this recommendation the Council should maintain a regular dialogue with NGBs and local partners through the Playing Pitch Steering Group.

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

Please refer to Appendix Three for further funding information which includes details of the current opportunities, likely funding requirements and indicative project costs. London Sport, the CSP, is also a source of advice, guidance and 'critical friend' for clubs and organisations seeking funding.

Recommendation (g) –Secure developer contributions

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

As previously stated, where such development is located within access of high-quality outdoor sports facilities, this does not necessarily mean that there is no need for further provision or improvement to existing provision in the locality in order to accommodate additional demand arising from that development. 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 or if new provision is required.

For playing pitches, the Council should use Sport England's new Playing Pitch Demand Calculator as a tool for determining developer contributions. The PPS provides an estimate of demand for pitch sports based on population forecasts and club consultation to 2033 (in line with the Local Plan).

This future demand is translated into teams likely to be generated, rather than actual pitch provision required. Sport England's Playing Pitch Demand Calculator 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 by taking current TGRs and current population from the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth. It also gives the associated costs of supplying the increased pitch provision.

The table below shows the additional demand for pitch sports (it does not include non-pitch sports) that could be generated from housing growth in LBRuT. This is based on the housing requirement identified in the London Plan, equating to 3,150 dwellings over the period to 2025. The estimated additional population derived from this housing growth is 7,875 (2.5 people per dwelling).

Table 7.1: Likely demand for pitch sports generated from housing growth (2025)

Pitch Sport	Estimated demand by sport (2025)
Adult football	3.26 match equivalent sessions per week
Youth football	5.86 match equivalent sessions per week
Mini soccer	5.23 match equivalent sessions per week

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Pitch Sport	Estimated demand by sport (2025)
Rugby union	1.46 match equivalent sessions per week
Hockey	3.08 match equivalent sessions per week
Cricket	64.73 match equivalent sessions per season

The table indicates that over the Local Plan period, demand will be generated for each pitch sport (with the exception of rugby league) to a lesser or greater extent. This position is, however, indicative and does not provide information on where the housing is likely to be located, how many dwellings will actually be provided or which existing playing fields the additional demand is likely to migrate to. As such, the calculator should be used on a case-by-case basis to determine the level of increased pitch demand arising from each individual development and the contribution required to accommodate that demand.

It is also important to note that a draft version of the new London Plan was published for consultation of 29th November 2017. This document proposes higher housing targets for the Borough that would result in greater population growth over the plan period and could therefore further increase demand for sports pitches. The draft London Plan is subject to public consultation and an examination, with the finalised version expected in Autumn 2019.

Experience shows that only housing sites with 600 dwellings or more are likely to generate demand in their own right. 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 above guidance should form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate playing fields and subsequent maintenance. Section 106 contributions could also be used to improve the condition and maintenance regimes of the pitches in order to increase pitch capacity to accommodate more matches.

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

- ◀ Most new developments which create net additional floor space of 100 square metres or more, or create a new dwelling, are potentially liable for CIL.
- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106 Agreement or equivalent must be completed 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.

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PLAYING PITCH STRATEGY

AIM 3

To **provide** new playing pitches and ancillary facilities where necessary that are fit for purpose to meet demand for participation now and in the future.

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

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 are 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 and sand or water-based AGPs where there is a discrete need, or where there is significant housing growth.

In terms of 3G pitches, for football there is a current and future shortfall of one 3G pitch in the Hampton & Teddington Analysis Area and four 3G pitches in the Richmond Analysis Area. Although no shortfall is identified in the Twickenham Analysis Area, there is a perceived need for at least one for rugby union purposes given the grass pitch shortfalls identified.

Notwithstanding the above, there remains an isolated need to reconfigure pitches at certain sites, in particular in relation to the lack of dedicated youth 11v11 football pitches.

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

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

It is essential 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 LBRuT can be overcome through maximising use of existing stock through a combination of:

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

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Unmet demand, changes in sport participation and trends and proposed housing growth should be recognised and factored into future facility planning. Assuming that an increase in participation and housing growth occurs, it will impact on the future need for certain types of outdoor 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 and are not necessarily area specific.

Table 5.4: 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.	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 AGP's.	Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise existing 3G pitches to further accommodate this demand and ensure regular 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. It is likely that future demand for the use of 3G pitches will increase for both training and match play purposes.	Need for an increase in 3G pitch stock. Need for community use agreements to be in place as well as sinking funds. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches.
Cricket	Demand is likely to remain static for grass wickets for both junior and adult participation.	Sustain current pitch stock. Isolated pockets of demand for access to additional facilities where pitches are operating at capacity. A need to install NTPs and encourage greater use for junior cricket.
	An increase in non-club based play, especially from South Asian communities.	Develop cricket within communities that more commonly play informal formats of the game.
	Women's and girls' cricket is a national priority and there is a target to establish more female teams in every local authority.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
	All Stars Cricket initiative is likely to result in increased junior demand.	An increase stock of NTPs required to accommodate demand.

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Sport	Future sports development trend	Strategy impact
Rugby union	The RFU work towards achieving the stated outcomes of its National Facilities Strategy (2013-2017), the RFU National Women and Girls Strategy and the RFU National Male XV-a-side Strategy. Locally the RFU want to ensure access to pitches that satisfies the existing demand and predicted growth. Further, the RFU is aiming to protect and improve pitch quality plus that of ancillary facilities including changing rooms and floodlights as current and future demand requires.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock 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.
	The RFU investment strategy into AGPs considers sites where grass rugby pitches are over capacity and where an AGP would support the growth of the game at the host site and for the local rugby partnership, including local clubs and education sites. To achieve this, the RFU is keen to work locally with partners such as the Council and the FA to look at sites of mutual interest.	Demand exists for an increase in World Rugby complaint 3G pitches given the grass pitch shortfalls.
Hockey	Current playing level is likely to increase with a growth rate predicted by England Hockey.	Retain current stock of sand-based pitches and ensure that no 3G pitch conversions take place that are detrimental to hockey. Need for an increase in provision.
	High profile events (Hockey World Cup 2018)	These high profile events aim to raise the profile of the game within England and there will be community events in the build-up within clubs and a promotional programme through clubs and local schools. This will inevitably raise the profile of the game with the aim to increase participation.
	Play Hockey	The launch of Play Hockey and its subsequent website ensures that those wishing to play the game are able to find their local facility and club.
Tennis	Membership of clubs is expected to increase, whilst casual play is expected to remain static.	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 the access control system.
Bowls	No expected net increase in memberships although an increasing elderly population could change this.	Likely that any future increase could be accommodated on existing greens.

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PLAYING PITCH STRATEGY

PART 6: ACTION PLAN

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

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. As stated in Recommendation (e), 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 facilities.

The identification of sites is based on their strategic importance in a Borough-wide context i.e. they accommodate the majority of demand or the recommended action has the greatest impact on addressing shortfalls identified either on a sport by sport basis or across the 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 Borough. 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 Borough-wide importance where users are willing to travel to access the range and high quality of facilities offered and are likely to be multi-sport. These have been identified on the basis of the impact that the site will have on addressing the issues identified in the assessment.

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

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

Additionally, it is considered that some financial investment will 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. They are generally hired to clubs for a season, or are sites which have been leased on a long-term basis. Primarily they are sites with one facility or a low number of facilities that service just one sport. The level of priority attached to them for Council-generated investment may be relatively low and consideration should be given, on a site-by-site basis, to the feasibility of a club taking a long-term lease on the site (if not already present), in order that external funding can be sought.

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

Management and development

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

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

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Action plan columns

Partners

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

Site hierarchy tier

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 be addressed within the short term (1-2 years).

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

Low priority sites 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.

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 included relate to delivery times and are not priority based.

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

Aim

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

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PLAYING PITCH STRATEGY

HAMPTON & TEDDINGTON AREA

Football

Analysis area	Actual spare capacity ⁶	Demand (match equivalent sessions)				
		Overplay	Current total	Latent demand	Future demand	Total
Adult pitches	6	4	2	0.5	-	1.5
Youth pitches 11v11	-	2.5	2.5	-	4	6.5
Youth pitches 9v9	4	-	4	-	1	3
Mini pitches 7v7	6.5	5.5	1	-	0.5	0.5
Mini pitches 5v5	3	-	3	-	-	3

- Current demand is being met on adult, youth 9v9, mini 7v7 and mini 5v5 pitches; however, a shortfall is identified on youth 11v11 pitches.
- Future demand is being met on adult, youth 9v9, mini 7v7 and mini 5v5 pitches; however, the shortfall of youth 11v11 pitches is exacerbated.
- Overplay is evident on pitches at Broom Road Recreation Ground, NPL Sports Club and Teddington Lock Playing Fields.

3G

Current number of teams	Current 3G requirement	Current number of 3G pitches	Current shortfall	Future number of teams	Future shortfall
143	3	2	1	152	1

- There are two full size 3G pitches provided; however, a shortfall of one pitch is identified in relation to the FA's training model.
- This shortfall will be increased by one if Hampton School does not increase its availability during midweek.
- Both Hampton School and Hampton Sport and Fitness Centre are FA approved to host competitive matches, with the former also World Rugby compliant.

Cricket

Actual spare capacity (pitches)	Demand (match equivalent sessions)			
	Overplay	Current total	Future demand	Total
93	-	93	10	83

- Current and future spare capacity is identified.
- Clubs such as Hampton Wick Royal CC, Teddington Town CC and Twickenham CC highlight desire for better net training facilities.

⁶ In match equivalent sessions

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

Rugby union

Actual spare capacity ⁷	Demand (match equivalent sessions)				
	Overplay	Current demand	Latent demand	Future demand	Total
-	4	4	1	2	7

- Current shortfall of four match equivalent sessions and future shortfall of seven match equivalent sessions.
- Overplay is evident at Bushy Park and Teddington Lock Playing Fields but can be eradicated through improving pitch quality.

Hockey

- All three full size hockey suitable AGPs are used at or close to capacity by hockey clubs.
- The AGP at Teddington Lock Playing Fields requires imminent resurfacing.
- Demand exists for another full-size hockey suitable AGP to be created.

Tennis

- Current and future demand is being met.
- Poor quality courts identified at Carlisle Park.
- Council sites to be considered for LTA's access control system.

Bowls

- Current and future demand is being met.
- No issues to address.

