



**Medway Council Playing Pitch Strategy -
Strategy Document**

October 2019

FINAL



SHAPING THE FUTURE OF SPORT



4global Consulting Terms of Reference

Estimates and forecasts contained within this report are based on the data obtained at that time and the accuracy of resultant findings and recommendations is dependent on the quality of that data.

The author(s) will not be held liable for any data provided by third party organisations as part of the Playing Pitch Strategy (PPS) delivery process. While the data and recommendations have been conscientiously reviewed through the PPS governance process followed throughout project delivery, it has not been possible for the author to independently review every element of data provided by third parties.

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Section 1: Introduction and strategic context



Executive Summary

A Playing Pitch Strategy (PPS) is a robust evidence base that identifies whether the supply and demand of play pitches within a Local Authority is sufficient to meet the current and future needs and demands for sport. Sport England requires Local Authorities to have an up to date PPS evidence base to justify the protection, enhancement and provision of playing pitches. (Sport England, Playing Pitch Strategy Guidance, 2013).

The purpose for Medway Council (MC) undertaking an updated Playing Pitch Strategy is to determine whether the current supply of outdoor sports facilities within the study area is sufficient to support the current and future demands aligned to population growth, housing projections and the strategic needs of sport, health and wellbeing within Medway.

This document uses the data gathered in the Needs Assessment (which accompanies this document) to present sport specific scenarios and recommendations for sports and specific sites. This is done in two ways, firstly through future scenarios which aim to address identified deficits on a macro, area wide level and secondly through a site by site action plan. The site by site action plan provides recommendations that, if implemented, would improve the quality of the sites and provision in the study area as a whole.

It is the responsibility of the steering group to implement this (stage D) strategy as best as possible. It is at Stage E of the PPS process that the actions underlined in this document will be discussed and potentially implemented. This is explained in more detail in chapter 6 of this document.

1 Introduction and Project Scope

1.1 Project scope and objectives

- 1.1.1 Medway Council (hereafter referred to as the Council) has commissioned 4global Consulting to prepare a Playing Pitch Strategy, to provide the Council with a clear evidence base and set of recommendations for future outdoor sports facility development across the study area.
- 1.1.2 A PPS is a strategic assessment that provides an up to date analysis of supply and demand for playing pitches (grass and artificial) in a local authority area. The strategy and the evidence base upon which it is based is delivered using national guidance and facility insight from specific Governing Bodies of Sport.
- 1.1.3 The assessment will focus on facilities used by the following sports as they were identified as the key sports which use facilities within Medway.
- Football
 - Rugby Union
 - Cricket
 - Hockey
 - Rugby League
 - Bowls
 - Golf
 - Tennis
- 1.1.4 Within these sports, the strategy will seek as far as is practicable to include consideration of all forms of play, whether;
- Club and league based (formal) play and training
 - Less formal programmed forms of the respective sports (e.g. turn up and play 'products' such as Rush Hockey, Mash-up Football, Last Man Stands Cricket, Cage Cricket and Touch Rugby)
 - Informal and un-programmed play by groups of residents, workers, students, school friends (out of school).
- 1.1.5 The PPS provides a holistic analysis of outdoor sports facilities across the study area, leading to a comprehensive set of recommendations for the future development of facilities, in line with the needs of local residents and sports clubs
- 1.1.6 The consultant team has worked with the Council to provide a strategy that is fit-for-purpose and addresses the specific issues and risks for the area. It is key that this Playing Pitch Strategy reflects the local context and enables the Council to maximise the amount of high-quality sporting provision for its residents, while understanding the need to meet planning and housing requirements. The Strategy will therefore aim to deliver against the following drivers:
- Contribution to the Medway Council planning process through identifying deficiencies and needs within the study area
 - Inform and investment priorities and decisions which in turn can also help inform developer contribution decisions
 - Align with the sport and physical activity programmes that are currently being delivered across the region
 - Recognition of the importance of outdoor physical activity and sport and the clear

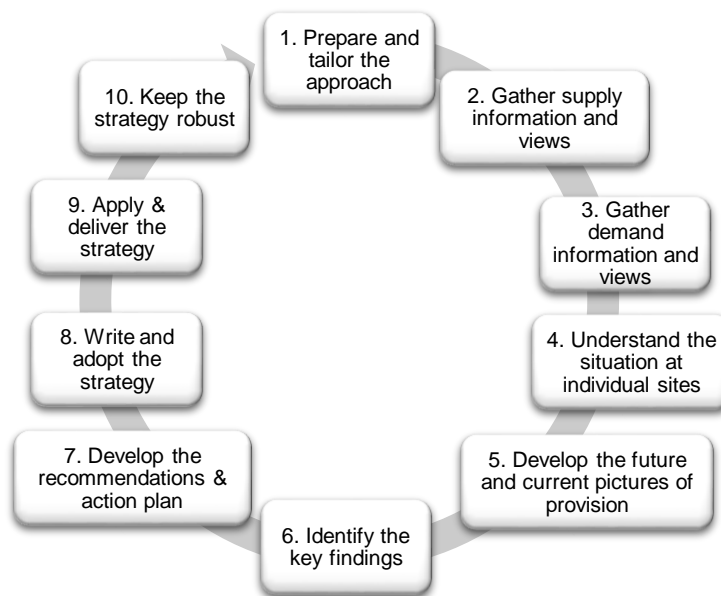
demonstration of how these should be prioritised within any development or regeneration project

- Provision of an evidenced based approach and the management of a clear sign-off and governance structure for key stakeholders
- Evidence to support a wider review into sport and physical activity provision, including housing and population growth projected in neighbouring local authorities.

1.2 Methodology

1.2.1 The assessment methodology utilised for the PPS follows the published guidance from Sport England. The guidance used is the 2013 version, Playing Pitch Strategy Guidance – An Approach to Developing and Delivering a Playing Pitch Strategy¹. Figure 1 summarises the approach proposed in this guidance and is broken down into 10 steps.

Figure 1.1: Developing and Delivering a Playing Pitch Strategy – The 10 Step Approach (Sport England, 2013)



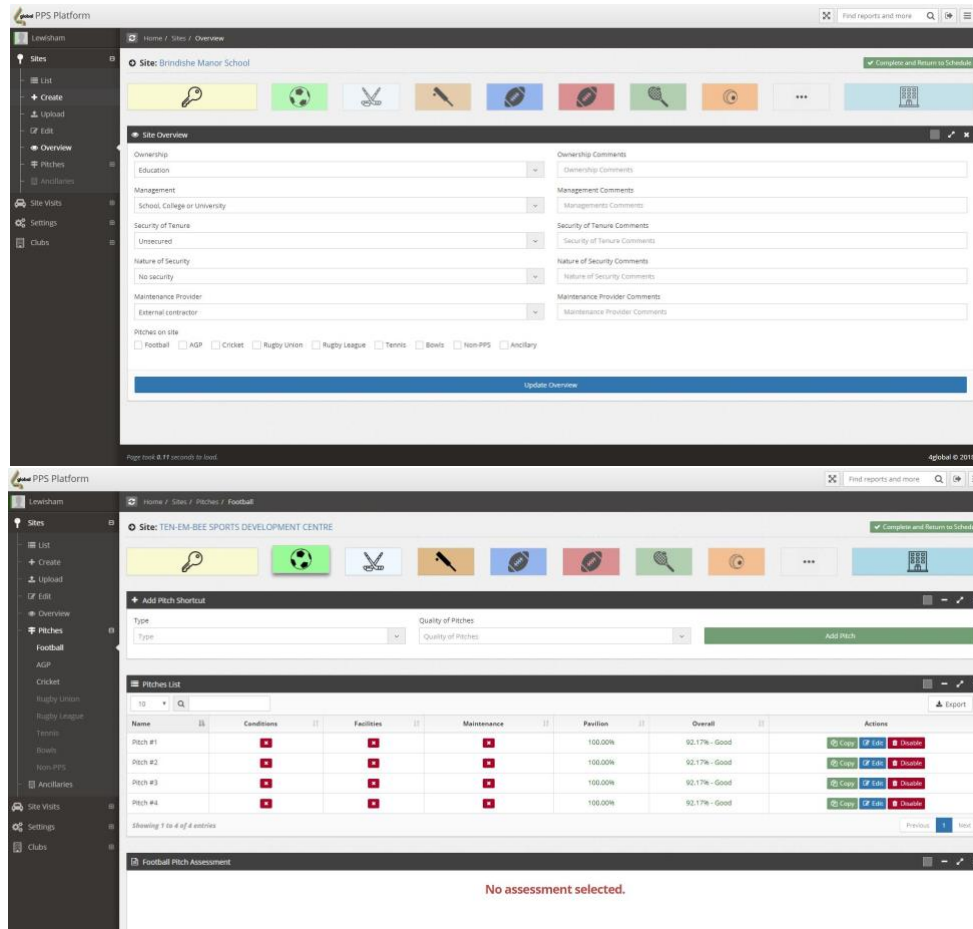
1.2.2 The findings in this report are based on data collected from several credible sources, including but not limited to;

- Local authority and public policy strategic documentation
- Sport England tools, including the Facility Planning Model (FPM), Active Places Power, the Active People Survey, Market Segmentation and the Sports Facility Calculator
- Stakeholder consultation, including LC Officers and Members, Sport England, Relevant National Governing Bodies of Sport, key user clubs
- Site visits, undertaken at all sites across the Study Area.

1.2.3 To facilitate information gathering and help ensure PPS reports are based on a robust evidence base, 4global has developed an online data entry and assessment platform (see example below), which contains all site and club information. This will enable the Council to keep supply and demand information and the strategy up to date through to the end of the strategy and beyond.

¹ <https://www.sportengland.org/media/3522/pps-guidance-october-2013-updated.pdf>

Figure 1.2 - 4global's Online Playing Pitch Platform



1.2.4 A Project Steering Group comprising representation from the Council, Sport England and National Governing Bodies of Sport (NGBs) has guided the study from its commencement. At critical milestones, the Steering Group members have reviewed and verified the data and information collected to allow the work to proceed efficiently through each stage.

1.3 The structure of the Strategy Document

1.3.1 The structure of the strategy document is as follows;

- Section 1 - Introductory
- Section 2 – Strategic context
- Section 3 – Scenario testing
- Section 4 – Recommendation and action plan
- Section 5 – Delivering the PPS

1.3.2 In addition to the Strategy, a detailed needs assessment has also been produced, which provides a full evidence base for the analysis and a clear methodology for the project. The needs assessment contains a detailed strategic review of relevant local regional and national policy.

1.4 Strategic context

- 1.4.1 This section summarises the most important policies and context that impact upon the strategy and its interpretation. It also gives an overview of the demographics of the study area, which provides contextual background to sport participation and the need for provision now and in the future.
- 1.4.2 Sport specific strategies and policy documents published by NGBs are included within each sport's section to provide more relevant context to each sport.

1.5 National Planning Policy

National Planning Policy Framework (NPPF)

- 1.5.1 The National Planning Policy Framework (NPPF) sets out the requirement of local authorities to establish and provide adequate and proper leisure facilities to meet local needs. Paragraphs 96 and 97 outline the planning policies for the provision and protection of sport and recreation facilities:

“Access to a network of high-quality open spaces and opportunities for sport and physical activity is important for the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the need for open space, sport and recreation facilities (including quantitative or qualitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sport and recreational provision is needed, which plans should then seek to accommodate”

- 1.5.2 Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:
- An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
 - The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
 - The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Protection, Enhancement and Provision of facilities

- 1.5.3 The key drivers for the production of the strategy as advocated by Sport England are to protect, enhance and provide sports facilities, as follows²:
- **Protect** sports from loss as a result of re-development
 - **Enhance** existing facilities through improving their quality, accessibility and management
 - **Provide** new facilities that are fit for purpose to meet demands for participation now and in the future.

