



STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

JULY 2019

QUALITY, INTEGRITY, PROFESSIONALISM

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STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

CONTENTS

ABBREVIATIONS	1
PART 1: INTRODUCTION	2
PART 2: VISION	13
PART 3: AIMS.....	14
PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS	15
PART 5: STRATEGIC RECOMMENDATIONS	45
PART 6: ACTION PLAN.....	56
PART 7: HOUSING GROWTH SCENARIOS	87
PART 8: DELIVER THE STRATEGY AND KEEP IT ROBUST AND UP TO DATE	92
APPENDIX ONE: FUNDING PLAN	97
APPENDIX TWO: GLOSSARY	102
APPENDIX THREE: SPORTING CONTEXT	104

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

ABBREVIATIONS

3G	Third Generation (artificial turf)
AGP	Artificial Grass Pitch
SC	Stafford Council
BARLA	British Amateur Rugby League Association
BC	Bowls Club
BCGBA	British Crown Green Bowling Association
CFA	County Football Association
CUA	Community use agreement
EA	England Athletics
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football club
FF	Football Foundation
FE	Further Education
FIFA	Fédération Internationale de Football Association
FIT	Fields in Trust
FPM	Facilities Planning Model
GIS	Geographical Information Systems
HC	Hockey Club
KKP	Knight, Kavanagh and Page
LDF	Local Development Framework
LMS	Last Man Stands
LTA	Lawn Tennis Association
MSJFL	Mid Staffordshire Junior Football League
MUGA	Multi use games area
NGB	National Governing Body
NHS	National Health Service
NPPF	National Planning Policy Framework
PGA	Professional Golfers Association
PPS	Playing Pitch Strategy
PQS	Performance Quality Standard
RFL	Rugby Football League
RFU	Rugby Football Union
RUFC	Rugby union football club
S106	Section 106
SASSOT	Sport Across Staffordshire and Stoke-on-Trent
SCCB	Staffordshire County Cricket Board
SE	Sport England
SFA	Staffordshire Football Association
TBTT	Transforming British Tennis Together
TC	Tennis Club
WR	World Rugby

PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for Stafford. Building upon the preceding Assessment Report, it provides a clear, strategic framework for the maintenance and improvement of existing playing pitch and accompanying ancillary facilities up to 2040 (in line with the emerging Local Plan).

The Strategy has been developed to provide:

- ◀ A vision for the future improvement and prioritisation of playing pitches.
- ◀ A number of aims to help deliver the recommendations and actions.
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of the playing pitch stock.
- ◀ A series of sport by sport recommendations which provide a strategic framework for sport led improvements to provision.
- ◀ A prioritised area-by-area Action Plan to address key issues on a site-by-site basis.

A PPS delivers the evidence required to ensure that sufficient land is available to meet existing and projected future outdoor sport requirements. Its robust evidence base should inform and be implemented into planning policy and other relevant corporate strategies to enable local policies, planning and sport development criteria to work efficiently and effectively.

The Strategy is capable of:

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

The Strategy and Action Plan recommends a number of priority projects for Stafford which should be realised over the Local Plan period. It provides a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding.

Partner organisations have a vested interest in ensuring that existing playing fields, pitches and ancillary facilities are protected and enhanced. As such, many of the objectives and actions within this document need to be delivered and implemented by a wide range of bodies such as National Governing Bodies of Sport (NGBs), sports organisations, education establishments and parish/town councils. In many instances, the Council will not be the agency which delivers these actions or recommendations; the PPS is not just for the Council to act upon, it applies to/for all the stakeholders and partners involved.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Scope

The following types of outdoor sports facilities were agreed by the steering group for inclusion in the Assessment and Strategy:

- ◀ Football pitches (including 3G AGPs)
- ◀ Cricket pitches
- ◀ Rugby union pitches (including 3G AGPs)
- ◀ Hockey pitches (sand based AGPs)
- ◀ Outdoor tennis courts
- ◀ Outdoor bowling greens
- ◀ Athletics tracks
- ◀ Golf courses

It should also be noted that, although rugby league has been included within the wider scope of the study, no such activity currently takes place within Stafford and no future demand has been identified. As such, no information relating to the sport is included within this document.

Pitch sports (e.g. football, rugby union, hockey and cricket) are assessed using the guidance set out in Sport England's Playing Pitch Strategy Guidance: An approach to developing and delivering a playing pitch strategy.

Non-pitch sports (e.g. bowls and tennis) are assessed using Sport England's Assessing Needs and Opportunities Guidance (2014). This requires a different methodology to assess supply and demand to that used for pitch sports.

Study area

Stafford Borough covers 230 square miles and is centrally placed in the North Staffordshire area of the West Midlands. It is predominantly rural; Stafford and Stone are its key urban centres. It lies between Stoke-on-Trent and Newcastle under Lyme, to the north and the Birmingham city region to the south. To the west it adjoins the Borough of Telford & Wrekin plus rural areas of Shropshire. It also adjoins the Staffordshire districts of Staffordshire Moorlands, East Staffordshire, Lichfield, Cannock Chase and South Staffordshire.

The study area for the PPS is the whole of the Council's administrative area. Further to this, analysis areas have been created to allow for a more localised assessment of provision and examination of playing pitch supply and demand at a local level. These areas are based upon ward boundaries and have been agreed upon by the Steering Group.

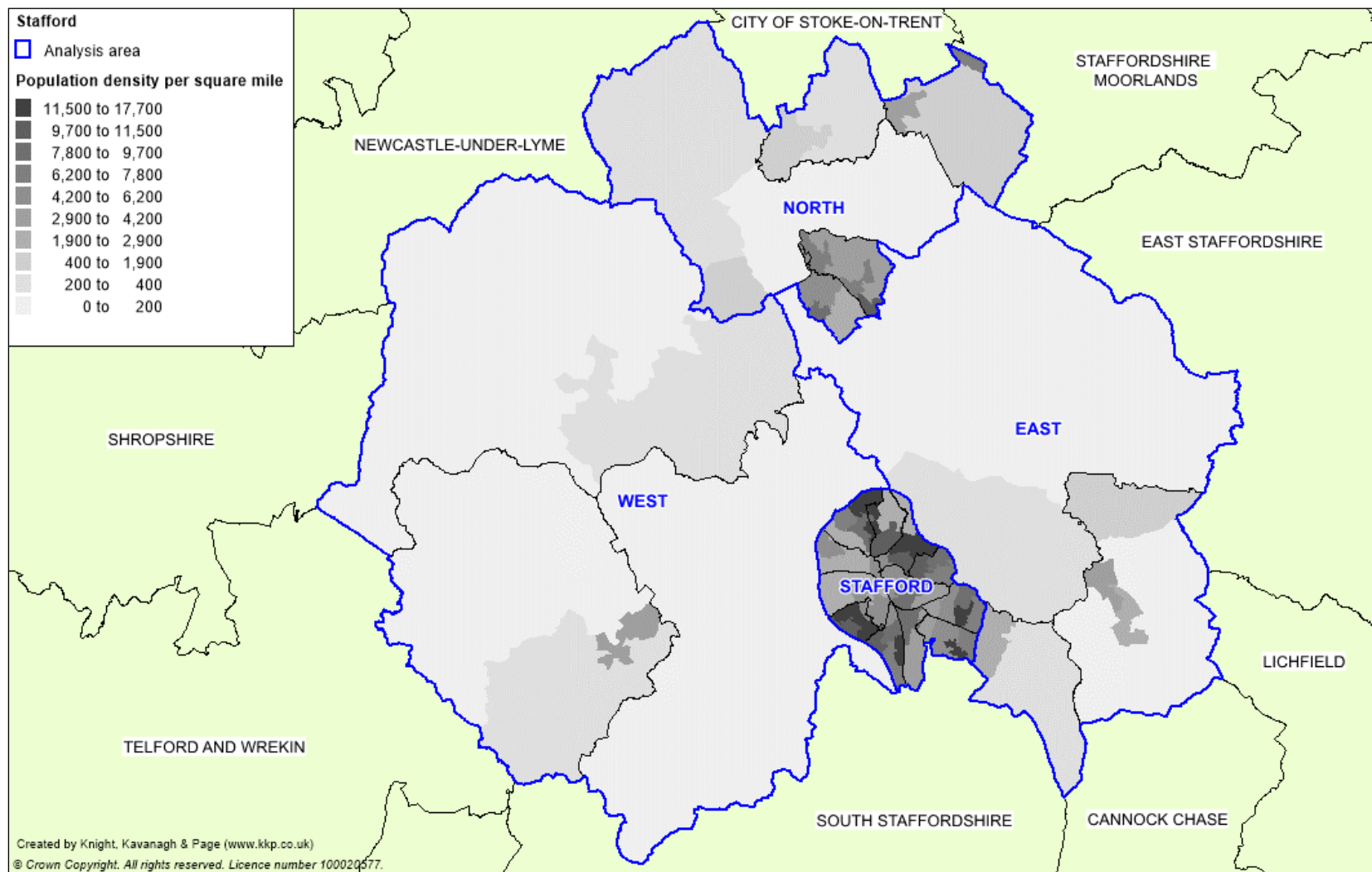
Agreed analysis areas are:

- ◀ North
- ◀ East
- ◀ West
- ◀ Stafford

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Figure 1.1: Analysis area map



Context

The rationale for undertaking this study is to identify current levels of provision within Stafford 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 playing pitch 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).

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 96 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities.

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

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

Stafford Local Plan

The purpose of the Local Plan is to set Borough objectives to guide growth and policies to make sure that new development meets local needs in line with national policy. The Plan for Stafford Borough 2011-2031 (adopted; June 2014) and Part 2 of the Plan (adopted; January 2017) are supported by a range of other planning documents, such as supplementary planning documents, the Statement of Community Involvement and Authority monitoring reports.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

However, the current plan is being superseded by the emerging Local Plan 2020-2040. This is set to be adopted by Autumn 2021 with a Scoping the Issues report presented in Summer 2018. The purpose of the new Local Plan is to set out a new vision for the development of the Borough, highlight key issues to be addressed, objectives to guide new growth and policies to make sure that new development meets local needs in line with national policy set out through the NPPF.

As mentioned, the new Local Plan 2020-2040 is now being progressed by Stafford Borough. The minimum housing provision to be provided on an annual basis for the new plan is based on the Governments Standard Methodology for Local Housing Need. As of the end of March 2019 the Local Housing Need figure for Stafford Borough is 408 per annum. Therefore, the minimum delivery over the twenty year period is 8,160 dwellings.

Stafford Borough Council Corporate Business Plan

Stafford Borough Council's Corporate Business Plan 2018 – 2021 vision is to create 'a prosperous and attractive Borough with strong communities.' Over the next three years the Council will focus on the following corporate business objectives – to:

- ◀ Deliver sustainable economic and housing growth to provide income and jobs.
- ◀ Improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and well-being.
- ◀ Be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focused on delivering our objectives'.

Strategic Plan

Stafford Borough Strategic Partnership came into being in April 2011 and was refreshed during 2018. The purpose of the partnership is to facilitate and enable more effective joint working and the bringing together of resources within the Borough to deliver better outcomes for growth, infrastructure, regeneration, community engagement and wellbeing. The approach of the partnership contributes towards the wider health and wellbeing of all residents of Stafford including:

- ◀ Supporting a joined-up approach to health, wellbeing and community safety by incorporating 'health in all' in everything we do.
- ◀ Supporting the independence of older people, children and families.
- ◀ Education and skills and the creation of new jobs and training opportunities

The key developments that the partnership is focusing on are:

- ◀ HS2 led developments (Stafford Station Gateway, Garden Settlement)
- ◀ OPE and town centre regeneration
- ◀ Skills and education
- ◀ Supply of quality housing
- ◀ Sustainable rural economic growth
- ◀ Community wellbeing
- ◀ Health in all

These areas of focus support the wider priorities of the Health and Wellbeing Board and also the Staffordshire Family Strategic Partnership.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

This plan directly supports wider partnership priorities; namely housing, employment, environmental and leisure. Partnership activity will also support the work of the Stoke-on-Trent Staffordshire Local Enterprise Partnership.

Plan for Stafford Borough 2015-2019

The Council has an adopted Plan for Stafford Borough, setting out how market, affordable and specialist housing will be delivered over the next 15 years. This provides an essential tool to inform successful delivery of the Housing Strategy Vision which is located in Part 7 latter in the document.

Since adoption of the Local Plan for Stafford, many sites have been built out or have gained planning permission and are now considered to be "commitments". Since the start of the Plan period, at least 10,800 houses are either completed, committed through planning permissions or have been allocated via Strategic Development Locations.

The proportional split of these commitments was as follows:

Table 1.1: Commitments as of 31 March 2018¹

Area	Housing requirement	Current position	% over requirement
Stafford	7,000	8,222	+17.50%
Stone	1,000	1,164	+16.40%
Key service villages	1,200	1,401	+16.80%
Rest of the Borough area	800	854	+6.80%
Total	10,000	11,641	+16.40%

As Table 2.1 shows, more houses are likely to be delivered than the target figure of 10,000 over the Plan period. Since such a substantial proportion of the housing requirement is already determined in this way, it is not necessary Part 2 of the Development Plan to make specific allocations for additional housing sites. The figure of 10,000 does not represent a ceiling or a maximum but establishes a context against which necessary supporting infrastructure can be planned.

In addition, and more importantly for the work of Part 2, the Plan for Stafford Borough also establishes a clear intent to promote patterns of development so that sustainable growth should be distributed to reflect the percentage split established in Spatial Principle 4 (SP4). One of the ways that the Plan can control the direction of change is by establishing settlement boundaries for each settlement through the Sustainable Settlement Hierarchy.

The following key issues have been identified from the evidence base, responses to previous consultation, community views and the Borough's characteristics plus the social, economic and environmental challenges facing the area over the Plan period:

- ◀ Delivering and managing the Borough's growth
- ◀ Providing affordable homes
- ◀ Adapting to local demographic change
- ◀ Sustaining the attractive and distinctive quality of the natural and built environment:
- ◀ Ensuring that the Borough can prepare for and respond to climate change
- ◀ Maximising access to services and reducing the need to travel

¹Figures include completion 2011-18 plus commitments with planning permission and Strategic Development Location plan allocations.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Providing additional employment opportunities that meet local needs, concerns and aspirations for a diverse local economy
- ◀ Bringing necessary regeneration benefits to the Borough, including those that will contribute to the success of its town and other settlements

Stafford Borough Council – Statement of Five Year Housing Land Supply

The Council has recently released (July 2019) a new housing land supply statement which sets out its residential land supply position as of 31st March 2019 over a five year period (to 2024).

The Statement identifies a requirement for 433 dwellings a year to be provided, which equates to the total housing requirement plus a 5% buffer. Currently, 2,957 deliverable dwellings are identified, meaning the Council has a total supply of 6.83 years deliverable housing land available (2,957/433).

Table 1.2: Five year supply summary

Annualised housing requirement	Total annual housing requirement (2019 - 2024) including 5% buffer	433
Total five year supply breakdown	Small Sites with Planning Permission	229
	Large Sites with Planning Permission	621
	Sites with Planning Permission for C2 residential accommodation	216
	Strategic Development Locations	1,891
	Total Deliverable sites (2019 - 2024)	2,957
Total five year supply	Supply / Requirement (2,957 / 433)	6.83

Housing scenarios using the Sport England New Development Playing Pitch Calculator (NDC) based on the Statement of Five Year Housing Land Supply report will run in the proceeding Strategy & Action Plan document.

Community Wellbeing

This is focused upon adopting a comprehensive and integrated approach to the development and delivery of community and wellbeing priorities in Stafford Borough. This work is led by the Stafford Borough Community Wellbeing Partnership which reports directly to the Stafford Borough Strategic Partnership. The approach of the partnership should contribute towards the wider health and wellbeing of all residents of Stafford including:

- ◀ Supporting a joined-up approach to health, wellbeing, and community safety, by incorporating 'health in all' in everything we do
- ◀ Supporting the independence of older people, children and families.
- ◀ Undertaking the statutory role of the community safety partnership that is required

The approach of the partnership recognises the wider contributions of the economic growth, infrastructure and inward investment opportunities in the Borough. The main aims are to:

- ◀ Improve the quality of life of local people by providing a safe place to live and work.
- ◀ Encourage people to be engaged in developing strong communities that promote health and wellbeing.
- ◀ Work with partners to maintain the borough as a safe place.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Ensure that 'health in all' is fully integrated in the partnership approach and key development initiatives.

The key areas of focus are:

- ◀ Domestic and Sexual Abuse
- ◀ Substances and Mental Health
- ◀ Criminal Exploitation and Anti-social Behaviour
- ◀ Health in All
- ◀ Place Based Approach
- ◀ Rough Sleeping and Homelessness
- ◀ Safeguarding

Sport Across Staffordshire and Stoke-on-Trent (SASSOT)

SASSOT is the county sports partnership (CSP). Its team provides services to partners involved with the delivery of sport, physical education and active recreation. The following is a brief overview of its stated services and programmes:

- ◀ Engaging with and supporting partners to develop their sport, PE and active recreation plans and programmes.
- ◀ Supporting volunteers and coaches.
- ◀ Supporting club development.
- ◀ Providing local insight/evidence of need for development of programmes and facilities.
- ◀ Supporting the promotion of community sport and active recreation programmes.
- ◀ Advice on Safeguarding young people and vulnerable adults in sport.
- ◀ Equity and disability sport.
- ◀ Management of Satellite Clubs, Aiming High Inspire Multi Sport Club programmes.
- ◀ Supporting the development and delivery of Level 3 School Games Sports Festivals, Primary School PE and Sport premium.

Everyone More Active More Often (2018-2021)

SASSOT's current strategy, *Everyone More Active More Often*, is a network of local agencies committed to working together to increase the number of people taking part in physical activity and sport. It is part of an England wide network of 43 County Sports Partnerships (CSPs) and is funded by national and local partners including Sport England, our Local Authorities and Universities to promote physical activity and sport.

Headline findings

The table below highlights the quantitative headline findings for the playing pitch sports in Stafford from the preceding Assessment Report. For qualitative findings and site-specific findings, please see Part 4: Sport Specific Recommendations and Scenarios, and Part 6: Action Plan.

Current demand is calculated from an analysis of overlay and spare capacity, whereas future demand takes into consideration club aspirations and population growth up to 2040 (using ONS figures).

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Table 1.3: Quantitative headline findings

Sport	Analysis area	Current picture	Future demand (2040) ²
Football (grass pitches)	North	<p>Adult pitches have spare capacity of 1.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches have spare capacity of one match equivalent session per week</p> <p><i>Youth 9v9 pitches are at capacity</i></p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p><i>Mini 5v5 pitches are at capacity</i></p>	<p>Adult pitches have spare capacity of 0.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches have spare capacity of 0.5 match equivalent session per week</p> <p>Youth 9v9 pitches are overplayed by 0.5 match equivalent sessions per week</p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p><i>Mini 5v5 pitches are at capacity</i></p>
	East	<p>Adult pitches have spare capacity of 0.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week</p> <p>Youth 9v9 pitches have spare capacity of 0.5 match equivalent sessions per week</p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p><i>Mini 5v5 pitches are at capacity</i></p>	<p>Adult pitches have spare capacity of 0.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week</p> <p><i>Youth 9v9 pitches are at capacity</i></p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p><i>Mini 5v5 pitches are at capacity</i></p>
	West	<p>Adult pitches have spare capacity of 1 match equivalent sessions per week</p> <p>Youth 11v11 pitches have spare capacity of three match equivalent sessions per week</p> <p><i>Youth 9v9 pitches are at capacity</i></p> <p>Mini 7v7 pitches have spare capacity of two match equivalent sessions per week</p> <p>Mini 5v5 pitches have spare capacity of two match equivalent sessions per week</p>	<p>Adult pitches have spare capacity of 0.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches have spare capacity of three match equivalent sessions per week</p> <p><i>Youth 9v9 pitches are at capacity</i></p> <p>Mini 7v7 pitches have spare capacity of two match equivalent sessions per week</p> <p>Mini 5v5 pitches have spare capacity of two match equivalent sessions per week</p>
	Stafford	<p>Adult pitches have spare capacity of 2.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week</p> <p>Youth 9v9 pitches have spare capacity of 1.5 match equivalent sessions per week</p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p><i>Mini 5v5 pitches are at capacity</i></p>	<p>Adult pitches have spare capacity of 1.5 match equivalent sessions per week</p> <p>Youth 11v11 pitches are overplayed by 4.5 match equivalent sessions per week</p> <p>Youth 9v9 pitches are overplayed by 0.5 match equivalent sessions per week</p> <p><i>Mini 7v7 pitches are at capacity</i></p> <p>Mini 5v5 pitches are overplayed by six match equivalent sessions per week</p>

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture	Future demand (2040) ²
Football (3G pitches) ³	Stafford Borough	Shortfall of two full sized 3G pitches for team training	Future shortfall of three full sized 3G pitches for team training.
Cricket	North	Spare capacity of 39 match equivalent sessions per season	Spare capacity of 48 match equivalent sessions per season
	East	Spare capacity of 26 match equivalent sessions per season	Spare capacity of 48 match equivalent sessions per season
	West	Shortfall of 19 match equivalent sessions per season	Shortfall of 36 match equivalent sessions per season
	Stafford	Shortfall of 13 match equivalent sessions per season	Shortfall of 13 match equivalent sessions per season
Rugby union	North	Pitches are overplayed by 3.5 match equivalent sessions per week	Pitches are overplayed by 4.5 match equivalent sessions per week
	East	Pitches are overplayed by 0.25 match equivalent sessions per week	Pitches are overplayed by 0.25 match equivalent sessions per week
	West	Pitches are overplayed by 0.5 match equivalent sessions per week	Pitches are overplayed by 1.5 match equivalent sessions per week
	Stafford	Pitches are overplayed by 3.5 match equivalent sessions per week	Pitches are overplayed by five match equivalent sessions per week
Hockey (Sand-based AGPs)	Stafford Borough	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor-quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.
Golf	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Bowls	Stafford Borough	Demand can be met with retained level of access; however, further club consultation is required.	Demand can be met with retained level of access; however, further club consultation is required.
Tennis	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Athletics	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access

Conclusions

³ Based on accommodating 38 teams to one full size pitch for training.

From a quantitative perspective, the existing position for all sports is either that demand is being met or that there is a shortfall, whereas the future position shows the creation of shortfalls for some pitch types and in some areas where demand is currently being met and the exacerbation of existing shortfalls. There are current and future shortfalls of 3G pitches and rugby union pitches and future shortfalls of football pitches and cricket squares.

Despite the above, it must be noted that the shortfalls evidenced are relatively minimal when compared to other local authorities nationally. As such, for rugby union and football, it is considered that shortfalls can be met through the better utilisation of existing provision, such as via pitch re-configuration, improving quality and encouraging or enabling access to unused/unavailable provision. In addition to improving quality of cricket squares shortfalls need to be met through creation of NTPs and potentially new grass provision.

Notwithstanding, a shortfall of 3G 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.

There is suitable stock of hockey suitable AGPs however there are issues with quality and security of tenure which need to be resolved. If these are not resolved there is a potential need to create a new pitch to cater for Borough hockey demand.