⁷ In match equivalent sessions

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site by site action plan

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
6	Broom Road Recreation Ground	Cricket	Council	Two standard quality squares which host ten and four grass wickets, respectively. Used to capacity by Twickenham, Hampton Wick Royal and Barnes cricket clubs.	Review quality issues in an attempt to improve quality to good.	ECB	Key Centre	L	L	Protect Enhance
		Football		Two good quality adult pitches and one standard quality mini 7v7 pitch. Both pitch types are substantially overplayed.	Sustain current levels of quality through appropriate maintenance.	FA		L	L	
					Alleviate overplay through the transfer of demand to sites with actual spare capacity.			S	L	
8	Bushy Park	Cricket	Royal Parks	Four grass cricket squares and a standalone NTP square all of which are standard quality. One square has 15 grass wickets, two squares each have ten grass wickets accompanied by an NTP and the final square has ten grass wickets accompanied by two NTPs. Two squares are leased by Teddington CC with Teddington Town, Hampton Hill and Hampton Wick Royal cricket clubs leasing a square each. Bushy Park Girls CC rents the use of the squares leased to Hampton Wick Royal CC and Teddington Town CC. All squares are played to capacity at peak time. Hampton Wick Royal CC considers its practice nets to be poor quality.	Sustain and look to improve quality through an enhanced maintenance regime.	ECB Royal Parks	Hub Site	L	L	Protect Enhance
					Ensure leases with clubs are maintained and renewed when applicable.			S	L	
					Look to secure funding in order to refurbish poor quality practice nets used by Hampton Wick Royal CC.			S	L / M	
					Support Bushy Park Girls CC with its aspirations for access to a dedicated home ground.			S	L	
		Football		Two youth 9v9, four mini 7v7 and one mini 5v5 pitch all of which are good quality. The youth 9v9 and mini 7v7 pitches have actual spare capacity peak time whereas the mini 5v5 pitch is played to capacity.	Sustain quality through an appropriate maintenance regime.	FA Royal Parks		L	L	
					Alleviate overplayed sites with the transferal of demand to pitches with spare capacity.			S	L	
		Rugby Union		Two standard quality senior pitches. Each pitch is overplayed by 1.5 match equivalent sessions per week. Teddington RFC leases the pitches on a ten year licence agreement. This provides limited security tenure.	Improve the quality of the pitches through an enhanced maintenance in order to alleviate overplay.	RFU Royal Parks		S	L	
					Explore the feasibility of secure tenure for Teddington RFC through negotiation of a long term lease.			S	L	

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

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

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ⁸	Cost ⁹	Aim
10	Carlisle Park	Cricket	Council	One standard quality square with eight grass wickets and an NTP. Spare capacity of one match equivalent session at peak time. Pavilion restrictions impair use.	Review quality issues in an attempt to improve quality to good and seek resolution to pavilion access issues.	ECB	Key Centre	S	L	Protect Enhance
		Football		One adult, two youth 9v9 and two mini 7v7 pitches all of which are good quality. The adult pitch has actual spare capacity of one match equivalent session at peak time whereas the youth 9v9 and mini 7v7 pitches each have spare capacity of two match equivalent sessions.	Sustain quality through an appropriate maintenance regime.			FA	L	
					Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	S			L	
		Tennis		Three good quality and four poor quality macadam courts.	Sustain quality of the good quality courts and look to improve poor quality courts.	LTA			L	
					Explore options to install LTA's access system.	S		L		
Bowls	One good quality green used by Hampton Bowling Club.	Sustain green quality and retain for current use.	Bowls England	L	L					
12	Clarendon School	Football	School	One standard quality adult pitch which is available for community use but currently unused. Spare capacity discounted due to unsecure tenure.	Ensure any future use of the pitch is supported by a community use agreement.	FA School	Local Site	L	L	Protect
18	Hampton and Richmond Borough Football Club	Football	Club	One floodlit good quality adult pitch which has spare capacity of 0.5 match equivalent sessions at peak time. Club plays at Step 2 in the football pyramid.	Sustain pitch quality through appropriate maintenance.	FA Club	Local Site	L	L	Protect
					Ensure ancillary facilities and playing provision is suitable for the Club to progress through the football pyramid.			S	L / M	
19	Hatherop Park	Football	Council	One youth 11v11, one youth 9v9, one mini 7v7 and one mini 5v5 pitch. The mini 7v7 pitch is good quality with all remaining pitches standard quality. The mini 5v5 pitch has spare capacity at peak time equating to 0.5 match equivalent sessions, whilst remaining pitches are played to capacity at peak time.	Sustain good quality pitches through appropriate maintenance and seek to improve standard quality pitches.	FA	Local Site	L	L	Protect Enhance
20	Hampton Rangers Juniors Football Club	3G	Club	Two small sized floodlit 3G pitches which are both available for community use.	Retain pitches for recreational use.	FA Club	Local site	S	L	Protect

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁰	Cost ¹¹	Aim
21	Hampton School	Cricket	School	Five grass cricket squares and a standalone NTP. Of the grass cricket squares, four are good quality and one is standard quality. Three of the good quality squares contain seven grass wickets, whereas the remaining good quality square contains five grass wickets. The standard quality square has four grass wickets. All squares are played to capacity at peak time.	Sustain good quality squares through appropriate maintenance.	ECB School	Key Centre	L	L	Protect Enhance
					Ensure community users are provided with community use agreements for security of tenure.			S	L	
		Football		Three good quality adult pitches. Spare capacity discounted due to unsecure tenure.	Sustain pitch quality through an appropriate maintenance regime.	FA School		L	L	
		Rugby Union		Three standard quality senior pitches that are played to capacity.	Sustain quality of pitches through appropriate maintenance.	RFU School		L	L	
					Ensure any additional demand is accommodated for on pitches with spare capacity, or improve quality to increase the capacity on these pitches.			S	L	
		3G AGP		One good quality full size floodlit 3G pitch which is available for community use however only for 18 hours a week. The surface is FA certified to host competitive matches and was installed in 2016.	Sustain quality.	FA School		L	L	
					Ensure pitch remains on the FA register through testing every three years.			S	L	
					Explore options to increase midweek availability to meet training demand.			S	L	
				Ensure a sinking fund is in place for eventual refurbishment.	S	L				
		Tennis		Three floodlit tennis courts assessed as good quality.	Sustain quality.	LTA School		L	L	
22	Hampton Sport and Fitness Centre	3G AGP	Council	One good quality full size floodlit 3G pitch which is available for community use. The surface is FA certified and World Rugby compliant and was installed in 2016.	Sustain quality.	FA School	Key Centre	L	L	Protect
					Ensure pitch remains on the FA register through testing every three years and World Rugby compliant through testing every two years.			L	L	
					Ensure a sinking fund is in place for eventual refurbishment.			L	L	

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

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

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹²	Cost ¹³	Aim
26	Udney Park Playing Fields (Previously Imperial College)	Cricket	Private	Two standard quality squares, one with 14 wickets and one with eight wickets and an NTP. Currently unused. Spare capacity is discounted due to unsecure tenure. Site has recently been sold to a private company Quantum Group which has aspirations to develop the site and a planning application is expected.	Review quality issues in an attempt to improve quality to good.	ECB	Key Centre	L	L	Protect Provide
					Mitigate any potential loss of provision with equal or better quantity and quality.			S	M-H	
		Football		Two adult and two mini 7v7 pitches all of good quality. Available for community use; however, exact current usage is unknown and requires further exploration (Stage E update required). Spare capacity is discounted due to unsecure tenure. Site has recently been sold to a private company Quantum Group which has aspirations to develop the site and a planning application is expected.	Sustain quality through appropriate maintenance.	FA	L	L		
					Mitigate any potential loss of provision with equal or better quantity and quality.		S	M-H		
		Rugby Union		Two poor quality senior pitches. Currently unused. Spare capacity is discounted due to unsecure tenure. Site has recently been sold to a private company Quantum Group which has aspirations to develop the site and a planning application is expected.	Sustain quality through appropriate maintenance.	RFU	L	L		
					Mitigate any potential loss of provision with equal or better quantity and quality.		S	M-H		
		Tennis		Three good quality macadam tennis courts. Currently unused. Site has recently been sold to a private company Quantum Group which has aspirations to develop the site and a planning application is expected.	Sustain quality through appropriate maintenance.	LTA	L	L		
					Mitigate any potential loss of provision with equal or better quantity and quality.		S	M-H		

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

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

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁴	Cost ¹⁵	Aim
37	NPL Sports Club	Cricket	Sports Club	Two standard quality squares, both with eight wickets and one with an accompanying NTP. Pitches are played to capacity at peak time by NPL CC.	Review quality issues in an attempt to improve quality to good.	ECB Club	Key Centre	L	L	Protect Provide Enhance
					Look to greater utilise NTP.			S	L	
		Football		Two adult, one youth 11v11, one youth 9v9, three mini 7v7 and one mini 5v5 pitch of good quality. The adult and mini pitches each have spare capacity, whereas the youth 11v11 pitch is overplayed by 2.5 match equivalent sessions. NPL FC is one promotion short of joining the football pyramid.	Sustain quality through appropriate maintenance.	FA Club		L	L	
					Alleviate overplay on youth 11v11 pitch through the transfer of demand to pitches with spare capacity.			S	L	
					Ensure ancillary facilities and playing provision is suitable for Step 7 football.			S	L-M	
		Bowls		One good quality green accessed by NPL Ladies Bowling Club.	Sustain green quality.	Bowls England Club		L	L	
Tennis	Five grass courts and four artificial courts of good quality.	Sustain court quality.	LTA Club	L	L					
42	St Mary's Hampton CE Primary School	Football	School	One good quality mini 7v7 pitch which is unavailable for community use.	Sustain pitch quality and retain for school use (there is no community demand for this pitch type).	FA School	Local Site	L	L	Protect
		Tennis		Two good quality macadam tennis courts which are unavailable.	Sustain court quality and retain for school use.	LTA School		L	L	
58	Teddington Lock Playing Fields	Cricket	University	One good quality and one standard quality grass cricket square, each hosting eight grass wickets. Spare capacity at peak time of 0.5 match equivalent sessions on each square.	Sustain good quality square through appropriate maintenance.	University ECB	Key Centre	L	L	Protect Enhance
					Look to improve quality of the standard square through an enhanced maintenance regime.			S	L	
		Football		Three good quality adult pitches overplayed by one match equivalent session.	Sustain pitch quality through an appropriate maintenance regime.	FA University		L	L	
					Alleviate overplay by the transferal of demand to sites with spare capacity.			S	L	
		AGP		One standard quality floodlit full size sand-based AGP predominantly used by NPL and Teddington Lock hockey clubs and St Mary's University. The pitch was installed in 2007.	Sustain quality and protect pitch as a hockey suitable surface.	England Hockey University		L	L	
					Consider imminent resurfacing to protect quality and ensure a sinking fund is in place for sustainability.			S	M	
Rugby Union	One standard quality senior pitch that is overplayed by one match session. Used as off-site provision by St Mary's University teams as well as for training by Harlequin Amateur RFC.	Improve quality to alleviate overplay, or consider creation of a second pitch on site as part of the University's master planning.	University RFU	S	L / M					

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

¹⁵ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁴	Cost ¹⁵	Aim			
59	Teddington Sports Centre	Sand AGP	Council	Two good quality full size sand-based AGPs one of which is floodlit. The floodlit pitch was refurbished in 2014 and the pitch without floodlights was installed in 2011. Pitches are used primarily by Teddington HC. The pitch without floodlights has limited availability, partly due to football demand.	Sustain quality and protect each pitch as a hockey suitable surface.	England Hockey	Key Centre	L	L	Protect Enhance			
					Ensure a sinking fund is in place for eventual refurbishment for both pitches.			M / L	H				
					Explore options to floodlit second AGP.			S	M				
					Explore options to remove football activity by utilising more suitable sites, particularly if/when the 3G stock increases.			M	L				
67	Holly Road Recreation Ground	Football	Council	One good quality mini 5v5 pitch which has spare capacity of one match equivalent session at peak time.	Sustain pitches quality through appropriate maintenance.	FA	Local Site	L	L	Protect			
					Alleviate overplayed sites with available spare capacity.			S	L				
69	Kings Field	Cricket	Club	Two standard quality squares. One square hosts 12 grass wickets with the other square hosting six grass wickets. Both are played to capacity at peak time.	Review quality issues in an attempt to improve quality to good.	ECB	Local Site	L	L	Protect Enhance			
					Football			Three adult, one mini 7v7 and two mini 5v5 pitches all of which are good quality. The adult and mini 5v5 pitches have spare capacity at peak time whereas the mini 7v7 pitch is played to capacity. Adult pitches are solely used by youth 11v11 teams.	Sustain pitches quality through appropriate maintenance.		FA	L	L
									Seek to utilise actual spare capacity through the transfer of demand from overplayed sites.			S	L
		Tennis	Council	Two good quality macadam courts.	Sustain court quality through appropriate maintenance.	LTA		S	L				
								Explore options to install LTA's access system.	M		L		
77	The Lensbury Club	Tennis	Sports Club	Eight macadam, four clay, four artificial and three grass courts all of which are good quality. Only the macadam courts are floodlit.	Sustain court quality through appropriate maintenance.	LTA Club	Local Site	L	L	Protect			
83	Grove Gardens	Bowls	Council	One good quality green accessed by Teddington Bowling Club.	Sustain green quality.	Bowls England	Local Site	L	L	Protect			
89	Hampton Common	Football	Council	One standard quality adult pitch with spare capacity of one match equivalent session at peak time.	Seek to utilise actual spare capacity through the transfer of demand from overplayed sites.	FA	Local Site	L	L	Protect			
					Alternatively, consider rationalisation of site given its low value.			S	M				
92	Teddington Lawn Tennis Club	Tennis	Sports Club	Three macadam and three artificial courts all of which are good quality. All but one artificial court are floodlit.	Sustain quality.	LTA Club	Local Site	L	L	Protect			

