



City of Westminster

Westminster City Council - Playing Pitch Strategy (PPS) Strategy & Action Plan

July 2021

ACTIVE
WESTMINSTER



City of Westminster

Westminster City Council - Playing Pitch Strategy (PPS) Strategy & Action Plan

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ABBREVIATIONS

AFA	Amateur Football Alliance
AGP	Artificial grass pitch
BSUK	Baseball Softball UK
CC	Cricket club
CFA	County Football Association
CUA	Community Use Agreement
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football club
FE	Further Education
FF	Football Foundation
FIFA	Fédération Internationale de Football Association
FIT	Fields in Trust
FPM	Facilities Planning Model
GIS	Geographical Information Systems
GLA	Greater London Authority
HE	Higher Education
HC	Hockey Club
KKP	Knight, Kavanagh and Page
LB	London Borough
LFA	London Football Association
LMS	Last Man Stands
LTA	Lawn Tennis Association
MC	Middlesex Cricket
MFA	Middlesex Football Association
NGB	National Governing Body
NPPF	National Planning Policy Framework
PPA	Playing Pitch Assessment
PPS	Playing Pitch Strategy
RFL	Rugby Football League
RFU	Rugby Football Union
RUFC	Rugby union football club
S106	Section 106
SE	Sport England
TGR	Team generation rate
U	Under (team age group)
WCC	Westminster City Council
WR	World Rugby

COVID-19 Addendum

This PPS strategy and actioned plan has been developed during a global pandemic from the spreading of COVID19 (Coronavirus). This led England to enter an unprecedented state of Lockdown from the 23 March 2020. Lockdown required the general public to remain at home and only leave their households for food, health reasons or work (only if work cannot be carried out at home). In addition, if people are to go outside, they are to remain two metres apart. This understandable has led to all sporting activities including all those covered in the PPS documents to cease until further notice.

It should be noted that both the PPS Needs Assessment Report and this strategy were by-in-large drafted prior to the pandemic and the lockdown occurred. The documents use the Sport England Playing Pitch Strategy Guidance from Stage A to Stage D and therefore the supply and demand analysis for each of the sports and the strategic recommendations made are accurate based on information collated in 2019/2020 (prior to COVID-19).

It is currently unknown what the future impact of COVID-19 and the lockdown will have on participation and the quality of provision for each sport referenced in the documents. Therefore, it is acknowledged that as part of the PPS Stage E process, the review of the documents should ensure that any recommendations made are still accurate based on future levels of supply and demand.

As part of Stage E; 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. Given current circumstances an annual meeting, which could coincide with the Councils fiscal year (Apr-Mar), would be beneficial to understand what impact, COVID-19 and the national and/or local lockdowns have had within Westminster (for example, taking account of post-lockdown surveys completed locally).

For more information regarding the Stage E process please see Part 8: Deliver the strategy and keep it robust and up to date or see <http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/>

PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for the City of Westminster. The strategy recommendations are drawn from the Needs Assessment Report, researched, and prepared initially between Summer 2019 and Spring 2021 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). This Strategy provides the strategic context that will be used to:

- Aid decision making by elected members and officers.
- Support external/internal funding bids and applications.
- Support developer allocation of CIL and S106.
- Support potential work with neighbouring authorities.
- Provide an appropriate evidence base for the Council's City Plan.

It builds upon the preceding Needs Assessment Report to form part of the robust evidence base for the Council's City Plan (2020-2040). It will provide a strategic framework to ensure that the provision of formal outdoor sports facilities meets the needs of those who visit, live (both existing and future residents), work and/or study in Westminster. It will also support those organisations, including the Council, involved in the provision of any outdoor playing pitches and other outdoor sports facilities in the City.

The PPS provides evidence to support funding bids from National Governing Bodies of Sport (NGBs) and Sport England. Furthermore, it will also support requests for developer contributions through new developments and will help focus internal revenue and capital spending over the Council's City Plan period.

The PPS will ensure that a planned approach to play, physical activity, leisure and/or sport facilities takes place in Westminster, ensuring that the community has access to high quality facilities as well as helping communities improve health and wellbeing along with remaining cohesive. It is considered to be imperative that where the Council provides facilities, they are as efficient and effective as possible due to continuing financial pressures.

Partner organisations have a vested interest in ensuring that existing formal outdoor sports facilities and ancillary facilities are protected and enhanced. As such, many of the objectives and actions within this strategy need to be delivered and implemented by a wide range of bodies such as NGBs, sports organisations, education establishments and/or community council. In many instances, the Council will not be the sole 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.

The consultant team is grateful to the project management and leadership of Westminster City Council and the contributions made by all other stakeholders to the development of this strategy.

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1.1. Scope

The following types of outdoor sports facilities are included in the PPS:

- Football pitches (including natural grass, hybrid and artificial)
- Cricket pitches
- Rugby union pitches (including natural grass, hybrid and artificial)
- Hockey artificial grass pitches (AGPs)
- Tennis courts
- Bowling greens
- Other outdoor sports facilities including (but not limited to); softball, rounders, lacrosse, netball, cycling, Parkour, beach volleyball courts and Table Tennis¹.

Pitch sports (e.g., football, rugby union, hockey, and cricket) will be 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) will be 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.

As far as possible the audit aims to capture all the formal outdoor sports facilities within Westminster. However, there may be instances, for example, on school sites, where access was not possible and has led to omissions within the report (facilities at sites not accessed are still included within the PPS where provision is known to exist from other data sources). Where playing pitches have not been recorded within the report they remain as pitches and for planning purposes continue to be so. Furthermore, exclusions of a pitch **does not** mean that it is not required from a supply and demand point of view.

1.2. Study Area

The City of Westminster is an inner London borough with City status. It occupies much of the central area of Greater London including most of the West End and contains four royal parks (Regents Park, St James Park, Green Park and Hyde Park) which collectively provide 843 acres of green space. Westminster is neighboured directly to the east by the Royal Borough of Kensington and Chelsea, and by the London boroughs of Brent and Camden to the North and West respectively. Its southern boundary is the River Thames.

Significantly, Westminster's Joint Health & Wellbeing Strategy² (2017-22) and previous analysis by the Mayor of London's office (2014)³ suggests that the City population quadruples each day from its base of 255,000 residents to over a million - by far the largest recorded increase of any London Borough. Additionally, the research suggests that Westminster has a high level of annual population 'churn' with over 20,000 people leaving the City and approximately the same number of new people moving in each year.

¹ Please note that Outdoor Gyms, trim trails and Multi Use Games Areas (MUGAs) are specifically covered within the Play Facilities Strategy.

² <https://www.westminster.gov.uk/your-health>

³ <https://data.london.gov.uk/blog/daytime-population-of-london-2014/>

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Westminster’s ethnic composition does not reflect that of England as a whole. According to the 2011 Census of Population, the largest proportion (61.7%) of the local population classified their ethnicity as White; this is significantly lower than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 14.5 %, which is markedly higher than the national equivalent (7.8%).

Deprivation patterns in Westminster are like those of the UK as a whole; three in ten of the City’s population (29.2%) live in areas that are in the country’s three most deprived cohorts (national average c.30%). Similarly, 30.5% live in the three least deprived groupings - again this compares to a national ‘norm’ of c.30%.

A different pattern, to that seen for multiple deprivation, is seen in relation to health. One in 20 of Westminster’s population (5.2%) falls within the areas covered by the three most deprived cohorts whereas 57.2% live in areas in the three least deprived groupings.

The study area comprised of the whole of the Westminster City Council administrative area. Cross boundary issues will also be explored to determine the level of imported and exported demand, recognising for example, that people travel to and make use of strategic facilities irrelevant of administrative boundaries. This is especially prevalent in inner London where due to dense population open space for sports facilities is limited. Neighbouring authorities include Camden, City of London, Kensington & Chelsea and Brent.

Further to this and due to the densely populated make up of Westminster it was decided that the whole administrative area of Westminster would be the single analysis area for the PPS.

Key in Westminster is the increase in the daily population figures which suggests that the City population quadruples each day from its base of c.255,000 to over a million. This creates additional demand for outdoor sports facilities as workers often use provision at lunchtimes and/or after work in many cases.

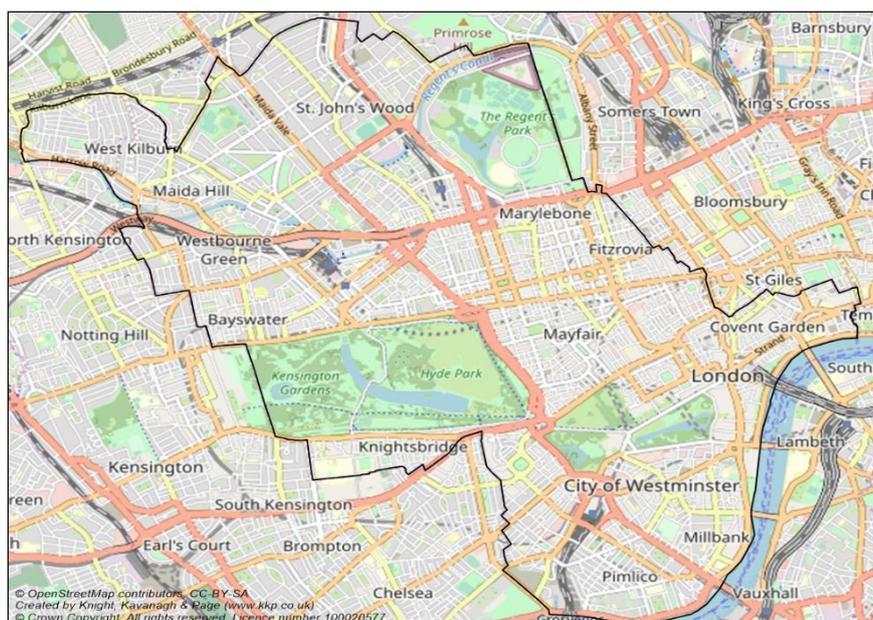


Figure 1.1: Map of the Westminster Study Area (with main roads and key settlements)

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1.3. Local context

City Plan 2040

The City Plan 2040 is the Council’s statutory development plan, setting out the vision and strategy for the development of the City with a primary focus on people. The stated vision is to deliver an ambitious strategy to make Westminster ‘one of the best places to live, work and play. Not just in London or the UK, but globally’. Core values in the plan are geared to Westminster being a city:

- Where people choose to live or work because it is enriching.
- That focuses on the needs of our community and beyond.
- That will be sustainable for generations to come.

Table 1.1: WCC objectives

Objective	Description
1	Increase the stock of high-quality housing and provide variety in terms of size, type and tenure to meet need and promote mixed and inclusive communities, with a clear focus on affordability and family homes.
2	Enable job growth across a range of sectors vital to the UK economy, and ensure those from disadvantaged backgrounds benefit from the opportunities this presents.
3	Enhance the West End as London’s primary retail, leisure and visitor destination, and ensure that town centres and high streets can adapt to the challenges they face.
4	Broaden the city’s cultural offer, while managing the impacts of clusters of uses, and of the evening and night-time economies on existing residential communities.
5	Improve quality of life, climate resilience and tackle environmental challenges by protecting, enhancing, expanding the valuable network of parks and open spaces.
6	Enhance connections by improving options for cycling and walking, prioritising pedestrians, improve interchange between transport modes and incorporate innovative solutions to manage the highway network.
7	Improve air quality, minimise noise and other polluting impacts, and reduce carbon and water demands by minimising detrimental impacts from development.
8	Promote quality in the design of buildings and public spaces, ensuring that Westminster is attractive and welcoming.
9	Making sure our neighbourhoods continue to thrive.
10	Make the most of our unique heritage and historic environment, while encouraging innovations in building technology and improving sense of place.

The City Plan sets out an ambition to deliver 22,222 new homes over its duration, of which 35% are to be affordable. The Paddington and Victoria opportunity areas (1,000 new homes each) are a particular focus; a fact which offers immediate synergy with the proposed WCC capital projects at Jubilee Community Leisure Centre and the potential redevelopment of the Queen Mother Sports Centre.

The plan acknowledges that Westminster is already very densely developed, and that its existing, highly valued open space is worthy of conservation. There is a lack of available land for development, which may currently prohibit (for example) new secondary school provision being built. Focus will be placed on intensifying existing urbanised areas to deliver additional growth.

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Explicit acknowledgement is made in the plan of the role that *'high quality streets, parks and spaces'* can play to *'encourage, facilitate and enable physical activity by default'* and that *'well-designed spaces should be flexible and support a range of physical activity, leisure and sport'*

In respect of the renewal of the Ebury Bridge estate in Victoria meanwhile, specific mention is made of implementing the principles of the Westminster walking strategy via the opportunity to develop improved walking links from the estate to the new Chelsea Barracks Leisure Centre.

New schools

The forecasted population growth in Westminster over the next ten years, will further place increased demand on the infrastructure and land usage. Westminster has the fifth lowest London Plan housing target⁴. As such, the Council identifies a need to increase school capacity including the expansion of existing and development of new schools.

The Council's Infrastructure Delivery Plan (Draft 2019) highlights that there have been several projects for primary schools in the last decade to address the shortage of places that were projected from 2010 and came to fruition for a period of 3-4 years until demand dropped significantly. In addition, the Marylebone Boys School, providing 600 places, opened its new building (opened in 2018) in Paddington. The new Sir Simon Milton UTC opened in 2017 in Victoria and provides an additional 200 places in Years 10 & 11.