Where demand is being met, this does not necessarily equate to a surplus of provision, with any spare capacity instead considered as a solution to overcoming current or future demand shortfalls. There is a resultant need to protect all existing outdoor sport provision until all demand is met, or there is a requirement to replace provision in accordance with Sport England's Playing Fields Policy exceptions.

PART 2: VISION

Vision

Below is a vision for Stafford in regard to its playing pitch provision. It sets out to capture the corporate themes within each authority to provide an all-encompassing vision.

'To create accessible, high quality and sustainable sport and leisure facilities, which offer inclusive services for all; enabling the inactive to become active, increasing participation in targeted groups and helping improve health and wellbeing of its residents.'

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

PART 3: AIMS

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

AIM 1

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

AIM 2

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

AIM 3

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

Figure 2.1: Sport England themes



Source Sport England (2015)

PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

Football – grass pitches

Summary

- ◀ It is determined that there is current spare capacity across all pitch types in Stafford, although this is relatively minimal. After factoring in future demand, shortfalls become evident on youth 11v11, youth 9v9 pitches and mini 5v5 pitches.
- ◀ The audit identifies a total of 107 grass football pitches within Stafford across 57 sites. Of the pitches, 98 are available, at some level, for community use across 51 sites. The only unavailable pitches are located at MOD Stafford or education sites.
- ◀ In total, 20% of community available pitches are located at Borough Council sites. This is less than the number of pitches provided within the education sector (40%), with the remainder shared between sports clubs (20%), private owners (13%), parish councils (3%), community organisations (2%) and commercial operators (2%).
- ◀ The Mid Staff Junior Football League reports that it is currently considering options for a central venue with Stafford to accommodate its youth 9v9 football demand.
- ◀ Stone HC also indicates the potential to develop additional football pitches at Stone Hockey Club if utility power cables can be relocated at an economical cost.
- ◀ In total, 23 pitches are assessed as good quality, 46 as standard quality and 27 as poor quality.
- ◀ The majority of Council sites (58%) are not serviced by any form of changing provision in addition to three sites hosting poor quality facilities.
- ◀ Holmcroft Youth and Community Centre, Kings Park, Marston Road, Pershall Park, Stone Hockey Club and Wellbeing Park all have poor quality ancillary facilities.
- ◀ Stone Dominoes FC, FC Morrison, Stone Hammers FC, Stone Old Alleyians FC and Tunstall Town FC report unsecure tenure at Wellbeing Park having been served an eviction notice from the private landowner to relocate at the end of the 2018/19 season. Staffordshire FA is currently in discussions with the freeholder of the site to secure its longevity.
- ◀ Through consultation Berkswich FC and AFC Gnosall both indicate aspirations to formalise such an agreement at Walton High School and St Lawrence's Primary School, respectively.
- ◀ Through the audit and assessment, 187 teams from within 56 clubs are identified as playing within Stafford. This consists of 37 adult men's, one adult women's, 73 youth boys', eight youth girls' and 68 mini teams.
- ◀ Eccleshall FC reports having issues replacing bulbs in its floodlights due to its hydraulic base counter balance being stolen within the previous three years.
- ◀ The MSJFL generates a significant amount of imported and exported demand, a total of 18 mini 5v5 teams and 17 mini 7v7 teams currently importing their demand into the Borough. The League would benefit from any future discussion regarding future 3G developments in the Borough.
- ◀ Ten clubs' report aspirations to increase the number of teams they provide. Through the clubs that quantified potential increase, there is a predicted growth of 27 teams.
- ◀ Team generation rates predict that there will be a possible increase of three youth 11v11 boys' teams across Stafford.
- ◀ Actual spare capacity totals 15.5 match equivalent sessions across 25 pitches.
- ◀ In Stafford, two pitches across two sites are overplayed by a combined total of one match equivalent session.

Scenarios

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Alleviating shortfalls

In the Borough there is capacity to accommodate current levels of demand across all pitch types, however, when accounting for future demand, some small shortfalls become evident on youth 11v11, youth 9v9 and mini 5v5 pitch types, these are listed below.

Table 4.1: Summary of current and future pitch shortfalls by Analysis Area

Analysis area	Current pitch shortfalls	Current spare capacity	Future pitch shortfalls	Future spare capacity
North	No identified shortfalls	1.5 match equivalent sessions on adult pitches	0.5 match equivalent sessions on youth 9v9 pitches	0.5 match equivalent sessions on adult pitches
		1 match equivalent sessions on youth 11v11 pitches		0.5 match equivalent sessions on youth 11v11 pitches
East	1.5 match equivalent sessions on youth 11v11 pitches	0.5 match equivalent sessions on adult pitches	1.5 match equivalent sessions on youth 11v11 pitches	0.5 match equivalent sessions on adult pitches
		1 match equivalent sessions on youth 9v9 pitches		
West	No identified shortfalls	1 match equivalent sessions on adult pitches	No identified shortfalls	0.5 match equivalent sessions on adult pitches
		3 match equivalent sessions on youth 11v11 pitches		3 match equivalent sessions on youth 11v11 pitches
		2 match equivalent sessions on mini 7v7 pitches		2 match equivalent sessions on mini 7v7 pitches
		2 match equivalent sessions on mini 5v5 pitches		2 match equivalent sessions on mini 5v5 pitches
Stafford	1.5 match equivalent sessions on youth 11v11 pitches	2.5 match equivalent sessions on adult pitches	4.5 match equivalent sessions on youth 11v11 pitches	1.5 match equivalent sessions on adult pitches
		1.5 match equivalent sessions on youth 9v9 pitches	0.5 match equivalent sessions on youth 9v9 pitches	
			6 match equivalent sessions on mini 5v5 pitches	

Alleviating this level of shortfall can be achieved through a variety of methods including securing tenure at sites with standard quality pitches, improving secure poor quality pitches or through the creation of new provision. The extent to which each of these has on addressing the shortfalls is explored below in greater detail.

The full supply and demand analysis for football pitches Boroughwide and by Analysis Area can be found in the accompanying assessment report.

New pitches

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

If overplay was to be alleviated entirely through the creation of new pitches, there would be a need to create a minimum of three youth 11v11 pitches, one youth 9v9 pitch and four mini 5v5 pitches. This is based on each pitch accommodating one match equivalent session of peak time capacity and one team representing 0.5 match equivalent sessions for each match played based on operating on a traditional home and away basis (assumes half of matches will be played away). This also assumes pitches are a minimum of standard quality.

There are current plans to provide two youth 11v11 pitches at lapsed site Silkmore Lane, one adult pitch at new site Eccleshall Road and re-establish an adult pitch at Jubilee Playing Fields. This represents two match equivalent sessions of peak time capacity on adult pitches and two match equivalent sessions on youth 11v11 pitches. The impact this will have on supply and demand is shown in the following table.

Table 4.2: Summary of football supply and demand with new pitches

Pitch type	Demand (match equivalent sessions)				
	Current total	Future demand	Total	Future capacity to be created	New total
Adult	4.5	2.5	2	2	4
Youth 11v11	1	3.5	2.5	2	0.5
Youth 9v9	2	3	1	-	1
Mini 7v7	2	-	2	-	2
Mini 5v5	2	6	4	-	4

The creation of these pitches will increase spare capacity at peak time on adult pitches by two match equivalent session to three, whereas it will reduce levels of overplay on youth 11v11 pitch from 2.5 match equivalent sessions to 0.5.

In addition to the abovementioned pitches at Eccleshall Road, Silkmore Lane and Jubilee Playing Fields, the Council also reports there is an area of land potentially allocated for sports to be established within the housing development at Beaconside⁴ and the creation of football pitches at Stone Hockey Club. However, these sites are still under consideration with the long term delivery of the site unknown. Any creation of provision should alleviate identified shortfalls within their locality.

Securing access to education sites

Education sites generally accommodate large areas of playing field and playing pitches. However, as tenure on these sites is generally considered to be unsecure, potential spare capacity has been discounted from the supply and demand analysis within the Assessment Report. Securing access to these sites could provide an opportunity to help address future shortfalls across Stafford. A summary of these pitches can be seen in the table below.

Table 4.3: Summary of discounted peak time spare capacity at educational sites

⁴ Planning reference; Land to North of Beaconside and East of A34 Stone Road (01002453617)
July 2019

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Site ID	Site name	Analysis area	Pitch type	Number of pitches	Amount of peak time spare capacity discounted due to unsecure tenure ⁵
112	The Weston Road Academy	East	(11v11)	2	0.5
120	Walton High School	East	Adult	1	1
120	Walton High School	East	(5v5)	1	1
120	Walton High School	East	(7v7)	1	1
120	Walton High School	East	(11v11)	1	0.5
134	Yarlet School	East	(7v7)	2	2
134	Yarlet School	East	(9v9)	1	1
9	Bishop Lonsdale C of E Primary School	West	(7v7)	1	1
92	Stafford Grammar School	West	Adult	1	1
92	Stafford Grammar School	West	(11v11)	2	2
175	Church Eaton Endowed VA Primary School	West	(5v5)	1	1
10	Blessed William Howard Catholic High School	Stafford	Adult	1	1
10	Blessed William Howard Catholic High School	Stafford	(9v9)	1	1
49	John Wheeldon Primary Academy	Stafford	(11v11)	1	0.5
50	King Edward VI High School	Stafford	Adult	2	1.5
50	King Edward VI High School	Stafford	(9v9)	1	1
65	Oakridge School	Stafford	(9v9)	1	1
74	Rowley Park Primary Academy	Stafford	(9v9)	1	0.5
81	Sir Graham Balfour High School	Stafford	(11v11)	3	2
81	Sir Graham Balfour High School	Stafford	(9v9)	1	1
94	Stafford Manor High School	Stafford	(7v7)	2	1.5
94	Stafford Manor High School	Stafford	(11v11)	1	1
176	Barnfields Primary School	Stafford	(7v7)	1	1

There are several education sites in the Borough which contain football pitches which have the potential to help address remaining shortfalls by securing access through community use agreements. In total, 25 match equivalent sessions of spare capacity could potentially be generated if tenure to the abovementioned school site could be secured.

Table 4.4: Summary of potential peak time spare capacity at educational sites by analysis area

Analysis area	Summary of potential spare capacity (match equivalent sessions)					
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	Totals
North	-	-	-	-	-	-
East	1	1	1	3	1	7
West	1	2	-	1	1	5
Stafford	2.5	3.5	4.5	2.5	-	13
Total	5.5	7.5	5.5	6.5	2	25

⁵ Match equivalent sessions
July 2019

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

If all this spare capacity could be secured through community use agreements (CUA) or long term leases there would be no future shortfalls in Stafford. Although all these schools identified as being community available it does not necessarily mean they are open to securing usage to a Club for a set period of time, such as CUA. This is due to Schools wanting the flexibility to priorities and protect the quality of their sites for curricular or extracurricular usage, for example in periods of extended bad weather.

Through consultation Berkswich FC and AFC Gnosall both indicate aspirations to formalise agreements at Walton High School and St Lawrence's Primary School, respectively. Therefore, these sites should be prioritised regarding securing community usage through a Community Use Agreement (CUA).

In addition to having unsecure tenure, it should also be noted that eight of the education sites also host one or more poor quality pitches. There would be a need to secure tenure and improve pitch quality at the following sites in the table overleaf.

Table 4.5: Summary of community available poor quality pitches at education sites with unsecure tenure

Site ID	Site name	Analysis area	Number of pitches	Pitch type
9	Bishop Lonsdale C of E Primary School	West	1	Mini 7v7
49	John Wheeldon Primary Academy	Stafford	1	Youth 11v11
65	Oakridge School	Stafford	1	Mini 7v7
74	Rowley Park Primary Academy	Stafford	1	Youth 9v9
120	Walton High School	East	1	Adult
			1	Youth 9v9
134	Yarlet School	East	2	Mini 7v7
175	Church Eaton Endowed VA Primary School	West	1	Mini 5v5
176	Barnfields Primary School	Stafford	1	Mini 7v7

Improving quality

There are a further six (non-education) sites containing poor quality pitches, these are:

- ◀ Tiling Drive (North)
- ◀ Wedgwood Sports Ground (North)
- ◀ Knighton Family Social Club (West)
- ◀ Barnes Road Playing Field (Stafford)
- ◀ Western Downs (Stafford)
- ◀ Wildwood Park (Stafford)

Unlike educational sites they all have secure tenure. Therefore, improving their quality from poor to standard would create actual spare capacity which would reduce any overplay.

If the above pitches were improved to a minimum of standard quality the actual spare capacity generated would alleviate all future shortfalls expressed across the Borough on youth 9v9 pitches and create an additional 2.5 match equivalent sessions of capacity on adult pitches.

Table 4.6: Summary of discounted peak time spare capacity due to poor quality

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Analysis area	Summary of discounted spare capacity (match equivalent sessions) due to poor quality					
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	Totals
North	1	-	0.5	-	-	1.5
East	-	-	-	-	-	-
West	0.5	-	-	-	-	0.5
Stafford	1	-	1	-	-	2
Total	2.5	-	1.5	-	-	4

In conclusion, a mixture of creating new pitches, securing usage at specific educational sites and improving poor quality grass pitches has the potential to alleviate any future shortfall across Stafford.

Creation of a central venue for youth 9v9

In the 2018/19 season there are 36 youth 9v9 teams which play within the Mid Staffs Junior Football League (MSJFL). The League is considering establishing a dedicated central venue within the Borough to accommodate this level of demand.

A programme of play has been created to determine how many youth 9v9 grass pitches would be required to accommodate this. As seen below, if staggered kick off times can be achieved a total of three matches can be scheduled between 09:00 and 13:30 accommodating six teams per pitch.

Table 4.7: Potential schedule for a youth 9v9 central venue site (per pitch)

Day	Time	Total games	Total teams
Sunday	09.00 – 10.30	1	2
	10.30 – 12.00	1	2
	12.00 – 13.30	1	2
Total		3	6

Using this programme of usage there would be a requirement for six youth 9v9 grass pitches to accommodate 36 teams with each pitch being a minimum of standard quality.

Alternatively, this demand could be located on across multiple 3G pitches. This is based off the FA suggested approach for estimating the number of full size, floodlit 3G pitches required to accommodate certain levels of demand which in this instance can be used in relation to usage at a central venue youth 9v9 football.

Table 4.8: Full size 3G pitches required for the creation of a youth 9v9 central venue

Format	No. of teams at peak time (x)	No. of 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	-	-	-	-	-
11v11	-	-	-	-	-
9v9	36	18	10	180	2.81
7v7	-	-	-	-	-
5v5	-	-	-	-	-

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Given that peak time is the same for each pitch type, the number of 3G pitches required needs totalling together, adding up to 2.81. As such, it is considered that three additional full size 3G pitches (rounded up) would be needed to accommodate the 36 teams.

The potential impact of relocating 19 match equivalent sessions of demand from Wellbeing Park due to unsecure tenure

The private landowner of Wellbeing Park has served an eviction notice to all clubs to relocate off the site by the end of the 2018/19 season. To highlight the importance of the site, it is worth noting that the pitches on site represent 9% of the total supply of pitches across Stafford and 44% of the total supply of pitches in the North Analysis Area. There are four adult (one of which meets Step 6 requirements), one youth 11v11, one youth 9v9, two mini 7v7 and two mini 5v5 pitches provided, all of which, are good quality, with 38 teams currently accessing them.

Staffordshire FA is in dialogue with the landowner in attempts to protect the site for football for the forthcoming seasons through lease agreements with club users or as a minimum via a robust community use agreement. With the PPS and evidence in place, it is recommended to further progress discussions with the landowner in relation to this. However, in the event that this is unable to be advanced, the scenario below considers other potential options given the affect that losing access to Wellbeing Park will have on supply and demand across the Borough.

The following table shows what the current overall supply and demand picture would be in Stafford if demand had to relocate from Wellbeing Park to existing provision. This identifies that current spare capacity on all pitch types would reduce to cause minimal levels overplay.

Table 4.9: Summary of supply and demand without Wellbeing Park

Pitch type	Demand (match equivalent sessions)		
	Current capacity rating	Demand to relocate from Wellbeing Park	Current capacity rating without Wellbeing Park
Adult	4.5	5.5	1
Youth 11v11	1	2	1
Youth 9v9	2	4	2
Mini 7v7	2	4	2
Mini 5v5	2	3.5	1.5

As such, it is clear that new provision would need to be provided to accommodate teams currently using Wellbeing Park if tenure cannot be secured and/or access be lost.

In comparison, when comparing the overall supply and demand picture in just the North Analysis Area if demand had to relocate from Wellbeing Park to existing provision, shortfalls amounting to 17.5 match equivalent sessions emerges. This equates to five match equivalent sessions on adult pitches, one match equivalent session on youth 11v11 pitches, four match equivalent sessions on both youth 9v9 and mini 7v7 pitches and 3.5 match equivalent sessions on mini 5v5 pitches.

Table 4.10: Summary of supply and demand in the North Analysis Area without Wellbeing Park

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Pitch type	Demand (match equivalent sessions)		
	North Analysis Area Current capacity rating	Demand to relocate from Wellbeing Park	Current capacity rating without Wellbeing Park
Adult	0.5	5.5	5
Youth 11v11	1	2	1
Youth 9v9	-	4	4
Mini 7v7	-	4	4
Mini 5v5	-	3.5	3.5

The table below identifies the match equivalent sessions per pitch type, per week, which would need to be relocated.

Table 4.11: Current picture at Wellbeing Park

Pitch type	Current number of pitches	Current demand ⁶	Peak time demand ⁷
Adult	4	5.5	4
Youth 11v11	1	2	2.5
Youth 9v9	1	4	3
Mini 7v7	2	4	3
Mini 5v5	2	3.5	3

Based on one pitch being able to cater for two teams at peak time (on a home and away basis), it is considered that there is a requirement for four adult, three youth 11v11, three youth 9v9, three mini 7v7 and three mini 5v5 pitches to accommodate demand currently using Wellbeing Park should the site be lost. This is on the presumption that all demand during the peak period requires access to pitches at the same time (with demand at other times able to be satisfied via the same number of pitches). This also does not take into consideration staggered kick off times where more than the identified two teams could play at peak time.

It is also important to note that the required pitches would have to be at least standard quality to ensure that there was no overlap as a result of the transfer of demand.

A differing approach would be to understand how many 3G pitches would be required to accommodate the above-mentioned demand. The FA suggests an approach for estimating the number of full size, floodlit 3G pitches required to accommodate certain levels of demand which in this instance can be used in relation to usage at Wellbeing Park.

Table 4.12: Full size 3G pitches required for the transfer of Wellbeing Park pitch demand

Format	No. of teams at peak time (x)	No. of 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	4	2	4	8	0.125
11v11	6	3	8	24	0.375

⁶ Match equivalent sessions

⁷ Match equivalent sessions (peak time for all pitch types is Sunday AM).

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

9v9	6	3	10	30	0.46
7v7	6	3	32	96	1.5
5v5	4	2	32	64	1

Given that peak time is the same for each pitch type, the number of 3G pitches required needs totalling together, adding up to 3.46. As such, it is considered that four additional full size 3G pitches (rounded up) would be needed to accommodate demand currently attracted to Wellbeing Park.

In practice, creating so many additional 3G pitches may be considered unrealistic, with sustainability also questioned given that training needs can be met on fewer 3G pitches, resulting in low levels of mid-week demand. A combination of new grass pitches and new 3G pitches may therefore be considered more appropriate, preferably via the creation of strategically located hub sites.

Notwithstanding the above, the most practical and financially viable resolution is to resolve the issues at Wellbeing Park to secure access for clubs.

Recommendations

- ◀ Protect existing quantity of pitches until all demand is being met (unless replacement provision meets Sport England requirements and is agreed upon and provided).
- ◀ Sustain pitch quality and seek improvements where necessary via utilisation of the FA's Pitch Improvement Programme and in line with the Stafford LFFP.
- ◀ Work to secure tenure at sites currently considered to be unsecure with priority given to Wellbeing Park.
- ◀ Explore opportunities to gain long-term access to sites where community use is not currently offered.
- ◀ Establish pitches at Eccleshall Road, Stoney Hockey Club and Jubilee Playing Fields in order to alleviate identified current and future shortfalls in addition to creating additional playing capacity.
- ◀ Work to accommodate future demand at sites which are not operating at capacity or at sites not currently available for community use that could be moving forward.
- ◀ Improve ancillary facilities where this is a clear need to do so.
- ◀ Ensure clubs playing within, or with aspirations to play within, the football pyramid can progress.
- ◀ Explore the creation of a central youth 9v9 venue within the Borough for the Mid Staffordshire Junior Football League.
- ◀ Assist in the creation of grass football pitches at Silkmore Lane and Eccleshall Road in order to address future shortfalls.

3G pitches

Summary

- ◀ There is an insufficient supply of full size 3G pitches to meet current and anticipated future demand for football in Stafford.
- ◀ For rugby union, it is considered that the World Rugby compliant 3G pitch at Stafford Rugby Club can assist in alleviating grass pitch issues; its impact should be reviewed following installation to determine whether further provision is required.
- ◀ There are three full size 3G pitches in Stafford located at Rowley Park, Riverway Sports Complex and MOD Stafford.
- ◀ All three pitches are floodlit but only two are available for community use, with the pitch at MOD Stafford unavailable for community use.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ In addition, there are three smaller sized 3G pitches, although only the pitch at Bishop Lonsdale C of E Vc Primary School is available for community usage.
- ◀ The full size 3G pitches at MOD Stafford and Rowley Park Stadium are FA certified, whereas, the pitch at Riverway Sports Complex is FIFA certified.
- ◀ Stafford RUFC are establishing a new 3G pitch which will be World Rugby compliant, making it the only World Rugby compliant 3G pitch in the Borough.
- ◀ The 3G pitch at Riverway Sports Complex is considered good quality, whereas the pitch located at Rowley Park Stadium is considered standard quality - pitch quality at MOD Stafford is unknown.
- ◀ The ancillary facilities accommodating the Rowley Park Stadium 3G pitch are considered to be dated and they are not DDA compliant.
- ◀ Of football clubs responding to consultation, 57% report that they require additional training facilities, with 43% of these specifically mentioning demand for 3G pitches.
- ◀ With 186 teams currently affiliated to Stafford, there is a need for five full size 3G pitches, meaning a shortfall of three pitches (discounting the pitch at MOD Stafford).
- ◀ After accounting for future demand, there will be a shortfall of four 3G pitches.
- ◀ A total of 25 football teams are currently identified as playing home matches on the 3G pitches in Stafford, of which 19 currently use Riverway Sports Complex, which should not be happening as the pitch is not FA registered.

Scenarios

Accommodating football training demand

As evidenced in the preceding Assessment Report, 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 38 teams) there is a need for two additional full size 3G pitches in Stafford.

Table 4.14: Current demand for 3G pitches by analysis area

Analysis area	Current number of teams	3G requirement ⁸	Current number of 3G pitches	Potential shortfall
North	44	1.15 - 1	0	1
East	13	0.34 - 0	0	-
West	19	0.50 - 0	0	-
Stafford	110	2.89 - 3	2	1

When considering future demand for an additional 30 teams (based on club aspirations and team generation rates), there is need for five full size 3G pitches (rounded down from 5.6) with a shortfall of three. This is rounded down as smaller size 3G pitches and hockey suitable AGPs demand across the Borough can be accommodate this partial demand.