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁴	Cost ¹⁵	Aim
94	Lensbury At Teddington Lock	3G AGP	Private	One floodlit smaller sized 3G pitch which is available for community use.	Sustain quality and retain for current use.	FA	Local Site	L	L	Protect
					Ensure a sinking fund is in place for eventual refurbishment.			L	L	

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

RICHMOND AREA

Football

Analysis area	Actual spare capacity ¹⁶	Demand (match equivalent sessions)				
		Overplay	Current total	Latent demand	Future demand	Total
Adult pitches	6	10	4.5	1.5	2	8
Youth pitches 11v11	1	-	1	-	6.5	5.5
Youth pitches 9v9	1	1		-	2.5	2.5
Mini pitches 7v7	6	-	6	1	0.5	4.5
Mini pitches 5v5	2	-	2	-	2.5	0.5

- Current demand is being met on youth 11v11, youth 9v9, mini 7v7 and mini 5v5 pitches; however, a shortfall is identified on adult pitches.
- Future demand results in shortfalls on youth 11v11, youth 9v9 and mini 5v5 pitches, as well as increased shortfalls on adult pitches.
- Overplay is evident on pitches at Barn Elms Sports Trust, Grey Court School, King Georges Field and North Sheen Recreation Ground.
- Poor quality changing rooms at King Georges Field, Marble Hill Park and Old Deer Park are an issue.

3G

Current number of teams	Current 3G requirement	Current number of 3G pitches	Current shortfall	Future number of teams	Future shortfall
183	4	-	4	193	4

- There are no full size 3G pitches provided, with the FA training model suggesting a need for four.
- Plans are in place for the creation of 3G pitches at Richmond Athletic Ground, although these are primarily for rugby use and therefore may not reduce 3G shortfalls.

Cricket

Actual spare capacity (pitches)	Demand (match equivalent sessions)			
	Overplay	Current total	Future demand	Total
25	-	25	-	25

- Current and future spare capacity is identified.
- Poor quality changing rooms at Sheen Common and Barnes Common West.
- Clubs such as Barnes CC, Kew CC and Ham & Petersham CC highlight desire for better dedicated training facilities.

¹⁶ In match equivalent sessions

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

Rugby union

Actual spare capacity ¹⁷	Demand (match equivalent sessions)				
	Overplay	Current demand	Latent demand	Future demand	Total
1	22.5	21.5	1	4	26.5

- ◀ Current shortfall of 21.5 match equivalent sessions and future shortfall of 26.5 match equivalent sessions.
- ◀ Significant overplay at Richmond Athletic Ground due to heavy use of training pitch. This can only be eradicated through the creation of a World Rugby compliant 3G pitch.
- ◀ All remaining overplay can be alleviated through pitch quality improvements.
- ◀ Changing room issues identified at Richmond Athletic Ground.

Hockey

- ◀ One full size hockey suitable AGP that is used to capacity (Sheen Sports and Fitness Centre).
- ◀ The AGP requires imminent resurfacing.

Tennis

- ◀ Current and future demand is being met.
- ◀ Poor quality courts identified at Palewell Common.
- ◀ Council sites to be considered for LTA's access control system.

Bowls

- ◀ Current and future demand is being met.
- ◀ No issues to address.

¹⁷ In match equivalent sessions

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site-by-site action plan

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ¹⁸	Cost ¹⁹	Aim
1	Barn Elms Playing Fields	Football	Trust	Five adult, two youth 9v9, three mini 7v7 and two mini 5v5 pitches assessed as good quality. The adult pitches are overplayed by four match equivalent sessions and the youth 9v9 pitches are played to capacity. The mini 7v7 pitches are played to capacity at peak time, whereas actual spare capacity exists on the mini 5v5 pitches. The adult pitches are used to accommodate some youth 11v11 demand.	Sustain quality through appropriate maintenance.	FA Trust	Hub site	L	L	Protect Enhance Provide
					Alleviate overplay of adult pitches through transfer of play to sites with spare capacity.			S	L	
					Consider pitch reconfiguration of one of the adult pitches to better accommodate youth 11v11 demand.			S	L	
					Consider increasing changing room provision given the high number of pitches on site.			M	M	
		Cricket		Two grass cricket squares, one with eight wickets and an NTP and one with just eight wickets, plus two standalone NTPs. All assessed as standard quality. The grass wicket squares are played to capacity at peak time.	Review quality issues in an attempt to improve quality to good.	ECB Trust	S	L		
Rugby	Two good quality senior pitches that are used by London French and Barnes rugby clubs. Both are played to capacity at peak time.	Sustain quality through appropriate maintenance.	RFU Trust	L	L					
Tennis	Three good quality macadam courts.	Sustain court quality.	LTA Trust	L	L					
3	Barnes Common	Football	Council	One adult pitch assessed as good quality. Played to capacity at peak time.	Sustain quality through appropriate maintenance.	FA	Local site	L	L	Protect Enhance
		Cricket		A good quality square with eight grass wickets. Actual spare capacity exists as it is unused at peak time. Barnes CC reports that changing accommodation is poor quality.	Retain actual spare capacity to accommodate any future demand.	ECB	L	L		
					Sustain quality through appropriate maintenance.		L	L		
Explore options to improve changing facilities.	S	M								
5	Barnes Sports Club	Cricket	Private	A good quality square with 14 grass wickets. Played to capacity at peak time.	Sustain quality through appropriate maintenance.	ECB	Local site	L	L	Protect
		Tennis		Three good quality macadam courts.	Sustain court quality.	LTA	L	L		

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

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

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁰	Cost ²¹	Aim
11	Christ's School	Football	School	A standard quality adult pitch that is available to the community but unused.	Consider reconfiguring pitch to accommodate and attract youth 11v11 demand as this will also be more suited to school use.	FA School	Local site	S	L	Protect Enhance Provide
		Cricket		A good quality square with eight grass wickets. Played to capacity at peak time by Richmond CC.	Sustain quality through appropriate maintenance.	ECB School		L	L	
		Rugby		A poor quality pitch unused by the community despite availability.	Improve pitch quality for school use.	RFU School		S	L	
		Tennis		Four standard quality courts.	Sustain courts to a sufficient standard for school use.	LTA School		L	L	
15	Grey Court School	Football	School	One adult, two youth 9v9, three mini 5v5 and one mini 7v7 pitch assessed as good quality. The adult pitch is overplayed by 1.5 match equivalent sessions, whereas actual spare capacity existing on the youth 9v9. All remaining pitches are played to capacity at peak time. Adult pitch is used solely by youth 11v11 teams.	Sustain pitch quality through appropriate maintenance.	FA School	Key centre	S	L	Protect Provide
					Transfer demand from the adult pitch to pitches with actual spare capacity.			S	L	
					Reconfigure adult pitch to better accommodate youth 11v11 demand.			S	L	
					Provide security of tenure to club users through community use agreements.			S	L	
		Rugby	A standard quality senior pitch that is unused by the community despite availability.	Sustain quality for school use and retain community availability should club based demand exist in the future.	RFU School	L		L		
		Tennis	Four good quality macadam courts that are used by Ham & Petersham Tennis Club.	Sustain quality.	LTA School	L		L		
Provide the Club with security of tenure.	S			L						
16	Ham Playing Fields	Football	Trust	One adult, one youth 11v11, two youth 9v9, one mini 7v7 and one mini 5v5 pitch all assessed as standard quality. The adult and youth 11v11 pitches have actual spare capacity, whereas the remaining pitch types are played to capacity at peak time.	Sustain quality through appropriate maintenance.	FA Trust	Local site	L	L	Protect
					Seek to utilise actual spare capacity through the transfer of play from overplayed sites or via future demand.			L	L	
		3G AGP		Three smaller sized 3G pitches with floodlighting.	Retain pitches for recreational use.	Trust		L	L	
25	Holy Trinity CE Primary School	Sand AGP	School	A smaller sized sand-based AGP that is available to the community but not floodlit.	Retain for continued school use and any recreational summer use.	School	Local site	L	L	Protect
27	Kew Cricket Club	Cricket	Club	A standard quality square with 12 grass wickets that is played to capacity at peak time.	Review quality issues in an attempt to improve quality to good.	ECB Club	Local site	S	L	Protect Enhance

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

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

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁰	Cost ²¹	Aim
28	King Georges Field	Football	Council	Three standard quality adult pitches that are overplayed by one match equivalent session. Used by some youth 11v11 teams.	Alleviate overplay through improving quality or via the transfer of demand to a site with actual spare capacity.	FA	Key centre	S	L / M	Protect Enhance Provide
					Consider reconfiguring one of the pitches for youth 11v11 demand.			S	L	
		Cricket		Two standard quality squares that both contain six wickets. Both squares are played to capacity by Ham & Petersham CC after Richmond CC cease use of the site to transfer to Christ's School.	Review quality issues in an attempt to improve quality to good.	ECB		S	L	
					Ensure no additional play takes place in order to avoid future overplay.			L	L	
					Consider installation of an NTP so that junior demand can transfer away from the grass wickets, thus creating spare capacity.			S	L	
Tennis	Four standard quality macadam courts.	Explore options to install LTA's access system.	LTA	S	L					
36	North Sheen Recreation Ground	Football	Council	One adult and one mini 5v5 pitch assessed as good quality and two youth 9v9 and two mini 7v7 pitches assessed as standard. The adult and youth 9v9 pitches are overplayed, whereas spare capacity exists on the mini pitches. The adult pitch is used by a youth 11v11 team.	Alleviate overplay of adult pitch through the transfer of youth 11v11 demand to a dedicated youth 11v11 pitch.	FA	Key centre	S	L	Protect Enhance
					Alleviate overplay of youth 9v9 pitch either through improving pitch quality or via the transfer of demand.			S	L / M	
38	Old Deer Park	Football	Crown Estates / Council	Two good quality adult pitches that have actual spare capacity amounting to one match equivalent session. Poor quality changing rooms, although plans are in place for improvement.	Seek to utilise spare capacity to alleviate overplay at other sites or through future demand.	FA Crown Estates	Key centre	S	L	Protect Enhance Provide
					Improve changing facilities.			S	M	
		Cricket		A standalone NTP. The Council is in discussions with the ECB over the creation of an additional wicket. Potential LMS site.	Consider installation of an additional NTP and ensure site is of sufficient quality for LMS use and growth.	ECB LMS Crown Estates		L	L	
					Utilise spare capacity to accommodate any club growth.			RFU Crown Estates	L	
		Rugby		Two standard quality senior pitches used by Ariocho Crusaders and London Welsh Amateurs rugby clubs. Spare capacity exists on both pitches.	Ensure changing room improvements cater for rugby demand.	LTA Crown Estates			S	
					Tennis			Five good quality macadam courts.	Sustain quality through appropriate maintenance.	
		Explore options to install LTA's access control system and explore options to provide (telescopic) floodlighting (if planning can be approved).		S		M				