Further to the above, The Council's Physical Activity, Leisure and Sport (PALS) team have created a standardised 'Westminster' Community Use Agreement (CUA) template (based on Sport England's CUA template). CUA's are usually put in place for the community use of all new sports/recreational facilities at Schools/Colleges etc., however this will now apply to all sports/recreational facilities across the City.

CUA's provide certainty and clarity about the intentions concerning community access. CUA's cover such matters as hours of availability, management arrangements, pricing policy etc. The use of a CUA secures well-managed and safe community access to sports facilities.

CUA's are usually imposed as a planning condition. Sport England have [a model planning condition](#), which the Council will look to adopt via a supplementary planning document (SPD) as part of the adoption of the City Plan.

This will also ensure the Council delivers against its ActiveWestminster strategy commitments on securing genuine community use of all sports/recreational facilities, not just in their schools and colleges, but more broadly across the City.

Current pupil projections (GLA, 2018) indicate a decline in demand for primary school places, and a growing demand for secondary school places in Westminster. There are also significant cross border movements, with Westminster being a net importer of school places. Westminster's "School Organisation and Investment Strategy" (SOIS) concludes that there are sufficient primary school places in Westminster to cope with future changes in demand. The focus will therefore be around on the provision of sufficient secondary school places through a secondary school expansion programme. The

⁴ Source: London Plan: Policy H1 Increasing housing supply

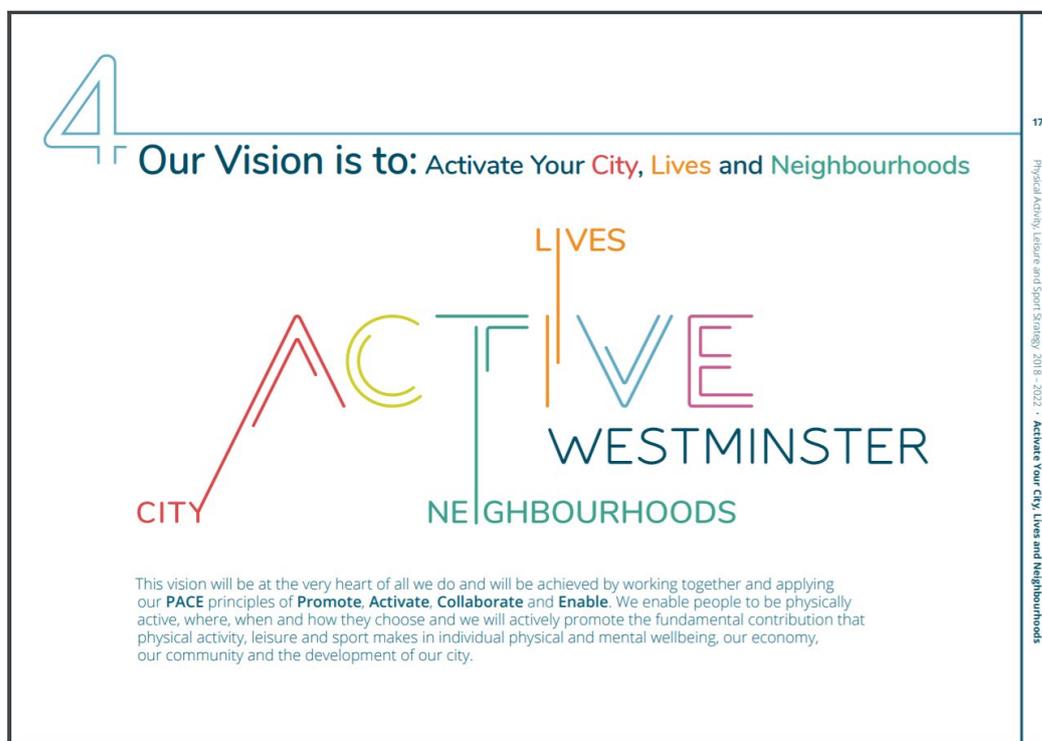
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Council will continue to review the capacity of school buildings and sites to create scope for temporary and permanent solutions.

Further to the significant daily population increase in Westminster from workers (c.1m people). Additional research shows that c.50% of secondary school pupils also travel into the City to access schools.

ActiveWestminster: 'Activate Your City, Lives and Neighbourhoods' (2018-2022)

The Council's Physical Activity, Leisure and Sport (PALS) strategy; ActiveWestminster - 'Activate Your City, Lives and Neighbourhoods' recognises the progress that has been made over the previous decade in developing Westminster as a 'City of Sport'.



This includes investment in the new £28m Moberly Leisure Centre. It, nevertheless, recognises that levels of childhood obesity in the City are high, with nearly one in four Westminster children entering primary school being overweight or obese. Levels of inactivity amongst adults meanwhile is at 20.6%. Three key strategic themes are presented in the strategy as identified overleaf.

Table 1.2: Key strategic themes of the ActiveWestminster strategy

Theme	Aim
ActiveCity	Activating the city through Planning, Places, Spaces and Events that encourage people to be physically active, where, when and how they choose, and ensure the whole of Westminster can benefit from an attractive, supportive and healthier environment.
ActiveLives,	Activating lives by promoting and facilitating relevant, meaningful opportunities at a personal level, recognising individual motivations, and

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challenges, by taking a considered life-cycle approach, underpinned by behaviour change models.

ActiveNeighbourhoods Activating neighbourhoods by enabling connections in our neighbourhoods to ensure opportunities are visible and accessible to all and relevant to local needs

Within the ActiveCity theme, a ‘Places’ strand is identified. Table 1.3 identifies the key objectives of this which aim to build on the Council’s continued programme of capital investment.

As part of the current leisure contract (2016), Sports and Leisure Management Ltd (SLM t/a Everyone Active) will invest c.£9 million in facilities and equipment including improved health and fitness facilities, upgraded changing rooms, refurbished health suites and new cycle stands. Hot yoga will be introduced at Queen Mother Sports Centre, Seymour Leisure Centre, Porchester Centre and Marshall Street Leisure Centre.

As part of the leisure contract, Everyone Active also offer c.130 hours of free physical activity, leisure and/or sport sessions every week in community locations outside of the Councils leisure centres via the Councils ‘Neighbourhood Sports Clubs’ programme.

Everyone Active have launched new gymnastic, badminton, netball, football and trampolining programmes and intensive swimming courses for those learning to swim.

Talented young athletes will also benefit from additional financial support and mentoring through the councils ‘Champions of the Future’ scheme and there will be 10 new apprenticeships for residents

Table 1.3: Key objectives of the Places strand

Objective	Description
1	Deliver new c.£28m Moberly Physical Activity, Leisure and Sport facility in Queens Park.
2	Deliver new Physical Activity, Leisure and Sport facility within the Chelsea Barracks development
3	Work closely with the private sector to secure better access to private gym and sports facilities.
4	Secure genuine community use of all sports facilities in schools and colleges.
5	Maximise the use of outdoor learning facility, Sayers Croft in Surrey, by more Westminster schools and families.
6	Deliver the new Jubilee Physical Activity, Leisure and Sport facility in Queens Park.

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Westminster Joint Health & Wellbeing Strategy (2017-22)

The Council's Joint Health & Wellbeing Strategy 2017-22 represents the shared vision of health and care organisations, voluntary and community groups, and businesses in the City that *'all people are enabled to be well, stay well and live well, supported by a collaborative and cohesive health and care system'*.

Four objectives are presented, the first of which (Improving outcomes for children and young people) includes the commitment to *'ensure that opportunities for physical activity and volunteering are available and communicated to children and young people and enable front line workers to provide advice (where appropriate) and effectively signpost them to local services and opportunities'*.

Table 1.4: Joint Health & Wellbeing Strategy Objectives

Objective	Description
1	Improving outcomes for children and young people
2	Reducing the risk factors for, and improving the management of, long term conditions such as dementia
3	Improving mental health through prevention and self-management
4	Creating and leading a sustainable and effective local health and care system.

London Sport

London Sport is the active partnership for London. It is led by a central team of people whose job is to provide leadership and co-ordination of the network at a sub-regional level. Implementation is achieved via the building of collaborative partnerships with the numerous organisations involved in physical activity and sport to help make London happier, healthier, and stronger through sport. Its stated strategy vision is to make London the world's physically active city – the first milestone of which is a target: to get 1million Londoners more active by 2020. The key tenets of the strategy apply across five priority areas – to:

- Make it easier for Londoners to find the right activity for them, remain in it, and achieve their potential
- Get more resource by making best use of current investment and securing more
- Support grassroots organisations by making structures simpler and more effective
- Create a bigger and better workforce to support activity
- Harness the power of elite sport to create sustained grassroots activity and inspire the next generation of talent.

PART 2: VISION

Vision

This is the Council’s vision for play, physical activity, leisure, and sport facility provision across the City. It builds on the conclusions identified in the PPS - Needs Assessment Report and seeks to reflect the City Plan 2040 and ActiveWestminster strategic objectives.

‘This Strategy sets the vision and objectives for the Council’s physical infrastructure. It considers all the City’s community play, physical activity, leisure and sport facilities and sets out what is required to ensure that the Council has a network of high quality, sustainable and smart facilities that enable those who visit, live, work and/or study in Westminster to get and stay active’.

‘We believe in creating a world class ‘Active City for All’, where everything we plan, design and build makes our City healthier and one of the best places to live, work and play’

Key objectives

To achieve this vision, the Strategy will seek to deliver the following objectives:

- Ensure that all valuable facilities are protected and enhanced for the long-term benefit of play, physical activity, leisure and/or sport.
- Work closely with the private sector to secure better access to facilities.
- Secure genuine community use of all facilities in schools and colleges and other facilities recreational facilities across the City.
- Promote a sustainable approach to the provision of formal outdoor sports facilities.
- 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.

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.

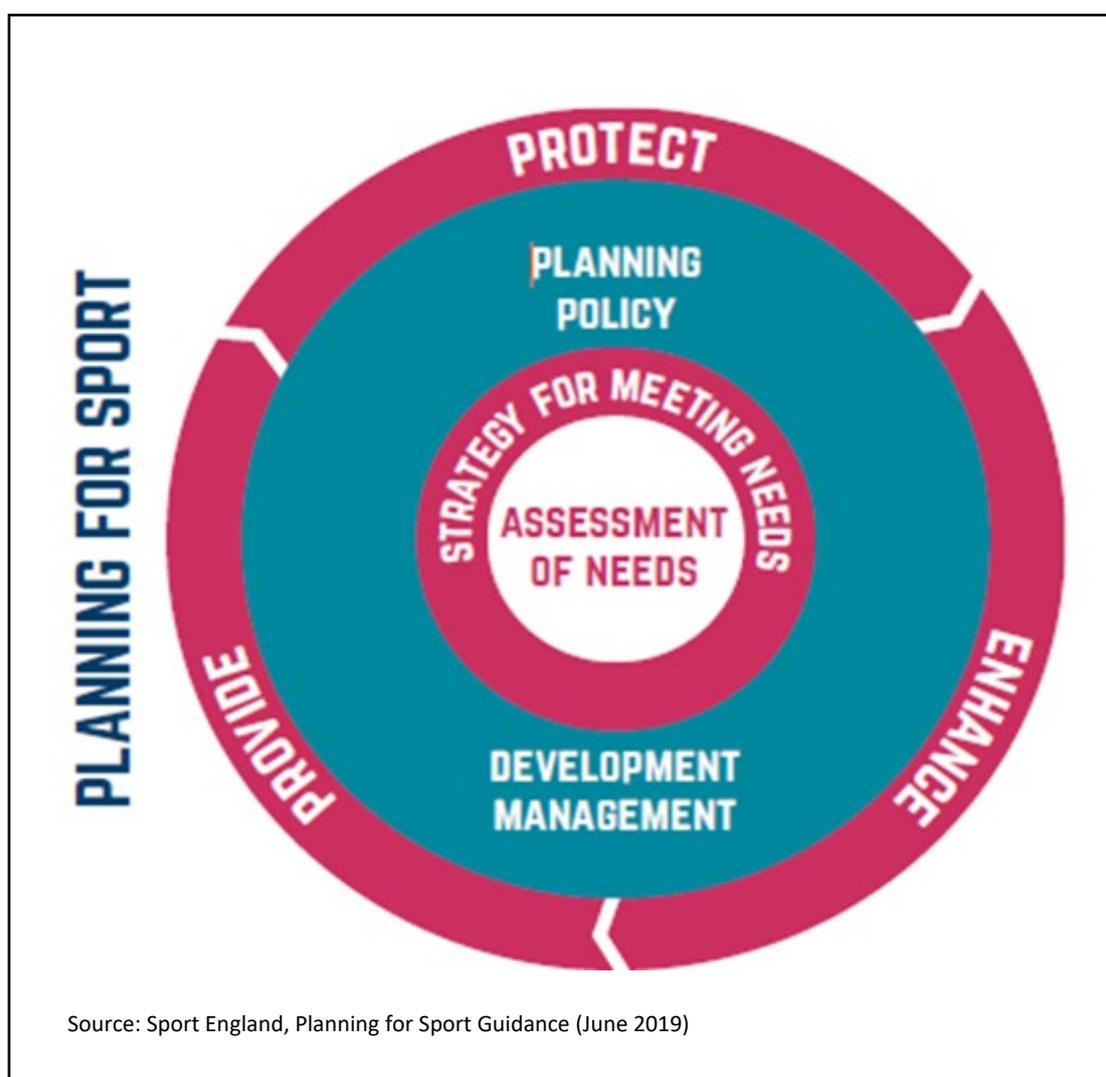


Figure 3.1: Sport England themes

PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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.