Moving match play to 3G pitches

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 Stafford for each pitch type at peak time.

Table 4.15: Number of teams currently using council pitches (peak time)

⁸ Rounded to the nearest whole number

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	10
Youth	11v11	Sunday AM	10
Youth	9v9	Sunday AM	7
Mini	7v7	Sunday AM	-
Mini	5v5	Sunday AM	-
Total			27

It should be noted that there are no mini 7v7 or mini 5v5 teams currently using Council managed grass pitches across the Borough. This is due to the fact this demand is based on 3G pitches at two central venues; Riverway Sports Complex and Rowley Park Stadium.

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

Table 4.16: Full size 3G pitches required for the transfer of council pitch demand

Format	No teams per time (x)	No matches at PEAK TIME (y) = x/2	3G units per match (z)	Total units required formats (A)=(y)*(z)	3G pitches required B= (A)/64
Adult	10	5	32	160	2.5
11v11	8	5	32	160	2.5
9v9	7	3.5	10	35	0.54
7v7	-	-	-	-	-
5v5	-	-	-	-	-

Given that peak time is the same for each pitch type, the number of 3G pitches required needs totalling together. This equates to the demand for six 3G pitches (rounded up from 5.54). As this figure is substantially more than the number of 3G pitches required to accommodate current and future training needs, it suggests that this is not a feasible option as creating so many 3G pitches will result in the stock being unsustainable. A less intensive approach could be to transfer demand in a phased approach, such as youth 11v11 matches (with three full size 3G pitches being required).

Creating additional full size 3G pitches for football

As discussed in the preceding Assessment Report the creation of new full size 3G pitches should work towards providing one additional pitch in the North and Stafford analysis areas.

This being said, Staffordshire FA aspires to create a full size 3G floodlit pitch when it relocates, although an exact site is still to be decided. It aspires to find a suitable site within the Borough to move its main headquarters to in addition to creating a full size 3G pitch in order to host FA initiatives and training courses. The potential site needs to take into consideration what impact it will have on the options for the North and Stafford analysis areas.

In the North Analysis Area there two options for a possible location; Alleyes Sports Centre or Wellbeing Park.

Regarding Wellbeing Park, this site is well utilised and is the home venue for several teams across a selection of good quality pitches. However, it has unsecure tenure with the private

landowner requesting clubs to find alternative sites for the beginning of the 2019/20 season. It also has poor quality ancillary facilities which would require investment if a full size 3G pitch were to be established onsite. This option should only be considered if tenure is secured for the entire site.

In regard to Alleynes Sports Centre, any potential development of a full size 3G pitch on the site would need to be in addition to the full size hockey suitable AGP, rather than a conversion, as it needs to be protected as a hockey suitable surface. It should be noted that this would only need to be protected as a hockey surface until alternative provision would be secured. In addition to this, tenure of the hockey suitable AGP at Beacon Sports and Fitness would also need to be secured through a CUA or lease before any potential conversion would be considered.

In the Stafford Analysis Area, Walton High School is a key site for football within the area and already accommodates a lot of demand. Furthermore, it contains poor quality grass pitches; one pitch would be replaced by a 3G pitch. This could also be established as part of the wider development of sporting facilities on the site.

In addition to the above, there is then a need to identify two further locations suitable for 3G provision in order to accommodate predicted future demand. The location for one of these pitches could be at the new secondary school to be built in Beaconside which would service both curricular and community demand within the surrounding area.

World Rugby compliant 3G pitches

World Rugby has produced a 'performance specification for artificial grass pitches for rugby', more commonly known as 'Regulation 22'. This contains the necessary technical detail to produce pitch systems appropriate for rugby union. The RFU investment strategy for AGPs considers sites where grass rugby pitches are over capacity and where an AGP would support the growth of the game at the host site and for the local rugby partnership, including local clubs and education establishments.

There are currently no World Rugby compliant 3G pitches in Stafford; however, there is a pitch being created at Stafford RUFC (Blackberry Lane) for the start of the 2019/20 season. The aforementioned will be utilised to accommodate the majority of training demand for Stafford RUFC as well as partial training demand for the remaining surrounding clubs, however, an exact amount is yet to be confirmed.

Recommendations

- ◀ Protect current stock of 3G pitches.
- ◀ Create two additional full size 3G pitches to alleviate all current shortfalls and look to create a further two pitches to address future shortfalls where demand becomes evident.
- ◀ Assist Stafford RUFC in the creation of the full size floodlit WR compliant 3G at Blackberry Lane and ensure that Stafford based clubs can access the provision. In addition, assist the Club to maximise its usage.
- ◀ Ensure that any new 3G pitches have community use agreements in place.
- ◀ Ensure all current and future providers have in place a sinking fund to ensure long-term sustainability.
- ◀ Ensure that all new 3G pitches are constructed to meet FA/ World Rugby recommended dimensions and quality performance standards.
- ◀ Ensure the pitches at Rowley Park and Riverway Sports Complex remain FA and FIFA certified, respectively, through regular testing.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Encourage more match play demand to transfer to 3G pitches and ensure that pitches remain suitable to accommodate such demand through appropriate certification when it is required.
- ◀ Ensure that any new 3G pitches are priced competitively against the cost of hiring a grass pitches and are aimed at local grassroots clubs.

Cricket pitches

Summary

- ◀ In summary, there is insufficient supply of cricket provision to cater for current senior demand across Stafford whereas there is an overall spare capacity for junior demand.
- ◀ When factoring in future demand, a shortfall for junior cricket becomes evident with the shortfall for senior cricket worsening.
- ◀ There are 19 grass wicket squares in Stafford located across 16 sites, with all of the squares are available for community use.
- ◀ There are NTPs accompanying the grass wicket squares at three sites and standalone NTPs at six sites.
- ◀ At the end of the 2017 season, a grass wicket square was lost at Shugborough County Sports Ground.
- ◀ Stafford CC, which forms part of the Stafford Cricket and Hockey Club, reports that any future development of its site needs to be in conjunction with any changes in hockey suitable provision across Stafford.
- ◀ Church Easton CC and Wedgwood CC do not have security of tenure at Church Eaton Cricket Club and Wedgwood Sports Ground, respectively.
- ◀ Moddershall & Oulton CC aspires to purchase the Spencer Copeland Ground in order to develop the sites facilities.
- ◀ The non-technical assessment of grass wicket squares in Stafford found 15 squares to be good quality, three to be standard quality and one to be poor quality.
- ◀ Sandon CC is the only club to be serviced by poor quality changing provision as its facilities are dated and in need of modernisation.
- ◀ There are 11 clubs competing in Stafford generating 110 teams, equating to 49 senior men's, five senior women's and 56 junior boys' teams.
- ◀ Newcastle & Hartshill CC currently imports its third and fourth Saturday teams into Stafford from neighbouring local authority Newcastle-under-Lyme District.
- ◀ Club aspirational future demand amounts to five senior mens teams, three senior womens teams and 11 junior teams.
- ◀ Of the eight squares which show potential spare capacity at peak time, only the square at Sandon Cricket Club has actual spare capacity to accommodate additional demand.
- ◀ There are seven squares in Stafford considered to be overplayed by a total of 57 match equivalent sessions per season.

Scenarios

Loss of unsecured sites

Across the Borough there are five cricket clubs which are considered to have unsecure tenure.

Table 4.17: Summary of unsecure cricket demand across Stafford

Site ID	Site name	Analysis area	Club name	Amount of unsecure demand ⁹

⁹ Match equivalent sessions

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

19	Church Eaton Cricket Club	West	Church Eaton CC	52
92	Stafford Grammar School	West	Milford Hall CC	21
76	Sandon Cricket Club	East	Sandon CC	12
100	Stone Cricket Club (Swynnerton Park)	North	Stone CC	64
123	Wedgewood Sports Ground	North	Wedgewood CC	38

If access to these sites was lost there will be a need to accommodate 187 match equivalent sessions per season elsewhere in Stafford. This equates to 102 match equivalent sessions per season in the North, 73 match equivalent sessions in the West and 12 match equivalent sessions in the East Analysis Area.

There is no capacity to accommodate all demand from any of these clubs on current provision. Therefore, there would be a need to create new provision in each of the three analysis areas if these clubs were to lose access to their existing sites. Any new provision created would also need to meet ECB ball strike regulations.

Alternatively, an option would be to secure tenure for the above clubs at their current sites through a long-term lease or licence agreement with the owners.

Alleviating overplay

As seen in the table below, a total of six sites are overplayed by 57 match equivalent sessions per season across the Borough and have no capacity to accommodate additional play. This equates to 19 match equivalent sessions of overplay per season in West Analysis Area, 25 match equivalent sessions of overplay per season in North Analysis Area and 13 match equivalent sessions of overplay per season in Stafford Analysis Area.

Table 4.18: Summary of overplay on grass cricket squares across Stafford

Site ID	Site name	Analysis area	Quality rating	Number of squares	Overplay (matches per season)
5	Barlaston Cricket Club	North	Good	1	14
19	Church Eaton Cricket Club	West	Good	1	12
27	Eccleshall Cricket Club	West	Good	1	7
62	Moddershall Cricket Club	North	Good	1	10
91	Stafford Cricket and Hockey Club	Stafford	Good	1	13
106	Stone Cricket Club	North	Standard	1	1
Total				6	57

As a guide, those sites which display overplay of less than 10 matches per season (Eccleshall Cricket Club and Stone Cricket Club) are generally able to sustain this with appropriate and rigorous maintenance. Improvements are therefore required at Stone Cricket Club as it is currently assessed as standard quality, rather than good.

For Modershall CC and Barlaston CC, one solution could be to consider installing non-turf wickets to accompany the grass wickets. Please note that inclusion of a non-turf wicket for the management of fixtures would alleviate overplay issues, however this would be subject to league rules and minimum pitch specifications (the overall ground size is 115m which can accommodate a nine strip square (see ECB S9 pitch layout). Where possible the addition of a non-turf wicket could be considered for junior cricket (up to U15s) and potentially lower league cricket which will take the burden off remaining wickets due to intensification of use. This option should be considered on a site by site basis with the non turf wicket replacing

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

one of the grass wickets which would address overplay (where feasibility and league rules allow).

As Church Eaton Cricket Club and Stafford Cricket and Hockey Club already have NTPs, greater use of the provision should be encouraged. Some junior demand at both sites still access the grass wickets.

Stafford Cricket and Hockey Club

Stafford CC currently utilises a good quality square with 14 grass wickets and a separate standalone NTP at Stafford Cricket and Hockey Club for its entire demand. The main square is used by all teams apart from its 3rd Saturday team which uses the NTP for 12 match equivalent sessions per season. This is due to the main square being fully utilised at peak time by its 1st and 2nd Saturday teams.

The standalone NTP which is utilised by the 3rd Saturday team does not have a large enough outfield to host matches as there is a set of fixed rugby union posts located within it. These therefore need to be either removed or replaced with detachable posts which are not permanently in place, thus alleviating and health and safety issues.

The rugby union pitch is being used by Stafford RUFC throughout the 2018/19 season whilst it relocates to its new home venue; however, after the Club moves site it will no longer need to use the provision. If no other demand to use the pitch is evident moving forward it is recommended the posts are fully removed in order to create an appropriate boundary for senior cricket. Furthermore, an additional grass wicket square could then also feasibly be developed *in situ* with the existing standalone NTP. This would ensure the alleviation of overplay on the existing grass wickets.

In addition to the above issues, Stafford HC has planning permission until November 2019 to create a full size hockey suitable AGP on the outfield of the single NTP. If this were to occur, there would not be enough land to create a suitable cricket pitch, even for junior cricket. Therefore, there would be a need to find a secondary pitch for Stafford CC.

Increasing stock of NTPs

The ECB has created a local authority NTP scheme aiming to create a substantial number of new cricket pitches at local authority sites 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, with the scheme able to offer capital grants towards the cost of construction of NTPs, periodic maintenance for a period of five years and equipment to engage new participants.

Future provision

Staffordshire Cricket is currently examining sites within the Authority where it can potentially develop two grass cricket squares. The regional cricket board fields multiple male and female teams of varying ages playing differing formats, however, the majority of these are currently nomadic and play at several clubs sites across the Borough. It therefore wants a central venue where it can hosts all its fixtures in conjunction with any other sporting initiatives. The development of such a site would be dependent on available funding.

Where there is either new cricket provision being put in place, or more commonly a development which may prejudice the use of the cricket facility, there is a requirement for a full ball strike risk assessment to be undertaken and appropriate mitigation put in place as part of the development. As such, the ECB recommends that the clubs and organisations

seek to have a ball strike risk assessment undertaken; further information can be provided by the ECB

Recommendations

- ◀ Protect all cricket squares in current use.
- ◀ Work with clubs and grounds staff to review quality issues on squares to ensure appropriate quality is achieved at sites assessed as standard and sustained at sites assessed as good.
- ◀ Look to sustain minimal levels of overplay at Eccleshall Cricket Club, Moddershall Cricket Club and Stone Cricket Club through dedicated levels of enhanced maintenance and monitor future levels of demand.
- ◀ Examine the feasibility of installing an NTP in order to alleviate overplay on a site by site basis.
- ◀ Ensure demand for Stafford CC meet by suitable provision at Stafford Cricket and Hockey Club both for junior and senior cricket. Alternatively assist the Club in accessing additional provision.
- ◀ Ensure expressed future demand can be accommodated on existing supply of squares.
- ◀ Ensure security of tenure for all clubs with lease arrangements in place by ensuring agreements have over 25 years remaining.
- ◀ Ensure security of tenure for clubs using school sites via community use agreements.
- ◀ Support pavilion developments where it is required.
- ◀ Explore options to provide large clubs without practice nets with suitable provision at their home ground/s.
- ◀ Any new cricket provision created should have a ball strike assessment carried out as a matter of due course. Where new housing or building developments are under consideration within proximity to existing facilities a ball strike risk assessment should be undertaken. In addition, any clubs which could be potentially affected by this issue should be signposted to the ECB.
- ◀ Deliver the All Stars Cricket and women & girls programmes and seek to increase junior and female participation as a result.
- ◀ Work to increase women and girls' participation in line with the emerging Inspiring Generations ECB Strategy and protect existing provision so that women and girls have a suitable place to practise and play.
- ◀ Examine potential sites within the Borough for the potential relocation of Staffordshire Cricket.
- ◀ Explore potential sites for the relocation of Staffordshire Cricket.

Rugby union - grass pitches

Summary

- ◀ Overall, there is a current shortfall of 7.75 match equivalent sessions per week on senior rugby union pitches to meet current demand.
- ◀ This is further exacerbated when considering future demand, resulting in a shortfall of 11.25 match equivalent sessions.
- ◀ Within Stafford there are 19 senior pitches, two junior pitches and two mini pitches provided, with all but one senior pitch for community use.
- ◀ Stafford RUFC is currently in the process of moving site from its current site to a newly established site at Blackberry Lane; the new site will host three senior pitches, three mini pitches and a World Rugby compliant 3G pitch.
- ◀ St Leonards RFC is currently in the process of creating a new pitch at Valerian Drive.
- ◀ Eccleshall, St Leonards, Gnosall and Stone rugby clubs do not have security of tenure as each club rents the use of their pitches on an annual or short term agreement.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Of the community available pitches, eight are assessed as standard quality and 14 as poor quality; no pitches are assessed as good quality.
- ◀ Ancillary facilities servicing Eccleshall, Stafford, Gnosall, St Leonards and Stone rugby clubs are considered to be poor quality.
- ◀ Stone RUFC has secured S106 to create a new clubhouse, however, the RFU want to ensure this capital is not released until a joint ownership has contractually been agreed in order to safeguard both clubs.
- ◀ Stoke-on-Trent RUFC is serviced by good quality ancillary facilities.
- ◀ There are six community rugby union clubs based in Stafford, providing a total of 44 teams. This is divided into 12 senior men's teams, 13 junior boys' teams, one junior girls' team and 18 mini teams.
- ◀ Clubs across the Borough are using a combination of floodlit natural grass pitches, floodlit training areas and artificial surfaces to meet training demand.
- ◀ The clubs across Stafford have aspirational to increase by a total of eight teams, equating to three senior, three youth and two mini teams.
- ◀ There is enough expected growth across the Borough to generate one additional junior boys team, however, this dissipates when TGRs are broken down by analysis area and is not sufficient to form one full team.
- ◀ There are five sites which display potential spare capacity to accommodate additional play in Stafford totalling 6.5 match equivalent sessions; however, in practice only Stoke Rugby Club provides actual spare capacity.
- ◀ Seven pitches across six sites in Stafford are overplayed by a total of 8.25 match equivalent sessions per week.

Scenarios

Stafford RUFC – Blackberry Lane

Stafford RUFC is in the process of establishing a new home venue at Blackberry Lane. The Club is entering into a 999 year lease agreement for the site which will include three senior pitches (one of which will be floodlit), three mini pitches and one full size floodlit World Rugby compliant 3G pitch.

The table below shows the likely site picture based on current demand on the basis that the grass pitches are constructed initially to standard quality (M1/D1). This does not include the clubs training demand or competitive demand of the Club's 1st team as this will be located on the 3G pitch.

Table 4.19: Potential site capacity at Stafford RUFC Blackberry Lane

Site name	Pitch type	Number of pitches	Demand (match equivalent sessions)			
			Current demand	Future demand	Site capacity	Capacity rating
Stafford RUFC – Blackberry Lane	Senior	3	4.5	1	5.5	0.5
	Mini	3	3	0	6	3

On the above basis, it is predicted that the senior pitches will have spare capacity of 0.5 match equivalent sessions per week, whereas the mini pitches will have three match equivalent sessions of spare capacity per week. As such, the provision that is to be provided is deemed to be sufficient to cater for demand.

It should be noted, that the three mini pitches could be developed at a latter stage of the development which would affect the supply and demand analysis. If the pitches are not established on the site and the mini demand returns onto the three senior pitches the site will

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

be overplayed by one match equivalent sessions. Therefore until the mini pitches are established the site could remain overplayed.

In addition, it should be noted that the relocation of demand to Blackberry Lane will have a direct impact on other rugby union provision across the Borough. Once Blackberry Lane is operational, the Club will relocate all its demand to the site therefore creating available capacity at the four sites it is using during the current season.

The table below examines the capacity of these sites once the demand from the Club is removed.

Table 4.20: Impact on sites once Stafford RUFC demand has been relocated

Site ID	Site name	Demand (match equivalent sessions)		
		Current capacity rating	Stafford RUFC demand	Predicted capacity rating
10	Blessed William Howard Catholic High School	1	1.5	0.5
50	King Edward VI High School		1.5	1.5
91	Stafford Cricket and Hockey Club	0.5	2.5	2
120	Walton High School ¹⁰	0.75	1.25	2

As evidenced, once demand from the Club is removed, all existing overplay will be alleviated as no other clubs in the Borough use these pitches. Overall, the relocation of Stafford RUFC will reduce levels of overplay in Stafford Borough by 1.5 match equivalent sessions.

Please note that this does not include the overplay which would be alleviate at Stafford Rugby Club as the site will no longer have provision as it will be developed for housing.

St Leonards RUFC – Valerian Drive

St Leonards RUFC is in the process of creating a senior rugby union pitch at Valerian Drive in the Stafford Analysis Area. The Club currently fields two senior men's teams and trains once a week for one hour a week, although it also has future aspirations to field an additional men's team. In total, current and future demand expressed by the Club amounts to 2.5 match equivalent sessions a week.

Table 4.21: Supply and demand analysis of Valerian Drive senior rugby union pitch

Site ID	Site name	Demand (match equivalent sessions)					
		Current demand	Future demand	Training demand	Pitch quality	Pitch Capacity (sessions per week)	Capacity rating
156	Valerian Drive	1	0.5	1	M0 / D0	0.5	2
					M0 / D1	1.5	1
					M1 / D0		
					M1 / D1	2	0.5
					M1 / D2	2.5	
					M2 / D1	3	0.5

¹⁰ For the purposes of the scenario one match equivalent session of demand from curricular and extracurricular activities has been added to the pitch.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

As seen above, in order to accommodate all match play and training demand, the pitch would need to be installed to a minimum quality of M1/D2; however, if training were to be located off the pitch, the minimum quality required would be M1/D0 or M0/D1.

It is unlikely that the pitch, once established, would be either M1/D2 or M2/D1 quality due to expenditure. As a result, it will be overplayed once in use by St Leonards RUFC if it accommodates the clubs current, future and training demand. Therefore, to minimise overplay training demand from the Club should take place on a separate floodlit area or completely off site on suitable artificial (World Rugby Compliant 3G) or floodlit grass provision.

This being said, if any potential S106 monies could be directed to the site from the Council this could help ensure a higher quality pitch to minimise any issue of overplay.

Stoke Rugby Club – Alleviating overplay

As shown overleaf, improving maintenance from standard (M1) to good (M2) at pitches at Stoke Rugby Club would create additional capacity of five match equivalent sessions (MES) per week.

This would increase spare capacity on the two mini pitches and senior pitch which is not floodlit by two match equivalent sessions and one match equivalent session, respectively. In addition, it will alleviate overplay on the partially floodlit junior pitch and create 0.5 match equivalent sessions of spare capacity. It would also reduce overplay on floodlit senior pitch by one match equivalent session.

Table 4.22: Improving the quality of maintenance of rugby union pitches at Stoke Rugby Club by one increment (M1 to M2)

Site ID	Site name	Analysis area	Available for community use	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality	Capacity effect (MES per week)
99	Stoke Rugby Club	North	Yes	Secure	Mini	M1 / D1	2	No	3	4	1	M2 / D1	3
					Junior	M1 / D1	1	Partial	2.5	2	0.5	M2 / D1	0.5
					Senior	M1 / D1	1	Yes	5.5	2	3.5	M2 / D1	2.5
					Senior	M1 / D1	1	No	1.5	2	0.5	M2 / D1	1.5

Alternatively, the table below examines improving both maintenance and drainage by one increment. If this were to occur, similar to if only maintenance were to increase by one increment, spare capacity on all pitches apart from the floodlit senior pitch would increase, whereas, overplay on said pitch would decrease. It should be noted that even if the floodlit senior pitch were to be the maximum quality rating of M2/D3 overplay of two match equivalent sessions would remain.

Table 4.23: Improving the quality of maintenance and drainage of rugby union pitches at Stoke Rugby Club by one increment

Site ID	Site name	Analysis area	Available for community use	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality	Capacity effect (MES per week)
99	Stoke Rugby Club	North	Yes	Secure	Mini	M1 / D1	2	No	3	4	1	M2 / D2	2.25
					Junior	M1 / D1	1	Partial	2.5	2	0.5	M2 / D2	0.75
					Senior	M1 / D1	1	Yes	5.5	2	3.5	M2 / D2	2.25
					Senior	M1 / D1	1	No	1.5	2	0.5	M2 / D2	1.75

Given the above, alternatives also need to be considered to fully alleviate overplay in addition to pitch quality improvements. The table overleaf examines a scenario if pitch quality at Stoke Rugby Club were to improve to M2/D2 in addition to the junior and both senior pitches becoming fully floodlight. This would allow training demand to be dispersed across the three pitches.