² Further information is provided via Sport England's Planning Aims and Objectives guidance: <https://www.sportengland.org/facilities-planning/planning-for-sport/aims-and-objectives/>

1.6 Local Context

- 1.6.1 Medway is a unitary authority which is located in Kent, in the South East of England. Medway is home to over 280,000 people and many different communities, living in an area of approximately 74.1 square miles. The local population is forecast to rise to over 330,000 over the next 20 years.
- 1.6.2 Medway is one of the largest conurbations in the South East, comprised of five towns and many villages. The five towns are Rochester, Chatham, Gillingham, Strood and Rainham. Medway is the second largest urban area in the South East after Brighton & Hove, and similar in size to cities such as Plymouth. Medway sits at the mouth of its great river on the north Kent estuarine coast, bordered by the Thames to the north and the Kent Downs to the south. The five historic towns linked by the A2 form a complex urban conurbation, which retains the distinct identities of the individual towns and suburbs.
- 1.6.3 A number of current strategic policies, strategies and factors influence current and future supply and demand for sport and recreation facilities in Medway. As well as providing the context for future facility provision, e.g. health improvement, improving accessibility, increasing participation, these strategies provide opportunities to link priority areas and needs, and ensure that outcomes are aligned with identified local objectives. The relevant strategies and policies include:
- Medway Local Plan (2003)
 - Development Strategy Consultation (2018)
 - The current development plan for Medway is made up of the saved policies from the Medway Local Plan adopted in 2003, together with some earlier saved policies specific to waste and minerals.
 - The Council's work on the new Medway Local Plan is the focus of this Local Development Scheme. The new local plan will cover the period 2018-2035. The Local Plan will cover the whole of Medway and will be prepared in conformity with national planning legislation, specifically the National Planning Policy Framework, 2018. On adoption it will replace the saved policies from the Medway Local Plan 2003. The Local Plan is a Development Plan Document (DPD).

1.7 Local Planning Policy – Medway Council Local Plan

- 1.7.1 The emerging Local Plan forms part of the council's policy context. It provides the spatial direction for Medway's growth that aligns to the overarching ambitions for the area. The council is committed to providing the civic leadership to achieve Medway's potential as a successful vibrant modern city that celebrates its heritage and close links to the river and countryside, and where all residents can share in opportunities to improve their lives, health and wellbeing.
- 1.7.2 The Council has also undertaken consultation and facilitated workshops with public, private and voluntary groups and residents and businesses, to identify issues and options in the context of general work on the Core Strategy and specific research studies. These events are documented and are part of the evidence base. The views and information from these processes have all helped to shape the Core Strategy.

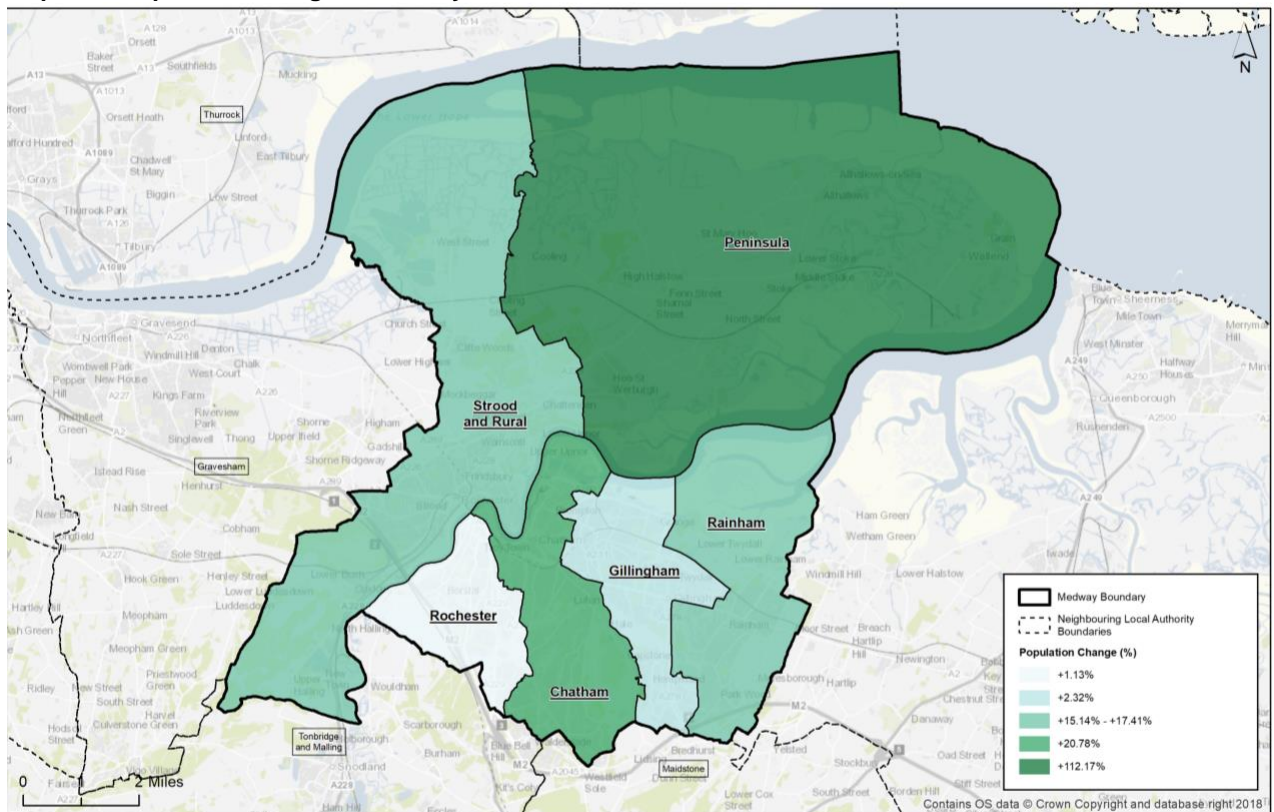
1.8 Population and Demographic Analysis

- 1.8.1 The current and future population profile within Medway and the locations of population growth are important to understand in planning for the future provision of sport and physical activity.

Population Projections

- 1.8.2 The current and future population profile of Medway and the locations of growth are important to understand in relation to planning for the future provision of sport and physical activity.
- 1.8.3 In 2018 there were 281,600 residents in Medway (Source: ONS 2016-based SNPP Projection, Medway); this figure is expected to grow to approximately 330,200 by 2035 (Source: ONS 2014-based SNPP Projection, Medway).
- 1.8.4 The sub areas of Chatham and Gillingham have the highest populations in the study area, whilst the Peninsula sub area has the lowest. The growth rate expected is significantly above the national average.
- 1.8.5 The overall population trend is showing an aging population between 2016 and 2035. The growth expected in the over 65's age groups is expected to make up over half of total growth.
- 1.8.6 Peninsula, the largest sub area within the study area has the lowest population of all the six sub areas, due its predominantly rural nature. In contrast the sub areas of Gillingham and Chatham, which have the highest populations, are much more densely populated, with the areas being more urban.

Map 1.1 – Population change in Medway



1.8.7 To provide greater detail on the specific trends and local population characteristics, table 1.1 provides an overall summary of the Medway's demographic profile.

Table 1.1: Summary of Medway's demographic profile – population, deprivation, health and sporting assets

| Analysis area | Commentary |
|--|---|
| Locality Description | <ul style="list-style-type: none"> Medway is a large unitary authority that sits within the wider region of South East England. The authority is adjoined by the borough of Gravesham, and to the south the boroughs of Tonbridge, Lalling and Maidstone, with Swale to the East. |
| Population Profile | <ul style="list-style-type: none"> Population of 281,600 (2016) The 2035 projected population is expected to increase to 330,200 (17% increase). |
| Ethnicity | <ul style="list-style-type: none"> 88% White British, 12% BME. |
| Deprivation | <ul style="list-style-type: none"> Medway is ranked out 118 of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation). |
| Health | <ul style="list-style-type: none"> Medway Physical Activity and Health statistics are slightly higher than the national average 13.3% of residents in Medway are fairly active (30-149 minutes per week) which is slightly higher than the national average of 12.5% and higher than the regional average of also 12.5% (Active Lives Survey 2017/18). 60.2% of residents are active for atleast 150 minutes a week, which is lower than the national and regional average, which is 62.3% and 65.2% respectively. |
| Overall Implications for Future Sports Facility Provision | <ul style="list-style-type: none"> A growing population will mean increased demand for facilities The population is ageing which means facilities will need to be accessible and provide appropriately for older people e.g. day time access will be important because some elderly people do not like going out at night and travel by public transport may be easier during the day Sports facilities need to be well-located to public transport and local communities, and be accessible and affordable, so all of the community have access Sports facilities need to continue to improve the level of childhood obesity and improve health in overweight adults across the authority. Sports facilities need to be welcoming and accessible to children and adults, to encourage and facilitate increased levels of physical activity Reducing adult obesity and increasing physical activity are areas of targeted improvement for Medway. Sports facilities should provide opportunities to help increase levels of regular physical activity, to help address health inequalities across the local authority area. |

1.9 Future Development in the District

- 1.9.1 A key factor influencing the future provision of sports facilities in the District (what, and where) is the scale and location of future housing development, which impacts on population density and also levels and nature of community demand.

1.10 Physical Activity and Participation

The Value of Participation

- 1.10.1 The value of participation in sport and physical activity is significant, and its contribution to individual and community quality of life should not be under-estimated. This is true for both younger and older people; participation in sport and physical activity delivers:
- Opportunities for physical activity, and therefore more 'active living'
 - Health benefits - cardio-vascular, stronger bones, increased mobility
 - Health improvement
 - Mental health benefits
 - Social benefits – socialization, communication, interaction, regular contact, stimulation
- 1.10.2 In addition, participation in sport and physical activity can facilitate the learning of new skills, development of individual and team ability/performance, and provide a 'disciplined' environment in which participants can 'grow' and develop.
- 1.10.3 The benefits of regular and active participation in sport and physical activity will be important to promote in relation to future sport, leisure and physical activity in Medway. There is an existing audience in the District, which already recognise the advantages of participation, and a latent community who are ready to take part. The sport, physical activity and leisure offer in the District can support the delivery of the desired outcomes across a number of District Strategic priorities and objectives.

1.11 Participation Trends and Rates

Current Participation Rates Across Medway

- 1.11.1 In terms of the Public Health England definition for physical activity (150 minutes or equivalent of at least moderate intensity activity per week) 18.3% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week), which is above the national average of 17.5%.
- 1.11.2 The Sport England Active Lives survey shows that participation levels are consistently higher than the regional and national levels. As the Active Lives survey is a new way of measuring physical activity (following the replacement of Active People in 2015), there are only two datasets available for analysis. While this makes trend analysis difficult, Table 1.3 below shows that Medway is slightly below the regional and national figures for physical activity and a slight decrease in activity. For inactivity Medway is lower than the national average but slightly greater than the average in Kent of 23.8%.

Table 1.3: Sport England Lives – proportion of ‘Active’ people (150+ minutes a week).

| Rate | Medway | Kent | England |
|------------|--------|--------|---------|
| % Active | 60.2 % | 62.9 % | 62.3 % |
| % Inactive | 26.6% | 23.8 % | 25.2 % |

1.12 The Economic Value of Sport

1.12.1 Sport has a valuable role to play in benefitting the health and social economy of the nation and at local level. It is estimated (Source: Sport England Local Profile 2015, and the Economic Value of Sport, 2013) that sport makes an £11.3 billion contribution to the health economy of England. In 2013, sport contributed gross value-add (GVA) of £20.3 billion to the economy in England. In Medway, the total GVA value was £58.9m (£47.3m accounts for participation in sport). Overall, sport generates £113m of health benefits in the District.

2 Key supply and demand findings

- 2.1.1 This section summarises the key findings identified within the needs assessment, which should be used as the evidence base for this strategy. A comprehensive supply and demand analysis has been undertaken for all sports across the study area, with the project steering group engaged at all stages of the process.
- 2.1.2 The following section provides a summary of the key findings for each of the sports analysed within the main report. The format of these tables follows the five key questions that are asked as part of the PPS Guidance Document for Stages A – C of the process.