4.1. Football (grass pitches)

Assessment report summary

- The audit identifies a total of 30 grass football pitches within Westminster across two sites. Of these, 27 pitches are available, at some level, for community use at Regent's Park (Royal Parks).
- The remaining three grass pitches at Westminster School, which are not currently available for community use.
- There are informal grass pitches located at Hyde Park (Royal Parks) and Forty Tree Green (WCC)
- Sport England are in the process of piloting a hybrid pitch at Regents Park. This is in the form of a natural grass football pitch with hybrid matting buried under the natural turf. This could potentially be possible at Paddington Recreation Ground and would create the Council's first hybrid pitch.
- The Royal Parks indicate that if the pilot is successful, it is open to establishing more hybrid pitches at Regents Park in order to better service the substantial levels of demand.
- All 27 grass pitches at Regents Park are assessed as good quality.
- The changing facilities at Regents Park are also assessed as good quality.
- Through the audit and assessment there are a total of 239 teams playing on either the grass or hybrid pitches at Regents Park.
- In Westminster there are not any men's or women's teams from that play in the football pyramid.
- There are three clubs which export some demand outside of the City these are Regents Park FC (three teams), London Soccer Stars FC (one team) and Sport London e Benfica FC (two teams).
- Due to a shortage of grass pitches in Camden and Islington there are a significant number of teams that travel into Regents Park to play in the Camden & Regents Park Youth League. The imported demand includes 41 teams from Camden and one team from Islington. Further to this there are a further 41 teams playing in the league that affiliate to other London Boroughs.
- Future population growth is anticipated to create two senior men's, one youth boys 11v11.
- In addition. the total future demand expressed by clubs amounts to two match equivalent sessions (4 teams).
- There is currently a shortfall of football provision across Westminster amounting to 29.5 match equivalent sessions. When considering future demand this worsens to 33 match equivalent sessions. However, overall overplay is anticipated to be less than this when the capacity of the possible hybrid pitch at Paddington Recreation Ground can be factored in.
- Despite the adult pitches and mini 7v7 pitches indicating they have spare capacity none of this is located at peak time (Saturday mornings). In fact, no football pitches at Regent's Park are considered to any spare capacity at this time-period.
- In Westminster, the youth 11v11 pitch is overplayed by 11 match equivalent sessions whereas the adult pitch (over marked by two youth 9v9 pitches) is overplayed by 18.5 match equivalent sessions. This totals to community available football provision in Westminster as a whole to be overplayed by 29.5 match equivalent sessions.

Scenarios

Securing access to education sites

Nationwide, education sites generally accommodate large areas of playing field and playing pitches. However, due to the dense urban make up of Westminster most education sites do not contain grass pitches within their facility mix. However, there are significant amount of grass pitches located at Westminster School which are currently not available for community use. Securing access to these grass pitches could provide a valuable opportunity to help address current and future shortfalls across Westminster.

There are three adult pitches located at Westminster School. As these are high quality (providing up to three match equivalent sessions of play per week each) they could potentially accommodate some further peak time play. However, it should be noted that these pitches are well used by the school to fulfil its own fixtures. Therefore, further feasibility and partnership working with the school is required to fully determine the level of potential spare capacity.

Exploring further options for hybrid pitch development

Sport England is in the process of piloting a hybrid pitch at Regents Park. There are indications from Royal Parks that if the trial is successful there would be an interest in establishing more hybrid pitches at the site with a view that these can better service high levels of demand than grass pitches. In addition, there may be some potential to explore options to develop a hybrid pitch at Paddington Recreation Ground, however, it must be stressed that this must not impact the existing Cricket provision on site.

As the hybrid pitch is still in pilot phase it is important to understand the context that full analysis and assessment of the financial sustainability of hybrid pitches is yet to be fully understood at this stage.

Adaptation of informal grass pitches

Informal grass pitches are located at both Hyde Park (Royal Parks) and Forty Tree Green (WCC). Both sites are heavily used for recreational football with the former being identified as being used by Will to Win and other providers for the delivery of weekly coaching sessions and camps.

Notwithstanding the need to improve quality, adapting these pitches to cater for structured affiliated football has the potential to cater for levels of demand across the City and also alleviate some of the pressures on the grass pitch stock at Regents Park. It must be stressed that any reconfiguration of informal pitches should not impact on any other sports which utilise these pitches.

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Recommendations

- Protect current stock of grass football pitches.
- Sustain pitch quality and seek improvements where necessary via utilisation of the FA's Pitch Improvement Programme and associated funding opportunities.
- Further explore opportunities to gain long-term community access to football pitches at Westminster School.
- Monitor hybrid pitch pilot. If findings are favourable, explore further hybrid pitch development at Regents Park and Paddington Recreation Ground.
- Explore the adaptation of informal pitches at Hyde Park and Forty Tree Green to alleviate shortfalls.
- Update the Local Football Facilities Plan (LFFP) for Westminster with findings from the PPS. Work to ensure that both documents align based on findings and recommendations.

4.2. Third Generation turf (3G) pitches

Assessment Report summary

- There is an insufficient supply of full size 3G pitches to meet current and anticipated future demand for football in Westminster.
- The only full size 3G pitch is located at Paddington Recreation Ground.
- There are no World Rugby Reg 22 3G pitches in Westminster.
- In addition, there are also 10 smaller size 3G pitches servicing Westminster.
- Currently, none of the 3G pitches are on the FA Pitch Register.
- All small-sided pitches except for Marylebone Boys School and Paddington Academy are considered to have community access, although it should be noted that both sites are working towards increasing community access via implementing a Community Use Agreement (CUA).
- Westminster's LFFP identified projects to create or enhance small-sided 3G provision at the following sites: Queens Park Gardens, 'Land Underneath A40 (site TBC), and Academy Sport.
- In addition, there are two planned small sided 3G developments at the following sites: King Solomon Academy (primary), and Wilberforce Primary School.
- The 3G pitches at Paddington Recreation Ground and St Augustine's Sports Centre, are managed through the Councils leisure contractor, Everyone Active. The small-sided pitches at educational sites are managed by the relevant educational provider. The exception to this is Churchill Gardens which is currently managed by the Councils Housing Dept. (formerly CityWest Homes). Consequently, there is a lack of appropriate strategic and operational delivery and management for this and any other future facilities. This also creates inconsistent branding and signage.
- All small-sided 3G pitches are either standard or poor quality due to some signs of wear and tear being apparent.
- When applying the above methodology across Westminster level there is a need for a further seven full-size 3G pitches. However, further consideration needs to be given to how much affiliated training demand is accommodated across the eight-community accessible small sided 3G pitches. This could potentially reduce the shortfall.

Scenarios

Accommodating football training demand

As evidenced in the preceding PPS Needs 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 a further seven full size 3G pitch equivalents across the City.

Table 4.1: *Current demand for 3G pitches in Westminster.*

Current number of teams	Current requirement	Current number of full-size 3G pitches	Current shortfall	Future number of teams ⁵	Future requirement	Future shortfall
293	8	1	7	296	8	7

As seen in the table above, when factoring in future demand the overall shortfall increases to a need for eight full size pitch equivalents. However, as previously suggested the existing provision of small sided 3G pitches could potentially reduce the shortfall.

Creating additional 3G pitches for football

The creation of new small size 3G pitches should help to reduce the shortfall of full-size pitches, with development of pitches planned for both King Solomon Academy (Primary) and Wilberforce Primary School. In addition, potential new developments identified through the LFFP (Queens Park Gardens & ‘Land Underneath the A40’) can further assist with reducing the shortfall.

This combination of planned developments and proposed projects through the LFFP does have potential to reduce the current shortfall of 3G pitches by two full size equivalent pitches. However, it must be stressed that further investigation is required into the feasibility and likelihood of projects identified in the LFFP.

Due to land limitations within the City the creation of additional 3G pitches could arise from the conversion of existing multi use games areas (MUGAs). This have been evident in recent developments at sites such as Lisson Green Estate Pitch, where the existing surface was converted to 3G in the Summer of 2020. Westminster has an extensive supply of MUGAs and further options for conversion should be explored further. It is important to consider appropriate strategic and operational delivery and management for sites that may have potential to be converted. Further, it is also important to take into consideration other sports needs and what may happen to any use of existing MUGAs that might be displaced or lost due to any conversion.

⁵Based on increased demand forecasted from team generation rates and club aspirational demand.

Accommodating rugby training demand

If training demand was transferred to a WR 3G pitch (either a new pitch or an existing 3G pitch which is enhanced to WR compliance), there would be a need for it to accommodate two match sessions of training demand from Regents Park Royals RFC and one match session of training demand from Belsize Park RFC which currently trains outside of Westminster but wants to return this demand. Further there is also some occasional exported demand when there is fixture congestion at Regents Park on a Saturday afternoon.

Recommendations

- Protect current stock of 3G pitches.
- Work towards meeting the shortfall of 3G pitches (seven full size) in a variety of ways which should include the following:
 - Liaise with London FA to test quality of the pitches at Paddington Recreation Ground. Due to the pitch sizes at this site, there is potential to accommodate further match play if placed on the FA 3G Pitch Register.
 - Look to create additional small sided 3G provision through further investigation and feasibility of projects identified in LFFP.
 - Explore further options for MUGA conversion to 3G surface and ensure appropriate strategic and operational delivery and management for these and any other future facilities. This also includes developing consistent branding and signage which should strategically sit with PALS.
 - Ensure access is secured through CUAs at Marylebone Boys School and Paddington Academy.
- Prioritise improvements to the poor-quality pitches at Academy Sport.
- Explore the opportunity for all new 3G pitches to be designed to be rugby and football compliant.
- Ensure that any new 3G pitches have a CUA in place.
- Ensure all current and future providers have a sinking fund in place via a CUA to ensure long-term sustainability.
- Ensure that all new 3G pitches are constructed to meet FA and FIFA recommended dimensions and quality performance standards.
- Ensure that any new 3G pitches are priced competitively via a CUA, against the cost of hiring a grass pitches and are aimed at local grassroots clubs along with recreational users.
- Ensure discussions take place between the Council, FF, London FA, RFU and England Hockey before any new 3G or hockey suitable provision is created to ensure stock sustainability.
- Update the LFFP for Westminster with findings from the PPS.

4.3. Cricket pitches

Assessment report summary

- All being considered there is no capacity for new/more senior affiliated cricket (Saturday) on grass or NTPs to accommodate any further demand. Moreover, there is no capacity for any additional midweek cricket as all NTPs are overplayed.
- There are nine grass wicket squares in Westminster located across four sites, of these, five are available for community use across one site; Regent's Park. However, the remaining four could be if the Council could secure a Community Use Agreement (CUA) with Westminster School.
- Due to its geographical location in a densely populated area Westminster has a high number of artificial wickets (NTPs) in the major parks. In total there are nine NTPs, of which, seven are available for community use.
- All grass cricket squares within Westminster receive a quality score rating based on a combination of non-technical assessments and club consultation. This results in all grass wicket squares being rated as good quality.
- In comparison, the majority of NTPs are assessed as good quality (78%), with only two assessed as standard quality. These are both located at Regent's Park with each NTP showing damage on the heavily worn areas at each crease due to use of spikes.
- All the Cricket outfielders at Regent's Park are over marked in the winter by various size football pitches.
- There are substantial levels of unaffiliated cricket demand across Westminster, in fact, this actual outweighs the amount of affiliated demand. In total there are 133 teams, of which, 82% (109 teams) are unaffiliated.

Scenarios

Greater access to provision for affiliated senior cricket

One of key issues for cricket in Westminster is how to increase the amount of senior affiliated teams, particularly Regent's Park CC, even though there is no perceived capacity to do so. Each of the senior squares at Regent's Park is used to capacity at peak time for affiliated senior cricket (Saturday), however, this is primarily through Last Man Stands teams utilising the NTPs attached to the grass squares. This means the grass wickets cannot be used even though they have capacity.

If the Last Man Stands teams were to relocate off the squares and play their fixtures at another time period (Midweek / Sundays) it would create capacity for a potential six additional affiliated teams. Therefore it is recommended that the ECB and MCB discuss with the operator of Regent's Park (The Royal Parks) ways in which they can secure sustained access to additional squares in order to increase the levels of affiliated cricket on Saturdays.

Not only should these discussions take into consideration access they should also examine other issues which may affect the levels of affiliated cricket on the site such as price (in particular on the Premium

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pitch) and ensuring each square that will be used for affiliated cricket has access to appropriate ancillary provision such as changing rooms, sightscreens and covers for pitches.

In addition, consideration should be given to establishing grass wickets at Paddington Recreation Ground. If these could be created, it would create additional capacity and therefore allow for one additional team at peak time for affiliated senior cricket.

Alleviating overplay

Unlike most local authorities across England, most of the demand (affiliated and unaffiliated Cricket demand) is located on NTPs rather than grass wickets. Therefore, in addition to consideration of grass wickets, it is also recommended that additional NTPs are established to further help alleviate overplay. To alleviate current levels of overplay there would be a need to create four additional NTPs, however, after factoring future demand there would be a need to establish five NTPs.

Due to Westminster's geographical location there are limited options to develop new Cricket provision. For example, Paddington Recreation Ground, does not have enough available playing field land to develop new NTPs further to the one which is currently in situ. The only other option would be to create further NTPs at Regent's Park, however, this too, has a limited amount of playing field land to create further NTPs with suitable space for outfields.

It should be noted that the creation of any new NTP would be subject to league rules and minimum pitch specifications (see ECB S9 pitch layout).