Table 4.24: Improving the quality of maintenance and drainage of rugby union pitches at Stoke Rugby Club by one increment with additional floodlighting

Site ID	Site name	Analysis area	Available for community use	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit	Usage (MES per week)	Site capacity (MES per week)	Capacity rating (MES per week)	Improved quality	New usage (MES per week)	Capacity effect (MES per week)
99	Stoke Rugby Club	North	Yes	Secure	Mini	M1 / D1	2	No	3	4	1	M2 / D2	3	2.25
					Junior	M1 / D1	1	Yes	2.5	2	0.5	M2 / D2	3.25	-
					Senior	M1 / D1	1	Yes	5.5	2	3.5	M2 / D2	3.25	-
					Senior	M1 / D1	1	Yes	1.5	2	0.5	M2 / D2	3	0.25

As shown above, overplay could be fully alleviated on the site if the both senior and junior pitch were to become fully floodlit and pitch quality were to improve to M2/D2, in conjunction with the dispersal of demand. This being said although the junior and one senior pitch would be played to capacity with the remaining senior pitch have minimal spare capacity of 0.25 match equivalent sessions.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Alleviating remaining overplay

The previous scenarios explain how overplay could be alleviate for Stafford RUFC, St Leonards RUFC and Stoke-on-Trent RFC. Therefore, exploration is required to understand how to alleviate overplay on remaining overplayed provision within the Borough.

As shown in the table overleaf, improving maintenance from poor (M0) to standard (M1) or standard (M1) to good (M2) at sites with secure tenure would create additional capacity of 1.5 match equivalent sessions per week.

Pitch improvements via qualitative enhancements to maintenance on overplayed pitches can be seen below.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Table 4.25: Increasing maintenance by one increment

Site ID	Site name	Pitch type	No. of pitches	Pitch type	Floodlit?	Current quality	Current capacity rating ¹¹	Improved quality	New capacity rating ¹²
33	Gnosall Sports and Social Club	West	1	Senior	No	Poor (M0/D0)	-0.5	Poor (M1/D0)	0.5
102	Stone Hockey Club (Stone RUFC)	East	1	Senior	No	Poor (M0/D1)	-0.25	Standard (M1/D1)	0.25

As shown above, the single pitch Gnosall Sports and Social Club is currently overplayed by 0.5 match equivalent sessions, however, if maintenance were to increase from M0 to M1 overplay would be alleviated and capacity of 0.5 match equivalent sessions would be established.

Similarly, if maintenance increased at Stone Hockey Club (Stone RUFC) by one increment, overplay would be alleviated with capacity of 0.25 match equivalent sessions of capacity created.

¹¹ Match equivalent sessions include both training and competitive demand

¹² Match equivalent sessions

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Stone Sports Partnership

Stone RUFC is in the process of forming a sports association with Stone HC at Stone Hockey Club. There is a need to formalise secure tenure on the site for both clubs via shared ownership through a joint constitution and management structure.

Once this is established the newly formed association can access funding streams identified by the RFU and EH to create a new clubhouse.

Recommendations

- ◀ Existing quantity of rugby union pitches to be protected or be fully mitigated to meet National Planning Policy.
- ◀ Assist Clubs to improve poor quality pitches through enhancing their current maintenance regimes in order to alleviate overplay.
- ◀ Assist clubs in accessing suitable floodlit grass or artificial provision to meet training demand requirements.
- ◀ Assist Stafford RUFC relocation to Blackberry Lane ensuring it has suitable provision for current and future levels of demand. Additionally, assist the Club in the management of the site in order to maximise its usage.
- ◀ Encourage use of creation of the WR compliant 3G pitch at Stafford RUFC Blackberry Lane and assist Stafford RUFC in maximising its usage from other community sport clubs.
- ◀ Explore potential options to secure onsite tenure for Eccleshall RUFC. If tenure can be secured look for potential funding streams to improve poor quality ancillary facilities.
- ◀ If tenure can not be secured for Eccleshall RUFC examine the feasibility of finding the Club appropriate provision at another site within the vicinity.
- ◀ Support Stone RUFC in formalising a sports partnership with Stone HC which safeguards both clubs through a secure governance structure which secures tenure for Stone RUFC. Once this occurs assist the sports partnership obtain funding to create a new clubhouse onsite.
- ◀ Assist St Leonards RUFC in the development of senior pitch at Valerian Drive which is of a suitable quality to meet their current and future demand. Once created assist the Club in securing long term tenure on the site and obtaining floodlighting.
- ◀ Assist Stoke Rugby Club in alleviating onsite overplay through a mixture of pitch maintenance and drainage enhancements and the creation of additional floodlighting.
- ◀ Continue to develop strong relationships between rugby clubs and schools through curricular and extracurricular programmes in order to increase levels of mini and junior participation.
- ◀ Assist Eccleshall RUFC, St Leonards RUFC and Stone RUFC in improving the quality and access to ancillary facilities in order to enhance their operability.
- ◀ Assist St Leonards RUFC, Gnosall RUFC, Stone RUFC and Stoke-on-Trent RUFC with more portable or pitch floodlighting for the spreading of training demand to alleviate overplay.
- ◀ Examine primary and/or secondary drainage works, alongside maintenance improvements at Baden Hall (Eccleshall Rugby Club), Valerian Drive and Stoke Rugby Club.

Hockey pitches (sand/water-based AGPs)

Summary

- ◀ There is a need for two full size hockey suitable AGPs to accommodate this demand, however, this is only if there are effective levels of scheduling to ensure there is only the recommended amount of match equivalent sessions taking place at peak time at both

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Beacon Sports and Fitness (five home matches) and Stone Hockey Club (four home matches). Therefore, it is considered imperative that all three existing pitches are retained for future hockey usage. This is because all three are in current use by hockey clubs and due to the programming of fixtures and travel distances making it difficult for the usage to be amalgamated onto less pitches.

- ◀ There are three full size hockey suitable AGPs in Stafford. The majority of provision (66%) is located in the East Analysis Area, whereas the remaining pitch at Alleyne's Sports Centre is located in the North Analysis Area.
- ◀ The AGPs at Alleyne's Sports Centre and Beacon Sport and Fitness are sand filled with the remaining pitch at Stone Hockey Club being sand dressed. All three pitches are floodlit and available for community use.
- ◀ In addition to full size provision there are also two smaller sized hockey suitable AGPs one each at Beacon Sports and Fitness and Yarlet School.
- ◀ Beacon Sports reports it is actively enquiring about potential funding streams in order to convert the currently disused small sized hockey suitable pitch at Beacon Sports and Fitness into a small size 3G pitch.
- ◀ Tenure of the pitches at Beacon Sports and Alleyne's Sports Centre is considered unsecure with the pitch at Stone Hockey considered secure through freehold.
- ◀ Stafford HC reports having planning permission for the creation of a full size floodlit hockey suitable AGP at Stafford Cricket and Hockey Club. The future development of this pitch requires reanalysing to ensure it is needed to meet current and future levels of demand since original planning permission was granted.
- ◀ There are two clubs currently based in Stafford; Stafford HC and Stone HC. Until recently (2018) there were an additional two clubs in the Borough; Stafford Ladies HC and Barlaston Men's HC. England Hockey report in summer 2018 Stafford Ladies HC merged into Stafford HC to form one club whereas Barlaston Men's HC has folded.
- ◀ The hockey suitable AGPs at Beacon Sports and Stone Hockey Club are available for full 34 hours of peak period, whereas, the pitch at Alleyne's Sport Centre is only available for 29.5 hours.
- ◀ Stone HC is in discussions with Stone RUFC to create a sports partnership at Stone Hockey Club. This would involve secured long term access for both the hockey and rugby club to the current poor quality changing rooms.

Scenarios

Number of hockey suitable AGPs required across Stafford

The PPS guidance considers a floodlit pitch as able to accommodate a maximum of four match equivalent sessions on a Saturday with teams playing on a home and away basis. As such, this equates to one full size AGP being able to cater for eight "home" teams.

In Stafford, there are a total of 14 senior teams playing at at peak time (Saturday); five from Stone HC and nine from Stafford HC.

Table 4.26: Supply and demand analysis of hockey across Stafford

Analysis area	Match equivalent sessions per week				
	Capacity	Current demand	Future demand	Unmet demand	Capacity balance
North	4	2	-	-	2
East	4	2	-	-	2
West	-	-	-	-	-
Stafford	4	3	-	-	1
Total	12	7	-	-	5

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

As seen in the table above, with effective scheduling of fixtures, there is a need for two full size hockey suitable AGPs within Stafford. However, it is considered imperative that all three existing pitches are retained for future hockey usage. This is because all three are in current use by hockey clubs and due to the programming of fixtures and travel distances making it difficult for the usage to be amalgamated onto less pitches.

Given the above, it is imperative that the issues at Alleyne's Sports Centre and Beacon Sport and Fitness are addressed to protect the longevity of hockey across the Borough. The pitch at the former site needs resurfacing due to its poor quality, whilst tenure needs to be secured at the latter site. If neither of these are possible, additional provision may be required.

3G pitch conversion

None of the sand-based AGPs are considered to be suitable for a 3G conversion (unless replacement provision is provided). This is because Beacon Sports and Fitness and Stone Hockey Club are both in current use for home venues for hockey activity and are required, whilst Alleyne's Sports Centre should be protected as it used as an overspill venue.

Stone Sports Partnership

Stone RUFC is in the process of forming a sports association with Stone HC at Stone Hockey Club. There is a need to formalise secure tenure on the site for both clubs via shared ownership through a joint constitution and management structure.

Once this is established the newly formed association can access funding streams identified by the RFU and EH to create a new clubhouse.

Recommendations

- ◀ Protect all existing full size sand-based AGPs for hockey use.
- ◀ Seek to refurbish the Alleyne's Sports Centre pitch in current use in the near future and ensure a sinking fund is in place for long-term sustainability.
- ◀ Seek to secure long term tenure for Stafford HC at Beacon Sports and Fitness.
- ◀ If the existing three pitches cannot be secured for hockey through either tenure or quality issues explore the potential of creating a further pitch to meet current and future levels of demand within the Borough.
- ◀ Assist Stone HC in creating a sports partnership with Stone RUFC where both clubs are safeguarded. Once this has formally been established look to develop a new clubhouse facility onsite.
- ◀ When the 3G pitch stock increases, encourage the transfer of football demand from the sand-based AGPs in order to free up increased capacity for hockey activity.

Tennis

Summary

- ◀ There is a sufficient supply of courts to accommodate club based demand.
- ◀ There is also spare capacity existing on non-club courts, meaning the focus should be on improving quality and encouraging further usage.
- ◀ There are 66 tennis courts identified in Stafford across 19 sites, with 46 courts available for community use.
- ◀ In addition, there are five permanent indoor courts in Stafford, with three located at Baseline Tennis Centre and two located at St Dominic's Priory School.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Church Eaton TC is the only club not serviced by floodlit provision, although floodlit provision at non-club courts is extremely limited.
- ◀ Great Bridgeford TC is currently exploring options to upgrade its floodlights.
- ◀ The majority of courts in Stafford have a macadam surface (87%), whilst the remaining courts have either an artificial turf surface or are clay based.
- ◀ Of the community available courts, 26 were assessed as good quality, 11 as standard quality and nine as poor quality.
- ◀ Church Eaton TC and Eccleshall TC note that their changing facilities are of poor quality, whilst Great Bridgeford TC has no access to changing facilities.
- ◀ Changing facilities are also a key issue in relation to non-club courts, with provision often of a poor quality or situated too far away from the courts to be used.
- ◀ There are six tennis clubs in Stafford with a combined membership equating to 950 members, which is derived from 644 senior members and 306 junior members.
- ◀ Latent demand across the local authority is actually higher than current levels of active participation, suggesting that there is a large body of players that would like to play if a number of barriers were addressed.
- ◀ Of the clubs which responded to consultation, three indicate plans to increase membership, equating to an additional 80 junior and 90 senior members.
- ◀ The majority of clubs across Stafford do not actively offer pay and play at their venues, whereas it is not recorded at non-club sites.

Scenarios

Informal tennis

The LTA has recently set up an initiative to change the way in which people access council courts known as ClubSpark. Instead of providing free access, some local authorities are now securing their courts as per a membership scheme that allows members access through the use of a fob system following payment of a small yearly fee. Not only does this deter unofficial use of courts but it also allows official use to be tracked, thus providing data on how well and how often courts are being accessed. In addition, it provides income generation that can go towards ongoing maintenance of the courts.

The LTA advocates that sites with a minimum of four courts are likely to be more sustainable, with provision of accompanying changing facilities and floodlighting preferred. Sites such as Alleyne's Sports Centre, Rowley Park Stadium, Sir Graham Balfour High School and Stafford Grammar School may be considered suitable, although some level of development could be required.

Recommendations

- ◀ Retain and sustain quality of club courts for competitive play through implementation of appropriate maintenance regimes.
- ◀ Support clubs with aspirations to install floodlighting and/or to increase their number of floodlit courts.
- ◀ Support clubs with aspirations to develop their clubhouse facilities.
- ◀ Improve quality of local authority courts and accompanying ancillary provision, first and foremost focusing on sites that best accommodate informal play.
- ◀ Explore implementation of ClubSpark scheme at appropriate sites.

Bowls

Summary

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- Analysis suggests that there is enough capacity at present to cater for current in the Borough, however, only greens from clubs which responded to consultation have been analysed.
- Furthermore when factoring future demand this spare capacity remains although only marginal capacity remains in the North Analysis Area.
- There are 20 bowling greens in Stafford located across 17 sites. All of the bowling greens are normal crown greens and are considered to be available for community use.
- Across the Borough there are three sites which have previously hosted bowling greens these are Stafford Grammar School, Doxey Sports and Social Club, Corporation Street and The Crown Hotel.
- The Council currently owns and manages five bowling greens across four sites in the Borough, these are; Littleworth Green, Riverway Sports Complex, Stonefield Park and Victoria Park.
- Alstom BC is in the process of negotiating a new lease at GEC Sports and Social Club.
- Following a non-technical assessment of greens in Stafford and consultation with the Clubs, 12 greens are assessed as good, four as standard quality and four as poor quality.
- The Plume of Feathers, Burton Manor and Barlaston bowling clubs indicate the ancillary facilities they access at Plume of Feathers, Rowley Park Stadium and Meaford Business Park, respectively to be poor quality.
- Of the six clubs playing in Stafford which responded to consultation requests, membership equates to 333 people.
- Where quantified through consultation, clubs report ambitions for an additional 36 senior members and 10 junior members across Stafford

Scenarios

GEC Sports and Social Club

Alstom BC reports its lease for the three greens at GEC Sports and Social Club expires in June 2019. The Club wants to remain on the site and is currently in dialogue with the lease holder regarding extending its tenure onsite.

The immediate need is to secure tenure for the Club at its current site, however, if the Club were to be relocated, based off its current levels of demand (80 members), it would need access to two bowling greens. If the greens are to be developed mitigation to replace the facilities to equal to or better quantity and quality will be required.

Recommendations

- Retain existing quantity of greens.
- Improvements of poor quality greens to either standard or good quality through and enhanced maintenance regime is required at Little Stoke Cricket Club, Stonefield Park and Amasal Sports & Social Club.
- Improve standard green quality to good at Rowley Park Stadium, Wedgwood Sports Ground, Plume of Feathers, Windsor Road though assisting the clubs in their maintenance regimes.
- Support clubs with plans to increase membership so that growth can be maximised.
- Look to secure tenure for Alstom BC at GEC Sports and Social Club. If this is unattainable ensure mitigation is provided for the Club.

Golf

Summary

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ It is considered that the current supply of facilities in Stafford can meet current and future demand, with emphasis placed on ensuring sites are able to retain current members and users as well as assisting them in capitalising on any untapped demand and future demand.
- ◀ Provided that membership remains as strong as it currently appears to be, each existing course should also be protected.
- ◀ There are six golf courses within Stafford.
- ◀ In addition, there is one standalone driving range (Stone Driving Range) and one dedicated FootGolf course (Norton Bridge Golf Club). Now known as Norton Bridge Foot Golf.
- ◀ Ingestre Park Golf Club currently has concerns surrounding HS2 as the proposed route would run directly through the current site.
- ◀ Four of the clubs provide 18-hole courses whilst the remaining two provide 9-hole course; however, one of these is currently developing an additional 9-holes (Stafford Castle Golf Club).
- ◀ Quality is considered to be good at all courses in the Borough.
- ◀ All of the Clubs within the Borough provide clubhouse provision with an array of facilities, with Stafford Castle Golf Club currently developing a brand new clubhouse and an additional 9-holes to increase the development to an 18-hole course.
- ◀ The clubs with 18-hole golf courses all have membership bases close to the national average, whereas the two 9-hole courses have a lower membership base.
- ◀ In total, an average of 45,732 people are identified as current or potential users of Golf courses within Stafford.
- ◀ Demand is likely to be highest for Trentham Park Golf Club, which has 81,235 potential users, whilst is lowest for Stafford Castle Golf Club, which has 28,940 potential users.

Scenarios

N/A

Recommendations

- ◀ Retain all current golf courses and associated facilities.
- ◀ Sustain course quality and seek improvements where necessary through implementation of appropriate maintenance regimes.
- ◀ Support clubs in membership retention and potential growth.
- ◀ Encourage clubs and providers to work more collaboratively in terms of creating pathways for existing and new players.

Athletics

Summary

- ◀ There is a need to protect the track located at Rowley Park Stadium.
- ◀ Precedence should also be placed on sustaining and increasing the popularity of the numerous running events taking place within Stafford.
- ◀ There is currently one athletics track in Stafford located at Rowley Park Stadium.
- ◀ The track at Rowley Park Stadium is assessed as good quality as the track was refurbished in 2014, whilst the accompanying changing rooms were also recently refurbished, in 2012.
- ◀ There is one athletics club in Stafford; Cannock and Stafford Athletic Club, which currently has a total of 283 members.
- ◀ In addition, there are two running clubs in Stafford; Stafford Harriers (approximately 400 members) and Stone Master Marathoners (204 members).
- ◀ There are no Parkrun events located in Stafford.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ Stafford 10k is an annual running event which takes place in Stafford Town Centre; it attracts 1,980 runners in 2018.
- ◀ In Stafford, Stone Master Marathoners and Baswich Run4Fun operate registered RunTogether groups.
- ◀ Sport England's Segmentation Tool identifies latent demand of 2,747 across Stafford of those who would like to participate in athletics but are not currently doing so.
- ◀ There is generally a current growth in relation to athletics and running and it is to be expected that the popularity of the Parkrun events, as well as demand for RunTogether groups, will increase in the future.

Scenarios

Sustainability of provision

It is considered that in order for an athletics track to be sustainable, nationally, a club membership of 200 is recommended by UKA¹³; however, a number of other factors should also be considered such as club fees, track rates, income from other sports and track operation costs. Further to this, EA would also recommend a multi sport use of a track to sustain the facility. Cannock & Stafford Athletic Club is operating above the recommended member threshold with 283 members and the track at Rowley Park Stadium is considered to be sustainable and therefore requires protection.

Recommendations

- ◀ As a priority, protect the track at Rowley Park Stadium and sustain its quality.
- ◀ Support Cannock & Stafford AC with plans to increase membership and community engagement.
- ◀ Explore establishing a junior Parkrun event within the Borough based on a specific assessment of Great Run Local demand and capacity.
- ◀ Support the running clubs and running events taking place as well as exploring the implementation of initiatives not currently serviced to increase participation in recreational running.

¹³ Source: UKA Facilities Strategy recommends that Regional Outdoor Competition Venues should have a strong anchor performance club (i.e. 200+ track and field members).

PART 5: STRATEGIC RECOMMENDATIONS

The strategic 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 an assessment report, as well as key drivers identified for the Strategy. They reflect overarching and common areas to be addressed, which apply across playing pitch facilities and may not be specific to just one sport.

AIM 1

To **protect** the existing supply of outdoor sport facilities where it is needed for meeting current and future needs.

Recommendations:

- a. Ensure, through the use of the PPS, that outdoor sport 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 education facilities where needed.

Recommendation (a) – Ensure, through the use of the PPS, that playing pitch facilities are protected through the implementation of local planning policy.

The PPS shows that all existing playing pitch sites require protection or replacement and therefore no provision can be deemed surplus to requirements because of shortfalls now and in the future. Reflecting the outcomes of the PPS, local planning policy should echo this situation.

When shortfalls are evident, a playing pitch facility can only be permanently lost when the current picture changes to the extent that the site in question is no longer needed as a result of no shortfalls existing, or unless replacement provision is provided and agreed upon by all stakeholders.

NPPF paragraph 96 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.

The PPS should be used to help inform development management decisions that affect existing or new playing pitch provision and accompanying 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 used within the last five years and will use the PPS to help assess that planning application against its Playing Fields Policy.

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 the remaining Sport England policy exceptions.

Policy Exception E2

'The proposed development is for ancillary facilities supporting the principal use of the site as a playing field and does not affect the quantity and quality of playing pitches or otherwise adversely affect their use'.

Policy Exception E3

The proposed development affects only land incapable of forming part of a playing pitch and does not:

- ◀ Reduce the size of any playing pitch;
- ◀ Result in the inability to use any playing pitch (including the maintenance of adequate safety margins and run-off areas);
- ◀ Reduce the sporting capacity of the playing field to accommodate playing pitches or the capability to rotate or reposition playing pitches to maintain quality;
- ◀ Result in the loss of other sporting provision or ancillary facilities on the site;
- ◀ Prejudice the use of any remaining areas of playing field on the site'.

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.

Policy Exception E5

The proposed development is for an indoor or outdoor facility for sport, the provision of which would be of sufficient benefit to the development of sport as to outweigh the detriment caused by the loss, or prejudice of use, of the area of playing field'.

Lapsed and disused sites should also be protected from development or replaced in accordance with Sport England's policy exceptions as they currently provide a solution to reducing identified shortfalls. Any disused/lapsed playing fields are included within the Action Plan together with a recommendation in relation to bringing the site back into use or to mitigate the loss on a replacement site to address the shortfalls identified.

It may be appropriate to consider rationalisation of certain low value playing pitch sites (i.e. one/two pitch sites with no changing provision) to generate investment in creating bigger and better venues (hub sites). It is vital, however, that there is no net loss of facilities and

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

that replacement provision is in place and available for use prior to existing provision being lost.

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

A number of school, commercial and private sites are being used in Stafford for competitive play, predominantly for football and hockey. In some cases, use of pitches has been classified as secure, however, this is not necessarily formalised and relevant organisations should, thus, seek to establish appropriate community use agreements, including access to changing provision where required.

NGBs, Sport England and other appropriate bodies such as the Football Foundation can 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, or are going to receive, funding from these bodies, as community access can be a condition of the agreement.

In the context of the Comprehensive Spending Review, 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, the Council should support and enable clubs to generate sufficient funds, providing that this is to the benefit of sport.

The Council should also further explore opportunities in respect of security of tenure so as to enable clubs to pursue external funding. This is particularly the case at lower quality sites (plus those with inadequate ancillary facilities) to enable quality to improve and the sites to be developed. Clubs interested in leasing sites should be required to meet service and/or strategic recommendations. Additional criteria should be considered taking account of club quality, its long-term development objectives and its sustainability, as illustrated below.