2.2 Football key findings

Table 2.1 – Key PPS findings for football in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | The quality of football provision across the Study Area is standard and appears to have stayed at a consistent level over the past years. The level of demand has also stayed at a relatively consistent level, with major clubs continuing to grow, offset by the contraction of demand for smaller affiliated adult's teams. The demand for football facilities is dominated by the Gillingham sub-area, which is home to the majority of the large clubs, as well as a number of the strategic football sites. |
| Is there enough accessible and secured community use provision to meet current demand? | The current supply and demand analysis for secured and accessible pitch provision shows a surplus across the Study Area for youth 11v11 (20 MES) and youth 9v9 (22.5 MES). There is a large amount of spare capacity for adult 11v11 pitches throughout the study area; however, when taking into account overplay, a deficit emerges of 55 MES. There is also a large amount of spare capacity for mini football 7v7 (53 MES) and 5v5 (60.5 MES) pitch provision in Medway. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | While several clubs have identified issues with drainage and maintenance, the overall quality of facilities and the robustness of maintenance regimes is standard. There are a small number of poor-quality sites, however these are typically local authority sites that are owned and maintained by the external contractors and have limited or no formal football demand. |
| What are the main characteristics of the future supply and demand for provision? | With the projected growth in population during the lifetime of the study, the requirement for pitches is likely to increase. This has been combined with the projected latent demand for football. This demand is projected to be particularly significant in the Chatham sub-area with an additional 18.7 teams predicted, due to a large increase in the population of this sub-area. Using Team Generation Rates and applying the population figures, this gives an estimated increase of 70.7 across the study area. The largest growth is projected to be realised in the Youth 11v11 age group with an expected increase of 16.7 teams. |
| Is there enough accessible community use provision to meet future demand? | The future supply and demand analysis shows that for adult pitches, there is not enough supply to cater for future demand on the pitches. The pitch typology with the highest future deficit is adult pitches with a deficit of 91 MES. Spatially, the sub-area with the highest future projected deficit of supply for adult pitches is the Gillingham sub-area, where there is a deficit of 66.4 MES when considering future demand. There is also a small amount of deficit in the future position for youth 11v11 of 5.1 MES. When looking at the mini 7v7 and 5v5 provision, there is enough capacity overall in Medway to meet the future demand. |

2.3 Cricket key findings

2.3.1 This section summarises the findings from the cricket analysis, which will form the basis of the recommendation and action plan section for Medway.

Table 2.2 – Key PPS findings for cricket in Medway

| Key Question | Analysis |
|---|---|
| What are the main characteristics of the current supply and demand for provision? | The quality of cricket provision across the Study Area is good with provision in the Peninsula and Rainham sub-areas scoring highly on assessment. The lowest rated elements of cricket provision across the Study Area is the outfield and non-turf practice, which in particular is reducing the ability of clubs to train on non-turf pitches during the season. The demand for cricket across Medway is high. The area has 7 clubs, many of which have numerous senior and junior teams, playing at dedicated facilities that are managed by the club. |
| Is there enough accessible community use provision to meet current demand? | The current picture for accessible grass wicket provision, shows that there is a large surplus of spare capacity of 213 MES. There is only one sub area in the study area which shows a deficit in current provision. This sub area is Rainham, which has a deficit of 30 MES when taking into account overplay. Despite this, the surplus seen in the other sub areas offsets this when analysing the study area as a whole. The current position for available cricket provision is improved when factoring in artificial wicket supply. The current position increases to 513 MES of spare capacity, meaning that current supply in both cases is able to accommodate the level of demand in the study area. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | Overall, the provision is of good quality, with facilities in Peninsula and Rainham scoring particularly highly. In contrast, the Chatham and Strood and Rural Sub Areas do not score as highly, with outfield and non-turf practice being identified as the main issues. Maintenance is largely undertaken by individual clubs, either through the use of a paid grounds man or through club volunteers. There are also a number of sites that are owned and managed by the local town councils, which typically scored lower in the site assessment. Clubs have identified a need to improve practice net facilities and ancillary provision. |
| What are the main characteristics of the future supply and demand for provision? | The future demand for cricket is projected to increase across the Study Area, with the largest growth for adult cricket in the Chatham sub-area. With the projected increase in demand from both population growth and conversion of latent demand, as well as the expected growth that will be realised following the success of All Stars Cricket, Softball Cricket and South Asian initiatives, the increase in demand is likely to have a significant impact on the level of demand for cricket across Medway. |
| Is there enough accessible community use provision to meet future demand? | Given the significant current surplus for available and secured cricket provision across the study area, alongside the population growth that is forecast across each of the sub-areas, it is clear that there is enough accessible community use cricket provision to meet future demand for grass roots cricket. |

2.4 Rugby key findings

2.4.1 This section summarises the findings from the rugby analysis, which will form the basis of the recommendation and action plan section for Medway.

Table 2.3 – Key PPS findings for rugby in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | Supply across Medway is good with 18 out of 24 pitches scoring as Standard or higher as part of the site assessments. There is one rugby pitch in Medway at the Howard School that has natural inadequate drainage. Medway has 4 pitches that have artificial drainage, pipe and slit, located at Kings School Rochester, Lordswood Sport and Social Club and Priestfields. There are two poorly maintained pitches are at the Howard School and Hundred of Hoo School, neither pitches are secured but both are available to the community. However, no formal rugby demand was identified as part of the study. 4 clubs play in Medway, spread across 4 club sites. 2 clubs, Medway RFC and Gillingham Anchorians are relatively large, with 18 and 11 teams respectively. |
| Is there enough accessible and secured community use provision to meet current demand | Four of the club sites are secured for community use, this is positive because it enables clubs to grow and secure future funding. However, there is a lack of spare capacity at some club sites which can prevent growth. Here it should be noted that there are five school sites, not currently used by clubs. Kings School represents a useful facility and contributes significantly to the good quality level of provision in the area, however it is only home to educational demand. The current balance for rugby in Medway shows an overall deficit for training provision of 9 MES, with the largest deficit being in the Gillingham sub area. When looking at senior rugby match provision, there is spare capacity of 11 MES. There is no deficit in any of the sub areas, with Rochester showing the largest amount of spare capacity of 6.125 MES. This shows that for senior match provision there is enough supply to accommodate demand; however, this is not the case for training provision. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | The maintenance regime for non-education sides across Medway is adequate to ensure that pitches are fit for purpose, however often these pitches struggle from a lack of suitable artificial drainage which is not easily corrected by maintenance procedure. |
| What are the main characteristics of the future supply and demand for provision | The team generation rates do not predict future population growth within sub areas with rugby demand. However, a significant amount of latent demand has been identified in the sub areas with rugby demand. Gillingham and Rochester are the areas with the most amount of latent demand. This has a significant impact on the future position for training and adult match provision in Medway. When looking at the future position for training provision in Rochester and Gillingham, the deficit is predicted to increase to 5 MES and 10 MES respectively. There is 18 MES of overall deficit in Medway predicted for rugby training provision. There is also projected to be a deficit for senior match provision in Medway by 2035. An overall deficit of 5 MES is predicted and the largest deficit is in Rochester. |
| Is there enough accessible and secured community use provision to meet future demand | The analysis indicated that secured community provision will not meet future demand. Therefore, options around club expansion and increasing the number of available sites should be explored. For both training and senior match provision, the current level of supply will not be able to accommodate the future level of demand. There is 18 MES of overall deficit in Medway predicted for rugby training provision, whilst a deficit of 5 MES is projected for senior match provision. |

2.5 Hockey key findings

2.5.1 This section summarises the findings from the hockey analysis, which will form the basis of the recommendation and action plan section for Medway.

Table 2.4 – Key PPS findings for hockey in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | The quality of provision across the Study area for hockey is high, given the existence of a high-quality facility at Holcombe Hockey Club, Gillingham Anchorians, Sir Joseph William’s School and Strood Academy. The first three sites mentioned are used by the three clubs that play within Medway. Holcombe Hockey Club have a large amount of demand for senior and junior hockey, however they have a site with two AGPs, one sand based and the other water based. |
| Is there enough accessible and secured community use provision to meet current demand | Two of the three club sites are secured for long term community use. The Old Williamsons, who play at Sir Joseph Williamson’s School have a good, long standing relationship with the school, as they are originally the school’s alumni team. There are an additional three school sites in the area with Sand Based AGPs where community use has not been secured. It is recommended to work with site owners and users to put in place long-term community use agreements. Given the increasing rate of change for hockey provision, with sand-based facilities being converted to 3G provision across the country, there is a risk that the loss of facilities will reduce the amount of provision available for hockey clubs, therefore having a negative impact on participation. Closure of facilities in any neighbouring authorities would have an impact on facility availability in the study area. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | The existing facilities at Holcombe Hockey Club, Gillingham Anchorians, Sir Joseph William’s School and Strood Academy represent a high-quality facility. There is however one poor and another standard quality sites in Medway, Hundred of Hoo School and The Garrison Ground, these are the poorest quality sites in the area and the only sites in Strood and Rural sub area. This might have an impact on any future growth within the Strood and Rural sub area. |
| What are the main characteristics of the future supply and demand for provision | Future demand for hockey in Medway is projected to have some change, through a combination of population growth and the conversion of latent demand (estimated 4 teams in total). It is important to recognize that the sport has also enjoyed significant growth since the Women’s gold medal at the Rio Olympics, which it is hoped will stimulate further growth at both junior and adult age groups across the country. |
| Is there enough accessible and secured community use provision to meet future demand | The projected increase in demand can be satisfied at the existing club sites, however consultation has indicated that Holcombe Hockey Club struggles at peak time, as the club has some spare capacity, however currently struggles to meet demand at peak times. |

2.6 Rugby League key findings

2.6.1 This section summarises the findings from the rugby league analysis, which will form the basis of the recommendation and action plan section for Medway.

Table 2.5 – Key PPS findings for rugby league in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | The quality of provision across is very limited however the quality is standard. Currently there is one club that plays rugby league in Medway. Medway dragons have struggled since the loss of their match pitch, due to the development of a sink hole in it. |
| Is there enough accessible and secured community use provision to meet current demand | Currently there is no secured provision in the area and supply is not currently meeting the demand that Medway dragons have. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | The only available pitch in Medway is maintained to a standard level. |
| What are the main characteristics of the future supply and demand for provision | There is very little increase in demand identified in the area. The club has lost six teams in recent years. |
| Is there enough accessible and secured community use provision to meet future demand | The projected increase in demand can be satisfied at the existing club sites, however consultation has indicated that Holcombe Hockey Club struggles at peak time, as the club has some spare capacity, however, currently struggles to meet demand at peak times. |

2.7 Non-core PPS key findings

- 2.7.1 This section summarises the key findings for the three non-core PPS sports included within the brief for the project. Due to the amount of investment that has been made into grass-roots tennis provision across the area, the same 5 key questions have been assessed as for the core PPS sports.
- 2.7.2 This section summarises the findings from the bowls analysis, which will form the basis of the recommendation and action plan section for Medway.

Bowls Key Findings

Table 2.6 – Key PPS findings for bowls in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | The Medway study area has a large amount of provision of bowls facilities. There is a total of 10 bowling greens, spread over 10 separate sites. 3 out of the 10 sites are secured for community use. Upon consultation with various bowls clubs, a common theme emerged with regards to decreasing membership numbers. |
| Is there enough accessible and secured community use provision to meet current demand? | With membership numbers falling at many bowls clubs and with there being a relatively large amount of provision in Medway, it can be seen that there is enough supply of bowls facilities to meet current demand. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | There are 10 bowls sites that have been identified in the study area. Of these 10 sites, all of them were rated as being of good quality. This shows that the current quality of bowls provision in Medway is sufficient and that maintenance procedures are of a good standard. During consultation with bowls clubs it was evident that the majority of clubs have an extensive maintenance regime, and this translates into the high quality of provision that is seen. |
| What are the main characteristics of the future supply and demand for provision? | The large amount of secured provision of bowls facilities in Medway suggests that in terms of supply there is expected to be little change. However, the declining membership that is being experienced by a number of clubs is compounded by falling population projections, meaning future demand for bowls is expected to decline further. |
| Is there enough accessible and secured community use provision to meet future demand? | The current level of supply of bowls provision is able to accommodate current demand. Despite this, future demand growths are projected to increase demand for bowls. This is particularly relevant in the Peninsula sub area, which is expected to have the highest growth. This sub area does not currently have any bowls facilities present and so demand in this sub area will not be met in this area. |

- 2.7.3 This section summarises the findings from the golf analysis, which will form the basis of the recommendation and action plan section for Medway.