Alternatively, if community access could be obtained for the use of Cricket provision at Westminster School Sports Ground, in addition to the creation of new NTPs this would assist in alleviating overplay and not put the entire solution on at increasing capacity at Regent's Park.

As previously highlighted within the Assessment Report, a significant provision (four junior grass squares, eight adult grass squares, and one NTP) is in place at Westminster School. These pitches are not currently available for community use. However, it should be noted that these pitches are well used by the school to fulfil its own fixtures. Therefore, further feasibility and partnership working with the school is required to fully determine the level of potential spare capacity.

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Recommendations

- Protect current stock of Cricket pitches, both grass wickets and NTPs.
- Assist the ECB and MCB in discussions with The Royals Parks in creating additional capacity on grass wickets for affiliated cricket demand.
- Ensure any increase of affiliated demand at Regent's Park has access to suitable ancillary provision
- Explore opportunities to gain community access to Cricket pitches at Marylebone Cricket Club (Lords Cricket Ground) and Westminster School.
- Maintain and improve Cricket pitch quality through rigorous and regular maintenance, remedial and preparatory work, ensuring that site maintenance teams have sufficient access to the required equipment to do so.
- Deliver the ECB 'All Stars Cricket', 'Dynamos' and 'women & girls' programmes and seek to increase junior and female participation.
- Continue to deliver Chance to Shine in local schools.
- Work with Last Man Stands and other non-affiliated operators to ensure high levels of participation are sustained.

4.4. Rugby Union (grass pitches)

Assessment report summary

- In total, there are three senior rugby union pitches in Westminster, all of which, are located at Regent's Park. Each pitch is available for community use; however, none are currently floodlit.
- Two pitches are assessed as good quality and one as standard quality which suffers from an underlying issue meaning fixtures are often cancelled in periods of wet weather.
- Both Belsize Park RFC and Regents Park Royals RFC report that all three pitches are subject to dog fouling and occasional issues with animal burrowing.
- There are two community Rugby Union clubs based in Westminster, providing a total of 18 teams. There are seven senior men's, one senior women's, four junior and six mixed sex mini teams.
- There are also several other stakeholders that use the rugby union pitches on an infrequent basis with most of this demand generated from schools and universities.
- Regents Park Royals RFC reports aspirations to access the current hybrid pitch at Regent's Park on Sunday mornings to better accommodate its mini age groups. It indicates it requires access to additional pitches in order to grow.
- Regents Park Royals RFC reports future demand to create U17s and U18s teams.
- Belsize Park RFC exports its training demand to a full size 3G in the neighbouring authority (London Borough of Camden) but would prefer for this to be accommodated in Westminster.
- The three pitches at Regent's Park are overplayed by a total of 4.75 match equivalent sessions per week. Although one pitch is standard quality, overplay is predominately a result of significant usage.
- Notwithstanding the need to improve the quality of Pitch 3 at Regent's Park, there is a need for access to more pitches within Westminster to alleviate current and future shortfalls and create additional spare capacity to accommodate likely latent demand.

Scenarios

Alleviating overplay

As discussed in the preceding PPS Needs Assessment Report, Rugby Union pitches in Westminster are currently overplayed by 4.75 match equivalent sessions (albeit likely to be even greater as indicated in the summary). All provision (three senior pitches) is located at Regent's Park with two pitches rated as good quality, one M2/D2 and one M2/D1 rating, and one pitch as standard quality (M2/D0).

The table below, examines the impact on improving pitch quality to the maximum quality rating of M2/D3 and what impact it would have on the capacity of the pitches.

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Table 4.3: Improving pitch quality at Regent’s Park

Site ID	Site name	No. of pitches	Pitch type	Floodlit?	Current quality	Current capacity rating ⁶	Improved quality	New capacity rating ⁷
9	Regent’s Park	3	Senior	No	Good (M2/D2)	4.75	Good (M2/D3)	2.5
					Good (M2/D1)			
					Standard (M2/D0)			

As shown above, even if each pitch were to be improved to the maximum quality rating, overplay amounting to 2.5 match equivalent sessions would still remain.

It should be noted that installing drainage is a costly option for the M2/D2 pitch compared against the minimal additional capacity it would create, however, it may be one of the few options to consider given the limited land availability for creation of new pitches.

Improving drainage on the remaining two pitches (M2/D1 and M2/D0) to the D2 rating will reduce overplay by 1.5 match equivalent sessions and reduce the overall overplay on the site to 3.25 match equivalent sessions.

Transfer of demand/creation of new provision

To reduce the overplay further other methods should be examined such as transferal of demand off the site or creation of new provision. If quality is improved as shown above, there is still a need to accommodate at least three match equivalent sessions of demand elsewhere to create spare capacity at Regents Park.

As the only Rugby Union provision in Westminster are the three senior grass pitches at Regent’s Park, there is limited options to transfer demand off the site. Furthermore, options for adding floodlighting to existing pitches are highly limited due to planning restrictions in place at the site. As a result, there would be a need for one or more of the below listed options:

- Certification of 3G pitches to World Rugby compliancy (not necessarily in Westminster)
- Use of hybrid pitch at Regent’s Park for rugby (further capacity test required)
- Potential creation of hybrid pitch at Paddington Recreation Ground (feasibility required)

⁶ Match equivalent sessions include both training and competitive demand. However, please note that not all education and Touch Rugby is captured and therefore overplay is likely to be even higher than stated.

⁷ Match equivalent sessions

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If training demand was transferred to a WR 3G pitch (either a new pitch or an existing 3G pitch which is enhanced to WR compliance), there would be a need for it to accommodate two match sessions of training demand from Regents Park Royals RFC and one match session of training demand from Belsize Park RFC which currently trains outside of Westminster but wants to return this demand. Further there is also some occasional exported demand when there is fixture congestion at Regents Park on a Saturday afternoon.

Anecdotal evidence suggests that a creation of single floodlit hybrid pitch would be able to alleviate the majority of the overplay, and potential provide future capacity, for rugby union due to the enhanced levels of usage it can withstand in comparison to a grass pitch. However, further analysis of hybrid pitches and their effective to provide additional capacity is required before this option is considered. Also, as stated above the tangible reality of adding floodlighting to pitches at Regents Park is limited due to planning restrictions in place at the site.

Recommendations

- Protect current stock of Rugby pitches.
- Explore improving all grass Rugby Union pitches at Regent's Park to a minimum quality rating of M2/D2.
- Investigate any new/proposed 3G pitches which could be a shared surface to accommodate football and rugby.
- Explore the feasibility of additional capacity on the existing hybrid pitch at Regents Park and/or creation of a new hybrid pitch at Paddington Recreation Ground.
- 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.

4.5. Hockey pitches (sand/water based AGPs)

Assessment report summary

- There are currently two hockey suitable AGPs in Westminster located across two sites. This consists of one full size pitch (Paddington Recreation Ground) and one smaller size pitch (Pimlico Academy). In addition, a new small-sided sand dressed AGP has been constructed at Paddington Recreation Ground.
- There is one Hockey club based in Westminster: Hampstead & Westminster Hockey Club. It operates a total of 20 senior and 28 junior teams.
- All AGPs are available for community use throughout the entire peak period of 34 hours per week.
- A total of 29 teams from Hampstead & Westminster HC export demand outside of Westminster for home fixtures due to a lack of provision in the City.
- The water-based AGP at Paddington Recreation Ground has now been replaced including the sub-surface, shockpad, astro, fencing, lighting and water cannons.
- Ancillary provision at Pimlico Academy and Paddington Recreation Ground is of good quality.
- There is an insufficient level of provision in Westminster for current and future demand, with a shortfall of at least one full-size hockey suitable AGP identified.

Scenarios

Protection of full-size floodlit Hockey suitable AGPs

Due to the levels of Hockey demand within Westminster there is a need to protect the full size Hockey AGP at Paddington Recreation Ground, this is especially important due to the densely populated urban make up of Westminster, which means that potential for development of new full size Hockey suitable AGPs is highly unlikely. With the significant full-scale refurbishment of the existing water-based pitch now finished it is important that this pitch is maintained to high levels to sustain its quality moving forward.

Accommodating exported demand

Hampstead & Westminster Hockey Club would ideally prefer to play its exported demand (29 teams) within Westminster. Historically, due to a lack of available capacity, it has been unable to do this. However, opening hours at the weekend at Paddington Recreation Ground have been extended to allow for further capacity, which will now allow the Club to play some of its fixtures at this time for the new 2020/21 season and onwards.

Further, as the Club plays its National Premier League matches on Sundays this impacts on the use of Paddington Recreation Ground for other activity. Therefore, the Club also accesses the 3G pitch at Paddington Recreation Ground on Sunday mornings for Flyerz hockey and low level, junior training demand. However, a new small-sided, sand-dressed AGP has been constructed at the site which will allow the transfer of this demand.

Transfer of demand

It should be noted that where there is a future transfer of football demand off the current Hockey AGPs stock in Westminster to new 3G pitches, there should be a transition plan put in place to ensure stability. This would ensure pitch utilisation is maximised and safeguard the sustainability of current Hockey suitable AGPs.

For example, if a new 3G pitch is created, existing Football training demand on Hockey suitable AGPs may choose to use the new 3G pitch which is more suitable for their sport. This would create more free capacity on the Hockey suitable AGP which could be used to accommodate more Hockey demand as identified above.

Gen 2 Artificial Surfaces

England Hockey reports it is currently trialling a different multi-sport surface in order to better accommodate lower levels of Hockey demand and other sports such as Netball and Tennis. The surface type known as Gen 2⁸ is a versatile surface that will ensure sports do not need to compromise on the playing experience. It will be a sand dressed synthetic turf with a compatible shock pad. The concept is designed to provide facilities, including schools, with a dynamic surface which reduces the amount of space required and utilised provision to full potential.

This surface type has the potential to be beneficial at educational sites where outdoor sporting provision has to be used for multiple activities and is often at a premium. The Gen 2 surface should therefore be considered when schools are refurbishing old Hockey suitable AGPs or hard courts areas as a potential solution to maximise outdoor provision.

Recommendations

- As a priority, protect the Hockey pitches at Paddington Recreation Ground and Pimlico Academy.
- Ensure a sinking fund is in place, via a CUA for long-term sustainability of all current and new pitches
- Ensure that future demand from new England Hockey initiative, Hockey Heroes (aimed at growing participation for under 10s) can be accommodated.
- When the 3G pitch stock increases, encourage the transfer of football demand from the sand/water-based AGPs in order to free up increased capacity for Hockey activity.
- Where required, assist clubs in obtaining long term agreements in order to provide security of tenure.
- When refurbishing/creating provision considered the feasibility of installing a Gen 2 surface.

⁸ <http://www.englishockey.co.uk/page.asp?section=2596§ionTitle=Gen+2+Playing+Surface>

4.6. Bowling greens

Assessment report summary

- There is a sufficient supply of bowling greens to accommodate current and future demand in Westminster.
- There are three flat outdoor bowling greens located across three sites in Westminster, none of which, are floodlit.
- Following a non-technical assessment of greens in Westminster and consultation, one green is assessed as good quality and two as standard quality.
- Bowling demand in Westminster falls within two main categories, organised competitive play and informal play.
- There is one formal bowls club identified in Westminster, Paddington Sports Club Bowls Club.
- No specific issues regarding ancillary provision are highlighted through site assessments and consultation although Hyde Park Tennis and Sports Centre is without car parking facilities.
- Taking the above into account, there is no requirement for additional bowling green provision to be provided in Westminster to service current or future demand.

Scenarios

As no clubs or user groups in Westminster indicate a requirement to access an additional greens or report that green quality has deteriorated, it is considered that the current provision for bowls is sufficient to meet current and future demand. Therefore, focus should be on increasing participation and improving or maintaining the current stock of bowling greens in the Authority.

Recommendations

- Work to consolidate the city-wide bowling green offer via securing a CUA at Paddington Sports Club. If this isn't achievable, explore options to convert the green at Paddington Recreation Ground to a floodlit, artificial-surfaced outdoor flat green to also allow for multi-use (and for the facility to be used in winter months).
- Improvements to standard quality greens through enhanced maintenance regimes.
- Assist clubs, where possible, with any future ancillary provision improvements
- Support clubs with plans to increase membership so that growth can be maximised.

4.7. Tennis courts

Assessment report summary

- Although there is a good supply of Tennis courts in Westminster, there are no available tennis courts located in the south of the City available for community use.
- There is opportunity for betterment in terms of changing some courts from macadam to astro turf surface and further exploring the need for covered courts.
- Focus should be on sustaining quality at key sites in the city (Paddington Recreation Ground, Regents Park, Hyde Park) and exploring the feasibility of utilising additional sites through ClubSpark, Rally and Gate Access.
- There are 51 tennis courts identified in Westminster across eight sites, with 45 courts available for community use across five sites.
- Academy Sport, Hyde Park Tennis and Sports Centre, Paddington Recreation Ground, Paddington Sports Club and Regents Park Tennis Centre all have floodlit tennis courts on site.
- Following a non-technical assessment, 37 courts are identified as being good quality and 14 are standard. No poor-quality courts are identified.
- All courts available for community use in Westminster have changing facilities on site of good or adequate quality.
- Hyde Park Tennis and Sports Centre, Regents Park Tennis Centre and Paddington Recreation Ground are utilised heavily for casual and informal tennis bookings and Local Tennis Leagues.
- There are currently no Pair & Play, LTA Youth Start, Tennis for Free or Big British Tennis Weekend schemes operating in Westminster. Introducing these could attract new players to the sport and increase demand for access to tennis courts.
- LTA identified demand and penetration in Westminster is high due to the concentrated population in most wards.
- There is a recognised need for a CUA with Paddington Sports Club to gain greater access to the Tennis courts at the facility.
- There is a Padel tennis court located at Hyde Park Tennis and Sports Centre and a mini tennis and Padel tennis court located at Regents Park Tennis Centre both are well used facilities with good membership levels.