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

Club	Site
<p>Clubs should:</p> <ul style="list-style-type: none"> • Have FA Charter Standard accreditation (football only). • Commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links. • Be sustainable, both in a financial sense and via internal management structures in relation to recruitment and retention policy for both players and volunteers. • Ideally, have already identified (and received an agreement in principal for) match funding required for initial capital investment identified. • Have processes in place to ensure capacity to maintain sites to the existing, or better, standards. 	<p>Sites should:</p> <ul style="list-style-type: none"> • Be identified as 'club sites' (recommendation) for new clubs (i.e. not those with Borough-wide significance) but that offer development potential. • Be for established clubs which have proven success in terms of self-management 'Key Centres' are also appropriate. • As a priority, be eligible to acquire capital investment to improve (which can be attributed to them having FA Charter Standard). • Be leased with the intention that investment can be sourced to contribute towards their improvement.

Local sports clubs should be supported by partners including the Council and NGBs to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership work. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

(CASC)¹⁴. They should also be encouraged to work with partners locally – such as volunteer support agencies or local businesses.

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

- ◀ Increasing participation.
- ◀ Supporting the development of coaches and volunteers.
- ◀ Commitment to quality standards.
- ◀ Improvements (where required) to facilities, or at 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 to improve security of tenure and aid the attraction of funding; clubs with fewer than 25 years remaining on a lease agreement are unlikely to be eligible for external funding.

Community asset transfer

All councils should adopt a policy that supports community asset transfer to local clubs, community groups and trusts. This presents clubs and NGBs with opportunities to take ownership of facilities and 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 education facilities where needed

To maximise community use, development of 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. A key issue in Stafford is a lack of access to high quality provision located at its several private educational establishments.

A large number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the schools and local clubs. It is, however, common for school stock not to be fully maximised for community use, even on established community use sites. The following table identifies schools in Stafford which indicated through consultations to some or all of their provision being unavailable for community use.

¹⁴ <http://www.cascinfo.co.uk/cascbenefits>

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Table 5.2: Community unavailable provision at educational sites

Site ID	Site name	Analysis area	Provision unavailable for community use
15	Castlechurch Primary School	Stafford	Small size 3G
18	Christ Church Middle School	North	Two mini 5v5 football pitches
40	Haughton St Giles C of E Primary Academy	West	One youth 11v11 football pitch
65	Oakridge School	Stafford	One NTP (Unavailable due to poor quality)
81	Sir Graham Balfour High School	Stafford	One NTP (Unavailable due to poor quality)
112	The Weston Road Academy	East	One NTP (Unavailable due to poor quality)
120	Walton High School	East	One NTP (Unavailable due to poor quality)
172	Oulton First School	North	One mini 5v5 football pitch
173	All Saints C E Primary School	North	One mini 7v7 football pitch
174	Springfields First School	North	One mini 5v5 football pitch

It should be noted that shortfalls for all sports can be met without the provision mentioned above becoming available for community access.

In addition to the unavailable provision the following schools in the table have community available provision; Oakridge School (one mini 7v7 pitch), Sir Graham Balfour High School (Three youth 11v11, one youth 9v9 and one senior rugby pitch), The Weston Road Academy (Two youth 11v11 and two senior rugby union pitches) and Walton High School (One adult, one youth 11v11, on youth 9v9, one mini 7v7, one mini 5v5 and two senior rugby union pitches).

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

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.

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.

AIM 2

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

Recommendations:

- d. Maintain quality and seek improvements where necessary
- 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

Recommendation (d) – Improve quality

There are a number of ways in which it is possible to improve quality, including, for example, addressing overplay and improving maintenance. 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). The action plan within this document provides a starting point for this, identifying key sites, poor quality site and/or sites that are overplayed.

With such pressures on budgets, any wide-ranging direct investment into pitch quality is challenging and other options for improvements should be considered. This could be via asset transfer as highlighted in Objective 1, with clubs taking on maintenance, whilst other options may include equipment banks and the pooling of resources for maintenance.

Addressing quality issues

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

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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

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

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

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

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

In order to prioritise investment into key sites it is recommended that the Steering Group within each local authority works up a list of criteria, relevant to the authority, to provide a steer on future investment.

Addressing overplay

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

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

Capacity of pitches

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Pitch type	No. of matches		
		Good quality	Standard quality	Poor quality
Cricket	One grass wicket	5 per season	4 per season	0 per season
	One synthetic wicket	60 per season		
Hockey	Full size AGP	4 per day	4 per day	4 per day

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

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

For cricket, an increase in the usage of NTPs is key to alleviating overplay as this allows for the transfer of junior demand from grass wickets. It also does not require any additional playing pitch space as NTPs can be installed in situ to existing squares.

For rugby union, additional floodlighting can mitigate some of the overplay as it allows training demand to be spread across a greater number of pitches or unmarked areas. If permanent floodlighting is not possible, portable floodlighting is an alternative, as is the installation of a World Rugby compliant 3G pitch.

Increasing maintenance

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

The FA has the Pitch Improvement Programme (PIP) which has been developed in partnership with Institute of Groundsmanship (IOG) to develop a grass pitch maintenance service that can be utilised by grassroots clubs with the aim of improving knowledge, skills and therefore the quality of pitches. The key principles behind the service are to provide clubs with advice/practical solutions in a range of areas, with the simple aim of improving playing surfaces. The programme is designed to help clubs on sites that they themselves manage and maintain but can also be used to advise council-maintained sites.

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

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

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

assesses a cricket square to ascertain whether it meets the standards that are benchmarked by the Institute of Groundsmanship (IoG).

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

To allow for facility developments to be programmed on a phased basis the Council should adopt a tiered approach to the management and improvement of outdoor sport sites and associated facilities. Please refer to Part 6: Action Plan for the proposed hierarchy.

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

Partners should ensure that appropriate funding secured for improved sports provision is directed to areas of need, underpinned by a robust strategy for improvement in outdoor sport provision and accompanying ancillary facilities.

To address community need, target priority areas and reduce provision duplication, a coordinated approach to strategic investment is required. In delivering this recommendation, the Council should maintain a regular dialogue with local partners through the PPS Steering Group.

Although some investment in new provision will not be made by the Council directly, it is important that the Steering Group directs and leads a co-ordinated approach to facility development whether made at/by education sites, NGBs, sports clubs and the commercial sector. This is to ensure that the extent to which it addresses community need is optimised and duplication is avoided.

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

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

Recommendation (g) –Secure developer contributions

This strategy should inform policies and supplementary planning documents by setting out the approach to securing sport and recreational facilities through new housing development, which is especially pertinent to Stafford given the level of identified housing growth within the Borough.

A development located within an accessible distance from a high-quality outdoor sport facility does not necessarily negate need for further provision or improvement to existing provision in the locality 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, the capacity of existing sites in the area, and whether there is a need for improvements to increase capacity or new provision is required.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

For playing pitches, the Council should use Sport England's new Playing Pitch Demand Calculator (see Part 7) as a tool to determine developer contributions linking to sites within the locality. This uses team generation rates from the Assessment Report to determine how many new teams will be generated from an increase in population, as per that derived from housing growth. This is then converted into pitch requirements for each sport alongside the associated costs.

The guidance should be the basis for negotiation with developers to secure contributions to include provision within the development and/or enhancement of appropriate playing fields and subsequent maintenance on existing sites within the locality. Section 106 contributions can also be used to improve the condition and maintenance regimes of pitches which, in turn, will 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.
- ◀ Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a Section 106/CIL Agreement or equivalent must be completed that specifies, when applied, the amount that will be linked to Sport England's Building Cost Information Service¹⁵ 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 outdoor sport 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 sport facilities on school sites should be subject to community use agreements.

¹⁵ <https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>

AIM 3

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

Recommendations:

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

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

The Council and partners should work to rectify identified inadequacies and meet identified shortfalls through better utilisation of the existing stock of facilities. For most sports, current and future demand for provision identified in Stafford can be overcome via maximising use of existing stock through a combination of:

- ◀ Transferring demand from overplayed sites to those with spare capacity.
- ◀ The re-designation/re-configuration of playing pitches.
- ◀ Securing long term community use at school sites including those currently unavailable.
- ◀ Working with commercial and private providers to increase usage.
- ◀ Increasing usage of AGPs or other floodlit facilities.

As noted, to enable the above, it is important that current levels of provision are protected and maintained to secure provision now and in the future.

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

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 minimally used or currently unavailable. Adding to the current stock, particularly in the short term, is therefore not recommended as a priority, except in the case of 3G pitches and NTPs where there is a discrete need, or where significant housing growth requires increased provision being provided.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

PART 6: ACTION PLAN

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

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

The identification of sites is based on their strategic importance in a 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).

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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 rationalisation of some existing playing field sites (that are of low value i.e. one/two pitch sites with no changing provision) to generate investment towards creating bigger, better quality sites 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. There may be more of a focus on a specific sport.

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

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

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

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

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

Management and development

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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 Action Plan is not solely for delivery by Stafford Borough Council but is designed to be pursued and adhered to by all relevant stakeholders and partners.

Priority

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

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

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

Costs

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

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

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

Timescales

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

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

Aim

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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

NORTH ANALYSIS AREA

Sport	Analysis area	Current picture	Future demand (2040) ¹⁶
Football (grass pitches)	North	Adult pitches have spare capacity of 1.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of one match equivalent session per week <i>Youth 9v9 pitches are at capacity</i> <i>Mini 7v7 pitches are at capacity</i> <i>Mini 5v5 pitches are at capacity</i>	Adult pitches are overplayed by 0.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of 0.5 match equivalent session per week Youth 9v9 pitches are overplayed by 0.5 match equivalent sessions per week <i>Mini 7v7 pitches are at capacity</i> <i>Mini 5v5 pitches are at capacity</i>
	Stafford Borough	Adult pitches have spare capacity of 5.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of 2 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 2 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches have spare capacity of 2 match equivalent sessions per week	Adult pitches have spare capacity of 3 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches are overplayed by 1 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches are overplayed by 4 match equivalent sessions per week
Football (3G pitches) ¹⁷	Stafford Borough	Shortfall of two full sized 3G pitches for team training	Future shortfall of three full sized 3G pitches for team training.
Cricket	North	Spare capacity of 39 match equivalent sessions per season	Spare capacity of 48 match equivalent sessions per season
	Stafford Borough	Shortfall of 45 match equivalent session per season	Shortfall of 120 match equivalent session per season
Rugby union	North	Pitches are overplayed by 3.5 match equivalent sessions per week	Pitches are overplayed by 4.5 match equivalent sessions per week
	Stafford Borough	Pitches are overplayed by 7.75 match equivalent sessions per week	Pitches are overplayed by 11.25 match equivalent sessions per week
Hockey (Sand-based AGPs)	Stafford Borough	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor-quality	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor

¹⁶ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

¹⁷ Based on accommodating 38 teams to one full size pitch for training.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture	Future demand (2040) ¹⁶
		pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.	quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.
Golf	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Bowls	Stafford Borough	Demand can be met with retained level of access; however, further club consultation is required.	Demand can be met with retained level of access; however, further club consultation is required.
Tennis	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Athletics	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access

Key recommendations and likely impact on shortfalls identified

- ◀ To meet the future shortfall youth 11v11 and mini 5v5 pitches, improve pitch quality in addition to creating additional provision.
- ◀ Aim to secure tenure at Wellbeing Park.
- ◀ Examine creating a full size floodlit 3G pitch within the Analysis Area in order to alleviate identified shortfalls.
- ◀ Consider options to alleviate overplay at Barlaston Cricket Club such as installation of an NTP.
- ◀ Improve pitch quality at Stoke Rugby Club through enhanced levels of maintenance and explore options to create additional floodlights, transferal of demand and installation of a drainage system in order to alleviate overplay.
- ◀ As priority explore funding options to resurface the pitch at Alleyne's Sports Centre as a hockey suitable surface.

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁸	Cost ¹⁹	Aim
1	Alleyne's High School	Cricket	School	One poor quality, five wicket grass cricket square accompanied by an NTP. Available for community use but currently unused.	Improve square quality through enhanced levels of maintenance and remedial work for curricular usage. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School ECB	Local site	L	S	L	Enhance
2	Alleyne's Sports Centre	Football	School / Freedom Leisure	One adult and one youth 11v11 pitch both of which are standard quality. Pitches are available for community use but are currently unused. Each pitch has spare capacity of one match equivalent session.	Improve pitch quality through regular enhanced maintenance and remedial work to better sustain levels of school use. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure. Consider venue as a suitable location to provide a new full size 3G pitch.	School Freedom Leisure FA FF RFU EH LTA	Key centre	L	S	L	Protect Provide Enhance
		Hockey		One poor quality full size floodlit hockey suitable AGP which is used by Stafford HC and Stone HC as an overspill venue. The pitch was installed in 2004 and needs resurfacing.	As a priority, explore funding options to refurbish the pitch surface. Encourage the provider to establish a mechanism for long-term sustainability such as a sinking fund.			H	S	H	
		Rugby union		One poor quality (M0/D0) senior rugby pitch which is available for community use but is unused. Spare capacity discounted due to unsecure tenure.	Improve pitch quality through regular enhanced maintenance and remedial work to better sustain levels of school use.			L	S	L	
		Tennis		Four poor quality macadam courts which are not floodlit. Courts are available for community use but they are currently unused.	Seek to improve court quality through resurfacing. Explore potential options to increase community usage by creating a more efficient court accessing systems such as Clubspark in order to actualise latent demand.			L	S	L	
5	Barlaston Cricket Club	Cricket	Sports Club	A good quality ten wicket grass cricket square which is overplayed by 14 match equivalent sessions per season. Site is on a 25 year lease to Barlaston CC from the Parish Council. Issues with dog fouling on the outfield. The Club reports a need for new practice nets.	Sustain square quality through dedicated levels of maintenance and remedial work. Explore the potential installation of an NTP in order to alleviate overplay. Explore the feasibility of creating new practice nets.	Sports Club ECB	Local site	L	S	L	Protect
6	Barlaston Golf Club	Golf	Sports Club	A par 69, 18-hole golf course with good quality ancillary facilities. Course includes training and coaching provision.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	Club England Golf	Local site	L	L	L	Protect
18	Christ Church Middle School	Football	School	Two poor quality mini 5v5 pitches which are not available for community use.	Improve quality to better sustain curricular and extra curricular demand.	School FA FF	Local site	L	S	L	Enhance

¹⁸ (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

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁸	Cost ¹⁹	Aim
62	Moddershall Cricket Club	Cricket	Sports Club	One ten wicket grass cricket square and one 16 wicket grass cricket square both of which are good quality. The ten wicket square is played to capacity whereas the 16 wicket square is overplayed by 10 match equivalent sessions. Site is owned by Moddershall & Oulton CC. The Club reports a need for the refurbishment of its current practice nets and creation of two additional nets.	Sustain square quality through dedicated levels of maintenance and remedial work. Assist the Club in acquiring additional training facilities	Sports Club ECB	Local site	L	S	L	Protect Enhance
63	Moddershall Oaks Health Spa	Tennis	Commercial	One good quality macadam court which is floodlit and available for community use.	Sustain good court quality through a dedicated maintenance regime.	Commercial LTA	Local site	L	L	L	Protect
99	Stoke Rugby Club	Rugby union	Sports Club	Two senior one of which is floodlit, one partially floodlit junior and two mini pitches all of which are standard quality (M1/D1). One senior pitch which is not has spare capacity of 0.5 match equivalent sessions. The floodlit senior pitch is overplayed by 3.5 whereas the junior pitch is overplayed by 0.5 match equivalent sessions. Site is owned by Stoke-on-Trent RUFC. The Club has aspirations to develop its own onsite artificial provision for training.	Improve pitch quality through enhanced levels of dedicated maintenance in order to alleviate overplay. Explore options to alleviate overplay including creating additional floodlighting, transferal of demand and installation of a drainage system.	Sports Club RFU	Local site	M	L	L	Enhance Provide
100	Stone Cricket Club (Swynnerton Park)	Cricket	Private	One standard quality grass cricket square which hosts 20 wickets. Square is used to capacity at peak time by Stone CC. The Club rent the site from Lord Stafford on an annual basis.	Improve square quality through enhanced levels of maintenance and remedial work in order to reduce levels of overplay. Explore the feasibility of securing tenure for Stone CC.	Private Sports Club ECB	Local site	M	M	L	Enhance Provide
101	Stone Golf Club	Golf	Sports Club	A par 35, 9-hole golf course with adequate ancillary facilities.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	Sports Club England Golf	Local Site	L	L	L	Protect
104	Stone Lawn Tennis and Squash Club	Tennis	Sports Club	Three artificial and three clay courts all of which are floodlit. Courts have spare capacity.	Sustain good court quality through a dedicated maintenance regime. Utilise spare capacity for future and latent demand.	Sports Club LTA	Local Site	M	L	L	Protect
106	Stone Cricket Club	Cricket	Sports Club	One standard quality grass wicket with 22 wickets. Square is overplayed by one match equivalent session. Site is owned by Stone CC. The Club reports aspirations to develop additional practice nets.	Improve square quality through enhanced levels of maintenance and remedial work in order to reduce levels of overplay. Assist the Club in acquiring additional training facilities	Sports Club ECB	Local site	L	S	L	Protect Enhance
107	Stone Youth and Community centre	Football	Community Organisation	One standard quality youth 11v11 pitch which is available for community use but is currently unused. Pitch has actual spare capacity of one match equivalent session at peak time.	Improve pitch quality through enhanced levels of maintenance and retain as current use. Utilise spare capacity for future and latent demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	Community Organisation FA FF	Local site	L	S	L	Enhance

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁸	Cost ¹⁹	Aim
108	Stonefield Park	Bowls	Council	One poor quality bowling green which is available for community use. Green quality is normally good and is only rated poor due to unprecedented weather through Summer 2018.	Improve green quality through dedicated levels of enhanced maintenance.	Council BCGBA	Local site	L	S	L	Enhance
111	The Outlanes Sports Ground	Football	Commercial	One standard quality adult pitch which is played to capacity at peak time.	Sustain quality and retain as current use.	Commercial FA FF	Local site	L	S	L	Protect
113	Tilling Drive	Football	Council / Streetscene	One youth 9v9 pitch which has spare capacity discounted due to poor quality. Site is accompanied by poor quality ancillary facilities. Tilling Drive is currently under consideration for partial development for a new care home facility. The youth 9v9 pitch which is on the site can remain, although its location may need to be reconfigured. The development of the land will create a capital receipt which the Borough Council wants to invest in developing affiliated and recreational football within Stone.	Improve pitch quality through enhanced levels of dedicated maintenance. Ensure any loss of playing field land meets Sport England policy. Explore the feasibility of improving ancillary facilities. Ensure youth 9v9 remains on site to equal or better quality if development takes place. Use any capital receipt generated from the partial development of the site to invest strategically into sporting facilities within the locality to create future capacity for future demand,	Council / Streetscene FA FF	Local site	L	S	L	Enhance
123	Wedgwood Sports Ground	Football	Private	One adult pitch which has spare capacity discounted due to poor quality.	Improve pitch quality through enhanced levels of dedicated maintenance.	Private Sports Club ECB FA FA BCGBA	Local site	M	S	L	Protect Provide Enhance
		Cricket		One good quality grass cricket square with ten wickets. Square is used to capacity at peak time. Provision is used by Wedgwood CC which is in lease discussions with Wedgwood Factory Estates.	Sustain square quality through dedicated levels of maintenance and remedial. Assist the Club in obtaining a long term tenure agreement.				L	L	
		Bowls		One standard quality bowling green which is available for community use and used by Wedgwood BC.	Sustain green quality through dedicated levels of maintenance.				M	L	
124	Wellbeing Park	Football	Private	Four adult, one youth 11v11, one youth 9v9, two mini 7v7 and two mini 5v5 pitches all of which are good quality. All pitches, apart from the youth 9v9 which is played to capacity, are played to capacity at peak time. Site is accompanied by poor quality ancillary facilities. All clubs which use the site have been served by an eviction notice by the private landlord to relocate at the end of the 2018/19 season. This is due disagreements between clubs and the owner regarding the onsite clubhouse development. Site has the potential to host 3G provision if tenure can be secured.	Secure long term tenure for all clubs on the site and the protection of football provision in the process. If tenure can be secured through dialogue with the private landowner further exploration into improvements to ancillary facilities and the potential creation of 3G provision can be explored. If site is lost, given that there is limited accessible provision in the locality, look to secure replacement provision and relocate the demand.	Private Sports Clubs FA FF	Key centre	H	S	L/H	Protect Enhance Provide
125	Westbridge Park	Football	Council / Streetscene	One adult and one youth 11v11 pitch both of which are poor quality. The adult pitch played to capacity whereas the youth 11v11 pitch has spare capacity retained due to poor quality. Site suffers from unauthorised access and dog	Improve pitch quality through enhanced levels of dedicated maintenance. Explore potential options to reduced levels of unauthorised access and dog fouling.	Council / Streetscene FA FF	Local site	L	S	L	Enhance

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ¹⁸	Cost ¹⁹	Aim
				fouling.							
139	Meir Heath Cricket Club	Cricket	Sports Club	One good quality grass cricket square with 14 wickets. Square is used to capacity at peak time. Provision is by owned Meir Heath CC.	Sustain square quality through dedicated levels of maintenance and remedial.	Sports Club ECB	Local site	L	L	L	Protect
140	King's Park	Football	Sports Club	One good quality adult pitch which has spare capacity of 0.5 match equivalent sessions at peak time. Site is owned by Meir Ka FC. Accompanied by poor quality ancillary facilities. Provision has previously hosted Step football.	Sustain square quality through dedicated levels of maintenance and remedial. Explore the feasibility of improving onsite ancillary facilities. Utilise spare capacity for future and latent demand.	Sports Club FA FF	Local site	M	S/M	L	Protect Enhance
142	Fulford & Tean Football Club	Football	Private	Two poor quality adult pitches which have spare capacity retained due to unsecure tenure. Pitches are available but unused.	Improve pitch quality through enhanced levels of dedicated maintenance. Look to increase community usage through secure access.	Private FA FF	Local site	L	S	L	Enhance
147	Stallington Football Club	Lapsed football	Private	Site previously hosted two adult football pitches circa 2006.	1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring back into use.	Private FA FF	Local site	L	S	L	Protect
151	Meaford Business Park	Bowls	Sports Club	A good quality bowling green used by Barlaston BC. Green has capacity to accommodate additional members. The Club aspires to acquire funding to make ancillary facilities improvements.	Sustain green quality through dedicated levels of maintenance. Explore the feasibility of improving ancillary facilities.	Sports Club BCGBA	Local site	L	S	L	Protect
161	Meyer Panelco	Bowls	Private	One good quality bowling green used by Meyer Panelco BC. Current usage information is unknown.	Sustain the green quality by continuing with the current maintenance regime and maximise use.	Private BCGBA	Local site	L	L	L	Protect
162	Plume of Feathers	Bowls	Sports Club	A standard quality bowling green used by Plume of Feather BC. Green is over utilised by 16 members. The Club aspires to acquire funding to make ancillary facilities improvements	Improve green quality through enhanced levels of maintenance. Explore the feasibility of improving ancillary facilities.	Sports Club BCGBA	Local site	L	M	L	Protect
163	Tittensor Village Hall	Bowls	Parish Council	One good quality bowling green used by Tittensor BC. Green has minimal spare capacity.	Sustain the green quality by continuing with the current maintenance regime and maximise use.	Parish Council BCGBA	Local site	L	L	L	Protect
169	Trentham Garden	Bowls	Sports Club	One good quality bowling green used by Trentham BC. Current usage information is unknown.	Sustain the green quality by continuing with the current maintenance regime and maximise use.	Sports Club BCGBA	Local site	L	L	L	Protect
170	Spencer Copeland Cricket Ground	Cricket	Sports Club	One good quality grass cricket square with 12 wickets. Square is used to capacity at peak time. Provision is leased by Moddershall & Oulton CC till 2023. The Club has aspiration to acquire long term tenure on the site to develop ancillary facilities.	Sustain square quality through dedicated levels of maintenance and remedial. Assist the Club in securing long term tenure on the site. Once tenure is secure explored the feasibility of improving ancillary facilities.	Sports Club ECB	Local site	M	S	L/M	Protect Enhance
172	Oulton First School	Football	School	One poor quality mini 5v5 pitch that is not available for community use.	Improve quality to better sustain curricular and extracurricular demand.	School FA FF	Local site	L	S	L	Enhance
174	Springfields First School	Football	School	Two poor quality mini 5v5 pitches that are not available for community use.	Improve quality to better sustain curricular and extracurricular demand.	School FA FF	Local site	L	S	L	Enhance