Golf Key Findings

Table 2.7 – Key PPS findings for golf in Medway

| Key Question | Analysis |
|---|--|
| What are the main characteristics of the current supply and demand for provision? | There is one golf club in Medway that has affiliated club data. There is a mix of facilities within the area, however given the low level of provision it may be hard to cater for the potential demand. |
| Is there enough accessible and secured community use provision to meet current demand? | There is one formal golf club in Medway, Gillingham Golf Club which has consistent throughput. However, there are signs of decline in golfing provision in Medway, indicated by the closure of Deangate Ridge golf club. In the future this may impact on available provision. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | The consultation indicates that broadly the quality of provision is sufficient and is well maintained. |
| What are the main characteristics of the future | Given the relatively high level of demand across all of the golfing profiles, there is clearly scope for clubs to offer additional non-traditional and flexible playing |

| Key Question | Analysis |
|---|---|
| supply and demand for provision? | opportunities wherever appropriate. Current facilities may not cater for the variety of golfing profiles that exist in Medway. |
| Is there enough accessible and secured community use provision to meet future demand? | Locally, membership numbers are slightly lower than the national average, but worth noting each club will have a different financial model in terms of income generation from membership vs green fees etc. The only formal golf club, Gillingham Golf Club, currently has 400 members and they are looking to maintain this. |

2.7.4 This section summarises the findings from the tennis analysis, which will form the basis of the recommendation and action plan section for Medway.

Tennis Key Findings

Table 2.8 – Key PPS findings for tennis in Medway

| Key Question | Analysis |
|---|---|
| What are the main characteristics of the current supply and demand for provision? | The study has identified that there are currently 69 outdoor courts across 15 sites in Medway. There is floodlit provision present at 6 of these sites, amounting to 31 floodlit courts in total. A large proportion of tennis sites are available to the community with 14 out of 15 sites (93%) being seen as available for community use. There are 3 affiliated community tennis clubs, with a combined membership number of 1,150 members. The club with the largest membership base is at Avenue Tennis Club, making up 87% of total membership in the study area. |
| Is there enough accessible and secured community use provision to meet current demand? | When analysing the capacity balance of community tennis club courts in Medway, it was identified that courts are over capacity by 515 people, with the largest deficit seen at Avenue Tennis Club. In terms of the current position for public courts, spare capacity was identified. Using active lives data and analysing supply of public courts in the study area, it can be seen that 79% of public courts capacity are being utilised in Medway. According to data provided by the LTA's online booking system (Clubspark) with court access technology, the average level of utilisation in venues (UK wide) is 53%. By this barometer, Medway is operating above average in terms of its utilisation of public courts. |
| Is the provision that is accessible of sufficient quality and appropriately maintained? | Out of the 69 outdoor tennis sites in Medway, 59% are of good quality and 10% being rated as standard and 31% poor. Out of the 5 sites that are rated as having good quality tennis courts, 3 of these are located at club sites. This shows that although there are more sites rated as good than standard or poor, a large proportion are found at club sites. Due to this, the sites that are of lower quality are predominantly managed by the council. |
| What are the main characteristics of the future supply and demand for provision? | When analysing the future capacity balance of community tennis club courts in Medway, it was projected that the level of deficit of outdoor tennis court capacity will increase to 783 people. This is down to increases in the population within the study area. This means that there is an even greater level of deficit in the future position. When looking at public courts, it can be seen that utilisation of courts will increase by 2035. If demand for courts changes in line with population projections, then 94% of existing public court capacity will be taken up. This means that public courts will be 6% below their operational capacity. |
| Is there enough accessible and secured community use provision to meet future demand? | The analysis demonstrates that there is enough accessible tennis provision to meet future demand on public courts; however, the level of utilisation is expected to increase by greatly during the period of the study and increasing the demand pressures on these courts greatly. Increases in population is expected to increase the level of deficit of community club tennis courts, meaning that the current level of provision is not able to accommodate the current level of demand and even less so, the future level of demand. |

3 Scenario testing and options appraisal

- 3.1.1 The supply and demand analysis undertaken in each of the previous sections provides a clear view of the capacity for sports facilities across Medway, based on the existing supply of facilities and the demand for these facilities from residents, both now and in the future.
- 3.1.2 This data provides an accurate evidence base, on which future planning and investment decisions can be made, using the guidelines outlines in the 'Delivering the Strategy' chapter of the strategy.
- 3.1.3 To complement the analysis that has been undertaken in each of the sport-specific sections, this chapter contains detailed further analysis on a small number of key scenarios, which have been identified by the project steering group throughout the development of the PPS.
- 3.1.4 For each of the scenarios identified below, a short summary is provided to explain why the scenario needs to be tested. Following this, a needs assessment for each of the relevant facility types is undertaken and explained.

3.2 Football Scenario 1: The impact of a new AGP at both Chatham Town FC and Gillingham Anchorians Sports Club – Including future supply and demand balance change.

- 3.2.1 The developments of new 3G AGP's could have a significant impact on improving provision football in the study area. Upon consultation with the FA and Medway Council it was made clear that there is a strong possibility that there will be two new full-sized 3G AGP's constructed in the study area. If the projected plans are realised, then one will be located at Chatham Town FC, replacing their current grass stadium pitch and replacing this with a 3G AGP pitch stadium and the other located at Gillingham Anchorians Sports Club.
- 3.2.2 The balance tables below demonstrate the potential impact that the AGP's will have on the capacity balance for grass pitch provision in Medway.
- 3.2.3 It is important to note that the new AGP's will cater for a large amount of training demand. This can be seen with Chatham Town FC, who currently use Oakland Junior School and Victory Academy for training and match play for their junior section. It is expected that use of the 3G AGP for training demand at Victory Academy will be moved to the new AGP at the Chatham Town site. This is also expected to reduce demand placed on Oakfield Junior School.
- 3.2.4 This reallocation of demand has been demonstrated in the balance tables, reducing the amount of overplay on Mini 5v5 provision by 1.5 MES, youth 9v9 provision by 1 MES and youth 11v11 by 2.5 MES.

- 3.2.5 The development at Gillingham Anchorians Sports Club is expected to add an additional 3G AGP to the existing full sized, sand dressed AGP on site. This site currently takes a large amount of demand for football and is overplaying on a number of pitch typologies. The existing sand dressed AGP is also used to accommodate football training demand.
- 3.2.6 As a result of the completion of the 3G AGP at this site, it is projected that there will be a reduction in overplay experienced on grass pitches present. This has been shown in the tables below, with reduction in overplay of youth football 11v11 provision by 2.5 MES and youth football 9v9 by 2 MES. Despite this, the construction of the new AGP will lead to the loss of two Adult 11v11 grass pitches.
- 3.2.7 The Anchorians development is also expected to have a significant impact on the level of displaced demand in the Gillingham sub area. At this current time, it has been identified that Anchorians have 4 disabled adult teams who use a 3G pitch outside of the study area and that Gillingham Ladies use Abbey School in Faversham. It is expected that the completion of the 3G AGP at Gillingham Anchorians sports Club will mean that this displaced demand will return to the study area, using this new provision. This has been displayed on the adult 11v11 balance table below, with displaced demand for Gillingham reducing from 11 to 4. After reallocating demand the future position for Adult 11v11 provision shows a deficit of 81 MES.

Table 3.1 Adult 11v11 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Adult 11v11 Analysis Area | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Chatham | 29.5 | -3.5 | 26 | 2 | 0 | 8.4 | 15.6 |
| Gillingham | 5.5 | -62.5 | -57 | 2 | 4 | 0.4 | -63.4 |
| Peninsula | 11 | -3.5 | 7.5 | 0 | 0 | 4.9 | 2.6 |
| Rainham | 4 | -2.5 | 1.5 | 2 | 0 | 1.5 | -2.0 |
| Rochester | 0 | -6 | -6 | 0 | 0 | -0.2 | -5.8 |
| Strood and Rural | 2 | -26 | -24 | 1 | 0 | 3.0 | -28 |
| Medway (Study Area) | 52 | -104 | -55 | 7 | 4 | 18.1 | -81 |

Table 3.2 Youth 11v11 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Youth 11v11 Analysis Area | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|---------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Chatham | 4 | -2.0 | 2.0 | 2 | 0 | 5.82 | -5.82 |

| | | | | | | | |
|----------------------------|-------------|--------------|-------------|----------|----------|-------------|-------------|
| Gillingham | 17 | -7.5 | 9.5 | 3 | 0 | 4.91 | 1.59 |
| Peninsula | 3.5 | 0 | 3.5 | 0 | 0 | 4.69 | -1.19 |
| Rainham | 5 | 0 | 5 | 0 | 0 | 1.98 | 3.02 |
| Rochester | 3.5 | 0 | 3.5 | 0 | 0 | 0.75 | 2.75 |
| Strood and Rural | 4.5 | -3 | 1.5 | 0 | 2 | 4.01 | -4.51 |
| Medway (Study Area) | 37.5 | -12.5 | 25.0 | 5 | 2 | 22.1 | -4.1 |

Table 3.3 Youth 9v9 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Youth 9v9 Analysis Area | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Chatham | 13 | 0 | 13 | 5 | 0 | 3.34 | 4.66 |
| Gillingham | 8 | -3.5 | 4.5 | 17 | 3 | 3.11 | -18.61 |
| Peninsula | 0 | 0 | 0 | 0 | 0 | 2.51 | -2.51 |
| Rainham | 2.5 | -1 | 1.5 | 0 | 0 | 0.77 | 0.73 |
| Rochester | 3 | 0 | 3 | 0 | 0 | -0.07 | 3.07 |
| Strood and Rural | 3 | -0.5 | 2.5 | 0 | 0 | 1.77 | 0.73 |
| Medway (Study Area) | 29.5 | -5 | 24.5 | 22 | 3 | 11.43 | -11.9 |

Table 3.4 Mini 7v7 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Mini 7v7 Analysis Area | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|---------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Chatham | 15 | -0.5 | 14.5 | 6 | 0 | 2.13 | 6.37 |
| Gillingham | 25.5 | -4.5 | 21 | 23 | 1 | -0.61 | -2.39 |
| Peninsula | 0 | 0 | 0 | 0 | 0 | 3.09 | -3.09 |
| Rainham | 9 | -2.5 | 6.5 | 0 | 0 | 0.53 | 5.97 |
| Rochester | 0 | 0 | 0 | 1 | 0 | -0.46 | -0.54 |
| Strood and Rural | 11.5 | -0.5 | 11 | 2 | 0 | 1.46 | 7.54 |

| | | | | | | | |
|----------------------------|-----------|-----------|-----------|-----------|----------|------------|-------------|
| Medway (Study Area) | 61 | -8 | 53 | 32 | 1 | 6.1 | 13.9 |
|----------------------------|-----------|-----------|-----------|-----------|----------|------------|-------------|