Scenarios

Addressing gaps in provision

As highlighted in the preceding PPS Needs Assessment Report, all tennis courts available for community use are in the north of the City (predominantly located in north west – with exception of Regents Park). This leaves the south of the City with no tennis courts available for community use.

Given the identified demand and penetration in Westminster is high due to the concentrated population in most wards, there is a need to consider how and where new provision could be made accessible. This could be through increasing community use access to existing provision or exploring opportunities for new courts linked to provision of MUGAs. For example, work to increase access to the tennis courts Paddington Sports Club via securing a CUA.

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As for other sports, Westminster School also provides tennis courts (four non floodlit, artificial courts) which are in the south of the City. Although these courts are currently unavailable for community use, if access to the other sports pitches could be secured via a CUA, there could be an opportunity to also secure community use of the Tennis courts.

Informal tennis

The LTA has developed a package of support for local authorities to grow the use of park tennis courts by removing key barriers to participation. The three products are ClubSpark, Rally and Gate Access and can be used individually or in combination. The products are used to provide a remote booking and access system.

Instead of providing free access, some local authorities are now securing their courts as via a membership scheme that allows members access following payment of a small yearly fee. Not only does this deter unofficial use of courts but it also allows formal 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.

To facilitate this demand, it is likely that floodlights would have to be provided, in addition to court improvements and potential provision or improvement of changing facilities.

Recommendations

- Work to increase provision of tennis courts in the south of the City available for community use.
- Explore changing courts from macadam to astro turf surface and further exploring the need for covered courts. This should be explored further at Paddington Recreation Ground.
- Work to sustain quality at key sites (Paddington Recreation Ground, Regents Park, Hyde Park) and explore the feasibility of utilising additional sites through ClubSpark, Rally and Gate Access.
- Work with the LTA to maximise the use of courts available for community use to meet identified penetration rates, creating a destination to play tennis that also offers accessible toilets and a café nearby.
- Consider the feasibility of operating LTA programmes such as LTA Youth Start, Tennis for Free and Big Tennis Weekends to attract new players to the sport.
- For Padel Tennis courts sustain quality and sustain/increase current usage.
- Work to increase access to the tennis courts at Westminster School and Paddington Sports Club via securing a CUA.

4.8. Other sports

Lacrosse

Assessment report summary

There is one good quality grass lacrosse pitch within Westminster which is located at Regent's Park. It should be noted that the pitch is overmarked by an adult football pitch.

The sole user of this pitch is by Central London Lacrosse Club. It currently fields three senior teams that play on Sunday mornings in the South East Women's Lacrosse League; 1st Team (Premiership), 2nds (Division One) and 3rds (Division Two North).

The Club has consistently fielded three senior teams for the previous three seasons and existing provision is considered adequate to meet the Club's needs.

The club also has a growing junior section which trains on the grass pitch on Saturdays. In comparison, the senior teams train inside at Somers Town Community Sports Centre, 19:00 to 21:00, in the neighbouring authority of Camden

Recommendations

- Ensure that provision of the lacrosse pitch at Regents Park is retained.
- Work with Central London Lacrosse Club in regard to team retention and potential growth

Softball

Assessment report summary

- There are four sites which are currently used for Softball in Westminster, these are Regent's Park, Hyde Park Tennis and Sports Centre, St James Park and Paddington Recreation Ground.
- Regent's Park is the most important site for Softball within the UK. Throughout Summer the site accommodates 21 good quality dedicated Softball pitches which are all used Monday to Thursday evenings for matches.
- BSUK reports the site is at capacity as it is home to the following leagues: London Advertising Softball League, London City Bankers Softball League, London Legal Softball League, Greater London Softball Mixed Development League, London Publishers Softball League
- Regent's Park also accommodates demand during the day (Monday to Friday) from the transient work population of Westminster for events such as team building and 'Fun Days'
- Weekend usage of the pitches are often from tournaments like the Greater London Mixed Softball League Tournament which can see more than 600 participants.
- In comparison, although there are no formal pitches marked out at Hyde Park Tennis and Sports Centre it is used for approximately 60 matches a week during the season. It is home to the London Charities Softball League (83 teams) and London Hotels Softball League (16 teams). The site operator, Will to Win, allocates teams via a grid system rather than official pitches.
- The two remaining sites, St James Park and Paddington Recreation Ground, are used on a less frequent basis for more informal/school/charity matches.

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Recommendations

- Work with site operators to ensure that provision of softball pitches are protected and retained at the identified key sites (Regents Park & Hyde Park Tennis & Sports Centre).
- Encourage leagues and other providers work more collaboratively in terms of creating pathways for existing and new players.
- Continue to develop playing opportunities for corporate teams/leagues to cater for the largely transient population.

Athletics

Assessment report summary

- There is one athletics track in Westminster, which is located at Paddington Recreation Ground and managed on behalf of the Council by their leisure contractor, Everyone Active.
- The facility is a six lane, synthetic 400m track that has been recently fully floodlit with LED's. As well as track disciplines, the site also caters for long jump and triple jump.
- The Council is in the process of investing in the site to create new sporting facilities and upgrading of existing provision. Regarding athletics, this involves the creation of a purpose built 60m sprint straight with LED lighting, and relaying the existing 400m track with a modern blue surface finish.
- The changing and ancillary provision at Paddington Recreation Ground is good quality and forms part of the sports centre on site.
- The main external user of the track is Serpentine Runners Club which accesses the track regularly for training on Tuesdays 19:00 to 20:30 and Thursdays 17:30 to 18:30. It reports that 90 of its members access the track during these training nights, although its overall club membership is much higher.
- The track is used throughout the week by a variety of local schools to meet their curricular and extracurricular activities.
- In addition to the above, Track Mafia are an informal group of young, diverse, and talented individuals who for six years, have been running circuit sessions under the floodlights at Paddington Recreation Ground on Thursday evenings.
- It should be noted that the Council operates an open track policy which means the athletics track can also be used by members of the public free of charge.
- There is an established Junior Parkrun event at Paddington Recreation Ground; however, there is no adult Parkrun currently in the City.

Recommendations

- Protect and enhance the athletics track at Paddington Recreation Ground as the main provision in Westminster and its significant use/role in meeting demand.
- 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.
- Look to establish a senior Parkrun event within City, in partnership with the Royal Parks.

Netball

Assessment report summary

- In total, there are 18 outdoor macadam Netball courts located across six sites in Westminster. Of which, 11 or 61% are available for community use
- Most of the demand for outdoor netball courts in Westminster is generated from Go Mammoth netball leagues.
- The Go Mammoth Netball leagues operate throughout the week on outdoor courts at Hyde Park (old football pitches), Westminster School Sports Ground and Regents Park Tennis Centre.
- There is also a significant amount of Netball which takes place indoors (see the Built Facilities Strategy).
- Westminster School also provides netball courts. Although these courts are currently unavailable for community use, if access to the other sports pitches could be secured via a CUA, there could be an opportunity to also secure community use of the courts.

Recommendations

- Protect Netball courts and seek to improve poor quality through resurfacing or improved maintenance.
- Consideration should also be given to increasing the amount of England Netball initiatives such as Back 2 Netball, Walking Netball and Netball Now. to attract new players to the sport and increase demand for access to provision.
- Secure CUA with Westminster School for Netball Court access.

Touch Rugby

Assessment report summary

- In Westminster throughout Spring/Summer there are four dedicated Touch Rugby pitches at Regent's Park which are all rated as good quality. For winter, either existing rugby or football pitches are utilised, including the hybrid pitch.
- These pitches are used extensively by O2 Touch League throughout Spring/Summer.
- The Summer League hosts matches on Monday, Tuesday, Wednesday and Thursday evenings over an eight-week period, whereas, the Winter League operates Tuesday and Wednesday evenings over an eight-week period.
- The Royal Parks reports the pitches were used for a total of 768 league fixtures (Monday to Thursday) in the Summer 2019 season.

Recommendations

- Work to sustain current provision at Regents Park.

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Parkour (also covered in the Play Facilities Strategy)

Assessment report summary

- Westminster is home to the first purpose built outdoor managed Parkour Park (L.E.A.P Parkour Park) in the UK.
- It was built in 2011 and designed to be a safe environment for people to practice the sport. It mimics an urban landscape with walls, rails, and stairs for individuals to vault and scale.
- Currently there are free training programmes at the site offered via the Council's 'Neighbourhood Sports Club' programme for children ages 8-19 years old.
- The Council, through its Physical Activity, Leisure and Sports strategy (ActiveWestminster 2018-2022) has identified a need to support the development of Parkour in the City as a new flexible format of getting and keeping more people active.
- This stance is reiterated through the development work being carried out at Paddington Recreation Ground to enhance several sporting aspects of the site including the creation of a new free-to-access Parkour area next to the artificial pitches.
- Although there are no dedicated clubs within Westminster the provision is well used by individuals and surrounding organisations such as UCL Parkour and Esprit Concrete, both of which, are based in Camden.

Recommendations

- Protect the current levels provision of Parkour Parks within the City.
- Enhance the current provision of Parkour Parks across the City (linked to the Play Facilities Strategy).
- Work with partners to establish a dedicated Parkour club within Westminster.

Cycling

Assessment report summary

- There are currently no purpose-built facilities within Westminster with the closest cycling facilities at Lee Valley Velopark (London Borough of Newham) or Herne Hill Velodrome (LB Southwark).
- The Council has formal proposals and submitted a planning application to develop an area of Paddington Recreation Ground to form a CycloPlay, facility similar to those developed by British Cycling in Nottingham and Gravesham. It has also now submitted a bid to British Cycling for their Places to Ride scheme for the CycloPlay.
- Consultation with British Cycling suggests support for such a scheme and that it would be keen to identify potential for linking with their 'Ready, Set, Ride' learn to ride scheme.
- There is high demand for cycling is identified within Westminster.
- There are currently no dedicated learn to ride facilities in London, or safe traffic free areas in general for young people or older people to access despite cycling participation levels being high in the capital. Such a facility would rely on a close network of primary schools and ideally the presence of a tarmac / playground area to allow for progression and skills development.

Recommendations

- There is a need for the Council to continue to engage with key stakeholders and clubs to sustain/increase participation and to further develop cycling.
- Now that a submission has been made, the Council should continue preparation for the potential CycloPlay facility development at Paddington Recreation Ground as the development of such provision would provide a safe environment for children to develop their cycling skills.

Table Tennis (outdoor) (also covered in the Play Facilities Strategy)

Assessment report summary

- Table Tennis England has developed 'Ping!', which is a free street table tennis project that takes place in towns and cities all over England. The aim of 'Ping!' is to help enable table tennis to be more accessible and visible within the public realm.
- Nationally this translates to outdoor table tennis tables being placed across a range of public spaces including but not limited to; pubs, cafes, shopping centres, colleges, universities, parks, housing estates and community organisations.
- Ping' London has been running since 2010 and to date 35 tables have been placed within sites in Westminster. This is comprised of six permanent, 15 semi-permanent and 14 temporary tables.
- In addition, Table Tennis England is funding 22 new tables across a range of settings within Westminster. The timescale for the installation of these new tables is Summer 2020 through to 2021.

Recommendations

- Continue to develop Ping! ActiveWestminster Table Tennis scheme to maximise the benefits and sustainability of this provision through the Neighbourhood Sports Club programme and roll-out from Summer 2021 onwards.

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Rounders

Assessment report summary

- Go Mammoth is the main driver of rounders in Westminster, with the season running from April through to August.
- In summer 2020 Go Mammoth was due to operate two midweek leagues and two weekend leagues at Regents Park. However, due to COVID-19 restrictions these leagues have not yet commenced.
- A range of regular rounders tournaments and matches are held at Hyde Park and Paddington Recreation Ground.
- Whilst no specific rounders pitches are marked out at Hyde Park it is possible to book a space for rounders within 'the old football pitches area', the same applies at Paddington Recreation Ground where there are options to book space for rounders within the Village Green / Cricket pitch outfield.
- Formal bookings for rounders at Hyde Park are managed by Will to Win and consist of recreational and corporate user groups.
- The main user group for rounders at Paddington Recreation Ground is local schools and bookings are managed by the Councils leisure contractor, Everyone Active.

Recommendations

- Ensure that rounders booking can continue to be accommodated at the main multi-sport grass pitch sites within Regents Park and Paddington Recreation Ground.
- This on the basis that maintenance regimes are of the required quality to either sustain multi-sport use (where sharing with other sports) or enable unmarked playing field to be used for rounders.

Beach courts

Assessment report summary

- There is one beach court in Westminster, located at Academy Sport.
- Whilst there is no resident club attached to this court, consultation with London Volleyball Association (LVA) and Volleyfirst identifies that usage of the court at Academy Sport currently consists of ad-hoc bookings from local recreational groups.
- The closest multi court beach court facility is located in Wandsworth at Barn Elms Sports Centre. This site contains four dedicated outdoor beach volley courts.
- Demand for beach courts in Westminster appears to be limited and as such it is determined that existing provision at Academy Sport and the multi court provision and Barn Elms Sports Centre in Wandsworth can adequately accommodate current demand for beach courts from Westminster.