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

EAST ANALYSIS AREA

Sport	Analysis area	Current picture	Future demand (2040) ²⁰
Football (grass pitches)	East	Adult pitches have spare capacity of 0.5 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 0.5 match equivalent sessions per week <i>Mini 7v7 pitches are at capacity</i> <i>Mini 5v5 pitches are at capacity</i>	Adult pitches have spare capacity of 0.5 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week <i>Youth 9v9 pitches are at capacity</i> <i>Mini 7v7 pitches are at capacity</i> <i>Mini 5v5 pitches are at capacity</i>
	Stafford Borough	Adult pitches have spare capacity of 5.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of 2 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 2 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches have spare capacity of 2 match equivalent sessions per week	Adult pitches have spare capacity of 3 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches are overplayed by 1 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches are overplayed by 4 match equivalent sessions per week
Football (3G pitches) ²¹	Stafford Borough	Shortfall of two full sized 3G pitches for team training	Future shortfall of three full sized 3G pitches for team training.
Cricket	East	Spare capacity of 26 match equivalent sessions per season	Spare capacity of 48 match equivalent sessions per season
	Stafford Borough	Shortfall of 45 match equivalent session per season	Shortfall of 120 match equivalent session per season
Rugby union	East	Pitches are overplayed by 0.25 match equivalent sessions per week	Pitches are overplayed by 0.25 match equivalent sessions per week
	Stafford Borough	Pitches are overplayed by 7.75 match equivalent sessions per week	Pitches are overplayed by 11.25 match equivalent sessions per week
Hockey (Sand-based AGPs)	Stafford Borough	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor-quality	Sufficient capacity to accommodate current level of demand, however, there is a need to resurface the poor

²⁰ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

²¹ Based on accommodating 38 teams to one full size pitch for training.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture	Future demand (2040) ²⁰
		pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.	quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.
Golf	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Bowls	Stafford Borough	Demand can be met with retained level of access; however, further club consultation is required.	Demand can be met with retained level of access; however, further club consultation is required.
Tennis	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Athletics	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access

Key recommendations and likely impact on shortfalls identified

- ◀ Look to alleviate football shortfalls through a variety of improving pitch quality, creating additional provision (Stone Hockey Club and Jubilee Playing Fields) and securing community access at dedicated educational sites.
- ◀ Consider potential venues within the Analysis Area that could host a full size floodlit 3G pitch in order to alleviate future shortfalls.
- ◀ Formalise a sports association with Stone HC and Stone RUFC at Stone Hockey Club. There is a need to formalise secure tenure on the site for both clubs via shared ownership through a joint constitution and management structure. Once this is obtained look to secure funding to make improvements to both pitch and ancillary provision.

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²²	Cost ²³	Aim
8	Beacon Sport and Fitness	Hockey	Beacon Sport	One full size and one small size hockey suitable pitch. The full size pitch is floodlit and good quality, whereas the small size pitch is disused with no floodlights. Full size pitch is utilised for hockey and football. Beacon Sports has aspirations to convert the disused AGP into a 3G and install floodlighting. Site has issues with secure tenure due to private ownership.	Secure tenure of full size AGP through robust community use agreements and retain as a hockey suitable surface. Explore conversion of the small size AGP to 3G, as well as the addition of floodlighting, to accommodate football training and recreational demand.	Beacon Sport FA FF	Hub site	H	S	H	Enhance Protect
		Football		Beacon Sports is in early discussions with the MSJFL to create a youth 9v9 central venue. There is a large playing field to the rear of the site which is currently not used.	Explore creation of multiple youth 9v9 pitches in order to provide a central venue for the MSJFL. Ensure security of tenure for the League should a central venue be provided.	Beacon Sport FA FF		H	S	H	Enhance Protect Provide
		Cricket		Staffordshire Cricket is in the process of searching for a suitable site within the Borough to establish a dedicated home ground. As it does not have a central venue its teams are nomadic and are forced to utilise several sites across the County. The site would need to be of substantial size to host relevant ancillary facilities and two natural grass cricket squares in order to host county matches and ECB / County initiative such as chance to shine, all stars, disability cricket, walking cricket and womens and girls softball festivals.	Examine the feasibility of the site being the potential new home of Staffordshire Cricket including relevant ancillary and pitch provision only if long term security of tenure can be secured.	Beacon Sport ECB		S	S	L	Provide
11	Brocton Hall Golf Club	Golf	Sports Club	A par 69, 18-hole golf course. The course is accompanied by relevant ancillary facilities.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership.	Sports Club England Golf	Local site	L	S	L	Protect
44	Hopton Village Hall	Football	Parish Council	One standard quality youth 11v11 pitch which is used to capacity at peak time. Portable goalposts have previously been damaged on the site.	Improve pitch quality through enhanced levels of dedicated maintenance. Explore options to reduce on site vandalism.	Parish Council FA FF	Local site	L	M	L	Enhance
46	Ingestre Park Golf Club	Golf	Sports Club	A par 70, 18-hole course. The course is accompanied by relevant ancillary facilities. The Club has concerns with the potential HS2 development running through the course.	Retain course and sustain quality through appropriate maintenance. Ensure mitigation for the Club if HS2 development occurs.	Sports Club England Golf	Local site	L	S	L	Protect
54	Little Stoke Cricket Club	Cricket	Sports Club	Two grass cricket squares; one with 18 wickets and one with nine wickets. Both squares are good quality and played to capacity at peak time. Site is owned by Little Stoke CC.	Sustain square quality through dedicated levels of maintenance and remedial work.	Sports Club ECB BCGBA	Local site	M	L	L	Protect Enhance
		Bowls		One poor quality bowling green used by Little Stoke BC. Usage is unknown.	Improve the quality of the green through dedicated maintenance.			M	S	L	
59	Milford Hall Cricket Club	Cricket	Sports Club	One good quality grass cricket square with 13 wickets accompanied by an NTP.	Sustain square quality through dedicated levels of maintenance and remedial	Sports Club ECB	Local site	L	L	L	Protect

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

²³ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²²	Cost ²³	Aim
				Site is on a long term lease to Milford Hall CC. Site has no spare capacity at peak time.	work.						
60	MoD Stafford	Football	MOD	Two standard adult pitches which are not available for community use. A full size floodlit 3G pitch which is FA certified. Pitch is not readily available for community use.	Sustain quality and retain as current use.	MOD FA FF	Local Site	L	L	L	Protect
		Rugby union	One standard quality (M1/D1) senior pitch which is not available for community use.								
76	Sandon Cricket Club	Cricket	Sandon Estate	One good quality grass cricket square with six wickets. Square has spare capacity to accommodate one additional team at peak time. Site is rented on an annual basis by Sandon CC and is accompanied by poor quality ancillary facilities.	Sustain square quality through a dedicated maintenance and remedial regime. Explore formalising long term tenure on the site for Sandon CC. If tenure is secured explore options to improve ancillary facilities.	Sandon Estate Sports Club ECB	Local site	L	S/M	L	Protect Enhance
78	Shugborough County Sports Ground	Disused Football Cricket	National Trust	Until 2017 the site hosted two adult football pitches and one grass cricket square. The National Trust has stopped maintaining all formal sporting provision onsite which has forced clubs to find alternative venues.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring back into use. 3) Use as open space to meet local needs.	National Trust ECB FA FF	Local site	H	S/L	L	Provide
102	Stone Hockey Club	Hockey	Sports Club	A standard quality floodlit full size hockey suitable AGP. Pitch is owned and managed by Stone HC. Stone HC is in the process of formalising a sports association with Stone HC. Once joint ownership has been secured the sports partnership will apply for funding to improve poor quality ancillary provision.	Ensure the surface remains hockey suitable. Monitor rate of natural deterioration in pitch quality and resurface the pitch when it declines to become poor. Encourage the provider to establish a mechanism for long-term sustainability such as a sinking fund. Assist the two clubs in forming a sports association ensuring both are safeguarded and have secure tenure. Once formed, assist the sports association to acquire funding for ancillary facility improvements.	Sports Clubs EH RFU FA FF	Key centre	H	S	M/H	Protect Provide Enhance
		Rugby union	One poor quality (M0/D1) senior pitch which is overplayed by 0.25 match equivalent sessions. Used by Stone RUFC for competitive and training demand. Stone RUFC is in the process of formalising a sports association with Stone HC (Freeholders). Once joint ownership has been secured Stone RUFC has S106 available to invest in improving poor quality ancillary facilities.	Improve pitch quality through an enhanced dedicated maintenance regime. Assist the two clubs in forming a sports association ensuring both are safeguarded and have secure tenure. Once formed, assist the sports association to acquire funding for ancillary facility improvements.	H			S	M/H		
		Football	One standard youth 9v9 pitch which has actual spare capacity of 0.5 match equivalent sessions. Stone Hockey Club indicates the potential to develop	Improve pitch quality through dedicated levels of maintenance. Examine the feasibility of establishing football pitches on the site to alleviate	H			S	L		

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²²	Cost ²³	Aim	
				additional football pitches at its site which previously hosted several grass hockey pitches. There is a need to relocate utility power lines in order to create any football provision. The Council reports it has received confirmation that it is a feasible option after receiving quotes which make the work needed financially viable.	identified shortfalls and create capacity for future levels of demand.							
112	The Weston Road Academy	Football	School	Two standard quality youth 11v11 pitches which have spare capacity discounted due to unsecure tenure.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular, extra curricular and community use. Explore formalising a CUA for secure community access.	School FA FF ECB RFU LTA	Key centre	L	M	L	Protect Enhance	
		Cricket		One standalone NTP which is disused.	If demand exist explore the feasibility of bringing back into use.				S	L		
		Rugby union		Two poor quality (M0/D1) senior pitches which are available for community use but unused. Spare capacity discounted due to unsecure tenure.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular and extra curricular demand.				S	L		
		Tennis		Eight poor quality macadam courts which are not floodlit nor available for community use.	Seek to improve court quality through resurfacing.				S	L		
118	Walton Common	Football	Council / Streetscene	One standard quality adult pitch which has spare capacity of 0.5 match equivalent sessions at peak time.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular, extra curricular and community use.	Council / Streetscene FA FF	Local site	L	M	L	Enhance	
120	Walton High School	Football	School	One adult, one youth 11v11, one mini 7v7 and one mini 5v5 pitch. All pitches have spare capacity discounted due to unsecure tenure. The adult pitch is poor quality and not used by the community. All remaining pitches are standard quality and rented by Berkswich FC. The Club reports of issues with dog fouling and an aspiration to formalise a CUA. As part of a wider school sports feasibility study in 2016 proposals were established to create a full size floodlit 3G pitch onsite.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular, extra curricular and community use. Explore potential solutions to reduce the levels of dog fouling. Assist the Club in obtaining a CUA for the use of the pitches. Consider venue as a suitable location to provide a new full size 3G pitch.	School FA FF ECB RFU LTA	Key centre	H	S/M	M/H	Protect Enhance Provide	
		Cricket		One standalone NTP which is disused.	If demand exist explore the feasibility of bringing back into use.				L	L		L
		Rugby union		Two poor quality (M0/D1) senior pitches which have spare capacity discounted due to unsecure tenure. Pitches are used by Stafford RUFC whilst it relocates.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular, extra curricular and community use.				M	S		L
		Tennis		Six poor quality macadam courts which are not floodlit nor available for community use.	Seek to improve court quality through resurfacing.				M	S		L
122	Walton Tennis Club	Tennis	Sports Club	Four good quality macadam courts which are floodlit. Courts have available capacity.	Sustain good court quality through a dedicated maintenance regime. Utilise spare capacity to accommodate future and latent demand.	Sports Club LTA	Local Site	L	L	L	Protect	

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²²	Cost ²³	Aim
129	Weston Village Green	Football	Parish Council	One poor quality adult pitch which is played to capacity.	Improve pitch quality through an enhanced dedicated maintenance regime.	Parish Council FA FF	Local Site	L	S	L	Protect

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
134	Yarlet School	Football	School	One standard youth 9v9 pitch and two poor quality mini 7v7 pitches. Spare capacity discounted due to unsecure tenure. Available for community use but unused.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular and extra curricular demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF ECB EH	Local site	L	S	L	Protect Enhance
		Cricket		One standard quality grass square with five wickets. Spare capacity discounted due to unsecure tenure. Available for community use but unused.	Sustain quality through relevant maintenance and retain as current use.			L	L	L	
		AGP		One poor quality small sized hockey suitable AGP which is available for community use but unused. Pitch is not floodlit.	Improve quality through resurfacing to better sustain curricular and extra curricular demand. Encourage the provider to establish a mechanism for long-term sustainability such as a sinking fund.			L	S	L/M	
		Tennis		Three good quality macadam courts which are available for community use but are not floodlit.	Prolong court lifespan through a robust maintenance plan. Explore potential options to increase community usage by creating a more efficient court accessing system such as Clubspark in order to actualise latent demand.			L	L	L	
141	Jubilee Playing Fields	Lapsed football	Parish Council	Jubilee Playing Fields hosted an adult pitch in 2008 and historically been used by Great Haywood FC, however, the Club was displaced to another site within Stafford following issues with drainage and subsidence. Colwich Parish Council, which operates the site, indicates it is in the process of rectifying the issues and has aspirations to have the site operational for August 2020. Great Haywood FC reports wanting to return to the site once it is fully accessible.	Once the issues on site have been rectified reinstate the adult pitch for the demand to return to the site.	Parish Council FA FF	Local site	M	M	L	Protect Enhance
164	Stone Crown Bowling Green	Bowls	Sports Club	One good quality bowling green used by Stone BC. Current usage is unknown.	Sustain green quality through dedicated levels of maintenance.	Sports Club BCGBA	Local site	L	L	L	Protect
173	All Saints C.E. Primary School	Football	School	One poor quality mini 7v7 pitch which is not available for community use.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular and extra curricular demand.	School FA FF	Local site	L	S	L	Enhance

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

WEST ANALYSIS AREA

Sport	Analysis area	Current picture	Future demand (2040) ²⁴
Football (grass pitches)	West	Adult pitches have spare capacity of 1 match equivalent sessions per week Youth 11v11 pitches have spare capacity of three match equivalent sessions per week <i>Youth 9v9 pitches are at capacity</i> Mini 7v7 pitches have spare capacity of two match equivalent sessions per week Mini 5v5 pitches have spare capacity of two match equivalent sessions per week	Adult pitches have spare capacity of 0.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of three match equivalent sessions per week <i>Youth 9v9 pitches are at capacity</i> Mini 7v7 pitches have spare capacity of two match equivalent sessions per week Mini 5v5 pitches have spare capacity of two match equivalent sessions per week
	Stafford Borough	Adult pitches have spare capacity of 5.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of 2 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 2 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches have spare capacity of 2 match equivalent sessions per week	Adult pitches have spare capacity of 3 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches are overplayed by 1 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches are overplayed by 4 match equivalent sessions per week
Football (3G pitches) ²⁵	Stafford Borough	Shortfall of two full sized 3G pitches for team training	Future shortfall of three full sized 3G pitches for team training.
Cricket	West	Shortfall of 19 match equivalent sessions per season	Shortfall of 36 match equivalent sessions per season
	Stafford Borough	Shortfall of 45 match equivalent session per season	Shortfall of 120 match equivalent session per season
Rugby union	West	Pitches are overplayed by 0.5 match equivalent sessions per week	Pitches are overplayed by 1.5 match equivalent sessions per week
	Stafford Borough	Pitches are overplayed by 7.75 match equivalent sessions per week	Pitches are overplayed by 11.25 match equivalent sessions per week
Hockey (Sand-based)	Stafford Borough	Sufficient capacity to accommodate current level of	Sufficient capacity to accommodate current level of

²⁴ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

²⁵ Based on accommodating 38 teams to one full size pitch for training.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture	Future demand (2040) ²⁴
AGPs)		demand, however, there is a need to resurface the poor-quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.	demand, however, there is a need to resurface the poor quality pitch at Alleyne's Sports Centre and secure tenure are Beacon Sports and Fitness.
Golf	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Bowls	Stafford Borough	Demand can be met with retained level of access; however, further club consultation is required.	Demand can be met with retained level of access; however, further club consultation is required.
Tennis	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Athletics	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access

Key recommendations and likely impact on shortfalls identified

- ◀ Look to alleviate football shortfalls through a variety of improving pitch quality, creating additional provision (Eccleshall Road) and securing community access at dedicated educational sites.
- ◀ Explore creating utilisation of the NTP at Church East Cricket Club to alleviate overplay.
- ◀ Explore potential options to secure onsite tenure for Eccleshall RUFC. If tenure can be secured look for potential funding streams to improve poor quality ancillary facilities and pitch provision including potential primary and/or secondary drainage works.
- ◀ Assist Gnosall RUFC with more portable or pitch floodlighting for the spreading of training demand to alleviate overplay.

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
9	Bishop Lonsdale C of E Vc Primary School	Football	School	One poor quality mini 7v7 pitch which is available for community use but is currently unused. Spare capacity discounted due to unsecure tenure.	Improve quality to better sustain curricular and extra curricular demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF	Local site	M	S	L	Protect Enhance
				One good quality small size floodlit 3G pitch which is available for community use.	Sustain quality and retain as current use. Ensure sinking funds are in place for future resurfacing/refurbishment.			L	L	L	
19	Church Eaton Cricket Club	Cricket	Archdiocese Sports Club	A good quality eight wicket grass cricket square which is accompanied by an NTP. The square is overplayed by 12 match equivalent sessions per season. Church Eaton CC rents the site from the Archdiocese. Site is accompanied by poor quality ancillary facilities.	Sustain square quality through dedicated levels of maintenance and remedial work. Explore greater utilisation of onsite NTP to alleviate overplay. Provide securing tenure on the site. Explore the feasibility of improving poor quality ancillary facilities. Utilise spare capacity to accommodate future and latent demand	Archdiocese Sports Club ECB	Local site	L	S	M	Protect Enhance
20	Church Eaton Tennis Club	Tennis	Sports Club	Two poor quality macadam courts which are not floodlit. Site is accompanied by poor quality ancillary facilities. Courts have spare capacity.	Seek to improve court quality through resurfacing. Explore the feasibility of improving poor quality ancillary facilities. Utilise spare capacity to accommodate future and latent demand	Sports Club LTA	Local site	L	S	L/M	Protect Enhance
26	Eagles Park	Football	Sports Club	Two youth 11v11, one youth 9v9, two mini 7v7 and two mini 5v5 pitches all of good quality. The youth 9v9 pitch has no actual spare capacity at peak time whereas all remaining pitch types have spare capacity of two match equivalent sessions each. Eccleshall Eagles JFC, which has secure tenure onsite, reports needing to reconfigure pitch types for the forthcoming seasons.	Sustain pitch quality through dedicated levels of maintenance. Utilise actual spare capacity via the transfer of demand from overplayed sites or through future demand. Assist Eccleshall Eagles JFC in reconfiguring pitch layout in order to meet future levels of demand.	Sports Club FA FF	Local site	M	S	L	Protect
27	Eccleshall Cricket Club	Cricket	Sports Club	A good quality 11 wicket grass cricket square which is accompanied by an NTP. The square is overplayed by seven match equivalent sessions per season. Eccleshall CC has a 21 year lease from Castle Estates. The Club reports a need to extend the square for training purposes.	Sustain square quality through dedicated levels of maintenance and remedial work. Explore greater utilisation of onsite NTP to alleviate overplay. Explore the feasibility of extending the square for training purposes.	Sports Club ECB	Local site	L	S	L	Protect
28	Eccleshall Tennis Club	Tennis	Sports Club	Two good quality macadam courts which are floodlit. Courts have spare capacity. Eccleshall TC reports onsite ancillary facilities are poor quality.	Sustain good court quality through a dedicated maintenance regime. Utilise spare capacity to accommodate future and latent demand. Explore the feasibility of improving poor quality ancillary facilities.	Sports Club LTA	Local site	L	S	L/M	Protect Enhance