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁰	Cost ²¹	Aim
39	Old Deer Park Partnership	Cricket	Club	A standard quality square with 16 grass wickets that played to capacity at peak time by Richmond CC.	Review quality issues in an attempt to improve quality to good.	ECB Club	Key centre	S	L	Protect Enhance
		Rugby		Two senior pitches and one mini pitch assessed as standard quality. Used by London Welsh RFC. The senior pitches are both overplayed by one match equivalent sessions, whereas the mini pitch is played to capacity. Capacity of changing facilities is an issue.	Explore creation of additional changing facilities.	RFU Club		S	M	
				Alleviate overplay by improving quality to good, preferably via additional floodlighting.	Alternatively, transfer training demand off-site, potentially to a World Rugby compliant 3G pitch.			S	L / M	
								S	L	
		Bowls		A good quality bowling green that is used by Mid Surrey Bowling Club.	Sustain quality.	Bowls England Club		L	L	
Tennis	Four good quality macadam courts, three artificial courts (floodlit) and six grass courts. Used by Richmond Lawn TC.	Sustain court quality.	LTA Club	L	L					
44	Palewell Common	Football	Council	Three adult, one youth 9v9 and four mini 7v7 pitches assessed as good quality. All of the pitches have actual spare capacity. The adult pitches are used by some youth 11v11 teams.	Sustain quality through appropriate maintenance.	FA	Key centre	L	L	Protect Enhance Provide
					Consider pitch reconfiguration of one of the adult pitches to better accommodate youth 11v11 teams.			S	L	
					Utilise spare capacity for the transfer of play from overplayed sites or via future demand.			S	L	
		Cricket		A good quality square with eight grass wickets. Played to capacity at peak time.	Sustain quality through appropriate maintenance.	ECB		L	L	
		Tennis		Four macadam courts, two of which are assessed as good quality and two of which are assessed as poor quality.	Improve poor quality courts and then explore options to install LTA's access control system.	LTA		M	L	
45	Richmond Athletic Ground	Rugby	Crown Estates	Seven standard quality senior pitches used by Richmond, London Scottish and Kew Occasionals rugby clubs. Four of the pitches are floodlit. Three of the pitches are overplayed by one match equivalent sessions, whilst the training pitch is overplayed by 16 match equivalent sessions. Plans are in place for a redevelopment that will result in the creation of two full size 3G pitches. A shortage of changing rooms is noted. The clubs are trying to acquire the site on a long-term lease.	Alleviate overplay of match pitches through improving quality.	RFU Crown Estates Club	Key centre (potential hub site)	S	L / M	Protect Enhance Provide
					Alleviate overplay of training pitch through the creation and use of at least one World Rugby complaint 3G pitch.			S	H	
					Ensure any 3G development adheres to RFU specifications and ensure a sinking fund is in place for long-term sustainability.			S	L	
					Support the clubs' in their aspiration to acquire a long-term lease as this will help with funding opportunities.			S	L	
					Support plans to improve changing facilities.			S	M	

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁰	Cost ²¹	Aim
46	Richmond Park	Rugby	Royal Parks	Three standard quality senior pitches that are all operating at capacity from use by Rosslyn Park RFC.	Ensure no additional play takes place without quality improvements to avoid future overplay.	RFU Royal Parks	Local site	L	L	Protect
48	Rocks Lane Multi Sports Centre	Football	Private	One youth 9v9, one mini 7v7 and one mini 5v5 pitch assessed as good quality. All of the pitches are played to capacity at peak time.	Ensure appropriate maintenance to sustain quality.	FA	Local site	L	L	Protect
		3G AGP		Two smaller sized 3G pitches that are floodlit.	Retain for recreational use.	-		L	L	
		Sand AGP		A smaller sized sand-based AGPs that is floodlit.	Retain for recreational use.	-		L	L	
		Tennis		Six good quality artificial courts that are floodlit.	Sustain court quality.	LTA		L	L	
49	Sheen Common	Football	Council	A standard quality adult pitch with actual spare capacity amounting to one match equivalent session.	Utilise actual spare capacity to accommodate demand from overplayed sites or via future demand.	FA	Key centre	L	L	Protect Enhance
		Cricket		A standard quality square with nine grass wickets and an NTP. Played to capacity at peak time by Sheen Park CC. Accompanied by poor quality changing facilities.	Review quality issues in an attempt to improve quality to good. Explore options to improve changing facilities.	ECB Club		S	L	
		Bowls		A good quality bowling green used by Sheen Common Bowling Club.	Sustain quality.	Bowls England Club		L	L	
		Tennis		Four good quality macadam courts.	Sustain quality and explore options for installation of LTA's access control system.	LTA		S	L	
50	Shene Sports and Fitness Centre	Sand AGP	Council	A full size sand-based AGP that is used at or close to capacity by Barnes HC. It has reached the end of its lifespan having been installed in 2005.	Imminent resurfacing required to ensure site continues to be suitable for competitive hockey fixtures.	England Hockey School	Key centre	S	M	Protect
					Retain as hockey suitable.			L	L	
					Ensure a sinking fund is in place for long-term sustainability.			L	L	
61	The Harrodian School	Sand AGP	School	Two smaller sized sand-based AGP, one of which is floodlit and available to the community, the other of which is neither.	Retain for continued school and recreational use.	School	Local site	L	L	Protect
		Tennis		Four good quality artificial courts.	Sustain quality for school use.	LTA School	Local site	L	L	Protect
63	The Swedish School	3G AGP	School	A smaller sized 3G pitch that is neither available to the community nor floodlit.	Retain for continued school use.	School	Local site	L	L	Protect
57	St Richards Primary School	Football	School	A poor quality mini 7v7 pitch that is unused by the community despite being available.	Improve pitch quality for school use and review community use options to see if this attracts demand.	FA School	Local site	S	L	Protect Enhance

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁰	Cost ²¹	Aim
72	Ham Common	Cricket	Council/Club	A standard quality square with eight grass wickets that is used to capacity at peak time by Ham & Petersham CC.	Review quality issues in an attempt to improve quality to good.	ECB Club	Local site	S	L	Protect Enhance
					Consider establishing long-term lease with Ham & Petersham CC.			S	L	
73	Richmond Green	Cricket	Council	A standard quality square with ten grass wickets that is used to capacity at peak time.	Review quality issues in an attempt to improve quality to good.	ECB	Local site	S	L	Protect Enhance
74	Stag Brewery	Football	Private	Two good quality adult pitches that are used by Barnes Eagles FC for youth 11v11 demand. Actual spare capacity is discounted due to unsecure tenure as the site is proposed for development.	Mitigate any permanent loss through replacement provision of an equal or better quantity and quality given local shortfalls.	FA	Local site	S	M / H	Protect
					Reconfigure pitches to better accommodate youth 11v11 demand.					
76	Suffolk Road Recreation Ground	Cricket	Council	A standalone NTP that is used by Barnes CC.	Retain for continued use and ensure quality remains sufficient.	ECB	Local site	L	L	Protect
78	Sheen Lawn Tennis and Squash Club	Tennis	Club	Eight good quality macadam courts, one of which is floodlit.	Sustain court quality.	LTA Club	Local site	L	L	Protect
84	Barnes Bowling Club	Bowls	Club	A standard quality green.	Retain green for continued use and explore options to improve quality to good.	Bowls England Club	Local site	L	L	Protect Provide
85	North Sheen Bowls Club	Bowls	Club	A good quality green.	Sustain quality.	Bowls England Club	Local site	L	L	Protect
86	Priory Park Bowls and Tennis Club	Tennis	Club	Three good quality macadam courts.	Sustain quality.	LTA Club	Local site	L	L	Protect
87	Westerley Ware	Tennis	Council	Three good quality macadam courts.	Sustain quality and explore options for installation of LTA's access control system.	LTA	Local site	L	L	Protect Enhance
88	Pensford Lawn Tennis Club	Tennis	Club	Three good quality clay courts and three good quality artificial courts that are floodlit.	Sustain quality.	LTA Club	Local site	L	L	Protect
93	East Sheen Primary School	3G AGP	School	A smaller sized 3G pitch that is neither available to the community nor floodlit.	Retain for continued school use.	School	Local site	L	L	Protect

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

TWICKENHAM AREA

Football

Analysis area	Actual spare capacity ²²	Demand (match equivalent sessions)				
		Overplay	Current total	Latent demand	Future demand	Total
Adult pitches	6.5	2	4.5	0.5	-	4
Youth pitches 11v11	-	-		-	1.5	1.5
Youth pitches 9v9	0.5	0.5		-	-	
Mini pitches 7v7	-	-		1	-	1
Mini pitches 5v5	-	-		-	-	

- Current demand is being met on all pitch types, although no spare capacity exists on youth 11v11, youth 9v9, mini 7v7 or mini 5v5 pitches.
- Future demand results in a shortfall of youth 11v11 and mini 7v7 pitches.
- Overplay is evident on pitches at Waldegrave School and Whitton Park Sports Association.
- Poor quality changing facilities at Heathfield Recreation Ground and Marble Hill Park are an issue.

3G

Current number of teams	Current 3G requirement	Current number of 3G pitches	Current shortfall	Future number of teams	Future shortfall
58	1	1		61	

- There is one full size 3G pitch provided at Whitton Sports and Fitness Centre and this is considered sufficient to meet both current and future demand for football training.
- The pitch is FA tested for competitive matches and it is World Rugby compliant.
- Two full size 3G pitches are proposed at Richmond-upon-Thames College.

Cricket

Actual spare capacity (pitches)	Demand (match equivalent sessions)			
	Overplay	Current total	Future demand	Total
-	-		-	

- Squares are considered to be played to capacity both currently and in the future.
- Twickenham CC highlights desire for better dedicated training facilities.

²² In match equivalent sessions

LONDON BOROUGH OF RICHMOND UPON THAMES PLAYING PITCH STRATEGY

Rugby union

Actual spare capacity ²³	Demand (match equivalent sessions)				
	Overplay	Current demand	Latent demand	Future demand	Total
2	1.5	0.5	-	2.5	2

- ✦ Supply is sufficient to meet current demand.
- ✦ Future demand results in an overall shortfall equating to two match equivalent sessions.
- ✦ Overplay is evident at St Mary's University. Consideration should be given to creating an additional pitch to alleviate this as part of the University's master planning.

Hockey

- ✦ No hockey clubs.
- ✦ No full-size hockey suitable AGPs.

Tennis

- ✦ Current and future demand is being met.
- ✦ Poor quality courts identified at Moormead Recreation Ground, Palewell Common and Whitton Park Sports Association.
- ✦ Council sites to be considered for LTA's access control system.

Bowls

- ✦ Current and future demand is being met.
- ✦ No issues to address.