Recommendations

- Protect the current levels provision of beach courts within the City
- Monitor usage of the court at Academy Sport and work to explore partnership options with potential user clubs.

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Wallball

Assessment report summary

- Create regulation sized courts (20ft x 16ft x 34 ft). Wallballs current exemplar court is in Southwark, which has a vending machine to purchase equipment however the sport can be adapted to be played on existing MUGAs and urban spaces.
- Access school and youth club facilities. UK Wallball would like to introduce the sport to existing venues via line-marking existing sports and activity halls. Ideally this can be done with a smooth wall surface (i.e not breezeblock construction) and unobstructed by skirting, but UK Wallball can be flexible on this requirement to remove barriers to entry.

Recommendations

- Look to enhance the current provision of Wallball across the City (linked to the Play Facilities Strategy).

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 (and the associated LFFP and PFS), that outdoor sport facilities are protected through the implementation of the City Plan 2040 as the local planning policy.
- b. Secure tenure and increase access to existing sites to help address shortfalls.

Recommendation (a) – Ensure, through the use of the PPS (and the associated LFFP and PFS), that outdoor sport facilities are protected through the implementation of the City Plan 2040 as the local planning policy.

The PPS (and the associated LFFP and PFS), shows that all existing formal outdoor sports facilities 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 (and the associated LFFP and PFS), the City Plan 2040 as the local planning policy should echo this situation.

When shortfalls are evident, a formal outdoor sports 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 current or future shortfalls, or unless replacement provision is provided and agreed upon by all stakeholders.

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

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

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The PPS should be used to help inform Development Management decisions that affect existing or new playing fields, outdoor sport facilities and ancillary provision. 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 sports facilities and will use the PPS to help assess such planning applications against its Playing Fields Policy. It will object to proposals unless at least one of its five policy exceptions is met. The exceptions are:

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.

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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’.

Recommendation (b) – Secure tenure and increase access to existing sites to help address shortfalls.

Several education sites are being used across Westminster for recreational play, predominately for football. The following schools are already used for community use at varying levels but currently have no formal community use agreement in place:

- King Solomon Academy
- Marleybone Boys School

However, both above schools are currently in the process of developing Community Use Agreements (CUAs). Further to this and as highlighted in scenarios for both football and cricket, but also possibly tennis and netball there is currently no community use at Westminster School. When considering the levels of overplay for these sports and lack of available sites, opening up the provision at the school to the community has potential to alleviate shortfalls. However, it should be noted that these facilities are also well used by the school to fulfil its own fixtures and any community usage is at the school’s discretion. Therefore, further feasibility and partnership working with the school is required to fully determine the level of potential spare capacity and whether this could be a priority option in the future.

In the context of the Government’s 2010 Spending Review, which announced significant public spending cuts, it is increasingly important for the Council to work with voluntary sector organisations to enable them to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, where practical, the Council should support and enable clubs to generate sufficient funds, providing this is to the benefit of sport.

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, smart and sustainable facilities, volunteers, and partnership work. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)⁹. They should also be encouraged to work with partners locally – such as volunteer support agencies or local businesses.

For clubs with lease arrangements already in place, these should be reviewed when fewer than 25 years remain 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.

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

AIM 2

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

Recommendations:

- Maintain quality and seek improvements where necessary
- Work in partnership with stakeholders to secure funding
- Secure developer contributions

Recommendation (c) – Improve quality

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

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

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

For the purposes of 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).

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Good quality refers to facilities 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 facilities 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.

To prioritise investment into key sites it is recommended that the Steering Group works up a list of criteria, to provide a steer on future investment.

Addressing overplay

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 several matches that pitches should take based on quality, as seen in the table below. For other grass pitch sports, no guidelines are set by the NGBs although it can be assumed that a similar trend should be followed.

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Capacity of pitches

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

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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 GMA. 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 Grounds Maintenance Association (GMA)

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

Partners should ensure that appropriate funding secured for improved formal outdoor sports facilities is directed to areas of need, underpinned by a robust PPS 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. Play, physical activity, leisure and/or sport 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 (e) –Secure developer contributions

This strategy should inform policies and supplementary planning documents by setting out the approach to securing formal outdoor sports facilities through new housing development, which is especially pertinent to Westminster given the level of identified housing growth.

A development located within an accessible distance from a high-quality formal 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 (and the PFS) should be used to help determine the likely impact of a new development on demand, the capacity of

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existing sites in the area, and whether there is a need for improvements to increase capacity or new provision is required.

For formal outdoor sport facilities, the Council should use Sport England's new Playing Pitch Calculator (PPC) (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 formal outdoor sport facilities and subsequent maintenance on existing sites within the locality. Section 106 contributions can also be used to improve the condition and maintenance regimes of facilities which, in turn, will increase pitch capacity to accommodate more activity.

Several 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 Service¹⁰ 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 facilities. 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 formal outdoor sport facility enhancement and its subsequent maintenance.
- Where new multiple facilities are provided, appropriate changing rooms, toilets and associated car parking should be located on site.
- All new or improved formal outdoor sport facilities should be subject to community use agreements.
- CUA's via the SPD – (Sport England's model planning condition for CUA's and their Active Design Guidance)

¹⁰ <https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>

AIM 3

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

Recommendations:

- Rectify quantitative shortfalls through the current facilities stock.

Aim f - 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 through a combination of:

- Improving quality in order to improve the capacity to accommodate more demand.
- Transferring demand from overplayed sites to those with spare capacity.
- Securing long term community use, via the Council's CUA template at all existing and any future sites.
- Working with commercial and private providers to increase community access via CUA's.
- Increasing usage of AGPs or other floodlit facilities.

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

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

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Likely future sport-by-sport demand trends for key pitch sports

Sport	Future sports development trend	Strategy impact
Football	<p>Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small, sided football for adults.</p> <p>Demand for mini and youth football is likely to increase and the FA has a key objective to deliver 50% of mini and youth football on 3G pitches.</p> <p>The FA's strategy for Women's and Girls' football: 2017 – 2020 was released in March 2017. One of the major goals of the strategy is to double participation.</p>	<p>Additional need for 3G pitches/Hybrid pitches. Qualitative improvements.</p> <p>Sustain current stock and consideration given to reconfigure pitches if required. Qualitative improvements. Where possible utilise new or existing 3G pitches to further accommodate this demand and ensure FA testing.</p> <p>Demand for grass pitches and 3G pitches is likely to increase.</p>
3G pitches	<p>Demand for 3G pitches for football is high and will continue to increase. It is likely that future demand for the use of 3G pitches will increase for both training and match play purposes.</p>	<p>Requirement for new 3G pitches to be provided. Requirement for 3G pitches to be FA/FIFA tested to host competitive matches. Utilise Sport England/NGB guidance on choosing the correct surface.</p>
Cricket	<p>Except for grounds identified as poor quality, ECB predicts further growth in cricket demand for pitch use over the next few years.</p> <p>All Stars Cricket, the ECB national programme for 5–8-year-olds, is engaging large numbers of children and has already been delivered over the past 3-4 years, with increasing numbers of participants year on year, alongside Chance to Shine cricket delivery in primary schools. Increasing numbers of those children are continuing to play cricket as they get older so junior numbers are increasing within clubs. Dynamos Cricket is the latest launch by the ECB, building on the existing All Stars programme for 5-8-year-olds. Participants will continue to develop their skills and be introduced to a countdown style of cricket match.</p> <p>Women's and girls' cricket is a national ECB priority and there is a target to establish more female teams in every local authority.</p>	<p>Pitches that are already identified in the PPS as being at capacity will not be able to accommodate additional playing demand generated and it is predicted there will be demand for additional cricket playing facilities.</p> <p>Greater usage of outfielders to accommodate demand from All Stars Cricket. Shorter formats of cricket, and additional formats including softball cricket, are also driving up demand for pitches. An increase stock of NTPs likely to be required to accommodate demand.</p> <p>Increased requirement for peak time access to pitches. Need to ensure access to good quality facilities including, segregated changing and toilet provision.</p>

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Sport	Future sports development trend	Strategy impact
Rugby union	Locally, the RFU want to ensure access to pitches satisfies existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock and support facility development. In particular, capital improvements are required to the existing natural turf pitches as is improvements to the quality of changing rooms, where appropriate. Where possible, all clubs should have access to high quality floodlit pitches to support training and match play demand.
Hockey	Current playing level is likely to increase and new/improved provision is likely to be used as a platform for attracting new participants.	Ensure continued use of all current sand-based AGPs to accommodate current demand and ensure sinking funds are in place for long-term sustainability. Additional need for sand based AGPs to accommodate existing/new participation. Increase capacity through migration of football to new 3G pitches if/when they become available.
	High profile events (Hockey World Cup 2018 Legacy)	High profile events aim to raise the profile of the game within England. During the Hockey World Cup 2018 there were community events in the build-up within clubs and a promotional programme through clubs and local schools. These inevitably helped to raise the profile of the game with the aim of increasing participation.
	New England Hockey initiative, Hockey Heroes (aimed at growing participation for under 10s).	Ensure off peak availability to accommodate additional future demand.
Bowls	No significant net increase in memberships as identified by clubs.	Likely that any future increase could be accommodated via a consolidation of existing greens.
Tennis	The LTA has a key priority for the strategic development and growth of tennis at both a club and wider community level such as local parks.	Increases in participation can be accommodated through providing additional courts that are floodlit. An increase in casual play can be encouraged through adopting LTA initiatives such as digital access systems.
Netball	Membership of clubs is expected to increase.	Likely that any future increase could be accommodated on existing courts, however, providing more courts that are floodlit would be beneficial.
Athletics	Demand is expected to increase for recreational events i.e. Parkrun.	Demand identified to establish an adult Parkrun in Westminster.

PART 6: ACTION PLAN

The site-by-site action plan seeks to address key issues identified in the preceding PPS Needs 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 to prioritise support for strategically significant provision and provision that other providers are less likely to make.

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 formal outdoor facility sites and associated provision.

The identification of sites is based on their strategic importance within the Council i.e. they accommodate the majority of demand, or the recommended action has the greatest anticipated 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	Main sites	Local sites
Site location	Strategically located in the City. 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 and/or contractor maintenance contract.
Ancillary facilities	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	No changing room access on site or appropriate access to accommodate both senior and junior use concurrently (if required).

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Hub sites are of strategic City-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 based on the impact that the site will have on addressing the issues identified in the assessment.

Main sites are more community focused sites, although 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 Main site 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 Council 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) coupled with a CUA, in order that external funding can be sought. Such sites will require some level of investment, either to the formal outdoor sport facilities or ancillary facilities, and it is anticipated that one of the conditions of offering a hire/lease is that the Club would be in a position to source external funding to improve/extend the provision.

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

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

Management and development

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

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

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Partners

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

Priority

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

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

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

Costs

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

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

These are based on Sport England's estimated facility costs which can be found at:

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

Timescales

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

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

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

Aim

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

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ¹¹	Cost ¹²	Aim
1	Academy Sport	W2 5EZ	Tennis	Education	Two standard quality floodlit macadam tennis courts which are available for community use.	Sustain quality through regular maintenance and retain as current use.	Education FF	Main Site	M	S	M	Protect & Enhance
			Football (3G)		Three poor quality small sided 3G pitches (two 30x20m, one 60x40m). Current surfaces were installed in 2008 and have surpassed the recommended lifespan. Site is identified in LFFP for improvement. Community use primarily consists of affiliated football training and pay & play recreational football. The ancillary facilities are relatively dated and in need of improvement, some potential match funding has been identified for these improvements.	As a priority improve pitch quality and retain as current use. Explore options to improve ancillary facilities. Ensure sinking fund remains in place once pitches have been resurfaced.	LFA LTA PUK					
			Beach Courts		One beach court, usage primarily consists of ad hoc bookings from local recreational groups.	Protect the current levels provision of beach courts within the City Monitor usage of the court at Academy Sport and work to explore partnership options with potential user clubs.						
			Parkour		L.E.A.P is the first purpose built outdoor Parkour Park in the UK, it was installed at Academy Sport in 2011. Although there are no dedicated clubs within Westminster the provision is well used by individuals and surrounding organisations such as UCL Parkour and Esprit Concrete, both of which, are based in Camden.	Protect the current levels of provision of Parkour Parks within the City. Work with partners to establish a dedicated Parkour club within Westminster.						

¹¹ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

¹² (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
2	Churchill Gardens	SW1V 3BS	Football (3G)	Local Authority	One standard quality small sided 3G pitch (32x25m). Current surface was installed in 2013. The site is managed by the council's Housing Dept (formerly City West Homes). The pitch is used regularly Mon-Fri from 15:00 to 20:00 and from 10:00-13:00 on Saturdays. St Gabriel's C of E Primary School also use the pitch for PE sessions on Thursdays & Fridays, and occasionally on Wednesdays. The community use of the pitch is primarily for residents of the Churchill Gardens estate.	Sustain quality and retain as current use. Ensure sinking fund is in place via a CUA and change in strategic management arrangement.	WCC LFA FF	Local	L	L	L	Protect
3	Hyde Park Tennis & Sports Centre (including 'old football pitches')	W2 2UH	Bowls	Royal Parks (operated by Will To Win)	One standard quality bowling green. Usage primarily consists of pay and play informal bookings. In 2019 the green was booked for a total of 380 hours.	Sustain quality and work with site operator to explore options to establish an affiliated bowls club.	Royal Parks/Will to Win BCGBA BSUK RE LFA FF LTA	Main Site	H	M	L	Protect Enhance Provide
			Tennis		Seven floodlit courts (one artificial, seven Macadam). The Macadam courts are of good quality and the artificial court is of standard quality. In addition there is a single Padel court on site. The seven tennis courts were booked for a total of 18,394 hours in 2019, with a further 1,908 hours of bookings for the Padel court. Currently 677 members registered for smartcards at the site.	Sustain quality and retain as current use. Seek to retain current membership levels. Consider feasibility of operating LTA programmes on site.						
			Netball		One of the tennis courts is overmarked for netball. The sole user is Go Mammoth which utilises the courts throughout the week.	Sustain and retain as current use.						