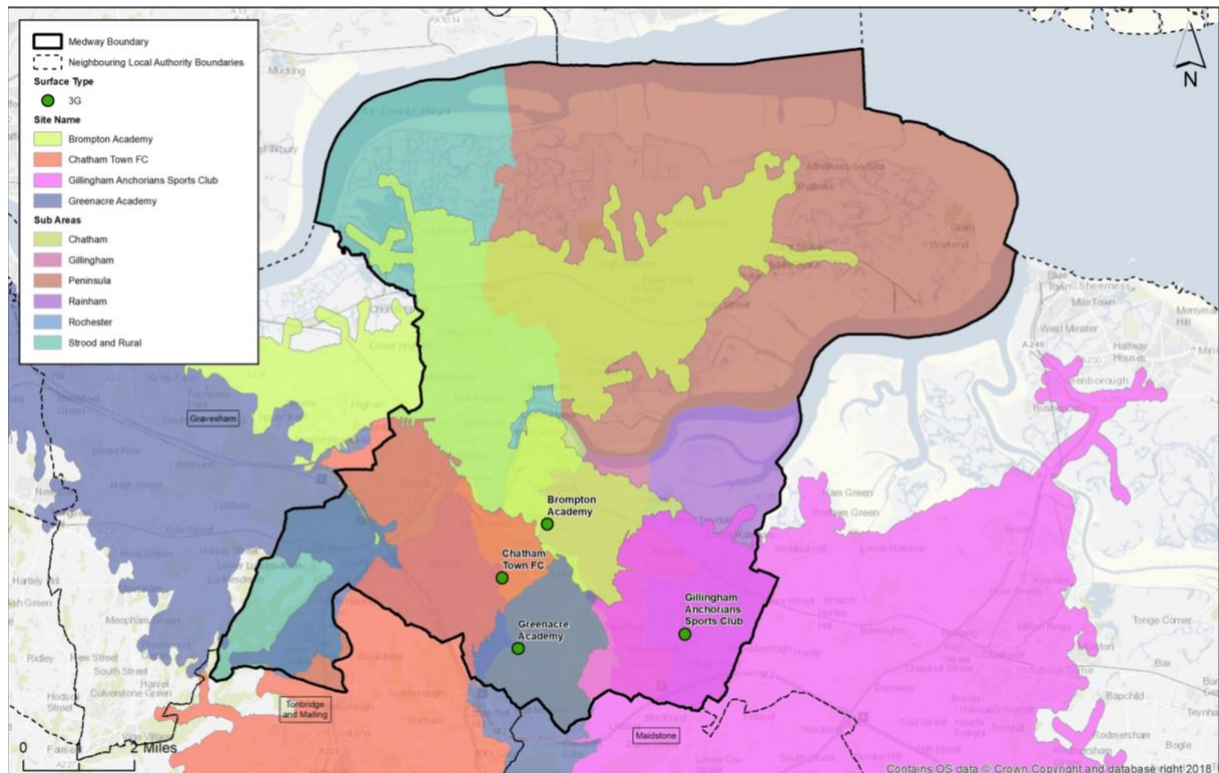
Table 3.5 Mini 5v5 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Mini 5v5 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|------------------------------|-----------------------|-------------------------|----------------------------|-------------------------|----------------------|------------------------|
| Analysis Area | | | | | | | |
| Chatham | 11 | 0.0 | 11 | 3 | 0 | 1.1 | 6.9 |
| Gillingham | 28.5 | -3.5 | 25 | 20 | 1 | -1.0 | 5.0 |
| Peninsula | 2 | 0 | 2 | 1 | 0 | 2.2 | -1.2 |
| Rainham | 17.5 | -0.5 | 17 | 0 | 0 | 0.2 | 16.8 |
| Rochester | 0 | 0 | 0 | 1 | 0 | -0.6 | -0.4 |
| Strood and Rural | 9 | -2 | 7 | 2 | 0 | 1.0 | 4.0 |
| Medway (Study Area) | 68 | -6.0 | 62.0 | 27 | 1 | 2.9 | 31.1 |

3.3 AGP Future supply and demand balance

- 3.3.1 The study area currently has two full sized 3G AGP's, all of which are available for community use and used heavily through periods of peak demand (weekday evenings 6pm-10pm and weekends). As part of the FA National Game Strategy, the Football Association has identified a strategic objective to ensure that all teams playing competitive football have access to a floodlit 3G AGP to train on at least once a week. To do this, FA calculations show that a full size 3G AGP (available for community use at peak times) is required for every 38 teams, which will allow the required training and match play slots, as well as providing suitable supply at peak times (weekday evenings and weekends). The needs assessment identified that there was a deficit of 6 full sized 3G AGP's when including the smaller sided AGP provision in the area to the supply.
- 3.3.2 The potential development of two new AGP's in the study area at Gillingham Anchorians Sports Club would reduce this current deficit to 4 full sized AGP's; however, when including future demand growth, there is expected to be demand for an additional 5 full sized 3G AGP's, meaning the future deficit would be 9 full sized 3G AGP's.
- 3.3.3 Map 3.1 below demonstrates the potential spread of the full sized 3G AGP's in Medway if the proposed AGP's were to be completed. It shows that there would be a concentration of provision in the South of the study area. This is primarily due to the higher level of demand for football in this area, particularly in the Gillingham sub area. Nevertheless, the Peninsula sub area is expected to experience the highest growth in population over the study period and so demand for full sized 3G AGP provision in the north of the study area is likely to increase.

Map 3.1 AGP Accessibility



3.4 Football Scenario 2: The impact of the installation of a new AGP in Peninsula area.

- 3.4.1 The previous scenario has identified that there will be a future deficit of 9 full sized 3G AGPs in Medway. This is after the 2 new AGPs (referred to above) are built. This large deficit is primarily because of the large housing growth predicted in Medway over the course of the study.
- 3.4.2 Map 4.2 below shows the current 3G AGP provision and where the areas of projected housing growth are expected to take place. The map clearly shows where the increase in population will be and consequently where AGP provision will need to be built.
- 3.4.3 Table 4.5 summarizes the current team split across sub areas now and in 2033. Key findings to note from this table is the significant team growth in Peninsula, this is estimated to be over 300%. This is the largest sub area in the study and currently there is no 3G AGP provision here. It is clear that AGP's need to be developed in this sub area to help establish this part of Medway as a new cosmopolitan area.
- 3.4.4 Gillingham and Chatham are the sub areas with the second and third highest percentage growth rates. These are the most densely populated sub areas and the suburban areas are looking to expand. The two AGPs mentioned in Scenario 1 will support in the growth of these areas.

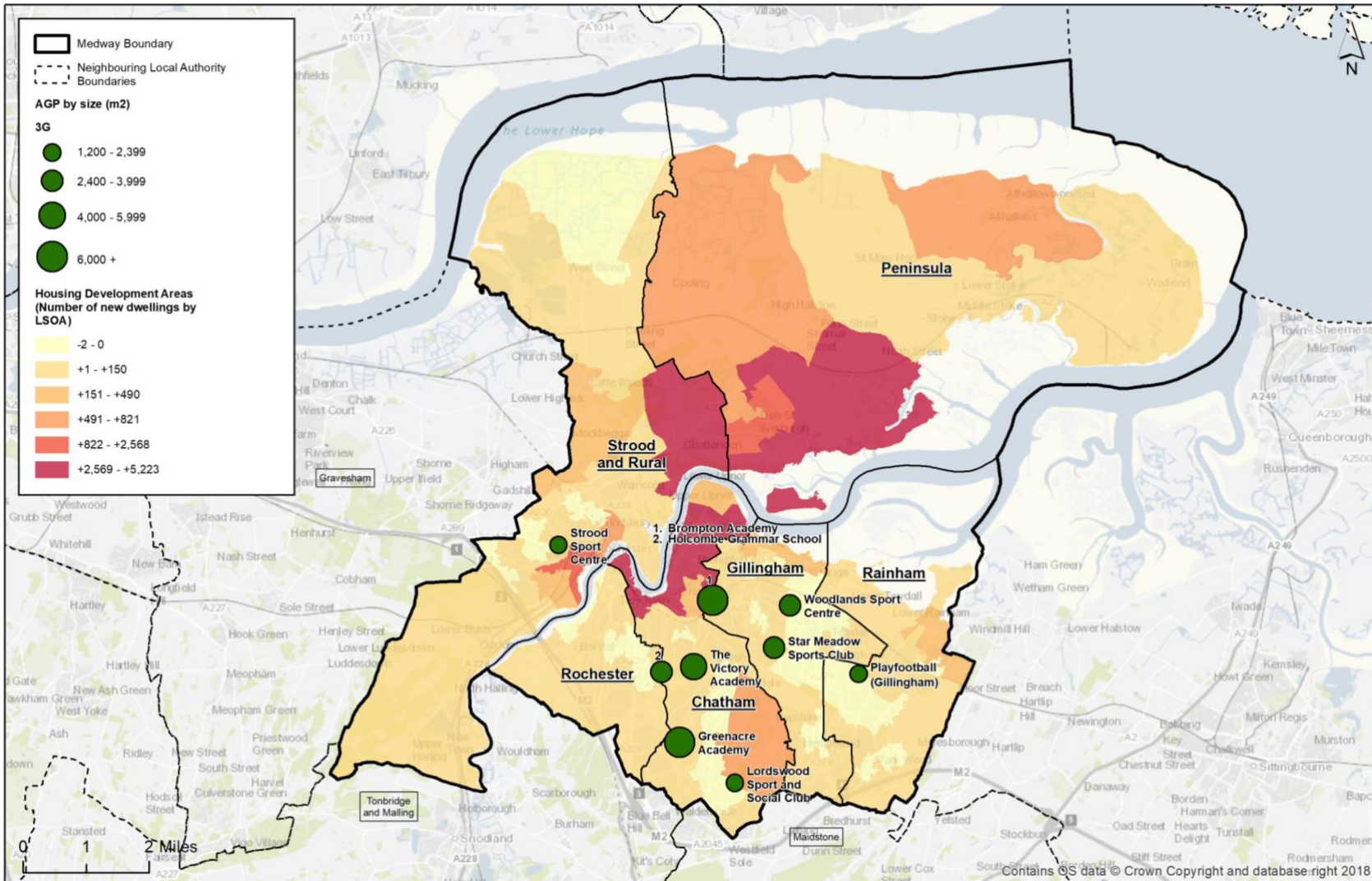
Table 3.5 Current and Future Team numbers and current supply by sub area

| Sub Area | Total Current Teams (Present) | Total New Teams (Future) | Percentage growth % | Future demand calculation for 3G AGP's | Full Sized AGP | Small Sided AGP |
|------------------|-------------------------------|--------------------------|---------------------|--|----------------|-----------------|
| Chatham | 99 | 36.75 | 37% | 0.97 | 1 | 3 |
| Gillingham | 177 | 74.82 | 42% | 1.97 | 1 | 2 |
| Peninsula | 6 | 18.39 | 307% | 0.49 | 0 | 0 |
| Rainham | 36 | 6.98 | 19% | 0.19 | 0 | 1 |
| Rochester | 19 | 1.42 | 7% | 0.04 | 0 | 0 |
| Strood and Rural | 51 | 18.24 | 36% | 0.48 | 0 | 1 |

- 3.4.5 The map below supports the figures in table 4.5, it shows the specific areas of growth in Medway, which is mainly focused in Peninsula, Strood and Rural and Chatham. This scenario has looked at how the deficit in Peninsula and Chatham can be addressed to some degree. However potential AGP options should be explored in Strood and Rural. Having said this there are seven small sided AGPs in Strood which should future proof the subarea to some degree shows all available AGPs included small sided.



Map 3.2 Future Population and AGP provision



3.5 Football Scenario 3: The impact of losing unsecured grass pitch football provision in Medway.

- 3.5.1 This scenario will test the potential impact that the loss of football provision from unsecured sites in Medway would have on the current and future balance position. For instance, an educational establishment may provide football supply that is used by local teams, however this supply is unlikely to have any long-term security (i.e. can be removed at any time). The balance tables presented below only take into account provision from sites that are secured for community use.
- 3.5.2 When only analysing supply that is available and secured for community use, there remains spare capacity in all pitch typologies apart from Adult 11v11 when looking at the study area as a whole. The pitch typology with the largest level of spare capacity is in Mini 5v5 provision with 22 MES of spare capacity, with the Gillingham sub area having the largest level of spare capacity of 15.5 MES.
- 3.5.3 In the current position, the adult 11v11 pitch typology is the only typology to have a deficit of provision of 34 MES. This shows that if unsecured provision is removed, the current level of available adult 11v11 pitches is not able to accommodate the level of demand.
- 3.5.4 When incorporating unmet, latent and displaced demand, as well as demand driven by population growth, there is a projected deficit in all pitch typologies. The largest deficit is seen in adult 11v11 provision of 63.1 MES. All other pitch typologies, that in the current position showed spare capacity, are projected to be in deficit when looking at only available and secured provision by 2035.