²³ In match equivalent sessions

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site by site action plan

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁴	Cost ²⁵	Aim
24	Heathfield Recreation Ground	Football	Council	Two standard quality adult pitches currently used by Whitton Wanderers FC. Serviced by poor quality changing facilities.	Improve changing facilities.	FA ECB	Local	S	M	Protect Enhance
					Explore asset transfer.			M	L	
29	Kneller Gardens	Football	Council	One youth 9v9, one mini 7v7 and one mini 5v5 pitch all assessed as standard quality. Actual spare capacity exists on the youth 9v9 pitch, whilst the mini pitches are played to capacity at peak time. Used solely by Twickenham Tigers FC.	Explore asset transfer to Twickenham Tigers FC via a long-term lease agreement.	FA	Local	S	L	Protect Enhance
		Tennis	Club	Three poor quality courts that are without floodlighting. Owned by Whitton Tennis Club.	Explore opportunities for court improvement.	LTA Club		S	L	Protect Enhance
32	Marble Hill Park	Football	English Heritage	Four adult, one youth 9v9, one mini 7v7 and one mini 5v5 pitch all assessed as standard quality. The adult pitches have 3.5 match equivalent sessions of actual spare capacity, whereas the other pitch types are played to capacity at peak time. Adult pitch used by youth 11v11 teams. Accompanied by poor quality changing facilities, although a masterplan is in place for improvement.	Ensure appropriate maintenance to sustain quality and seek improvements where possible.	FA English Heritage	Key centre	L	L	Protect Enhance
					Explore demand of re-configuring an adult pitch to better accommodate youth 11v11 demand.			S	L	
					Improve changing facilities.			S	M	
		Cricket	A standalone NTP used for LMS.	Maintain quality for continued LMS activity and ensure it can accommodate reasonable growth.	ECB LMS English Heritage	L	L			
		Rugby	Two standard quality senior pitches used by Thamesians RFC. Actual spare capacity identified. Poor quality changing.	Sustain quality for continued club use.	RFU English Heritage	L	L			
				Improve changing facilities.		S	M			
Tennis	Two good quality macadam courts.	Sustain quality.	LTA English Heritage	L	L					
34	Moormead Recreation Ground	Football	Council	A good quality adult pitch that is used solely by youth 11v11 demand. Actual spare capacity amounting to one match equivalent session remains as it is unused during the peak period.	Sustain quality through appropriate maintenance.	FA	Local	L	L	Protect Provide
					Re-configure pitch to better accommodate youth 11v11 demand.			S	L	
		Tennis	Four poor quality macadam courts.	Improve court quality.	LTA	S	L	Protect Enhance		
				Explore options to install LTA's access system.		M	L			

²⁴ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

²⁵ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁴	Cost ²⁵	Aim
43	Orleans Park School	Football	School	Two good quality adult pitches with actual spare capacity discounted due to unsecure tenure. Overmarked by rugby pitches. Used solely by youth 11v11 demand.	Sustain pitch quality through appropriate maintenance.	FA School	Local	L	L	Protect Provide
					Provide security of tenure and therefore actual spare capacity through community use agreements with club users.			S	L	
					Reconfigure pitches to better accommodate youth 11v11 demand.			S	L	
		Cricket		A standalone NTP that is available to the community but unused.	Retain for school use.	ECB School		L	L	
		Rugby		Three standard quality senior pitches that are available to the community but unused. Two are overmarked by football pitches and therefore not ideal for club rugby use.	Retain for school use.	RFU School		L	L	
		Sand AGP		Too narrow to accommodate competitive senior demand and without floodlighting so not suited for training activity. Available to the community but relatively unused.	Retain for school use.	England Hockey School		L	L	
Tennis	Three good quality macadam courts.	Sustain quality for school use.	LTA School	L	L					
47	Richmond-upon-Thames College	Football	College	A dual use pitch that could be replaced by a proposal for the creation of two full size 3G pitches. The aspirations for the site as a whole could, however, result in a loss of playing field land.	Ensure demand for the grass pitch can be accommodated on the 3G pitches if they are provided, or transfer the demand elsewhere.	FA College	Local (potential key centre)	L	L	Protect Enhance Provide
					Ensure a robust business plan is in place for the creation of the 3G pitches given that the FA model does not identify any shortfalls.			M	H	
		Rugby			Given the above, encourage pitches to be undergo World Rugby registration to maximise club rugby activity once provided.	RFU College		M	L	
		Should there be a loss of playing field land, determine if mitigation is sufficient. If it is not, replace the lost provision elsewhere within the locality.			College	M		L		

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁶	Cost ²⁷	Aim
55	St Marys University	Rugby	University	Two senior rugby pitches, one of which is assessed as good quality and predominately used for matches, whereas the other is assessed as standard quality and predominately used for training. The training pitch is floodlit and overplayed, whilst the match pitch is without floodlighting and is played to capacity at peak time. Used by Harlequin Amateurs RFC as well as by university teams.	Sustain quality of match pitch through appropriate maintenance.	RFU University	Key centre	L	L	Protect Provide
					Consider providing an additional pitch as part of the University's master planning in order to alleviate overplay.			M	M	
					Explore potential of installing a World Rugby compliant 3G pitch.					
62	The Royal Military School of Music	Football	School	A standard quality adult pitch that is played to capacity.	Sustain pitch quality through appropriate maintenance.	FA School	Local	L	L	Protect
					Provide security of tenure for club users through community use agreements.			S	L	
64	Twickenham Cricket Club	Cricket	Club	A good quality square with 12 grass wickets and an NTP. Leased to Twickenham CC, which has aspirations for training provision to be installed. Played to capacity.	Sustain quality through appropriate maintenance.	ECB Club	Local	L	L	Protect Enhance
					Ensure no additional usage takes place on the grass wickets to avoid future overplay.			L	L	
					Support the Club in its aspirations for dedicated training facilities to be provided.			S	L	
65	Waldegrave School	Football	School	One youth 9v9, one mini 7v7 and one mini 5v5 pitches assessed as standard quality. The youth 9v9 pitch is overplayed by 0.5 match equivalent sessions, whereas the mini pitches have spare capacity discounted due to unsecured tenure.	Alleviate overplay of youth 9v9 pitch through improving quality or through the transfer of demand to a site with actual spare capacity.	FA School	Local	S	L	Protect
					Provide community use agreements to club users to improve security of tenure.			S	L	
		Tennis		Three good quality macadam courts.	Sustain quality for school use.	LTA School		L	L	
66	Whitton Sports and Fitness Centre	Football	Council	A good quality adult pitch that is played to capacity at peak time.	Sustain quality through appropriate maintenance.	FA	Key centre	L	L	Protect
		3G AGP		A full size floodlit 3G pitch that is operating close to capacity. It is World Rugby compliant and FA approved. Assessed as good quality having been installed in 2010.	Ensure a sinking fund is in place for eventual refurbishment.	FA RFU		L	L	Protect Enhance
					Ensure FA testing every three years and RFU testing every two years to retain compliance.			S	L	
		Tennis	School	Three good quality macadam courts.	Sustain quality for school use.	LTA School		L	L	

²⁶ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

²⁷ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**LONDON BOROUGH OF RICHMOND UPON THAMES
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales ²⁸	Cost ²⁹	Aim
70	Whitton Park Sports Association	Football	Trust	Two adult and two mini 7v7 pitches assessed as good quality. Adult pitches are overplayed by two match equivalent sessions due to being used by youth 11v11 teams. The mini 7v7 pitches are used to capacity at peak time.	Sustain quality through appropriate maintenance.	FA Trust	Local	L	L	Protect
				Alleviate overplay through the transfer of youth 11v11 demand to dedicated youth 11v11 pitches.				S	L	
		Cricket		A standard quality square with 13 grass wickets and an NTP. Played to capacity at peak time by Chiswick & Whitton CC.	Review issues in an attempt to improve quality to good.	ECB Trust		S	L	Protect
		Rugby Union		Two standard quality senior pitches used by Whitton Lions and CSSC Barbarians rugby clubs. Both pitches have actual spare capacity at peak time.	Sustain quality through appropriate maintenance.	RFU Trust		S	L	Protect
79	Radnor Gardens	Bowls	Council	A good quality green used by Strawberry Hill Bowling Club.	Sustain green quality.	Bowls England Club	Local	L	L	Protect
80	Cambridge Park Bowling Club	Bowls	Club	A good quality green.	Sustain green quality.	Bowls England Club	Local	L	L	Protect
81	Cambridge Gardens	Tennis	Council	Four good quality macadam courts that are fitted with the LTA's access control system.	Ensure quality remains sufficient to accommodate recreational play.	LTA	Local	L	L	Protect
					Continue to monitor demand through the access control system.			L	L	
82	York House Gardens	Tennis	Council	Four good quality macadam courts.	Explore options to install LTA's access system.	LTA	Local	M	L	Protect Enhance
90	Twickenham Tennis Club	Tennis	Club	Five good quality macadam courts.	Sustain court quality.	LTA Club	Local	L	L	Protect
91	David Lloyd	Tennis	Private	Nine good quality macadam courts, five of which are floodlit.	Sustain court quality.	LTA	Local	L	L	Protect
96	Chase Bridge Primary School	Football	Council	A poor quality youth 9v9 pitch that is played to capacity through school usage. Unavailable for community use.	Improve pitch quality to better cater for school usage.	FA School	Local	S	L	Protect
					Should quality improve to a reasonable standard, revisit community use options.			M	L	

²⁸ Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

²⁹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

PART 7: DELIVER THE STRATEGY AND KEEP IT ROBUST AND UP TO DATE

Delivery

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

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

The update of this document should be regarded as part of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach. Each member of the steering group should take the lead to ensure the PPS is used and applied appropriately within their area of work and influence.

To help ensure the PPS is well used it should be regarded as the key document within the study area, guiding the improvement and protection of playing pitch provision. It needs to be the document people regularly turn to for information on the how the current demand is met and what actions are required to improve the situation and meet future demand.

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

Monitoring and updating

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

It is agreed that the Council will be responsible for keeping the database and background supply and demand information up to date in order that area by area action plans can also be updated. Partnership working is essential in enabling the Council to keep the supply and demand data up to date. This should be carried out in consultation with the NGBs, particularly around affiliation time when information is updated.

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. The nature of

LONDON BOROUGH OF RICHMOND UPON THAMES

PLAYING PITCH STRATEGY

the supply and in particular the demand for playing pitches is 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.

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

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

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

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

Alongside regular steering group meetings a good way to keep the strategy up to date and maintain relationships may be to hold annual sport specific meetings with the pitch sport NGBs and other relevant parties. These meetings could look to update the key supply and demand information, if necessary amend the assessment work, track progress with implementing the recommendations and action plan and highlight any new issues and opportunities.

These meetings could be timed to fit with the annual affiliation process undertaken by the NGBs which would help to capture any changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites could be fed into these meetings. The NGBs will also be able to indicate any further performance quality assessments that have been undertaken within the study area. 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.