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
			Football/ Softball/ Rounders		There is a significant sized grassed space adjacent to the tennis courts which is used for a range of informal activity. In terms of informal football provision this equates to 12 'small' pitches (50x30m 5-a-side) and six 'medium pitches (60x40m 9 a-side). No affiliated teams use the site, the primary football usage is in the form of regular camps/coaching sessions etc.	Explore adaptation of informal pitches to accommodate affiliated football demand and to alleviate shortfalls. Sustain and retain current summer provision for Softball and Rounders						
			Softball		During the summer months the informal pitch space is used to accommodate approximately 60 Softball Matches per week. It is home to the London Charities Softball League (83 teams) and London Hotels Softball League (16 teams), with teams being allocated to pitches by the site by the site operator.	Sustain quality and retain as current use.						
			Rounders		In addition, the grass pitch area is also utilised for Rounders, with pitch bookings being managed by the site operator.	Sustain quality and retain as current use.						
4	King Solomon Academy (Secondary)	NW1 6RX	Football (3G)	Education	One standard quality small sided 3G pitch (30 x 19m). Current surface was installed in 2018. Community use is available, however, there is no formal CUA in place. The pitch is used extensively on Tuesdays and Thursday evenings by the 5aside.com League, which is affiliated to London FA. Other usage primarily consists of pay & play bookings.	Sustain quality and retain as current use. Explore options for securing a formal CUA.	Education WCC FF LFA	Local	L	S	L	Protect
5	Marylebone Cricket Club	NW8 8QN	Cricket	Sports club	Stadia facility with two good quality squares containing 25 grass wickets	Sustain quality and retain as current use.	Sports club	Local	L	L	L	Protect

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
	(Lords Cricket Ground)				and one NTP. Home ground for Middlesex CC and regularly utilised for international fixtures.	Explore options for securing a formal CUA.	ECB MCB					
6	Paddington Recreation Ground	W9 1PD	Football (3G)	WCC Everyone Active (operator)	One full size and one small sided 3G (60x40m), both considered to be good quality as current surfaces were laid in 2019. Neither pitch is currently on the FA 3G pitch register. The full-size pitch is used to capacity and the small sided 3G pitch also has a full programme of usage.	Sustain quality and retain as current use. Ensure a sinking fund remains in place. Liaise with London FA to test quality and add to FA 3G pitch register. Explore options for installing a hybrid pitch. This must only be considered once full findings from the Sport England Pilot are realised. Any potential hybrid pitch should not impact the current cricket provision.	WCC BC Everyone Active ECB FF LFA MCB PUK EH EA BE	Hub Site	H	S-M	L-M	Enhance Provide
			Cricket		One good quality NTP that has a total of 60 match equivalent sessions available. The NTP is currently overplayed by 13 match equivalent sessions. The NTP is used by Maida Vale CC and Paddington Rabbits CC. There is also significant unaffiliated usage from Last Man Stands (LMS) through midweek sessions. In total there are 73 match equivalent sessions per season at this site, which results in an overplay of 13 match equivalent seasons.	Sustain quality and retain as current use. Work with Last Man Stands and other non-affiliated operators to ensure high levels of participation are sustained. Explore the feasibility of establishing grass wickets on the site if there is demand to do so.						
			Hockey (AGP)		A full-size good quality water based hockey suitable AGP that is used by Hampstead & Westminster HC (albeit it also exports some usage	Sustain quality and retain as current use. Ensure junior hockey training demand can be						

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ⁵¹¹	Cost ¹²	Aim
					<p>out of the City). The pitch has recently been resurfaced (September 2020). Currently the club utilises the pitch for a total of 16.25 per week for training demand. The club accommodates five match sessions per week on the AGP (accommodating ten teams overall) and as such is played to capacity at peak time. Opening hours have been extended to allow for further capacity.</p> <p>A new small-sided, sand-dressed AGP is currently in construction at the site to allow transfer of demand from the 3G pitch.</p>	<p>accommodated on new small size sand dressed AGP. Ensure sinking fund remains in place for both pitches.</p>						
			Bowls		<p>One standard quality bowling green. Usage primarily consists of pay and play informal bookings. In 2019 the green was booked for a total of 49 hours, this a significantly lower amount of usage compared to other greens across the City.</p>	<p>Work to consolidate the Bowls offer via securing a CUA at Paddington Sports Club (PSC). If this is achievable, explore options to convert to a floodlit, artificial-surfaced outdoor flat green to also allow for multi-use (and for the facility to be used in winter months).</p>						
			Tennis		<p>13 floodlit courts (six artificial, seven Macadam). Five of the Macadam courts are of standard quality, with the remaining two assessed as good quality. All of the artificial courts are good quality. The courts</p>	<p>Sustain quality and retain as current use. Seek to retain current membership levels. Consider feasibility of operating LTA programmes on site.</p>						

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Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					accommodate significant casual usage and in addition, The Paddington Recreation Tennis League.							
	Athletics				A standard quality 400m six lane synthetic athletics track with floodlighting. As well as track disciplines, the site also caters for long jump and triple jump. WCC and Everyone Active are in the process of creating a purpose built 60m sprint straight with LED lighting, in addition to the upgrading of the existing floodlights and relaying the track with a blue surface. Once these works are complete the track will of good quality. The main external user of the track is Serpentine Runners Club but is also used throughout the week by a variety of local schools and community running groups.	On completion of improvements, sustain track quality through relevant maintenance and retain for current use.						
	Netball				Three standard quality macadam courts (overmarked on tennis courts). Community usage and pay and play bookings are managed by Everyone Active.	Sustain and retain as current use.						
	Rounders				The cricket outfield area is regularly utilised for rounders. The main user groups are schools and bookings are managed by Everyone Active.	Sustain and retain as current use.						
	Softball				The cricket outfield area is also used on an infrequent basis to accommodate informal/charity matches.	Sustain and retain as current use.						
	Parkour				Although there are no current dedicated Parkour facilities on the site, there are plans to create new	Work with Parkour UK to ensure usage of potential new facility is maximised.						

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
			Cycling		<p>Parkour area next to the artificial pitches.</p> <p>The Council has formal proposals and submitted a planning application to develop an area of Paddington Recreation Ground to form a CycloPlay facility. Consultation with British Cycling suggests support for such a scheme and that it would be keen to identify potential for linking with their 'Ready, Set, Ride' learn to ride scheme</p>	Work with British Cycling to secure match funding and ensure that relevant programmes are linked.						
7	Pimlico Academy	SW1V 3AT	Hockey (AGP)	Education	One good quality small sized (70x34m) AGP. The current surface was installed in 2018. The Academy has a CUA in place. At weekends, the pitch is available for hire from 09:00-17:00 which means it is fully available during the peak period (34 hours per week). Although it should be noted that no affiliated hockey clubs utilise the pitch. The current community usage primarily consists of recreational football bookings.	<p>Sustain quality and retain as current use.</p> <p>Replace the existing CUA with the updated Westminster template CUA.</p> <p>Ensure a sinking fund remains in place via the CUA.</p> <p>Explore options for linking site with Hampstead & Westminster HC for potential junior hockey training use.</p> <p>Work with England Hockey to explore options for organising 'Back to Hockey' sessions at the site.</p>	Education EH	Local	L	S	L	Protect
8	Harris Academy – St Johns Wood True	NW8 ONL	Football (3G)	Education	One standard quality small size (54x36m) 3G AGP. The current surface was installed in 2015. The Academy has a CUA in place and current community usage primarily consists of recreational football bookings.	<p>Sustain quality and retain as current use.</p> <p>Replace the existing CUA with the updated Westminster template CUA – particularly to address the Sunday hours of operation.</p> <p>Ensure a sinking fund remains in place via the CUA in order to resurface pitch</p>	Education FF LFA	Local	L	M	M	Protect Enhance

Westminster City Council - Playing Pitch Strategy (PPS)

Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
9	Regents Park	NW1 4NU	Football	Royal Parks	Nine adult, one youth 11v11, two youth 9v9 and 15 mini 5v5 pitches, all of which, are good quality. One adult football pitch is overmarked on a lacrosse pitch and the two youth 9v9 pitches are overmarked on the existing hybrid pitch. The grass pitches (and hybrid) are used by a total of 239 teams (13 adult men's, three adult women's, 121 youth boys', nine youth girls' and 93 mini teams). As Regents park is currently the only site being used for affiliated football the capacity analysis identifies that the pitches are currently overplayed by 29.5 match equivalent sessions. However, overplay is anticipated to be less than this when the capacity of the hybrid pitch can be factored in. Site is accompanied by good quality ancillary facilities.	when it reaches the end of its lifespan in c.2025. Sustain quality and retain as current use. Follow up actions of 2019 PIP report. Explore feasibility for further hybrid pitch development once pilot is complete and performance of hybrid pitch is fully understood.	Royal Parks ECB MCV FF LFA RFU BSUK EL	Hub Site	H	S-M	M-H	Enhance Protect Provide
			Cricket		Six squares, one of which is dedicated to junior cricket. Four of the squares have eight wickets, one has seven wickets and the junior square has five wicket. All grass wickets and four NTPs are of good quality, with the remaining two NTPs being classed as standard quality. Primary affiliated teams using the site are Primrose Hill CC (17 Junior boys, two Junior girls' teams), Regents Park Juniors CC (four teams,	Sustain quality and retain as current use. Assist the ECB and MCB in discussions with The Royals Parks in creating additional capacity on grass wickets for affiliated cricket demand. Explore options for installing additional NTPs at this site.						

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Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					and Regents Park Seniors CC, (one team). In addition, Last Man Stands (LMS) operate numerous leagues at the site. The NTPs on the site are overplayed whereas the grass wickets have capacity, although cannot be used as the NTPs are in operation.							
	Rugby Union				One good quality (M2/D1), one good quality (M2/D2), and one standard quality (M2/D0) senior pitches. None of the pitches are floodlit. The three pitches are overplayed by 4.75 match sessions, respectively. Belsize Park RFC, Regents Park RFC, and Regents Park Royals RFC are the primary users of the pitches.	Sustain quality and retain as current use. Explore option of improving all grass rugby union pitches at Regent's Park to a minimum quality rating of M2/D2. Explore feasibility of creating additional capacity through creation of new grass senior pitches and creation of further hybrid pitches (if deemed feasible based on findings).						
	Softball				During summer, the site accommodates 21 good quality dedicated softball pitches which are used Monday to Thursday for matches. In addition, the site is utilised for daytime usage by corporates.	Sustain quality and retain as current use.						
	Lacrosse				One good quality pitch (overmarked for football). The sole user of the pitch is Central London Lacrosse Club (three senior women's teams).	Sustain quality and retain as current use.						

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Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ⁵¹¹	Cost ¹²	Aim
			Touch Rugby		There are four dedicated Touch Rugby Pitches, all rated as good quality. These pitches are used extensively by O2 Touch League. The pitches were used for a total of 768 league fixtures (Monday-Thursday) in the 2019 summer season. The hybrid pitch is also sometimes used for Touch Rugby.	Sustain quality and retain as current use.						
			Rounders		Cricket pitch outfield and softball pitches are utilised for Rounders. Go Mammoth is the main driver and manages two midweek leagues and two weekend leagues at the site.	Sustain quality and retain as current use.						
10	St Augustine's Sports Centre	NW6 5SN	Football (3G)	WCC Everyone Active (operator)	One standard quality small size (37x18m) 3G AGP. It is unknown when the current surface was installed. The pitch is available Monday to Sunday 18:00-22:00. The current community usage primarily consists of recreational football bookings. In addition, the pitch is utilised during the weekday daytime for curricular use by St Augustine's High School. The ancillary facilities are relatively dated and in need of improvement.	Sustain quality and retain as current use. Replace the existing CUA with the updated Westminster template CUA. Explore options for improving the ancillary facilities. Ensure a sinking fund remains in place via a CUA in order to resurface pitch when it reaches the end of its lifespan.	WCC Everyone Active FF LFA	Local	L	L	M	Protect Enhance
13	Westminster School Sports Ground	SW1P 2PW	Football	Education (private)	Three adult grass pitches. There is no current community use on the site	Explore options for developing a CUA with the school to help reduce City wide shortfalls.	Education WCC	Local	M	L	L	Protect
			Cricket		Two good quality squares with 12 grass wickets (including 4 junior wickets). There is no current community use on site.	Explore options for developing a CUA with the school to help reduce City wide shortfalls.						
			Tennis		Four standard quality artificial courts. There are no floodlights. No	Explore options for developing a CUA with the school for use of the courts.						