Table 3.6 Adult 11v11 analysis for ALL AVAILABLE AND SECURED SITES – all data in Match Equivalent Sessions (MES)

| Adult 11v11 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Analysis Area | | | | | | | |
| Chatham | 22 | -1 | 21 | 2 | 0 | 8.4 | 10.6 |
| Gillingham | 3.5 | -52.5 | -49 | 2 | 4 | 0.4 | -55.4 |
| Peninsula | 11 | -0.5 | 10.5 | 0 | 0 | 4.9 | 5.6 |
| Rainham | 1.5 | 0 | 1.5 | 2 | 0 | 1.5 | -2.0 |
| Rochester | 0 | -5 | -5 | 0 | 0 | -0.2 | -4.8 |
| Strood and Rural | 2 | -15 | -13 | 1 | 0 | 3.0 | -17.0 |
| Medway (Study Area) | 40.0 | -74.0 | -34.0 | 7.0 | 4.0 | 18.1 | -63.1 |

Table 3.7 Youth 11v11 analysis for ALL AVAILABLE AND SECURED SITES – all data in Match Equivalent Sessions (MES)

| Youth 11v11 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Analysis Area | | | | | | | |
| Chatham | 4 | -2.5 | 1.5 | 2 | 0 | 5.82 | -6.32 |
| Gillingham | 9 | -10 | -1 | 3 | 0 | 4.91 | -8.91 |
| Peninsula | 2 | 0 | 2 | 0 | 0 | 4.69 | -2.69 |
| Rainham | 0.5 | 0 | 0.5 | 0 | 0 | 1.98 | -1.48 |
| Rochester | 2 | 0 | 2 | 0 | 0 | 0.75 | 1.25 |
| Strood and Rural | 4.5 | 0 | 4.5 | 0 | 0 | 4.01 | 0.49 |
| Medway (Study Area) | 22.00 | -12.50 | 9.50 | 5.00 | 0.00 | 22.15 | -17.65 |

Table 3.8 Youth 9v9 analysis for ALL AVAILABLE AND SECURED SITES – all data in Match Equivalent Sessions (MES)

| Youth 9v9 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Analysis Area | | | | | | | |
| Chatham | 5.5 | 0 | 5.5 | 5 | 0 | 3.34 | -2.84 |
| Gillingham | 2 | -5.5 | -3.5 | 17 | 3 | 3.11 | -26.61 |
| Peninsula | 0 | 0 | 0 | 0 | 0 | 2.51 | -2.51 |
| Rainham | 0 | 0 | 0 | 0 | 0 | 0.77 | -0.77 |
| Rochester | 3 | 0 | 3 | 0 | 0 | -0.07 | 3.07 |
| Strood and Rural | 0 | 0 | 0 | 0 | 0 | 1.77 | -1.77 |
| Medway (Study Area) | 10.50 | -5.50 | 5.00 | 22.00 | 3.00 | 11.43 | -31.43 |

Table 3.9 Mini 7v7 analysis for ALL AVAILABLE AND SECURED SITES – all data in Match Equivalent Sessions (MES)

| Mini 7v7 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Analysis Area | | | | | | | |
| Chatham | 5 | 0 | 5 | 6 | 0 | 2.13 | -3.13 |
| Gillingham | 3 | -4.5 | -1.5 | 23 | 1 | -0.61 | -24.89 |
| Peninsula | 0 | 0 | 0 | 0 | 0 | 3.09 | -3.09 |
| Rainham | 2.5 | 0 | 2.5 | 0 | 0 | 0.53 | 1.97 |
| Rochester | 0 | 0 | 0 | 1 | 0 | -0.46 | -0.54 |
| Strood and Rural | 0 | -0.5 | -0.5 | 2 | 0 | 1.46 | -3.96 |
| Medway (Study Area) | 10.50 | -5.00 | 5.50 | 32.00 | 1.00 | 6.15 | -33.65 |

Table 3.10 Mini 5v5 analysis for ALL AVAILABLE SITES – all data in Match Equivalent Sessions (MES)

| Mini 5v5 | Actual spare capacity | Total overplay | Current position | Unmet/latent demand | Displaced demand | Future Demand | Future position |
|----------------------------|-----------------------|----------------|------------------|---------------------|------------------|---------------|-----------------|
| Analysis Area | | | | | | | |
| Chatham | 5 | 0 | 5 | 3 | 0 | 1.1 | 0.9 |
| Gillingham | 16.5 | -1 | 15.5 | 20 | 1 | -1.0 | -4.5 |
| Peninsula | 0 | 0 | 0 | 1 | 0 | 2.2 | -3.2 |
| Rainham | 3 | 0 | 3 | 0 | 0 | 0.2 | 2.8 |
| Rochester | 0 | 0 | 0 | 1 | 0 | -0.6 | -0.4 |
| Strood and Rural | 0 | -1.5 | -1.5 | 2 | 0 | 1.0 | -4.5 |
| Medway (Study Area) | 24.5 | -2.5 | 22.0 | 27.0 | 1.0 | 2.9 | -8.9 |

3.6 Cricket Scenario 1: The impact of losing unsecured cricket provision in Medway.

- 3.6.1 The tables below present the picture for cricket in Medway when only looking at sites that are available and secured for community use.
- 3.6.2 The current capacity balance for grass wickets shows spare capacity of 119 MES, which is a reduction of 94 MES when comparing to the analysis of all available provision. This shows that the current level of available and secured grass wicket provision is able to accommodate the current level of demand in Medway. Despite this, the sub areas of Rainham and Rochester show a deficit of 15 MES and 11 MES respectively; however, the large level of spare capacity in Chatham of 105 MES offsets this.
- 3.6.3 When looking at future demand growth the level of spare capacity is projected to reduce to 102.3 MES. The Peninsula sub area that was previously at capacity, is projected to present a small deficit of 3.5 MES, which has predominantly arisen from increases in teams brought about by population growth.
- 3.6.4 There is a large amount of spare capacity in both the current and future positions for cricket when including artificial wickets. The current actual capacity balance shows that for Medway as a whole there is 479 MES. The largest increase is seen in the Rochester sub area, increasing from a deficit of 11 MES to 109 MES spare capacity. This shows that Rochester has a relatively high proportion of secured and available artificial wickets compared to the other sub areas in Medway. The future position for cricket provision in Medway, when including artificial wickets is projected to show 462.3 MES of spare capacity.

Table 3.11 Available and secured cricket supply and demand in Medway (grass wickets only)

| Sub Area | Current Picture | | | Projected Picture (2035) | | |
|------------------|-----------------|------------|-------------------------|-------------------------------|---------------------|----------------|
| | Spare capacity | Overplay | Actual capacity balance | Demand from population change | Latent/Unmet Demand | Future balance |
| Chatham | 105 | 0 | 105 | 3 | 3 | 99 |
| Gillingham | 0 | 0 | 0 | 0 | 0 | 0 |
| Peninsula | 0 | 0 | 0 | 2.5 | 1 | -3.5 |
| Rainham | 0 | -15 | -15 | 0.7 | 0 | -15.7 |
| Rochester | 4 | -15 | -11 | 0 | 2 | -13 |
| Strood and Rural | 40 | 0 | 40 | 1.5 | 3 | 35.5 |
| Medway | 149 | -30 | 119 | 7.7 | 9 | 102.3 |

Table 3.12 Available and secured cricket supply and demand in Medway (including artificial wickets)

| Sub Area | Current Picture | | | Projected Picture (2035) | | |
|------------------|-----------------|------------|-------------------------|-------------------------------|---------------------|----------------|
| | Spare capacity | Overplay | Actual capacity balance | Demand from population change | Latent/Unmet Demand | Future balance |
| Chatham | 165 | 0 | 165 | 3 | 3 | 159 |
| Gillingham | 120 | 0 | 120 | 0 | 0 | 120 |
| Peninsula | 0 | 0 | 0 | 2.5 | 1 | -3.5 |
| Rainham | 0 | -15 | -15 | 0.7 | 0 | -15.7 |
| Rochester | 124 | -15 | 109 | 0 | 2 | 107 |
| Strood and Rural | 100 | 0 | 100 | 1.5 | 3 | 95.5 |
| Medway | 509 | -30 | 479 | 7.7 | 9 | 462.3 |

3.7 Cricket Scenario 2 – Womens and Girls cricket

- 3.7.1 In recent years the ECB has seen a significant growth in women and girls cricket and softball at a grass roots level. As there is not any current formal demand for female cricket in the study area, there is no growth predicted using population growth estimates. However, anecdotal evidence indicates there is in fact significant demand for womens teams to be established in and around Medway. For this reason, it was considered necessary to calculate what the future picture of provision would be, should the expected female membership growth be realised. Therefore, the ECB has provided the aspirational estimation that 30% of club members be female.
- 3.7.2 Tables 5.13 and 5.14 take the predicted future balance of available and secured grass wicket supply and the women and girls predicted growth is subtracted from this. The women and girls growth has been calculated by taking 30% from the existing number of teams by club and then multiplying it by 9 to get an average Match Equivalent Session for women and girls (based on the calculation that women play 10 games a season and girls play 8). The clubs have then been grouped by sub area as is shown in the table below.

Table 3.13 – Predicted club growth in women and girls cricket in Medway (grass wickets only)

| Sub Area | Future balance | Women and girls in MES | Future balance incl. women and girls projections |
|------------------|----------------|------------------------|--|
| Chatham | 99 | 29.7 | 69.3 |
| Gillingham | 0 | 0 | 0 |
| Peninsula | -3.5 | 18.9 | -22.4 |
| Rainham | -15.7 | 24.3 | -40 |
| Rochester | -13 | 67.5 | -80.5 |
| Strood and Rural | 35.5 | 10.8 | 24.7 |
| Medway | 102.3 | 151.2 | -48.9 |

Table 3.14 – Predicted club growth in women and girls cricket in Medway (grass wickets only)

| Sub area | Future balance | women and girls in MES | Future balance incl. women and girls projections |
|------------------|----------------|------------------------|--|
| Chatham | 159 | 29.7 | 129.3 |
| Gillingham | 120 | 0 | 120 |
| Peninsula | -3.5 | 18.9 | -22.4 |
| Rainham | -15.7 | 24.3 | -40 |
| Rochester | 107 | 67.5 | 39.5 |
| Strood and Rural | 95.5 | 10.8 | 84.7 |
| Medway | 462.3 | 151.2 | 311.1 |

3.8 Rugby Scenario 1 – Impact of the loss of unsecured rugby provision

3.8.1 Table 3.15 presents what the picture of rugby provision would look like should all unsecured sites in Medway become unavailable. This scenario has been presented because sites that are unsecured are at risk of being lost to the clubs that play there. In Medway however, the unsecured sites are schools sites, which can historically be difficult for clubs to access.