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Checklist

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

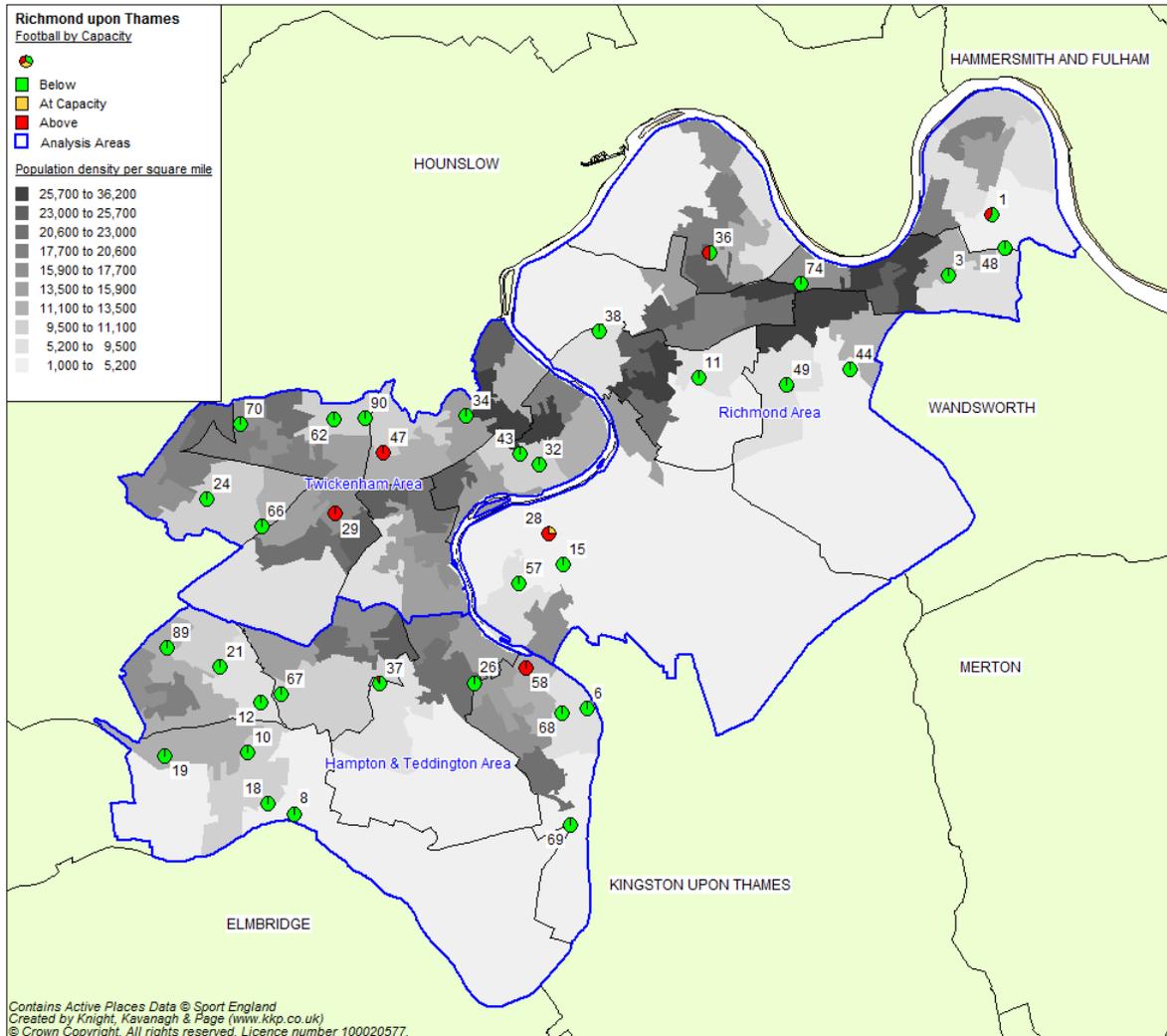
<http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/>

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

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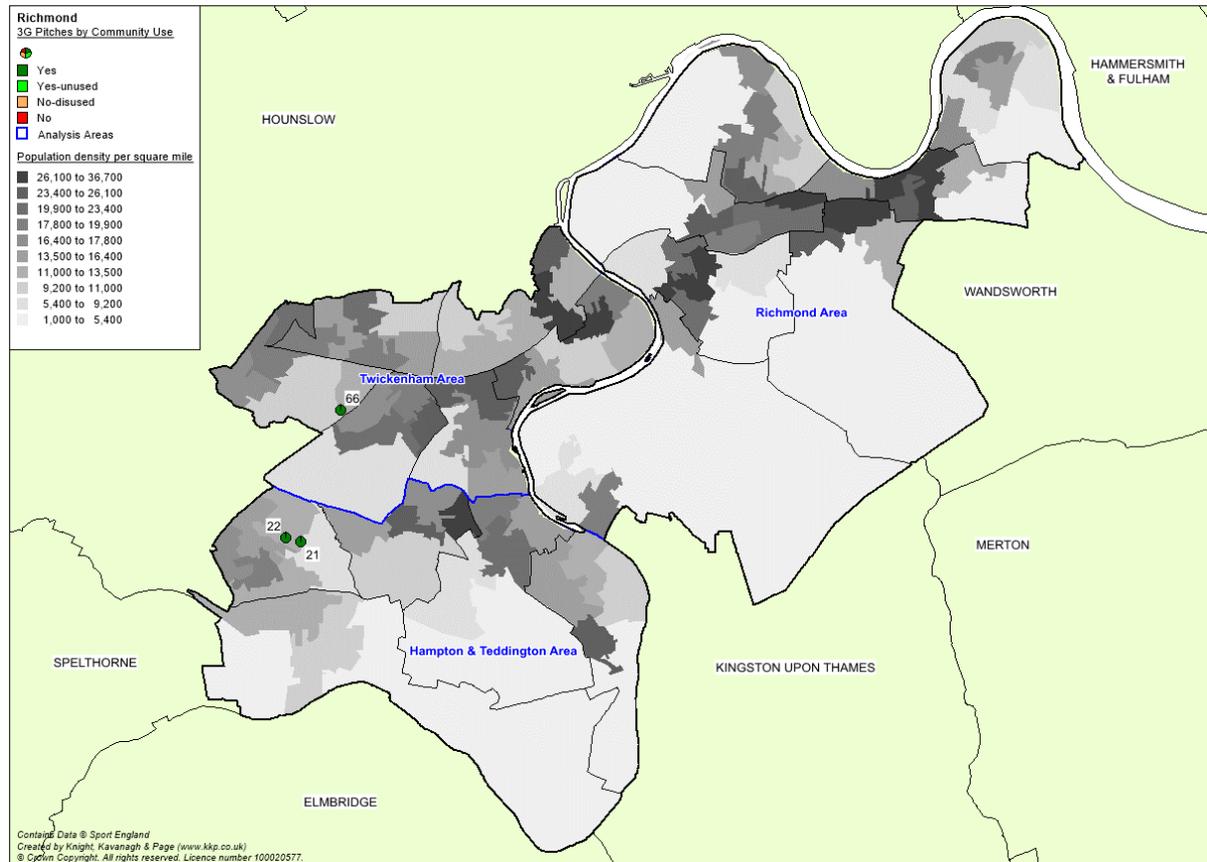
APPENDIX ONE: SITE LOCATIONS