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TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					current community use of the courts.							
15	Dolphin Fitness Club	SW1V 3LX	Tennis	Private	One standard quality artificial court. Private members club with no community access.	Sustain and retain provision.	N/A	Local	L	L	L	Protect
16	Eaton Square Gardens	SW1W 9DH	Tennis	Private	One good quality Macadam court. No community access.	Sustain and retain provision.	N/A	Local	L	L	L	Protect
17	Paddington Sports Club	W9 1HQ	Bowls	Private	One good quality bowling green. Paddington Sports Club BC is the exclusive user. The site is a private members club, with no current community use.	Sustain and retain as current use. Explore options for developing a CUA for the basis of consolidation of the Bowls facility provision.	WCC LTA BE	Local	L	L	L	Protect
			Tennis		11 courts (five floodlit artificial, three non-floodlit artificial, three clay). All courts are of good quality. The site is a private members club with no community use.	Sustain and retain as current use. Explore options for developing a CUA to increase access to facilities						
18	Regents Park Tennis Centre	NW1 4NU	Tennis	Royal Parks (operator is Will to Win)	12 Macadam courts (two are not floodlit). 11 of the courts are of good quality and one court is of standard quality. In addition, there is a single Padel court on site. The 12 tennis courts were booked for a total of 37,153 hours in 2019, with a further 2,205 hours of bookings for the Padel court. Currently 924 members registered for smartcards at the site.	Sustain quality and retain as current use. Seek to retain current membership levels. Consider feasibility of operating LTA programmes on site.	Royal Parks/Will to Win LTA EN	Main site	L	L	L	Protect
			Netball		Five of the tennis courts are overmarked for netball. The sole user is Go Mammoth which utilises the courts throughout the week.	Sustain quality and retain as current use.						
			Table Tennis		One permanent table tennis table. Usage mainly consists of open access although it is possible to book the table through Will To Win.	Protect table and retain as current use.						
19	Marylebone Boys School	W2 1QZ	Football (3G)	Education	One small size (24x15m) standard quality 3G AGP. The current surface	Sustain and retain as current use.	Education WCC	Local	L	S	L	Protect

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Strategy & Action Plan

TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					was installed in 2019. There is no current community use, however the school are working towards increasing access via a CUA.	Monitor development of CUA. Ensure sinking fund is in place via a CUA.	FF LFA					
20	Paddington Academy	W9 2DR	Football (3G)	Education	One small size (55x34m) standard quality 3G AGP. The current surface was installed in 2019. There is no current community use, however the school are working towards increasing access via a CUA.	Sustain and retain as current use. Monitor development of CUA. Ensure sinking fund is in place via a CUA.	Education WCC FF LFA	Local	L	S	L	Protect
21	Lisson Green Estate Pitch	NW8 8TS	Football (3G)	WCC	One small size (38x21m) 3G AGP. This pitch was a pre-existing sand based AGP which was resurfaced to 3G during the summer of 2020 and is due to be operational by the autumn. The new pitch will have community access.	Sustain and retain as current use. Ensure that a CUA is implemented for the facility. Ensure sinking fund is in place via a CUA. Explore options for usage by affiliated teams for training.	WCC FF LFA BCGBA	Local	M	S	L	Protect Enhance
22	Forty Tree Green	NW6 5XB	Football	WCC	There is one small pitch (30 x 20m 5-a-side). The pitch is open access with no formal booking system in place, therefore is primarily utilised for recreational football.	Explore options for bringing the pitch up to standard in order to accommodate affiliated football and help address shortfalls. Ensure a change in strategic management arrangement.	WCC FF LFA	Local	L	L	L	Protect Enhance Provide
23	King Solomon Academy (Primary)	W2 1ND	Football (3G)	Education	The Academy has proposals to install a 5-a-side (30 x 20m) 3G pitch at the Crompton Street site. Funding for this site is secure and the pitch is due to be installed by Autumn 2020/Winter 2021, subject to planning permission.	Ensure CUA agreement is in place. Ensure sinking fund is in place via a CUA.	WCC FF LFA	Main site	L	S-M	L	Protect Enhance Provide
24	Wilberforce Primary School	W10 4LB	Football (3G)	Education	The school has proposals to resurface a concrete MUGA to 3G carpet. This will produce a 5-a-side (30 x 20m) 3G pitch. Funding for this site is secure and the pitch is due to be installed by Autumn 2020/Winter	Ensure CUA agreement is in place. Ensure sinking fund is in place via a CUA.	Education FF LTA	Main site	L	S-M	L	Protect Enhance Provide

Westminster City Council - Playing Pitch Strategy (PPS)

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TABLE 6.2: Action Plan

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					2021, subject to planning permission.							
25	Queens Park Gardens	W10 4QH	Football (3G)	WCC (Queens Park Football Academy manage formal usage)	The project at this site would involve the conversion of one (of two) existing tarmac MUGAs to 3G. This has potential to produce a 5-a-side (30x20m) 3G pitch. The site is currently used by Queens Park Gardens Football Academy (Community Hub). The Academy currently hold the keys for the pitches and manage the formal usage. Any 3G development at this site is subject to gaining planning permission and engaging the relevant funding partners. Also identified in the LFFP and PPS confirms this remains accurate.	Explore the feasibility of the proposed MUGA conversion to 3G. Ensure that a CUA is implemented for the facility. Ensure sinking fund is in place via a CUA. Retain the second MUGA as a multi-sport facility.	WCC FF LFA	Local	H	S-M	M	Protect Enhance Provide
26	Churchill Gardens Youth Club	SW1V 3JA	Football (3G)	Community organisation	The project at this site would involve the conversion of an existing tarmac MUGAs to 3G. This has potential to produce a 5-a-side (25x12m) 3G pitch. The existing MUGA is located to the rear of the Youth Centre. Any 3G development at this site is subject to gaining planning permission and engaging the relevant funding partners. Also identified in the LFFP and PPS confirms this remains accurate.	Explore the feasibility of the proposed MUGA conversion. Ensure that a CUA is implemented for the facility. Ensure sinking fund is in place via a CUA.	WCC Community organisation FF LFA	Local	H	S-M	M	Protect Enhance Provide
27	Land underneath the A40 (Site TBC)		Football (3G)	WCC	The area of land is located in close proximity to Academy Sport and currently in use as part of the Crossrail development. Once the	Explore the feasibility of potential 3G pitches development at this site.	WCC FF LFA	Local/ Main site	H	S-M	H	Provide

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TABLE 6.2: *Action Plan*

Site ID	Site	Post code	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescale ^{s11}	Cost ¹²	Aim
					<p>new line is complete the area will come back under control of WCC and is potentially earmarked for sports & leisure facilities. Whilst the site is not suitable for a full size 3G pitch there is an opportunity to develop numerous small sided 3G pitches in the space underneath the raised A40 flyover.</p> <p>Also identified in the LFFP for a unique potential multi small sided 3G pitch development and PPS confirms this remains accurate.</p>	Align operational management with Academy Sport via the CUA.						

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

Delivery

The PPS provides guidance for maintenance, management and investment decisions made across the City. By addressing issues identified in the Needs Assessment Report and using the strategic framework presented in this Strategy, the current and future formal outdoor sports facility needs of the City 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 formal outdoor sports facilities are regarded as a vital aspect of community life and which contribute to the achievement of Council City for All 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 City guiding the improvement and protection and enhancement of formal outdoor sports facilities 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 several 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 wider 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 delivery 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.

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The nature of the supply and in particular the demand for formal 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.

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 facilities, 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 formal 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.

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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 City. 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 facility quality (and hence changes in facility capacity) and demand as well as 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 (but not limited to), Housing and Community Services 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

For this strategy to be signed off by the steering group, a Stage D Checklist: Develop the Strategy, is signed off.

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Table 7.1: 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 overplayed?	✓	
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 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?	✓	

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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:

Table 7.2: Stage E: Deliver the strategy and keep it robust and up to date

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

APPENDIX

Appendix 1: Funding Plan

Funding opportunities

Please note that due to the ongoing COVID-19 Pandemic (2020/21) the below funding opportunities may alter or become less prevalent in the forthcoming years as NGBs prioritise new methods of funding as a reaction to the developing situation.

To deliver much of the strategy 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.

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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 2019/20 so refer to the website for the latest information: https://www.sportengland.org/how-we-can-help/our-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: <ol style="list-style-type: none"> 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers). 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.
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: <ol style="list-style-type: none"> 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund

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Awarding body	Description
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.

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Flooding Funding

Sport England also offers various funding options for clubs that have been affected by flooding such as the Community Asset Fund¹³. These are typically separated into three criteria: small scale investment (£1,000 - £15,000), medium scale investment (£15,000 - £50,000) and large-scale investment (£50,000 - £150,000). The Community Asset Fund was designed to help communities respond quickly to emergencies or unexpected events that stop people from being active.

Strategic Facilities Fund

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

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

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

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

The Strategic Facilities Fund will prioritise projects that:

- Are large-scale capital developments identified as part of a local authority sports facility strategic needs assessment/rationalisation programme and that will drive a significant increase in community sports participation
- Demonstrate consultation/support from two or more NGBs and delivery against their local priorities

¹³ <https://www.sportengland.org/how-we-can-help/our-funds/community-asset-fund>

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- 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 many 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 2: Glossary

Capacity	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	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	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	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 <u>one match = one match equivalent session</u> if it occurs every week or <u>0.5 match equivalent sessions</u> 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	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	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	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 in parks/recreation grounds.

Appendix 3: 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. 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: Uniting the Movement 2021

Sport and physical activity has a big role to play in improving the physical and mental health of the nation, supporting the economy, reconnecting communities and rebuilding a stronger society for all. From this notion, Sport England has recently released its new strategy, Uniting the Movement, its 10-year vision to transform lives and communities through sport and physical activity.

It seeks to tackle the inequalities long seen in sport and physical activity. Providing opportunities to people and communities that have traditionally been left behind, and helping to remove the barriers to activity, has never been more important.

There are three key objectives to the Strategy:

- Advocating for movement, sport and physical activity.
- Joining forces on five big issues
- Creating the catalyst for change

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In particular, the five big issues are identified where the greatest potential is seen for preventing and tackling inequalities in sport and physical activity. Each one is a building block that, on its own, would make a difference, but together, could change things profoundly:

Recover and reinvent: Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.

Connecting communities: Focusing on sport and physical activity's ability to make better places to live and bring people together.

Positive experiences for children and young people: Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.

Connecting with health and wellbeing: Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.

Active environments: Creating and protecting the places and spaces that make it easier for people to be active.

The specific impact of the Strategy will be captured through programmes funded, interventions made, and partnerships forged. For each specific area of action, a set of key performance indicators will be developed. This hybrid approach will help evidence the overall progress being made by all those involved in supporting sport and physical activity.

National Planning Policy Framework (updated 2019)

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:

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- 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.

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).

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

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

Local Football Facility Plans

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

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

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

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

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The FA: National Game Strategy (2018-2021)

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

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

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

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

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

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

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

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

Grow and nurture the core

- Create an infrastructure investment fund for First Class County Clubs (FCCs)
- Introduce a new Community Investment Funding for FCCs and County Cricket Boards (CCBs)
- Invest in club facilities
- Develop the role of National Counties Cricket
- Further invest in County Competitions

Inspire through elite teams

- Increase investment in the county talent pathway
- Incentivise the counties to develop England Players
- Drive the performance system through technology and innovation
- Create heroes and connect them with a new generation of fans

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Make cricket accessible

- Broaden crickets appeal through the New Competition
- Create a new digital community for cricket
- Install non-traditional playing facilities in urban areas
- Continue to deliver South Asian Action Plans
- Launch a new participation product, linked to the New Competition

Engage children and young people

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

Transform women's and girls' cricket

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

Support our communities

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

The Rugby Football Union Strategic Plan (2017-2021)

The 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

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England Netball - Your Game, Your Way 2013-17

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

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

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

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

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

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

Underpinning all this is the infrastructure which makes our sport function. We know the importance of our volunteers, coaches, officials, clubs and facilities. The more inspirational our people can be, the more progressive we can be and the more befitting our facilities can be, the more we will achieve for our sport. England Hockey will enable this to happen and we are passionate about our role within the sport. We will lead, support, counsel, focus and motivate the Hockey Nation and work tirelessly towards our vision.

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

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The core objectives are as follows:

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

Club participation

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

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

There has been an 80% increase in the number of boys and girls in clubs, as well as a 54% increase in players over the age of 46.

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

England Hockey Strategy

England Hockey's Facilities Strategy can be found at:

<https://www.englishockey.co.uk/page.asp?section=2075§ionTitle=Facilities+Strategy>

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

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

The 3 main objectives of the facilities strategy are:

Protect: To conserve the existing hockey provision

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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.

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.

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

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

Tennis in Britain - LTA Strategy

The LTA's vision for 2019 – 2023, Tennis Opened Up includes seven strategies relating to three objectives which are built around its 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 2.5% 1,311,800 to 1.9% 1,500,000 by 2023.
- The number of children playing tennis once a week from 550,000 to 700,000 (7.9% to 10% of the population) by 2023.
- Enable 5 new players to break into the top 100 by 2023 and inspire the tennis audience.

Strategies

- Visibility - Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.
- Innovation - Innovate in the delivery of tennis to widen its appeal.
- Investment - Support community facilities and schools to increase the opportunities to play
- Accessibility - Make the customer journey to playing tennis easier and more accessible for anyone
- 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.
- Performance - Create a pathway for British champions that nurtures a diverse team of players, people and leaders.
- Leadership - Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

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Bowls England: Strategic Plan 2014-2017

Although the Plan is out of date, it remains the most up to date available. Bowls England will provide strong leadership and work with its stakeholders to support the development of the sport of bowls in England for this and future generations. The overall vision of Bowls England is to:

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

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.

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.

Westminster City Council - Playing Pitch Strategy (PPS) Strategy & Action Plan

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.

To achieve their mission, England Athletics will have three strategic priorities.

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.

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.

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".



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