Table 3.15 – Impact of loss of unsecured rugby provision

| Site | Sub Area | Availability | Number of Floodlit Training Pitches | Security | Mid-Week Floodlit Training | | | Weekend Match Day Senior | | | Weekend Match Day Mini/Junior | | | Unmet Mini Demand Placed on Senior Match Pitches | Total Match Pitch Balance |
|---|------------|--------------|-------------------------------------|----------|----------------------------|--------|---------|--------------------------|--------|---------|-------------------------------|--------|---------|--|---------------------------|
| | | | | | Capacity | Demand | Balance | Capacity | Demand | Balance | Capacity | Demand | Balance | | |
| Cliffe Crusadors | Strood | Available | 0 | Secured | 0 | 1 | -1 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 1 |
| Gillingham Anchorians Sports Club | Gillingham | Available | 1 | Secured | 2 | 8 | -6 | 4 | 1 | 3 | 0 | 4.5 | -4.5 | 1.125 | -2.6 |
| Lordswood Sport And Social Club | Chatham | Available | 1 | Secured | 3.5 | 2.75 | 0.75 | 2.75 | 1 | 1.75 | 0 | 1.5 | -1.5 | 0.375 | -0.1 |
| Priestfields | Rochester | Available | 1 | Secured | 3.5 | 3.75 | -0.25 | 7.25 | 3.5 | 3.75 | 0 | 5.5 | -5.5 | 1.375 | -3.1 |
| Sir Joseph Williamson's Mathematical School | Rochester | Available | 0 | Secured | 2 | 5 | -3 | 5 | 1 | 4 | 0 | 1 | -1 | 0.25 | 2.8 |
| Total club sites only | | | | | | | | | | | | | | | -2.1 |

3.8.2 This scenario shows that when the unsecured provision is removed, there is a significant negative match pitch balance across Medway for grass rugby pitches. There is significant overplay at Gillingham Anchorians, Lordswood Sports Club and Priestfields Recreation ground.

3.9 Rugby Scenario 2 – Impact of an additional full-size natural turf grass pitch at Gillingham Anchorians site

3.9.1 This scenario explores what would happen if an additional full size natural turf grass rugby pitch opened on the Gillingham Anchorians site. The site is currently over capacity and this will increase over the course of the study. Latent demand has been identified across all age groups and genders.

3.9.2 The table below shows what would happen if another grass rugby pitch with the rating D1M1 became available. This match capacity has been added into onto the capacity in Match Day Senior (the capacity has gone from 4 to 6), it should be noted that it has not been assumed that this pitch would have floodlights and therefore the midweek floodlit training capacity has not increased.

Table 3.16 Impact of full size natural turf grass pitch at Gillingham Anchorians

| Site | Sub Area | Availability | Number of Floodlit Training Pitches | Security | Mid-Week Floodlit Training | | | Weekend Match Day Senior | | | Weekend Match Day Mini/ Junior | | | Unmet Mini Demand Placed on Senior Match Pitches | Total Match Pitch Balance |
|---|-------------------|------------------|-------------------------------------|----------------|----------------------------|----------|-----------|--------------------------|----------|----------|--------------------------------|------------|-------------|--|---------------------------|
| | | | | | Capacity | Demand | Balance | Capacity | Demand | Balance | Capacity | Demand | Balance | | |
| Cliffe Crusadors | Strood | Available | 0 | Secured | 0 | 1 | -1 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 1 |
| Gillingham Anchorians Sports Club | Gillingham | Available | 1 | Secured | 2 | 8 | -6 | 6 | 1 | 5 | 0 | 4.5 | -4.5 | 1.125 | -0.6 |
| Lordswood Sport And Social Club | Chatham | Available | 1 | Secured | 3.5 | 2.75 | 0.75 | 2.75 | 1 | 1.75 | 0 | 1.5 | -1.5 | 0.375 | -0.1 |
| Priestfields | Rochester | Available | 1 | Secured | 3.5 | 3.75 | -0.25 | 7.25 | 3.5 | 3.75 | 0 | 5.5 | -5.5 | 1.375 | -3.1 |
| Sir Joseph Williamson's Mathematical School | Rochester | Available | 0 | Secured | 2 | 5 | -3 | 5 | 1 | 4 | 0 | 1 | -1 | 0.25 | 2.8 |
| Total club sites only | | | | | | | | | | | | | | | -0.1 |

3.9.3 We can see here that the addition of an additional pitch for Gillingham Anchorians RFC would help to address the negative match pitch balance deficit for the club and the wider study area.

3.9.4 It should be noted that an additional unlit rugby pitch does help address the weekend match capacity issue however, it does not address the additional mid-week capacity issue.

3.9.5 For this reason, the site by site action plan recommends that efforts be made to find an additional suitable midweek floodlit training pitch on the site. A fully floodlit natural turf pitch could also improve the offer of competition (e.g. Friday night lights) and not just training. This particular initiative has seen good traction elsewhere in Kent RFU.

3.10 Rugby Scenario 3 – What is the impact for Gillingham Anchorians RFC were able use the new 3G at Gillingham Anchorians for Midweek Match Equivalent Sessions

3.10.1 This scenario explores what would happen if Gillingham Anchorians RFC were able to use a new AGP at Gillingham Anchorians Football Club for 4 MES a week. It is acknowledged that the AGP will not be World Rugby compliant, however the pitch could be used for non contact training and touch rugby.

Table 3.17 Impact of use of the AGP at Gillingham Anchorians for Rugby Training

| Site | Sub Area | Availability | Number of Floodlit Training Pitches | Security | Mid-Week Floodlit Training | | |
|---|-------------------|------------------|-------------------------------------|----------------|----------------------------|----------|-------------|
| | | | | | Capacity | Demand | Balance |
| Cliffe Crusadors | Strood | Available | 0 | Secured | 0 | 1 | -1 |
| Gillingham Anchorians Sports Club | Gillingham | Available | 1 | Secured | 6 | 8 | -2 |
| Lordswood Sport and Social Club | Chatham | Available | 1 | Secured | 3.5 | 2.75 | 0.75 |
| Priestfields | Rochester | Available | 1 | Secured | 3.5 | 3.75 | -0.25 |
| Sir Joseph Williamson's Mathematical School | Rochester | Available | 0 | Secured | 2 | 5 | -3 |
| Total | | | | | | | -5.5 |

3.10.2 It is clear here that the significant training capacity deficit would be addressed to a degree by the use of an AGP (non World Rugby Compliant) for training purposes.

3.10.3 Although use of a WR AGP would be ideal, it is acknowledged that at this time there is no such facility available. Additionally, use of an artificial pitch, particularly during the winter would also improve the quality of the grass pitches currently used.

3.11 Rugby Scenario 4 – What would the impact of 2 additional natural turf pitches at Medway RFC (Priestfields)

3.11.1 The site where Medway RFC play is the most overplayed site in Medway for rugby, they are also the largest club in the study area. This scenario explores how the impact of 2 additional grass pitches would improve capacity at the club.

3.11.2 The PPS has indicated that although there is currently two football pitches at the site, these are not currently used for formal football.

Table 3.18 – Impact of 2 additional natural turg pitches at Medway RFC

| Site | Sub Area | Availability | Number of Floodlit Training Pitches | Security | Mid-Week Floodlit Training | | | Weekend Match Day Senior | | | Weekend Match Day Mini/Junior | | | Unmet Mini Demand Placed on Senior Match Pitches | Total Match Pitch Balance |
|---|------------------|------------------|-------------------------------------|----------------|----------------------------|-------------|--------------|--------------------------|------------|-------------|-------------------------------|------------|-------------|--|---------------------------|
| | | | | | Capacity | Demand | Balance | Capacity | Demand | Balance | Capacity | Demand | Balance | | |
| Cliffe Crusadors | Strood | Available | 0 | Secured | 0 | 1 | -1 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 1 |
| Gillingham Anchorians Sports Club | Gillingham | Available | 1 | Secured | 2 | 8 | -6 | 4 | 1 | 3 | 0 | 4.5 | -4.5 | 1.125 | -2.6 |
| Lordswood Sport And Social Club | Chatham | Available | 1 | Secured | 3.5 | 2.75 | 0.75 | 2.75 | 1 | 1.75 | 0 | 1.5 | -1.5 | 0.375 | -0.1 |
| Priestfields | Rochester | Available | 1 | Secured | 3.5 | 3.75 | -0.25 | 11.25 | 3.5 | 7.75 | 0 | 5.5 | -5.5 | 1.375 | 0.9 |
| Sir Joseph Williamson's Mathematical School | Rochester | Available | 0 | Secured | 2 | 5 | -3 | 5 | 1 | 4 | 0 | 1 | -1 | 0.25 | 2.8 |
| Total club sites only | | | | | | | | | | | | | | | 1.9 |

3.11.3 It has been assumed that these pitches are would be have a standard D1/M1 rating and therefore have 2 MES per pitch. For this reason 4 MES of capacity have been added onto the weekend match day senior column.

3.11.4 This scenario improves the negative match pitch balance the most out of all the aforementioned scenarios. The deficit at Medway RFC has swung from -3.1 MES to 0.9 MES. This in turn has changed the negative match pitch balance across the study area to a positive (from -2.1 to 1.9).

4 Strategic recommendations and action plan

- 4.1.1 To facilitate the development of sport and physical activity across Medway, it is advised that the Steering Group, set up as part of the Playing Pitch Strategy project, continues to work together to deliver the recommendations defined as part of this strategy.
- 4.1.2 This section of the report provides a set of strategic recommendations, to guide future governance and investment into pitch sport provision across the study area.

4.2 Strategic recommendations

- 4.2.1 This section brings together the complete evidence base and analysis that has been developed as part of the PPS and provides a clear strategy for the future delivery of sports provision in Medway.
- 4.2.2 At a strategic level, the following key recommendations have been identified for each of the sport typologies, as well as for general sports provision.

General recommendations

- **Recommendation 1:** Medway Council to commit to creating a **Medway Football Development Group** (this is something we have looked at anyway linked to the future 3G pitches plan). The group will need to have a representative from: Sports Development Team, Greenspaces, Medway Norse, Kent FA and the 4 major Medway football leagues (Men's Saturday & Sunday, Youth and Women & Girls). The group will focus on:
 - LA pitch improvements (linked to the results from the FA Pitch Improvement Plan taking place Spring/Summer 2019)
 - LA pitch alignment (looking at potential realignment of LA pitches to better support the needs and demands of teams and clubs in the area). Linked to this will be the potential to create more centralised playing areas for clubs with multiple teams that are spread far and wide around Medway
 - LA pitch allocation
 - KO times / maximising usage of pitches and rest/maintenance periods during a season when required
 - The group will look to meet 2-3 times per year, with individuals potentially meeting at other regular intervals to discuss certain needs/developments.

MC should also commit to meeting with the other NGBs on annual basis – Joint responsibility between Sports Development Team and Greenspaces to attend.

- **Recommendation 2:** Address the issue of poor ancillary and changing pavilion quality through the refurbishment and replacement of existing ancillary facilities, prioritising those on multi-pitch sites that are currently well used. Utilise the action plan to identify specific sites for development.
- **Recommendation 3:** Enhance the drainage and maintenance of pitches that are currently operating over-capacity, to increase the pitch capacity to accommodate demand of current user clubs, especially on council-maintained

pitches. Utilise the action plan to identify specific sites for development.

- **Recommendation 4:** Work with clubs based at council owned sites, to establish long-term security use agreements, ensuring that clubs and participants have security of tenure and are able to grow and develop through grant funding wider investment.
- **Recommendation 5:** Work with educational establishments that provide playing pitches for use by community teams, through artificial provision, to secure formal community use of pitches and ancillary facilities through a Community Use Agreement. Where these community use agreements currently exist, work with education establishments and users to ensure that requirements for community use are being enforced.