Football



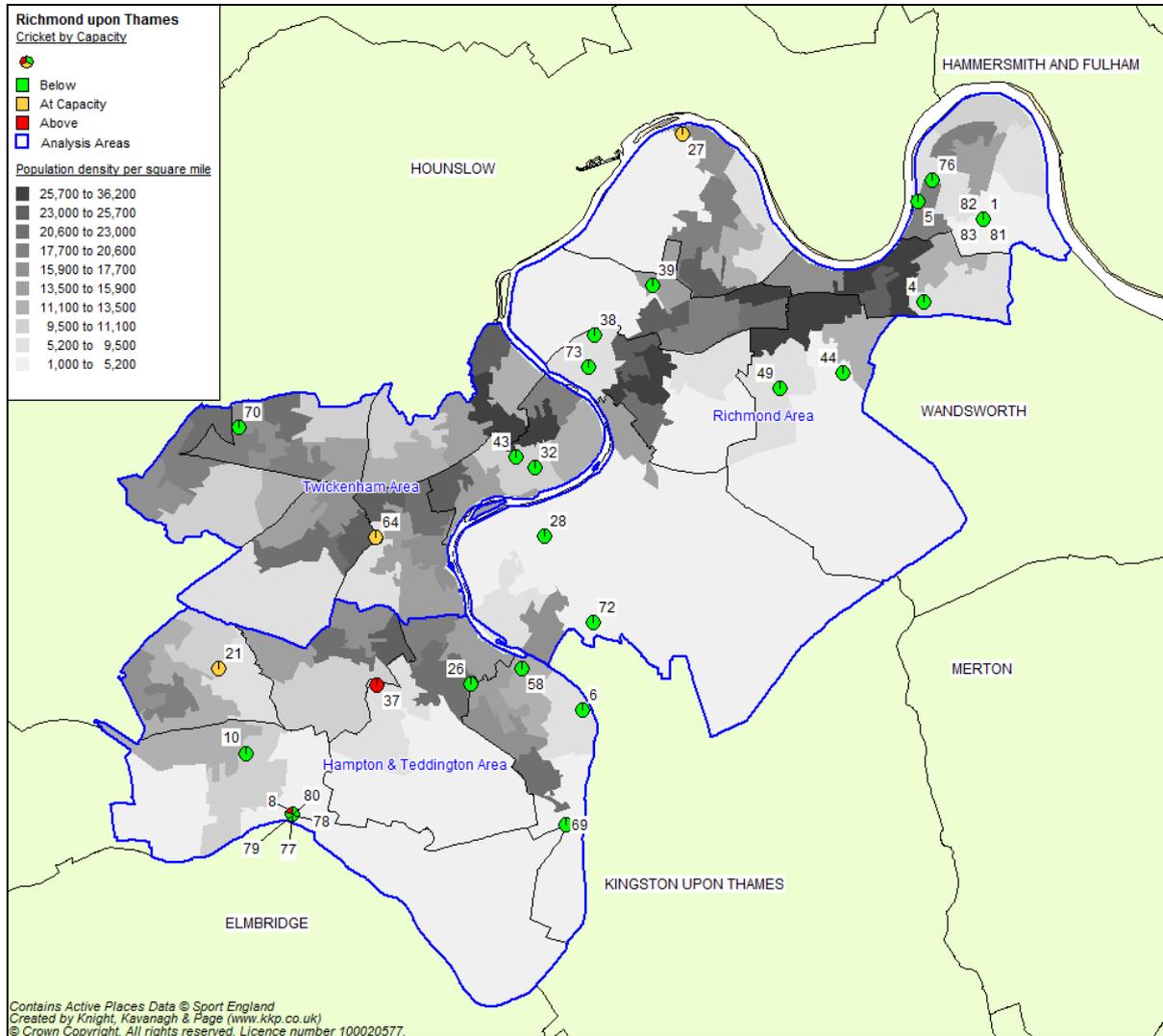
LONDON BOROUGH OF RICHMOND UPON THAMES PLAYING PITCH STRATEGY

3G



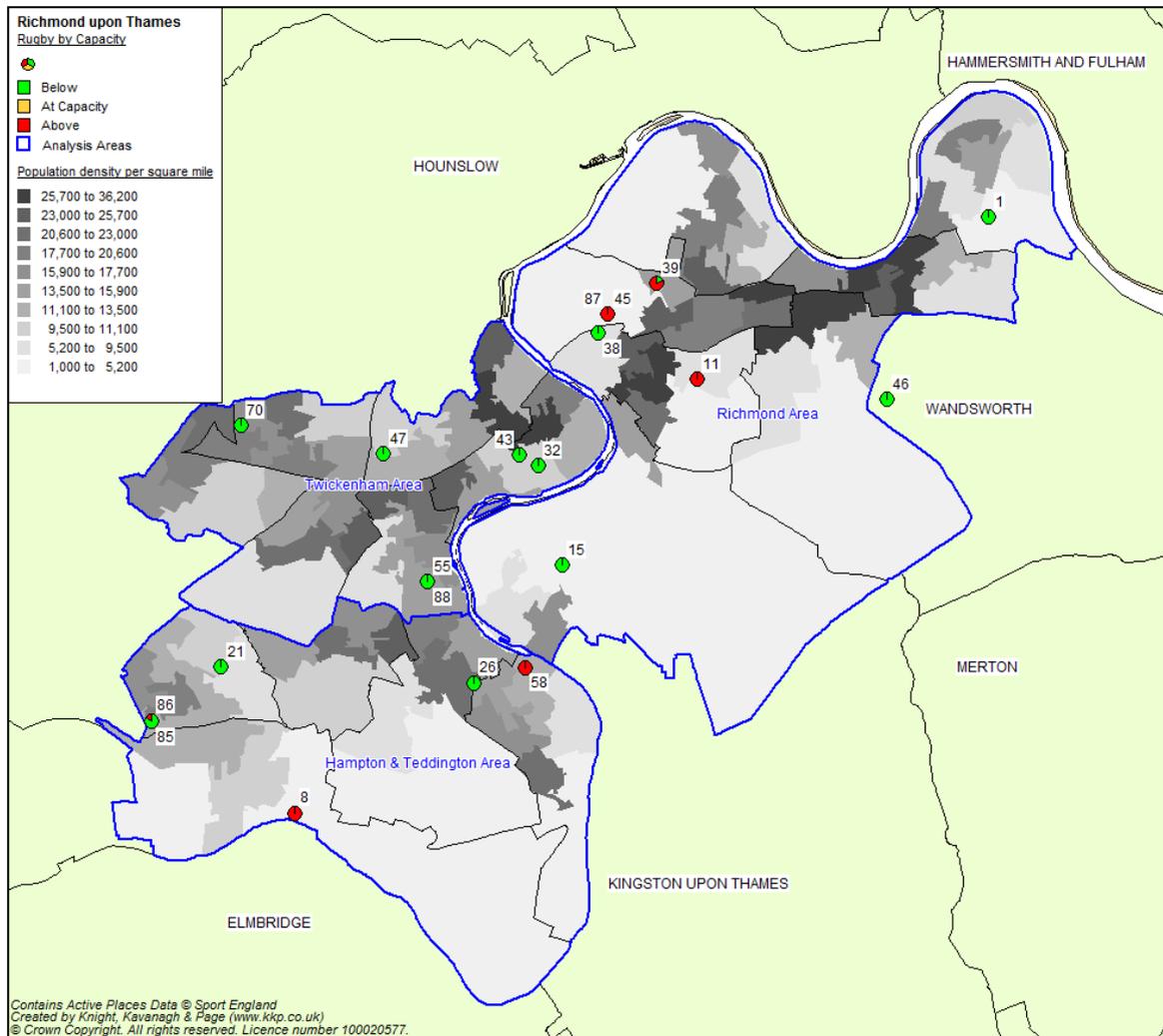
LONDON BOROUGH OF RICHMOND UPON THAMES PLAYING PITCH STRATEGY

Cricket



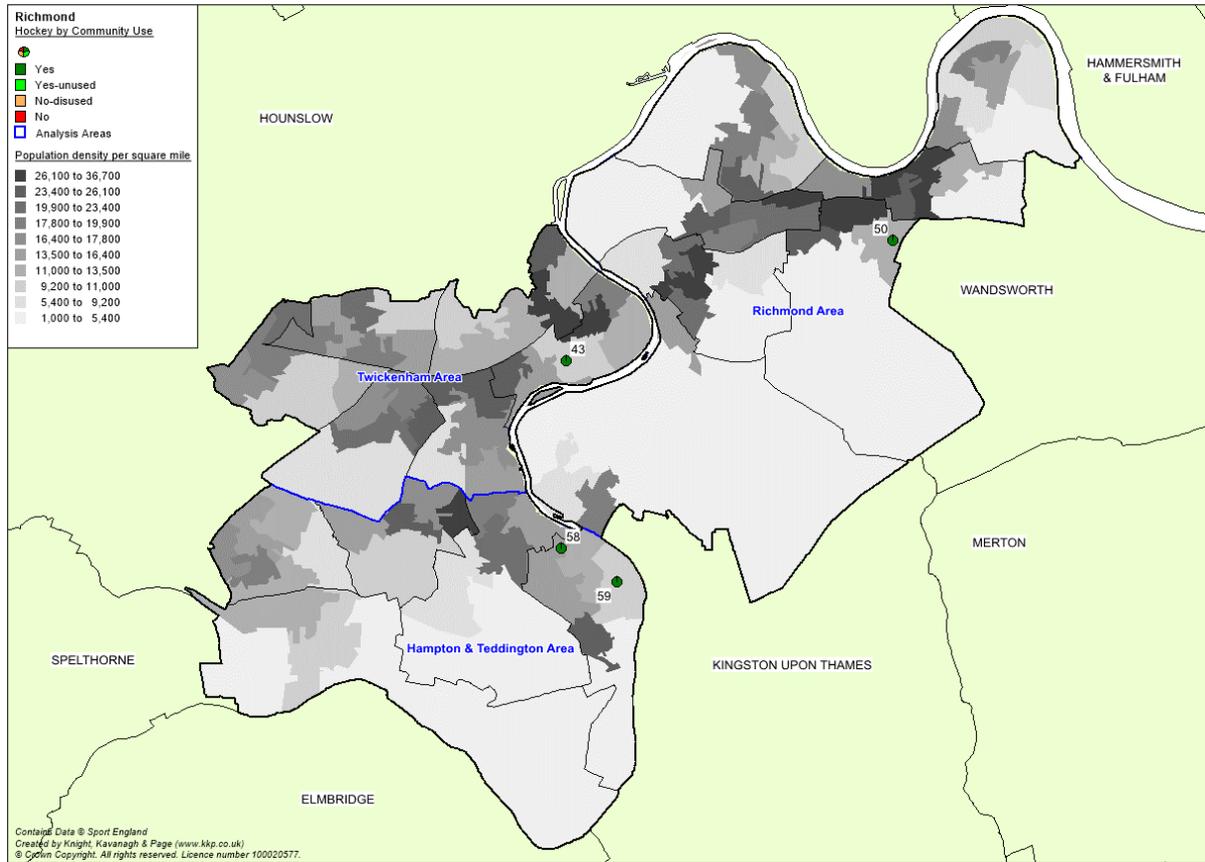
LONDON BOROUGH OF RICHMOND UPON THAMES PLAYING PITCH STRATEGY

Rugby



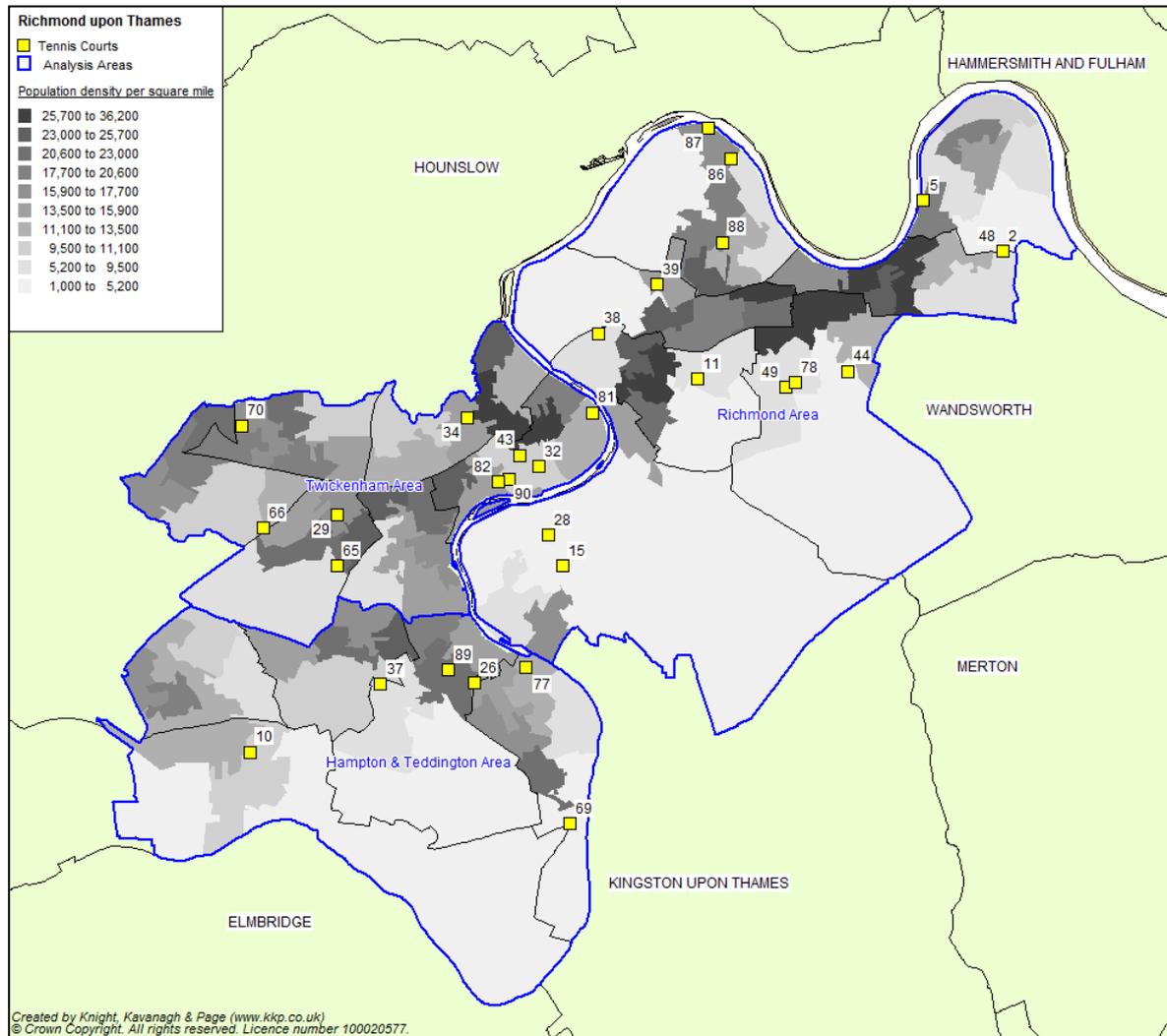
LONDON BOROUGH OF RICHMOND UPON THAMES PLAYING PITCH STRATEGY

Hockey



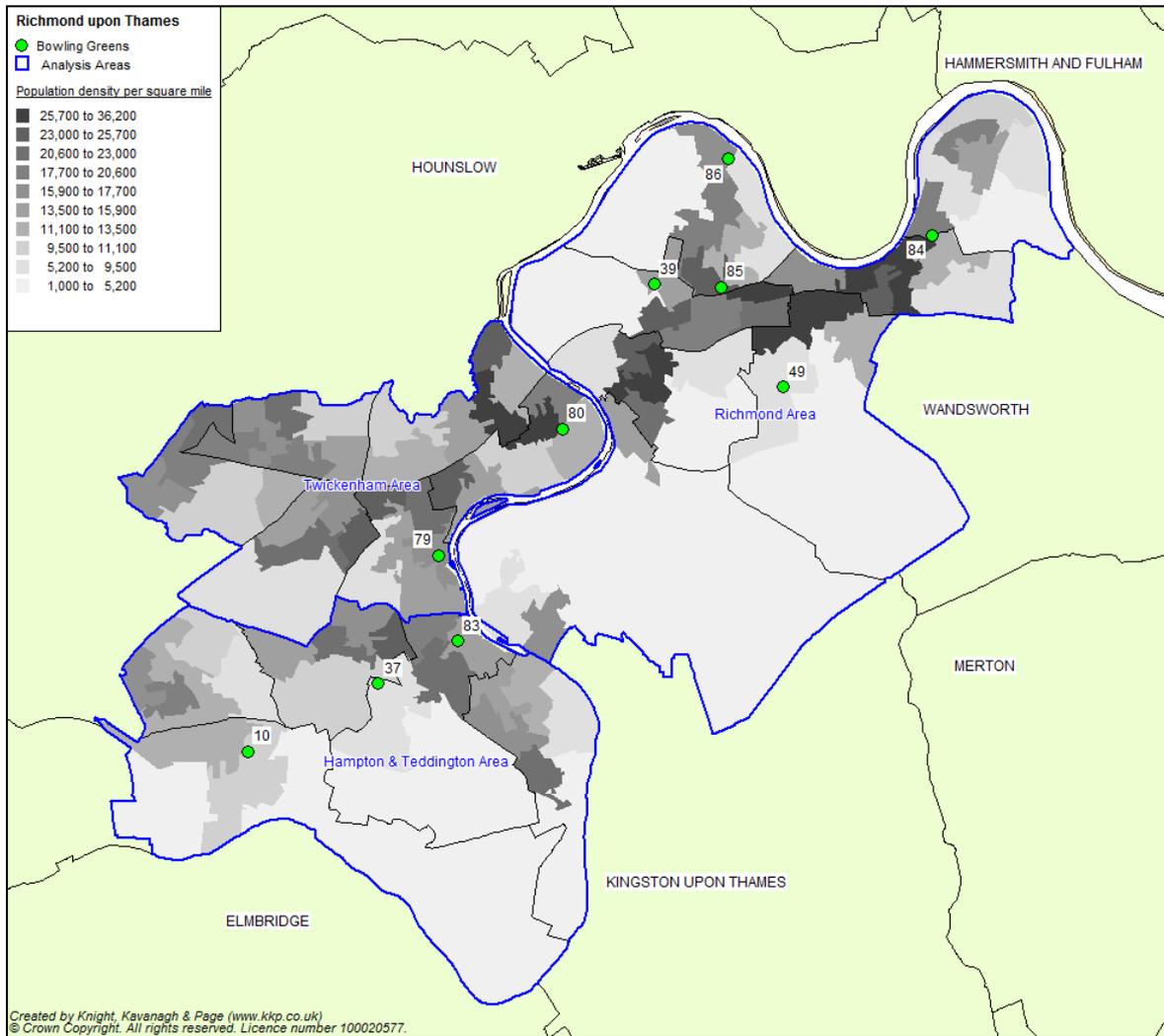
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Tennis



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Bowls



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APPENDIX TWO: STRATEGIC CONTEXT

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

National context

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

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

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

- ◀ More people taking part in sport and physical activity.
- ◀ More people volunteering in sport.
- ◀ More people experiencing live sport.
- ◀ Maximising international sporting success.
- ◀ Maximising domestic sporting success.
- ◀ Maximising the impact of major sporting events.
- ◀ 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

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- ◀ Social & Community Development
- ◀ Economic Development

National Planning Policy Framework

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

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

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

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

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

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

The FA National Game Strategy (2015 – 2019)

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

- ◀ Sustain and increase participation.
- ◀ Ensure access to education sites to accommodate the game.
- ◀ Help players to be the best that they can be and provide opportunities for them to progress from grassroots to elite.
- ◀ Recruit, retain and develop a network of qualified referees
- ◀ Support clubs, leagues and other competition providers to develop a safe, inclusive and positive football experience for everyone.
- ◀ Support Clubs and Leagues to become sustainable businesses, understanding and serving the needs of players and customers.
- ◀ Improve grass pitches through the pitch improvement programme to improve existing facilities and changing rooms.

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- ◀ Deliver new and improved facilities including new Football Turf Pitches.
- ◀ Work with priority Local Authorities enabling 50% of mini-soccer and youth matched to be played on high quality artificial grass pitches.

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

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

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

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

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

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

It sets out the broad facility needs of the sport and identifies investment priorities to the game and its key partners. It identifies that with 470 grass root clubs and 1500 players there is a continuing need to invest in community club facilities in order to:

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

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

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

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

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

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

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

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

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

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

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

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England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

We currently have over 1,000 pitches that are used by hockey clubs (club, school, universities.) We need to retain the current provision where appropriate to ensure that hockey is maintained across the country. Tactics for supporting this will include:

- ◀ Working with hockey clubs on their facilities partnerships.
- ◀ Influencing Playing Pitch Strategies (PPS) - Continuing the strong relationship with the FA on a local and national level to identify priorities.

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. There needs to be more support for clubs to obtain better agreements with facilities providers & education around owning an asset. Tactics for supporting this will include:

- ◀ Targeted investment through England Hockey and other key funding partners.
- ◀ Education around asset owning including when it is appropriate for clubs to asset own as opposed to hire facilities.
- ◀ Improving the administration and business planning with asset owning organisation to ensure there is appropriate finances in place for the replacement of the surface.
- ◀ Developing stronger partnerships between hockey clubs and the asset owner recognising that many clubs are the single largest user of an artificial grass pitch.
- ◀ Strategic investment into pitches that provide opportunities to deliver our player pathway Supporting clubs in the national leagues to achieve the facilities Elite Operating Standards requirements.

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.

The research has identified key areas across the country where there is a lack of suitable Hockey provision and there is a need for additional pitches. 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. The tactics for supporting this will include:

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- ◀ Targeted investment through the Capital Investment Programme and other key funding partners.
- ◀ Mapping of sites through research and priority areas.
- ◀ Clear rationale developed and implemented that identifies where multi pitch sites should be placed.

2015-2018 British Tennis Strategy

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

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

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

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

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

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

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

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

Bowls England: Strategic Plan 2014-2017

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

The overall vision of Bowls England is to:

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

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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.
- ◀ County development officer appointed by each county association.
- ◀ National membership scheme implemented with 100% uptake by county associations.
- ◀ Secure administrative base for 1st April 2017.
- ◀ Commercial income to increase by 20%.

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

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

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APPENDIX THREE: FUNDING PLAN

Funding opportunities³⁰

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

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big Lottery Fund invests in community groups and to projects that improve health, education and the environment. For example, Awards for All which is for small Lottery grants of between £300 and £10,000.
Sport England The current funding streams will change throughout 2016/17 so refer to the website for the latest information: http://funding.sportengland.org/funding/our-different-funds/	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation http://www.footballfoundation.org.uk/funding-schemes/	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=14&Itemid=113	The Grant Match Scheme in particular provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers). Other loan schemes are also available.