²⁶ (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

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
29	Eccleshall Rugby Club	Rugby union	Private	Three poor quality senior rugby union pitches. Two rated M0/D1 and one rated M0/D0. Eccleshall RUFC rents the site from a private owner. Site is accompanied by poor quality ancillary facilities. Pitches potential spare capacity discounted due to unsecure tenure and poor quality. The Club is actively searching to relocate to its own site.	Improve pitch quality through enhanced levels of dedicated maintenance. Explore the feasibility of securing tenure for Eccleshall RUFC onsite. If tenure is secured explore improving the quality of ancillary facilities. Alternatively assist the Club in securing long term tenure at a new site which is suitable for its current and future levels of demand.	Private RFU	Local site	H	S	L/M	Protect Provide Enhance
33	Gnosall Sports and Social Club	Football	Sports Club	One standard quality adult pitch which has no spare capacity at peak time.	Improve pitch quality through dedicated levels of maintenance.	Sports Club FA FF RFU	Local site	M	S	L	Enhance
		Rugby union		One poor quality (M0/D0) senior rugby union pitch which is overplayed by 0.5 match equivalent sessions. Pitch is used by Gnosall RUFC for competitive and training demand.	Improve quality by increasing the maintenance regime.			M	S	L	
35	Great Bridgeford Tennis Club	Tennis	Village Hall	Two good quality macadam tennis courts which are floodlit. Courts are rented by Great Bridgeford TC. The Club is exploring converting floodlights to LED. Courts have spare capacity.	Sustain good court quality through a dedicated maintenance regime. Utilise spare capacity to accommodate future and latent demand. Explore the feasibility of changing floodlights to LED.	Village Hall LTA Sports Club	Local site	L	L	L	Protect
36	Great Bridgeford Playing Field	Football	Community Organisation	One standard quality youth 9v9 pitch which has actual spare capacity of 0.5 match equivalent sessions.	Improve pitch quality through dedicated levels of maintenance. Utilise spare capacity to accommodate future and latent demand.	Community Organisation FA FF	Local site	L	M	L	Protect Enhance
40	Haughton St Giles C Of E Primary Academy	Football	School	One poor quality youth 11v11 pitch which is played to capacity through curricular usage. Pitch is not available for community use.	Improve quality by increasing the maintenance regime, to better sustain curricular and extra curricular demand.	School FA FF	Local site	L	S	L	Enhance
48	Jim Jarvis Playing Field	Football	Parish Council	One standard quality adult pitch which has actual spare capacity of 0.5 match equivalent sessions. Pitch is not accompanied by changing provision.	Improve pitch quality through more regular enhanced maintenance and remedial work. Utilise spare capacity to accommodate future and latent demand.	Parish Council FA FF	Local Site	L	M	L	Enhance
51	Knighton Family Social Club	Football	Sports Club	One adult pitch which has actual spare capacity discounted due to poor quality.	Improve pitch quality through more regular enhanced maintenance and remedial work.	Sports Club FA FF	Local Site	L	S	L	Enhance
64	Norton Bridge Golf Club	Golf	Sport Club	Following the closure of Izaak Walton Golf Club in 2016, Norton Bridge Golf Club opened the site as a dedicated FootGolf course.	Retain course and sustain quality through appropriate maintenance.	Club England Golf	Local Site	L	L	L	Protect
69	Pershall Park (Eccleshall Football Club)	Football	Sports Club	One adult and one youth 11v11 pitch both of which are good quality. The adult pitch has actual spare capacity of 0.5 match equivalent sessions, whereas, the youth 11v11 pitch has one match equivalent. Adult pitch is suitable for	Sustain pitch quality through dedicated levels of enhanced maintenance. Utilise spare capacity to accommodate future and latent demand. Assist the Club in improving onsite	Sports Club FA FF	Local site	H	S	M	Provide Enhance

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
				Step 6 football. Site is accompanied by poor quality ancillary facilities. Eccleshall FC also has aspiration to replace onsite toilet block. Site shared with Newport Town FC (Step 7) which is imported demand. Issues with replacing floodlights due to equipment being stolen.	ancillary provision through relevant funding streams. Explore the feasibility of assisting the Club in replacing stolen floodlighting equipment. Ensure ancillary facilities and playing provision is suitable for current Step football. Explore securing tenure for Newport Town FC onsite if required.						
77	Seighford Football Club	Football	Sports Club	One standard quality youth 11v11 which has actual spare capacity at peak time.	Improve pitch quality through more regular enhanced maintenance and remedial work.	Sports Club FA FF	Local site	L	S	L	Enhance
85	St Lawrence's Primary School	Football	School	One poor quality youth 9v9 pitch which is overplayed by 0.5 match equivalent sessions. AFC Gnosall has ambitions to formalise a CUA onsite.	Improve pitch quality through more regular enhanced maintenance and remedial work to better sustain curricular, extra curricular and community usage. Explore formalising a CUA onsite for AFC Gnosall.	School Sports Club FA FF	Local site	M	S	L	Protect Enhance
92	Stafford Grammar School	Football	School	One adult and two youth 11v11 pitches all of which are good quality. Pitches are available for community use but are currently unused. Spare capacity discounted due to unsecure tenure.	Sustain pitch quality through regular enhanced maintenance and remedial work to better sustain levels of school use. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School Sports Club ECB RFU BCGBA LTA FA FF	Key centre	M	S	L	Protect
		Cricket		One eight wicket grass cricket square and one ten wicket grass cricket square both of which are good quality. Spare capacity discounted due to unsecure tenure. Provision is accompanied by poor quality ancillary facilities. Annually rented by Milford Hall CC.	Sustain square quality through regular enhanced maintenance and remedial work to better sustain levels of school and community use. Explore the feasibility of improving ancillary facilities. Explore formalising a CUA for Milford Hall CC.			M	S	L	
		Rugby union		One junior and one senior rugby union pitch which are both standard quality (M1/D1). Each pitch is played to capacity through curricular and extracurricular demand. Pitches are available for community use but are unused.	Sustain standard quality through appropriate levels of maintenance and retain as current use.			M	M	L	
		Disused bowls		One disused bowling green which was previously leased to Burton Manor BC. The agreement expired in 2017 with the Club indicating it did not have the finances available to sustain its maintenance and quality.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring back into use. 3) Use as open space to meet local needs. 4) Redevelop site and use developer contributions to improve other playing pitch sites (quantity and/or quality).			L	S	L	

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
		Tennis		Four good quality macadam courts which are not floodlit. Courts are available for community use.	Sustain good court quality through a dedicated maintenance regime. Utilise spare capacity to accommodate future and latent demand.			L	L	L	
175	Church Eaton Endowed VA Primary School	Football	School	One poor quality mini 5v5 pitch which has spare capacity discounted due to unsecure tenure. Pitch is available for community use but is currently unused.	Improve quality to better sustain curricular and extra curricular demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF	Local Site	L	S	L	Enhance
181	Eccleshall Road	Football	Council	The Council reports an adult football pitch will be created on Eccleshall Road (East Analysis Area) as part of ongoing housing development.	Establish a football pitch onsite in order to alleviate identified shortfalls.	Council FA FF	Local Site	L	S	L	Provide

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

STAFFORD ANALYSIS AREA

Sport	Analysis area	Current picture	Future demand (2040) ²⁸
Football (grass pitches)	Stafford	Adult pitches have spare capacity of 2.5 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 1.5 match equivalent sessions per week Mini 7v7 pitches are at capacity Mini 5v5 pitches are at capacity	Adult pitches have spare capacity of 1.5 match equivalent sessions per week Youth 11v11 pitches are overplayed by 4.5 match equivalent sessions per week Youth 9v9 pitches are overplayed by 0.5 match equivalent sessions per week Mini 7v7 pitches are at capacity Mini 5v5 pitches are overplayed by six match equivalent sessions per week
	Stafford Borough	Adult pitches have spare capacity of 5.5 match equivalent sessions per week Youth 11v11 pitches have spare capacity of 2 match equivalent sessions per week Youth 9v9 pitches have spare capacity of 2 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches have spare capacity of 2 match equivalent sessions per week	Adult pitches have spare capacity of 3 match equivalent sessions per week Youth 11v11 pitches are overplayed by 1.5 match equivalent sessions per week Youth 9v9 pitches are overplayed by 1 match equivalent sessions per week Mini 7v7 pitches have spare capacity of 2 match equivalent sessions per week Mini 5v5 pitches are overplayed by 4 match equivalent sessions per week
Football (3G pitches) ²⁹	Stafford Borough	Shortfall of two full sized 3G pitches for team training	Future shortfall of three full sized 3G pitches for team training.
Cricket	Stafford	Shortfall of 13 match equivalent sessions per season	Shortfall of 13 match equivalent sessions per season
	Stafford Borough	Shortfall of 45 match equivalent session per season	Shortfall of 120 match equivalent session per season
Rugby union	Stafford	Pitches are overplayed by 3.5 match equivalent sessions per week	Pitches are overplayed by five match equivalent sessions per week
	Stafford Borough	Pitches are overplayed by 7.75 match equivalent sessions per week	Pitches are overplayed by 11.25 match equivalent sessions per week
Hockey (Sand-based)	Stafford Borough	Sufficient capacity to accommodate current level of	Sufficient capacity to accommodate current level of

²⁸ Future demand based on ONS calculations and club consultation which also includes latent and displaced demand identified.

²⁹ Based on accommodating 38 teams to one full size pitch for training.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture	Future demand (2040) ²⁸
AGPs)		demand, however, there is a need to resurface the poor-quality pitch at Alleynes Sports Centre and secure tenure are Beacon Sports and Fitness.	demand, however, there is a need to resurface the poor quality pitch at Alleynes Sports Centre and secure tenure are Beacon Sports and Fitness.
Golf	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Bowls	Stafford Borough	Demand can be met with retained level of access; however, further club consultation is required.	Demand can be met with retained level of access; however, further club consultation is required.
Tennis	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access
Athletics	Stafford Borough	Demand can be met with retained level of access	Demand can be met with retained level of access

Key recommendations and likely impact on shortfalls identified

- ◀ Look to alleviate football shortfalls through a variety of improving pitch quality, creating additional provision (Silkmore Lane) and securing community access at dedicated educational sites.
- ◀ Explore creating a full size floodlit 3G pitch within the Analysis Area in order to alleviate current identified shortfalls.
- ◀ Assist in alleviating overplay of cricket provision at Stafford Cricket and Hockey Club through either creation of a second senior grass square or transferal of demand.
- ◀ Secure tenure for Stafford HC at the current sites it uses across the Borough, dependant on improving pitch quality at Alleynes Sports Centre. If this is not possible, additional provision may be required.
- ◀ Ensure pitch provision established at Stafford Rugby Club (Blackberry Lane) alleviate current and future levels of demand expressed. In addition, assist the Club in the managing and maximising the site including pitch, ancillary and artificial (WR Compliant 3G) provision.
- ◀ Assist St Leonards RUFC in creating a dedicated senior pitch at Valerian Drive that is suitable quality for its training and competitive demand.
- ◀ Ensure long term tenure is secured for Alstom BC at GEC Sports and Social Club. Ensure proper mitigation of the site if lost and assist the Club in relocating.

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
7	Barnes Road Playing Field	Football	Council / Streetscene	One quality adult which has spare capacity retained due to poor quality.	Improve pitch quality through enhanced levels of dedicated maintenance.	Council / Streetscene FA FF	Local site	L	S	L	Enhance
10	Blessed William Howard Catholic High School	Football	School	One adult and one youth 9v9 pitch both of which are standard quality. Available for community use but unused. Spare capacity discounted due to unsecure tenure.	Improve quality to better sustain curricular and extra curricular demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF LTA RFU	Local site	M	M	L	Protect Enhance
		Rugby union		One poor quality (M0/D0) senior pitch which is overplayed by one match equivalent sessions. Used by Stafford RUFC.	Improve pitch quality through enhanced levels of maintenance to better sustain curricular, extra curricular and community demand.			M	S	L	
		Tennis		Two poor quality macadam courts which are not floodlit nor available for community use.	Seek to improve court quality through resurfacing.			M	S	L	
14	Stafford Castle Golf Club	Golf	Sports Club	A par 36, 9-hole golf course. The Club is in the process of adding an additional nine holes to the course and construction a brand new clubhouse.	Retain course and sustain quality through appropriate maintenance. Explore opportunities to increase membership. Assist the Club in its course and clubhouse developments.	Sports Club England Golf	Local site	M	S	L	Protect Enhance
15	Castlechurch Primary School	Football	School	One standard quality small size 3G pitch which is not floodlit nor available for community use.	Retain as current use and ensure a sinking fund is in place for long-term sustainability. Explore the feasibility of establishing community use at the weekends.	School FA FF	Local site	L	L	L	Protect
16	Charnley Road	Football	Council / Streetscene	Two standard quality adult pitches which are played to capacity at peak time.	Improve pitches quality through an enhanced dedicated maintenance regime.	Council / Streetscene FA FF	Local site	L	M	L	Enhance
22	Corporation Street	Lapsed bowls	Council	One lapsed bowling green.	Determine future use of the site based on the following priority order of options: 1) Retain/allocate site as strategic reserve. 2) Explore feasibility to bring back into use. 3) Use as open space to meet local needs. 4) Redevelop site and use developer contributions to improve other playing pitch sites (quantity and/or quality).	Council BCGBA	Local site	L	S	L	Protect
23	Cresswell Manor Farm Playing Field	Football	Council / Streetscene	One standard quality adult pitch which has actual spare capacity of 0.5 match equivalent sessions at peak time.	Improve pitches quality through an enhanced dedicated maintenance regime.	Council / Streetscene FA FF	Local site	L	M	L	Enhance
42	HMP Stafford	3G	Private	One standard quality 3G pitch which is	Sustain quality and retain as current use.	Private	Local site	L	L	L	Protect

³⁰ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

³¹ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
				not floodlit nor available for community use.		FA FF					
43	Holmcroft Youth and Community Centre	Football	Sports Club	One poor quality adult pitch which is overplayed by 0.5 match equivalent sessions. Site is accompanied by poor quality ancillary facilities.	Improve pitch quality through enhance levels of dedicated maintenance. Explore the feasibility of improving ancillary facilities.	Sports Club FA FF	Local site	L	L	L	Enhance
49	John Wheeldon Primary Academy	Football	School	One youth 11v11 pitch which has spare capacity discounted due to poor quality. Pitch is available and used by Stafford Rangers JFC.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore formalising a CUA.	School FA FF	Local site	L	S	L	Enhance Provide
50	King Edward VI High School	Football	School	Two adult and one youth 9v9 pitches all of which are standard quality. Spare capacity discounted due to unsecure tenure. Pitches are used by AFC Doxey.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore formalising a CUA.	School FA FF RFU LTA	Key centre	L	M	L	Protect Enhance
		Rugby union		One poor quality (M0/D1) senior pitch which is played to capacity. Pitch is used by Stafford RUFC whilst it relocates to it new home venue.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand.			L	S	L	
		Tennis		Four poor quality macadam tennis courts which are not available for community use nor are floodlit.	Seek to improve court quality through resurfacing.			M	S	L	
53	Leasowes Primary School	Football	School	One poor quality youth 9v9 pitch which is played to capacity through community use.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore formalising a CUA.	School FA FF	Local site	L	S	L	Enhance
56	Marston Road Stadium (Stafford Rangers FC)	Football	Sports Club	One good quality adult pitch which no actual spare capacity at peak time. Site is accompanied by poor quality ancillary facilities. Site is suitable for Step 3 football.	Sustain pitch quality through a dedicated maintenance regime. Explore the feasibility of improving onsite ancillary facilities. Ensure ancillary facilities and playing provision is suitable for Step 3 football. Examine the requirements needed for the Club to progress through the football pyramid.	Sports Club FA FF	Local site	H	S	L	Protect Enhance
65	Oakridge School	Football	School	One poor quality youth 9v9 pitch which has spare capacity discounted due to unsecure tenure. Pitch is available for community use but is unused.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF	Local site	L	S	L	Protect Enhance
		Cricket		A standalone NTP.	Sustain quality and retain for current use.			L	L	L	
68	Perkins Sports Club	Football	Sports Club	One good quality adult pitch which has no actual spare capacity at peak time.	Sustain pitch quality through dedicated maintenance regime.	Sports Club FA FF	Local site	L	L	L	Protect

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
72	Riverway Sports Ground (Stafford College)	Football	Council / Streetscene	Two standard quality adult pitches which have actual spare capacity of 1.5 match equivalent session at peak time. Site is also used by Stafford College for curricular and extra curricular demand. There are no changing facilities onsite.	Sustain pitch quality through a dedicated maintenance regime. Explore the feasibility of creating ancillary facilities to service curricular, extra curricular and community demand,	Council / Streetscene FA FF Education	Local site	H	S	L/M	Protect Provide
74	Rowley Park Primary Academy	Football	School	One youth 9v9 pitch which has spare capacity discounted due to poor quality. Pitch is available and use by the community	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	School FA FF	Local site	L	S	L	Enhance
75	Rowley Park Stadium	Football	Council / Freedom Leisure	Three youth 9v9 pitches all of which are standard quality. Pitches have actual spare capacity of 0.5 match equivalent sessions at peak time. Ancillary facilities are standard quality, however, need modernising.	Sustain pitch quality through a dedicated maintenance regime. Explore the feasibility of improving the quality of ancillary facilities.	Council / Freedom Leisure FA FF LTA UKA BCGBA	Hub site	H	S	L/M	Protect Enhance
				One full size floodlit standard quality 3G pitch. Pitch is FA certified and available for community use. Pitch is used as a central venue for the MSJFL.	Sustain pitch quality through appropriate maintenance and seek to maximise usage, particularly for matches. Ensure FA testing every three years so that the pitch remains suitable for match play. Ensure a sinking fund is in place for long-term sustainability. Explore the feasibility of improving the quality of ancillary facilities.			H	S	L/M	
		Tennis		Four good quality macadam courts which are not floodlit.	Sustain good court quality through a dedicated maintenance regime. Explore potential options to increase community usage by creating a more efficient court accessing systems such as Clubspark in order to actualise latent demand.			M	L	L	
		Athletics		A good quality eight lane, synthetic 400m track which is fully floodlit. Facilities are rented by Cannock & Stafford AC on an annual basis.	Sustain quality through regular maintenance and retain as current use.			H	L	L	
		Bowls		One standard quality bowling green used Rowley Park BC and Burton Manor BC.	Improve green quality through an enhanced maintenance regime and retain for current use.			M	S	L	
79	Brocton Football Club	Football	Sports Club	Two good quality adult pitches which have actual spare capacity of one match equivalent session available at peak time. Site is used by Brocton FC which plays at Step 6.	Sustain pitch quality through a dedicated maintenance regime. Ensure ancillary facilities and playing provision is suitable for Step 6 football. Examine the requirements needed for the Club to progress through the football pyramid.	Sports Club FA FF	Local site	H	S	L	Protect Enhance
80	Silkmore Primary Academy	Football	School	One poor quality youth 9v9 pitch which is played to capacity. Pitch is available for community use but is unused.	Improve pitch quality through enhance levels of maintenance to better sustain curricular and extra curricular demand.	School FA	Local site	L	S	L	Enhance

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
					Explore options to increase community usage. If community users are found examine implementing a formal community use agreement to secure tenure.	FF					
81	Sir Graham Balfour High School	Football	School	Three youth 11v11 and one youth 9v9 pitch all of which are standard quality. Spare capacity discounted due to unsecure tenure. Pitches suffer from unauthorised access.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand. Explore potential options to reduce levels of unauthorised access. Explore formalising a CUA.	School FA FF ECB RFU LTA	Key centre	M	M	L	Protect Enhance
		Cricket		One standalone NTP which is disused.	If demand exist explore the feasibility of bringing back into use.			M	L	L	
		Rugby union		One poor quality (M0/D1) senior pitch which is available for community use but currently unused. Actual spare capacity discounted due to curriculum use and unsecure tenure.	Improve pitch quality through enhance levels of maintenance to better sustain curricular and extra curricular demand.			M	S	L	
		Tennis		Four standard quality macadam courts which are not floodlit nor available for community use.	Prolong court lifespan through a robust maintenance plan. Explore potential options to increase community usage by creating a more efficient court accessing systems such as Clubspark in order to actualise latent demand.			M	M	L	
86	St Leonards Playing Field	Football	School	One standard quality youth 11v11 pitch which is played to capacity at peak time.	Improve pitch quality through dedicated levels of maintenance.	School FA FF	Local site	L	M	L	Enhance
91	Stafford Cricket and Hockey Club	Cricket	Sports Club	One grass cricket square with 14 wickets and a standalone NTP both of which are good quality. The grass square is overplayed by 13 match equivalent sessions. Stafford CC has aspirations to create an NTP on the main square for training. Outfield for the standalone NTP is too small due to permanent rugby posts. In addition, Stafford HC has planning permission (expire November 2019) to create a full size hockey suitable AGP on the outfield. If this occurs the standalone NTP will need relocating.	Sustain grass wicket through dedicated levels of maintenance and remedial work. Explore installing an NTP on the grass square to alleviate overplay. If rugby union and hockey AGP provision is not required based on future levels of supply and demand explore creating a dedicated grass square to accompany the standalone NTP. If rugby union and/or hockey AGP is sustained or created explore accessing addition cricket provision off site. Examine the feasibility of the site being the potential new home of Staffordshire Cricket including relevant ancillary and pitch provision only if long term security of tenure can be secured.		Key centre	High	S	L/H	Protect Provide
		Potential hockey		Stafford HC has outlying planning permission to develop a full size floodlit hockey suitable AGP on the outfield area of the standalone cricket pitch.	Explore the feasibility of creating a full size hockey suitable provision on site based upon the security and quality of remaining supply in the Authority.						
		Rugby union		One standard quality (M1/D1) senior pitch which is overplayed by 0.5 match equivalent sessions. Used by Stafford	Sustain pitch quality through dedicated levels of maintenance. Explore if pitch is still required once demand from Stafford						

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
				RUFC whilst it relocates. Permanent rugby posts affect cricket outfield.	RUFC has been relocated.						
94	Stafford Manor High School	Football	School	One youth 11v11, two mini 7v7 and three mini 5v5 pitches all of which are standard quality. The mini 5v5 pitches have no actual spare capacity, whereas, spare capacity on the mini 7v7 and youth 11v11 pitches has been discounted due to unsecure tenure. Pitches are used as a central venue by the MSJFL.	Improve pitch quality through a dedicated maintenance regime. Explore formalising a CUA for the pitches with the MSJFL.	School FA FF LTA	Key centre	M	S/M	L	Protect Enhance
		Tennis		Six standard quality macadam courts which are floodlit and available for community use. Baseline Tennis Centre was founded as a result of a partnership between the School and LTA. Courts have spare capacity to accommodate additional members.	Prolong court lifespan through a robust maintenance plan.			M	L	L	
95	Stafford Rugby Club	Rugby union	Sports Club	One poor quality (M0/D1) senior pitch which is floodlit. Pitch is overplayed by one match equivalent sessions. Used by Stafford RUFC. Accompany ancillary facilities are poor quality. Neither the pitch or clubhouse has been invested in due to the clubs relocation. Once it relocates to its new site (Blackberry Lane), in 2019, the pitch and ancillary facilities will be developed for housing by the private landowner.	Ensure the pitch and ancillary facilities are maintained to a suitable level whilst the Club relocates. Ensure the Club's new site is fully operational before the current site is developed.	Sports Club Private RFU SE	Local site	H	S	L/H	Protect
117	Victoria Park	Bowls	Council	One good quality bowling green used by Victoria Park BC. Current usage is unknown.	Sustain green quality through dedicated levels of maintenance.	Council BCGBA	Local site	L	L	L	Protect
127	Western Downs	Football	Council / Streetscene	One adult pitch which has spare capacity retained due to poor quality.	Improve pitch quality through an enhanced maintenance regime.	Council / Streetscene FA FF	Local site	L	S	L	Enhance
130	Wildwood Park	Football	Council / Streetscene	One standard quality adult and one poor quality youth 9v9 pitch. The adult pitch has no actual spare capacity whereas the spare capacity on the youth 9v9 has spare capacity retained due to poor quality. Site is accompanied by poor quality ancillary facilities.	Improve pitches quality through a dedicated maintenance regime. Explore the feasibility of improving onsite ancillary provision. Explore the reconfiguration of pitch types to maximise usage.	Council / Streetscene FA FF LTA	Local site	L	S	L	Protect Enhance
		Tennis		One standard quality macadam court which is not floodlit.	Prolong court lifespan through a robust maintenance plan.			L	L	L	
131	Woodlands Road	Football	Council / Streetscene	Two poor quality adult pitches which are played to capacity. Site is accompanied by poor quality ancillary facilities.	Improve pitches quality through a dedicated maintenance regime. Explore the feasibility of improving onsite ancillary provision.	Council / Streetscene FA FF LTA	Local site	L	S	L	Enhance
		Tennis		One poor quality macadam court which is not floodlit.	Seek to improve court quality through resurfacing.			L	S	L	
156	Valerian Drive	Rugby union	Parish Council	St Leonards RUFC is in the process of creating a new senior pitch at Valerian Drive to function as its home venue. The	Assist the Club in creating the new senior pitch. Once in situ explore the feasibility of	Parish Council RFU	Local site	H	S	L	Protect Provide