The England and Wales Cricket Trust https://www.ecb.co.uk/be-involved/club-support/club-funding	Interest Free Loan Scheme provides finance to clubs for capital projects and the Small Grant Scheme is also open to applications from affiliated cricket clubs.
EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
National Hockey Foundation http://www.thenationalhockeyfoundation.com/	The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: Young people and hockey, Enabling the development of hockey at youth or community level.

³⁰ Up to date as of April 2017.

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Protecting Playing Fields

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

- ◀ Tackling inactivity
- ◀ Children and young people
- ◀ Volunteering
- ◀ Taking sport and activity into the mass market
- ◀ Supporting sports core markets
- ◀ Local delivery
- ◀ Creating welcoming sports facilities

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

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

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

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

The programmes three priorities are:

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

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

Strategic Facilities Fund

Facilities are fundamental in providing more people with the opportunity to play sport. The supply of the right facilities in the right areas is key to getting more people to play sport. Sport England recognises the considerable financial pressures that local authorities are currently under and the need to strategically review and rationalise leisure stock so that cost effective and financially sustainable provision is available in the long-term.

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Sport England has a key role to play in the sector, from influencing the local strategic planning and review of sports facility provision to investing in major capital projects of strategic importance.

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

Key features which applications must demonstrate are:

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

Lottery applications will be invited on a solicited-only basis and grants of between £500,000 and £2,000,000 will be considered.

The Strategic Facilities Fund will prioritise projects that:

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

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

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PLAYING PITCH STRATEGY

Funder's requirements

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

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

Indicative costs

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

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

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

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PLAYING PITCH STRATEGY

APPENDIX FOUR: DEVELOPMENT MANAGEMENT POLICIES

A number of Development Management policies are already in place which set out the protection and provision of open space (including playing pitches) and therefore help with compliancy with paragraph 73 and 74 of the NPPF.

Spatial Policy CP10 Open Land and Parks as well as Policy DM OS 2, 3 and 8 set out the precedent for the protection of sites. These reference a number of other land designations which relate specifically to existing playing pitch provision.

8.2.4 CP10 Open Land and Parks

The open environment will be protected and enhanced. In particular:

10.A The Borough's green belt, metropolitan open land and other open land of townscape importance, World Heritage Site (Royal Botanic Gardens, Kew), land on the Register of Parks and Gardens of Special Historic Interest, green chains and green corridors will be safeguarded and improved for biodiversity, sport and recreation and heritage, and for visual reasons.

10.B A number of additional areas of open land of townscape importance will be identified, which will be brought forward through the Development Allocations DPD.

Policy DM OS 2

Metropolitan Open Land

The borough's Metropolitan Open Land will be protected and retained in predominately open use. Appropriate uses include public and private open spaces and playing fields, open recreation and sport, biodiversity including rivers and bodies of water and open community uses including allotments and cemeteries.

It will be recognised that there may be exceptional cases where appropriate development such as small scale structures is acceptable, but only if it:

1. Does not harm the character and openness of the metropolitan open land; and
2. Is linked to the functional use of the Metropolitan Open Land or supports outdoor open space uses; or
3. Is for essential utility infrastructure and facilities, for which it needs to be demonstrated that no alternative locations are available and that they do not have any adverse impacts on the character and openness of the metropolitan open land.

Improvement and enhancement of the openness and character of the Metropolitan Open Land and measures to reduce visual impacts will be encouraged where appropriate. When considering developments on sites outside Metropolitan Open Land, any possible visual impacts on the character and openness of the Metropolitan Open Land will be taken into account.

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Policy DM OS 3

Other Open Land of Townscape Importance

Other open areas that are of townscape importance will be protected and enhanced in open use.

It will be recognised that there may be exceptional cases where appropriate development is acceptable. The following criteria must be taken into account when assessing appropriate development:

1. It must be linked to the functional use of the Other Open Land of Townscape Importance; or
2. It can only be a replacement or minor extension of existing built facilities;
3. In addition to 1. or 2., it does not harm the character and openness of the open land.

Improvement and enhancement of the openness and character of other open land and measures to open up views into and out of designated other open land will be encouraged where appropriate.

When considering developments on sites outside designated other open land, any possible visual impacts on the character and openness of the designated other open land will be taken into account.

Policy DM OS 8

Sport and Recreation Facilities

Public and private sports grounds including playing fields and recreational areas, courts and greens as well as private open space in recreational use will be protected and enhanced. Owners of private facilities will be encouraged to make them available for public access and use.

In addition, the Council's Local Plan sets out policies and guidance for the development of the Borough over the next 15 years. It looks ahead to 2033 and identifies where the main developments will take place, and how places within the Borough will change, or be protected from change, over that period.

The final version of the Local Plan is expected to be adopted in Spring 2018. Policies relevant to the PPS include LP 9 (Floodlighting), LP 13 (Green Belt, Metropolitan Open Land and Local Green Space), LP 30 (Health and Wellbeing) and LP 31 (Public Open Space, Play Space, Sport and Recreation). These can be viewed on the Council's webpage:

http://www.richmond.gov.uk/services/planning/planning_policy/local_plan.

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PLAYING PITCH STRATEGY

APPENDIX FIVE: GLOSSARY

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

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

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

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

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

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

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

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

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

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