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
				Club has a two year agreement with Doxey Parish Council for the use of the site and has aspirations to extend this once the pitch is operational.	establishing long term tenure for the Club.						
165	Stafford Bowling Green	Bowls	Sports Club	One good quality bowling green used by Stafford BC. Current usage is unknown.	Sustain green quality through dedicated levels of maintenance.	Sports Club BCGBA	Local site	L	L	L	Protect
167	Amasal Sports & Social Club	Bowls	Sports Club	One poor quality bowling green used by Amasal BC. Current usage is unknown.	Improve green quality through an enhanced maintenance regime.	Sports Club BCGBA	Local site	L	S	L	Enhance
168	Littleworth Green	Bowls	Council	One good quality bowling green used by Littleworth BC. Current usage is unknown.	Sustain green quality through dedicated levels of maintenance.	Sports Club BCGBA	Local site	L	L	L	Protect
171	Stafford Rugby Club (Blackberry Lane)	Rugby union	Sports Club	The site will be the new home for Stafford RUFC for the start of the 2019/20 season. It will host three senior rugby union pitches, one of which will be floodlit. In addition it will have a full size WR complaint floodlit 3G pitch and relevant clubhouse facilities. The entire site is on a long term lease and will be managed by the Club.	Ensure pitch provision created alleviates current and future levels of demand expressed by Stafford RUFC. Assist the Club in managing pitch and ancillary provision to ensure quality and maximise community usage.	Sports Club RFU FA FF	Key centre	H	S	H	Protect Provide
		Rugby union Football		One full size WR compliant 3G pitch is to be created to host both the clubs training and competitive demand.	Ensure sports provision created alleviates identified sporting shortfalls. Ensure a sinking fund is in place for long-term sustainability. Assist the Club in maximising the usage of the pitch through community lettings. Explore testing the pitch for FA certification to maximise usage.			H	S	H	
176	Barnfields Primary School	Football	School	One poor quality mini 7v7 pitch which has spare capacity discounted due to unsecure tenure. Pitch is available but unused.	Improve pitch quality through enhance levels of maintenance to better sustain curricular, extra curricular and community demand.	School FA FF	Local site	L	S	L	Enhance
177	Windsor Road	Bowls	Sports Club	One standard quality bowling green used by Staffs County BC. Green is played to capacity.	Improve green quality through an enhanced maintenance regime.	Sports Club BCGBA	Local site	L	M	L	Enhance
178	GEC Sports and Social Club	Bowls	Private	Two good quality and one poor quality bowling greens which are used by Alstom BC. The Club reports it has been given notice to relocate. Anecdotal evidence suggest the Club is in talks with Stafford Bowls League and Sport England regarding this issue.	Sustain green quality through dedicated maintenance. Explore the need to improve the quality of the poor quality green. Assist the Club in finding tenure onsite. Further explore the issue of relocating the Club and mitigation if greens are developed.	Private Sports Club BCGBA SE	Local site	H	S	M	Protect
179	Riverway Sports Complex	Football	Council / Streetscene	One good quality FIFA certified floodlit 3G pitch. Pitch is the home of Stafford Town FC which play at Step 7.	Ensure ancillary facilities and playing provision is suitable for Step 7 football. Examine the requirements needed for the Club to progress through the football pyramid. Ensure a sinking fund is in place for long-term sustainability.	Sports Club BCGBA	Key centre	M	S	L	Protect
		Football		One youth 11v11 and one youth 9v9 pitch both of which are standard quality. The youth 11v11 pitch is played to capacity whereas the youth 9v9 pitch	Sustain pitches quality through dedicated levels of maintenance.			S	M	L	

**STAFFORD BOROUGH COUNCIL
STRATEGY & ACTION PLAN**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
		Bowls		has actual spare capacity of one match equivalent sessions at peak time. Two good quality bowling greens which are used by Stafford Walton Phoenix BC. Current usage is unknown.	Sustain green quality through dedicated levels of maintenance.			M	L	L	
180	Silkmore Lane	Lapsed football	Council	Site previously hosted two adult pitches, which were last formally marked and used circa 2010. Pitches drain poorly and occasionally flood. Access into the site is also problematic. Berkswich FC is in dialogue with the Council to formalise a seven year lease agreement for the site. If the Club obtains this it aspires to create two youth 11v11 pitches for the start of the 2019 season.	Assist Berkswich FC in obtaining a lease on the site and creating two dedicated youth 11v11 pitches. Ensure dedicated levels of maintenance to allow pitches to be brought back into use.	Council FA FF Sports Club	Local site	L	S	L	Provide

PART 7: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2040 (in line with the emerging Local Plan period). This future demand is translated into teams likely to be generated, rather than actual pitch provision required. The Sport England New Development Playing Pitch Calculator (NDC) adds to this, updating the likely demand generated for pitch sports based on housing increases and converts the demand into match equivalent sessions and the number of pitches required. This is achieved via team generation rates (TGRs) in the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth and gives the associated costs of supplying the increased pitch provision.

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

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

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

The indicative figures assume that population growth will average 2.44 per dwelling. The indicative figures will be applied to three exclusive scenarios as follows:

- ◀ **Scenario One** - additional demand for pitch sports generated from housing growth from a specific development (the Land at Burnleyfields development (1,500 dwellings).
- ◀ **Scenario Two** - additional demand for pitch sports generated from housing growth based on the Government standard methodology for local housing need in Stafford (408 dwellings per annum).
- ◀ **Scenario Three** - additional demand for pitch sports generated from housing growth based on the Government standard methodology for local housing need (408 dwellings per annum) over 20 years.

Please note that each scenario takes into consideration training demand for the individual sports which will give an exact requirement for provision required by housing growth.

The figures for the number of dwellings for each scenario has been taken from the Councils recently established Statement of Five Year Housing Land Supply. A brief summary of the document is found in the introduction of this report.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Scenario One

The estimated additional population derived from housing growth from 1,500 dwellings is 3,660 people. This population increase equates to 2.97 match equivalent sessions of demand per week for grass pitch sports, 0.22 match equivalent sessions of demand per week on AGPs for hockey and 26.34 match equivalent sessions of demand per season for cricket.

Training demand equates to 5.09 hours of use per week for football on 3G pitches and hockey equates to 0.78 hours of use per week on AGPs. There are also 0.48 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.1: Likely demand for grass pitch sports generated from 1,500 dwellings

Pitch sport	Estimated demand by sport for 1,500 dwellings	
	Match demand (MES) per week ³²	Training demand ³³
Adult football	0.61	5.09 hours
Youth football	1.01	
Mini soccer	0.93	
Rugby union	0.42	0.48 match equivalent sessions
Adult hockey	0.22	0.65 hours
Junior & mixed hockey	-	0.13 hours
Cricket	26.34	-

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

Table 7.2: Estimated demand and costs for new pitch provision

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁴	Lifecycle Cost (per annum) ³⁵
Adult football	1 (0.61)	£53,457	£11,279
Youth football	1 (1.01)	£73,255	£15,384
Mini soccer	1 (0.93)	£22,439	£4,712
Rugby union	0 (0.42)	£54,347	£11,630
Cricket	1 (0.57)	£157,994	£31,915
Sand based AGPs	0 (0.05)	£42,237	£1,309
3G	0 (0.13)	£127,959	£4,881

Further to the above, the NDC also estimates that there will be a need to provide 4.61 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £732,018.

³² As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³³ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁴ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

³⁵ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Scenario Two

The estimated additional population derived from housing growth from 408 dwellings is 996 people. This population increase equates to 0.8 match equivalent sessions of demand per week for grass pitch sports, 0.06 match equivalent sessions of demand per week on AGPs for hockey and 7.17 match equivalent sessions of demand per season for cricket.

Training demand equates to 1.38 hours of use per week for football on 3G pitches and hockey equates to 0.21 hours of use per week on AGPs. There are also 0.13 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.3: Likely demand for grass pitch sports generated from 408 dwellings

Pitch sport	Estimated demand by sport for 408 dwellings	
	Match demand (MES) per week ³⁶	Training demand ³⁷
Adult football	0.17	1.38 hours
Youth football	0.27	
Mini soccer	0.25	
Rugby union	0.11	0.13 match equivalent sessions
Adult hockey	0.06	0.18 hours
Junior & mixed hockey	-	0.03 hours
Cricket	7.17	-

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

Table 7.4: Estimated demand and costs for new pitch provision

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁸	Lifecycle Cost (per annum) ³⁹
Adult football	0 (0.17)	£14,547	£3,069
Youth football	0 (0.27)	£19,935	£4,186
Mini soccer	0 (0.25)	£6,106	£1,282
Rugby union	0 (0.11)	£14,790	£3,165
Cricket	0 (0.16)	£42,995	£8,685
Sand based AGPs	0 (0.01)	£11,494	£356
3G	0 (0.04)	£34,822	£1,328

Further to the above, the NDC also estimates that there will be a need to provide 1.25 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £199,205.

³⁶ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³⁷ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁸ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

³⁹ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Scenario Three

The estimated additional population derived from housing growth from 8,160 dwellings is 19,910 people. This population increase equates to 16.10 match equivalent sessions of demand per week for grass pitch sports, 1.18 match equivalent sessions of demand per week on AGPs for hockey and 143.31 match equivalent sessions of demand per season for cricket.

Training demand equates to 27.68 hours of use per week for football on 3G pitches and hockey equates to 0.68 hours of use per week on AGPs. There are also 3.55 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.5: Likely demand for grass pitch sports generated from 8,160 dwellings

Pitch sport	Estimated demand by sport for 8,160 dwellings	
	Match demand (MES) per week ⁴⁰	Training demand ⁴¹
Adult football	3.33	27.68 hours
Youth football	5.48	
Mini soccer	5.03	
Rugby union	2.26	2.59 match equivalent sessions
Adult hockey	1.18	3.55 hours
Junior & mixed hockey	-	0.68 hours
Cricket	143.31	-

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

Table 7.6: Estimated demand and costs for new pitch provision

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ⁴²	Lifecycle Cost (per annum) ⁴³
Adult football	3 (3.33)	£290,798	£61,358
Youth football	5 (5.48)	£398,501	£83,685
Mini soccer	5 (5.03)	£122,063	£25,633
Rugby union	2 (2.26)	£295,644	£63,268
Cricket	3 (3.11)	£859,469	£173,613
Sand based AGPs	0 (0.30)	£229,766	£7,123
3G	1 (0.73)	£696,082	£26,552

Further to the above, the NDC also estimates that there will be a need to provide 25.07 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £3,982,100.

⁴⁰ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

⁴¹ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

⁴² Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

⁴³ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

Conclusions

The tables above show that through housing growth, demand will be generated for each pitch sport (with the exception of rugby league) to a lesser or greater extent. That being said, it must be noted that not all developments will require new on site provision, with the capacity of existing sites in the locality needing to be assessed to understand if they can accommodate increased usage. The PPS should be used as a guide to inform this.

Experience shows that only significantly large housing sites are likely to generate demand in their own right; however, the cumulative impact of housing across the local authority will result in substantial demand generated across the local authority and in each analysis area. For developments not requiring on site provision, contributions should be focused on improving existing sites. The preceding Action Plan and future consultation with NGBs should inform the playing fields that most require investment.

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

Delivery

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

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

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

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

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

Monitoring and updating

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

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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

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

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

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

- ◀ Acts as a focal point for promoting the value and importance of the PPS and outdoor sports provision in the area.
- ◀ Monitors, evaluates and reviews progress with the delivery of the recommendations and action plan.
- ◀ Shares lessons learnt from how the PPS has been used and how it has been applied to a variety of circumstances.
- ◀ Ensures that the PPS is used effectively to input into any new opportunities to secure improved provision and influence relevant programmes and initiatives.
- ◀ Maintains links between relevant parties with an interest in local outdoor sports provision;
- ◀ Reviews the need to update the PPS along with the supply and demand information and assessment work on which it is based. Further to review the group should either:
 - ◀ Provide a short annual progress and update paper;
 - ◀ Provide a partial review focussing on particular sport, pitch type and/or sub area; or
 - ◀ 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 PPS up to date and maintain relationships is to hold annual sport specific meetings with pitch sport NGBs and other relevant parties. These could be part of a process of updating key supply and demand information plus, if necessary, amending assessment work, tracking progress in respect of implementing action plan recommendations and highlighting new issues and opportunities.

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

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

The Steering Group should regularly review and refresh the Action Plan, taking account of any changes in pitch quality (and hence changes in pitch capacity) and demand as well as

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

new provision that has been created or any new negotiations for community use of education sites in the future.

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

Checklists

In order for this Strategy to be signed off by the steering group, a Stage D Checklist: Develop the Strategy, is signed off.

Stage D Checklist: Develop the Strategy	Tick ✓	
	Yes	Requires Attention
Step 7: Develop the recommendations and action plan	✓	
1. Have a number of study area specific scenarios been looked at to help explore key issues and findings along with possible recommendations and actions?	✓	
2. Have any recommendations and actions regarding AGP provision taken into account the guidance in the 'Selecting the Right Artificial Surface' document and any NGB specific information?	✓	
3. Do the recommendations reflect the drivers, vision and objectives of the work?	✓	
4. Are the recommendations precise enough to enable the development of clear individual area, sport and site specific actions to help achieve them?	✓	
5. Have all relevant parties been engaged with the development of, and are signed up to the delivery of, the recommendations and actions?	✓	
6. Are the recommendations and actions clearly presented?	✓	
7. Has particular attention been paid to the situation at priority sites and those which are being significantly overlapped?	✓	
8. Have area, sport and site specific solutions been proposed to protect, enhance, and provide playing pitch provision to meet the current and future demand?	✓	
9. Has guidance on the future of any sites highlighted as being at risk been provided?	✓	
10. Do the recommendations and actions seek to make the best use of existing pitches?	✓	
11. Has the detriment and benefit of proposals to relocate provision been presented?	✓	
12. Has the level and type of any new playing pitch provision required been presented?	✓	
13. Has the importance of providing appropriate and fit for purpose ancillary facilities been highlighted in order to maximise the potential benefit to sport of any pitches?	✓	
14. Have the recommendations sought to ensure an adequate amount of spare capacity in the provision of accessible pitches with secured community use?	✓	
15. Does the PPS provide a steer as to the future of any spare capacity and	✓	

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

any provision that may be genuinely surplus to requirements (paragraphs D12 to D15)?		
16. Does the action plan cover the points listed in paragraph D17?	✓	
17. Does the action plan provide the most appropriate actions to improve provision in the study area rather than just those which the local authority can deliver?	✓	
18. Does the action plan represent an infrastructure plan for playing pitches with deliverable area, sport and site specific actions and projects?	✓	
Step 8: Write and Adopt the Strategy	✓	
1. Does the PPS document provide the reader with a clear understanding of the areas listed in paragraph D20?		
2. Is it clear from the PPS document why the recommendations and actions have been included, how they are to be delivered and what they will achieve?	✓	
3. Does the PPS document indicate how it should be used and applied in different areas and circumstances along with the benefits of doing so?	✓	
4. Has the PPS document been subject to appropriate consultation?	✓	
5. Do all members of the steering group and other relevant parties endorse the PPS and recognise its lead role in guiding the improvement of pitches in the study area?	✓	
6. Has the PPS document been formally adopted by the local authority and is its status recognised across all relevant departments?	✓	

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:

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		

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

back to Sport England?		
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For more information, see:

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

APPENDIX ONE: FUNDING PLAN

Funding opportunities

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

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	Big invests in community groups and to projects that improve health, education and the environment. For example, Awards for All which is for small Lottery grants of between £300 and £10,000.
Sport England The current funding streams may change throughout 2018/19 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.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

Awarding body	Description
Rugby Football League https://www.rlwc2021.com/facilities	Rugby League World Cup 2021 Capital Facilities legacy funding. Small Grants Scheme awards grants of up to £15,000 for the provision of capital items, kit and equipment or to refurbish/improve existing facilities. Large capital grants programme of £15,000 plus focused on supporting the development of new or refurbished local rugby league facilities. The programme is split into four themes: 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund
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.
LTA Transforming British Tennis Together https://www.lta.org.uk/workforce-venues/tennis-venue-support/tennis-facility-funding-and-advice/transforming-british-tennis-together/	Transforming British Tennis Together (TBTT) is the largest capital investment programme the LTA has undertaken. It aims to invest £125 million over the next ten years in tennis facilities which it hopes can be match funded by partners to bring £250 million into the sport.
BCGBA grants https://www.bcgba.org.uk/grants/	Provided a club is subscribed to the BCGBA it can apply for a grant a range of ancillary issues, providing it has not already received one in the previous five years.

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.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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 Community Asset Fund⁴⁴ programme will be delivered via funding rounds and replaced its previous Inspired Facilities Fund. The Community Asset Fund opened in late January 2017 with an annual budget of £15 million, anticipating funding applications to range anywhere from £1000 to £150,000.

A key difference of the new programme is that it not only aims to support improvement of facilities within traditional sports clubs and recreational or sporting environments, but seeks explore new ways to invest in communities where improvement of facilities can offer wider benefit for not just sporting groups but other physical activities and local organisations which use or could use the site. The change in approach reflects the Towards an Active Nation Strategy and a contribution to delivering the five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

The four main aims of the Community Asset Fund programme are:

- ◀ Improve and protect existing sports facilities that support the needs of local communities
- ◀ Invest in new and different places that meet the needs of local communities, which include our target audiences
- ◀ Ensure our capital investment reaches organisations who have not accessed our funding before
- ◀ Create a more resilient, sustainable, less grant dependent sport sector

Strategic Facilities Fund

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

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

⁴⁴ <https://www.sportengland.org/media/11425/community-asset-fund-guide-january-2017.pdf>

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.

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.

APPENDIX TWO: GLOSSARY

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**.

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

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.

APPENDIX THREE: SPORTING CONTEXT

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

National context

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

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

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

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

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

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

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

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

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

National Planning Policy Framework

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

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

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

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

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

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

Local Football Facility Plans

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

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

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

The FA: National Game Strategy (2018-2021)

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

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

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

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

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

England and Wales Cricket Board (ECB) Cricket Unleashed 5 Year Plan (2016-2021)

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*

ECB Inspiring Generations

The ECB’s refreshed strategy called “Inspiring Generations” was announced in January 2019. It builds on the strong foundations laid by Cricket Unleashed and supports the growth of cricket in England and Wales between 2020 and 2024. At the heart of this strategy is a single unifying purpose, which gets to the core of what the game can do for society both on and off the field to ensure that cricket is in an even stronger position that it is in 2019.

Inspire Generations has six key priorities and activities including transforming women’s and girls’ cricket to increase the representation of women in every level of cricket by:

- ◀ Growing the base through participation and facilities investment.
- ◀ Growing the base through participation and facilities investment.
- ◀ Launching centres of excellence and a new elite domestic structure.
- ◀ Investing in girls’ county age group cricket.
- ◀ Delivering a girls’ secondary school programme.

There will be a structured pathway for women and girls in both softball and hardball cricket. At the time of writing the pathways and clubs involved in Stafford are still in the planning stages.

The Rugby Football Union Strategic Plan (2017-2021)

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

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

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

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

The Rugby Football League Facility Strategy

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

The RFL's Facilities Strategy was published in 2011. The following themes have been prioritised:

- ◀ Clean, Dry, Safe & Playable
- ◀ Sustainable clubs
- ◀ Environmental Sustainability
- ◀ Geographical Spread
- ◀ Non-club Facilities

The RFL Facilities Trust website www.rffacilitiestrust.co.uk provides further information on:

- ◀ The RFL Community Facility Strategy
- ◀ Clean, Dry, Safe and Playable Programme
- ◀ Pitch Size Guidance
- ◀ The RFL Performance Standard for Artificial Grass Pitches
- ◀ Club guidance on the Annual Preparation and Maintenance of the Rugby League Pitch

Further to the 2011 Strategy detail on the following specific programmes of particular relevance to pitches and facility planning are listed below and can be found via the trust link (see above):

- ◀ The RFL Pitch Improvement Programme 2013 – 2017
- ◀ Clean, Dry and Safe programmes 2013 - 2017

Rugby League World Cup 'Inspired by 2021' Legacy Programme

The Rugby League World Cup 2021 will develop a £10 million legacy programme with funds driven into local clubs and community projects. The government investment, delivered by Sport England, is part of RLWC 2021's ambitious plan to grow the sport and make it more visible, engaging and welcoming to current and potential participants.

The funding will be split into large transformational community projects, such as changing room improvements and new artificial grass pitches with the remaining funding used for smaller scale initiatives such as supplying new kit and equipment to promote club and community development. The investment will focus on the following four key areas:

- ◀ Creating welcoming environments
- ◀ Encouraging participation growth
- ◀ Building community engagement
- ◀ Cultivating further investment

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

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

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

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

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

be, the more we will achieve for our sport. England Hockey will enable this to happen and we are passionate about our role within the sport. We will lead, support, counsel, focus and motivate the Hockey Nation and work tirelessly towards our vision.

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

The core objectives are as follows:

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

Club participation

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

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

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

England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

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

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

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

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

England Hockey has identified key areas across the country where there is a lack of suitable hockey provision and there is a need for additional pitches, suitable for hockey. There is an

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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.

British Tennis Strategy 2019

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

Vision: tennis opened up

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

Objectives

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

Strategies

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

British Crown Green Bowling Association

Please note there is no current facility guidance provided by British Crown Green Bowling Association responsible for crown green bowls in England.

<http://bcgba.org.uk/index.html>

Bowls England: Strategic Plan 2014-2017

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

The overall vision of Bowls England is to:

- ◀ Promote the sport of outdoor flat green bowls.

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

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

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

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

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

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

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

In 2014, England Golf developed its first national strategy to help golf in England rise to some serious challenges. Membership was declining, many clubs were facing financial and business problems and the perception of the game was proving damaging. As such, it decided to set out recommendations for actions that would help “raise the game”.

The 2014 strategy helped achieve the following:

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

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

The objectives are:

- ◀ Being customer focussed
- ◀ Stronger counties and club
- ◀ Excellent governance
- ◀ Improve image

STAFFORD BOROUGH COUNCIL STRATEGY & ACTION PLAN

- ◀ More members and players
- ◀ Outstanding championships, competitions and events
- ◀ Winning golfers

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

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

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

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

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

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

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

1. To expand the capacity of the sport by supporting and developing its volunteers and other workforce. The target is to achieve a 6% increase every year of licensed leaders, coaches and officials.
2. To sustain and increase participation and performance levels in our sport. To achieve this, England Athletics' current targets are to increase the number of club registered athletes from (149,000 to 172,000), engage 135,000 people through the RunTogether programme and to increase athlete performance levels across all events and disciplines by 1% every year.
3. To influence participation in the wider athletics market. Their target here is to increase the number of regular athletes or runners by at least one million.

England Athletics Facility Strategy (2018 – 2025)

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

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

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

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

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

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