Football

- **Recommendation F1:** Protect all grass playing fields for future football use and develop further capacity through improved maintenance and the development of 3G AGP provision, to ensure there is spare capacity for football over the lifetime of the strategy.
- **Recommendation F2:** Ensure sites that have community use available also have security of tenure to protect the future provision of football, allowing clubs based on council sites to apply for grants and investments from various governing bodies.
- **Recommendation F3:** Medway is unusual in that a lot of the youth clubs in the area play football at community sites. The council and the FA should continue to support the leagues in their efforts to establishing long term agreements with schools, to secure community use long term.
- **Recommendation F4:** Medway currently has very little community available AGP provision within the study area, however two AGP are being developed in the District. It is key that these facilities are managed effectively and are made available to residents from across the local authority.
- **Recommendation F5:** Increase the level of maintenance at sites identified as being close to the poor rating, in order to mitigate the risk of pitches falling into disuse and lowering the carrying capacity of pitch provision in Medway.
- **Recommendation F6:** Medway Council to engage with the FA Pitch Improvement Programme with all Council maintained sites being supported by the Institute of Groundsmanship, The FA and Kent FA to ensure appropriate maintenance is being undertaken

Cricket

- **Recommendation C1:** As part of the Local Plan and ongoing planning policy, protect all sites designated as cricket playing fields
- **Recommendation C2:** Improve the security of tenure on all cricket facilities that are used by the community but on an unsecured basis.
- **Recommendation C3:** Work with the key stakeholder to invest in non-turf pitch provision, to meet the growing demand for informal cricket and service clubs

with training and match play facilities.

- **Recommendation C4:** Invest in ancillary facilities, particularly changing facilities across the district. There are currently not enough good quality ancillary facilities with toilets and changing facilities. Work with local clubs to establish where the needs are greatest.
- **Recommendation C5:** Local clubs to work with Kent Cricket to improve participation in women and girls' cricket.

Rugby

- **Recommendation R1:** As part of the Local Plan and ongoing planning policy, protect all sites designated as rugby playing fields
- **Recommendation R2:** Further floodlit provision should be provided for in educational and council sites in order to increase training capacity.
- **Recommendation R3:** Continue maintenance regimes for education sites as there is expected to be growth in the women's and girls' demand which is in line with the RFU projections
- **Recommendation R4:** Establish relationships with Education sites that have been identified as viable options for latent rugby demand
- **Recommendation R5:** Secure long-term security agreements between council or educational sites and clubs in order for clubs to then apply for grants and funding from external partners.
- **Recommendation R6:** Improve the floodlighting, pitch drainage and maintenance regime rugby pitches at rugby sites across the study area

Hockey

- **Recommendation H1:** As part of the Local Plan and ongoing planning policy, protect all sites designated as hockey playing fields
- **Recommendation H2:** Ensure long term community use agreements are in place, especially at educational sites, to further develop hockey within the area. This will allow for allow for great club growth and facility development.
- **Recommendation H3:** Council and England Hockey to work local clubs to establish relationships with education sites not currently used for Hockey but with appropriate facilities, in order to address additional current and future need.
- **Recommendation H3:** Safeguard sand based AGP provision for future use and not allow the conversion from sand based to 3G AGP's to occur unless offset with new development.

Rugby League

- **Recommendation RL1:** As part of the Local Plan and ongoing planning policy, protect all sites designated as rugby league playing fields
- **Recommendation RL2:** Council and the Rugby Football League to support Medway Dragons in finding a permanent home ground for the club.

Bowls

- **Recommendation B1:** Protect all sites designated as bowls facilities in this PPS.

Golf

- **Recommendation G1:** Protect all sites designated as Golf provision and establish long-term community use agreements, as well as continued maintenance improvements to golf courses and driving ranges.

Tennis

- **Recommendation T1:** Establish long term community use agreements with educational sites and council owned sites, as well as continued maintenance improvements to pitches.
- **Recommendation T2:** The installation of additional sites in the north of the area may need to be considered due to the lack of current provision in this area, and the housing growth projected here.
- **Recommendation T3:** In order to improve the customer journey in Medway, it is recommended that an online presence is established through clubspark, showing people where and how to book courts.
- **Recommendation T4:** To help address inactivity across Medway, it is recommended that programmes such as Serves or Tennis For Free are explored, to help harder to reach communities access tennis.
- **Recommendation T5:** It is recommended that embedding longer term community programmes such as Tennis for Kids and Cardio Tennis is explored. This will mean that tennis can be started and maintained at a grass roots level.
- **Recommendation T6:** There are a considerable number of courts in poor condition across Medway, therefore it is recommended that the current stock should be enhanced and invested in, in order to improve the quality of court provision in Medway.
- **Recommendation T7:** Given the lack of floodlit provision in a community setting throughout Medway, attention should also be given to attempting to increase the amount of floodlit courts that are available on a pay and play basis, therefore making tennis accessible throughout the year.

4.3 Action plan

- 4.3.1 Having presented the recommendations and priorities for Medway as a whole we now present site-specific actions and recommendations.
- 4.3.2 Through a detailed supply and demand analysis of the sports included in the scope of the strategy, as well as stakeholder consultations across the study area, an action plan has been created, which will guide the steering group in their delivery of sports provision and facility decisions over the next 10 years. The action plan is broken down by site with clear owners, timescales and expected resources. This is shown Table 4.1.

4.3.3 The table identifies potential sources of external funding. It should be noted that funding for the actions below could come from one, or a combination, of funding sources shown below. This is not an exhaustive list and could be extended to other sources, depending on availability.

- Section 106 funding
- Community Grant Schemes

4.3.4 The Action Plan does not identify all those clubs that may be partners or provide resources in relation to its delivery. It is assumed that where clubs have a long-standing interest in a specific site that they will be a partner in delivering the actions and contribute financially or in-kind where appropriate.

4.3.5 The Action Plan does not identify Medway Council as a key resource either in terms of officer time or finance, except for those sites owned and/or managed by the Council. However, the Council has an interest in all those projects delivered within the local authority area and may contribute towards them either financially or in-kind, as appropriate and subject to available resources. It should be noted that not all sites have actions allocated to them, as it is unrealistic to expect funding partners to contribute to improvements at all facilities across a local authority.

Action plan terminology

- Issue/ opportunity: The issue or opportunity that can be addressed
- Key Actions: Numbering indicates order of preference
- Partners: Top listed partner is identified as lead partner
- Resources: Key resource implications (time and money)
- Timescale: Short: 0–2 yrs. Medium: 2-5 yrs. Long 5-10 yrs.
- Priority: Low, Medium and High, depending on overall impact for sports participation
- Acronyms: MC (Medway Council), FA (Football Association), FF (Football Foundation), ECB (England & Wales Cricket Board), EH (England Hockey), RFU (Rugby Football Union), LTA (Lawn Tennis Association), EB (England Bowls), EG (England Golf)

4.3.6 All costs are estimated, based on 4global desktop research and consultation with industry experts. These are not based on firm pricing or quotes from reputable contractors, unless stated otherwise. Rough costs have been given based primarily on Sport England Guidance (<https://www.sportengland.org/media/13346/facility-costs-q2-18.pdf>).

4.3.7 All maintenance costs represent the full cost for maintaining the pitches. They do not, therefore, reflect any maintenance that is currently being undertaken at the site and the cost incurred for these services. In reality, the cost for additional maintenance would be reflected by an increase of the current maintenance cost, rather than the full price stated as part of this action plan

4.3.8 There is not unlimited funding to invest in sports facilities, for any of the identified partners. As a result, actions have been prioritised on sites that are currently either not fit-for-purpose,

showing a deficit of provision, or those that represent a viable investment opportunity that will significantly increase the quality, quantity or accessibility of sports provision in Medway.

- 4.3.9 To provide the Council and Steering Group with a clear identification of 'strategic' investment priorities across the study area, high profile strategic investment projects have been identified overleaf in bold. These projects are likely to be limited in number due to their size but will deliver a significant level of benefit for grass-roots sport and physical activity. These projects are likely to cost approximately £250,000 or more and will include a number of different stakeholders and funding partners.

Table 4.1: Medway's PPS Action Plan (2019-2035)

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|----------------------------|------------------|--------------------|---|--|----------------------------------|---|--------|----------|
| Academy of Cuxton Schools | Strood and Rural | Football- Provide | The site should be secured for use by the community. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC, FA | Council support | Long | Low |
| APCM Recreation Ground | Strood and Rural | Football - Enhance | This site is well utilised for football in Medway. There is currently issues with the quality of the ancillary provision on site. | Enhancement of the quality of changing facilities is required on site. | MC, FA, Site owners | Costs dependent on scope of work (New 2 Team Changing: £255,000, New 4 Team Changing £665,000 – indicative costs) | Medium | Medium |
| Allhallows Primary Academy | Peninsula | Football- Provide | The site should be secured for use by the community. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC, FA | Council support | Long | Low |
| Avenue Tennis Centre | Gillingham | Tennis - Protect | A large increase in the rates being paid by the club to the local authority, means that the club is now struggling to meet these payments. | The council should cooperate with the club to ensure the future security of the club. | MC, LTA, Club | Officer time | Short | Medium |
| Barnfield Playing Fields | Chatham | Football - Enhance | The pitches on site are damaged and there is anti-social taking place on site. The site should look to increase the number of teams playing here, therefore the quality must be improved. | Increase the surveillance of the site to discourage anti-social behavior. Improve maintenance regime. | MC, Local Football Clubs | Costs dependent on scope of work | Short | Medium |
| Beechings Cross | Chatham | Football - Enhance | This is the most popular site for grass roots football in the area, current ancillary provision is of poor quality and should be improved to cater for the demand that the site sees. | Local football clubs who use the site to work with the FF, FA and the council to increase the quality of ancillary | MC, FA, FF, Local Football Clubs | Costs dependent on scope of work | Medium | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|------------------|------------|----------------------------|--|---|------------------|-----------------------------------|--------|----------|
| | | | | provision available to the community. | | | | |
| Beechings Way | Gillingham | Football - Enhance | The land at the site is uneven and suffers from anti-social behaviour. | Improved maintenance at the site would increase the carrying capacity at the site which is either at or over capacity at the site. | Medway Norse, MC | Grounds team maintenance work | Long | Medium |
| Berengrove Park | Rainham | Cricket - Enhance | The club has a 25-year lease on the site. The club has recently invested significantly into the ancillary, through a grant, and once this has been repaid the club are looking to buy the freehold of the land. The club is well maintained by a volunteer groundsman. The priority for the club, following the recent ancillary build is to regenerate the net facility, in order to add another lane. There are issues with the trees hanging over this, the club manage this effectively, but it is becoming more of a nuisance. The only other issue for the club is regarding dog walkers, due to the site being authority owned the walkers can access the site at certain times, therefore there are issues of fouling and anti-social behaviour. | The club should be supported by the council and the ECB in their efforts to develop the site, specifically with their plans to improve artificial wicket provision on the site. | MC, ECB | Planning Support from the council | Long | Medium |
| Brompton Academy | Gillingham | Football-Enhance , Provide | The club owns the freehold of the site. Development points for the future are to build three new artificial turf nets at the back of the grounds near the clubhouse. Also, there are plans to expand the changing rooms and update the facility due to the club continuing to grow in numbers from the juniors and up. | The club should be supported by the council and the ECB in their efforts to develop the site, specifically with their plans to improve artificial wicket provision on the site. | Medway Norse, MC | Grounds team maintenance work | Long | Medium |
| | | | P: The site should be secured for use by the community. | Negotiate and agree a long-term community use agreement for use of the school's pitches by the community | | | | |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|-----------------------------------|------------------|--------------------|--|---|----------------------------------|---|--------|----------|
| Brompton Westbrook Primary School | Chatham | Football - Protect | The site should be secured for use by the community. The football club (Rainham 84 youth) that use this site have requested to use additional pitches at the site however the school have blocked this request. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community, to increase the capacity of the site to cater for the needs of a growing club. | MC, FA | Council support | Long | Low |
| Cedar Primary School | Strood and Rural | Football - Enhance | The site is owned by the local authority and the pitches leased to the school. Strood united FC use the site which is not maintained adequately. There is also no ancillary provision available to the club, provision of this would significantly improve the clubs on site experience. | Local football clubs who use the site to work with the FF, FA to explore ancillary provision on site being made available to the club. | MC, FA | Costs dependent on scope of work (New 2 Team Changing: £255,000, New 4 Team Changing £665,000 – indicative costs) | Short | Medium |
| Chatham Town FC | Chatham | Football - Enhance | The club have submitted plans to replace their grass match pitch with a full sized - Stadia 3G pitch. The club is currently in discussions with the council to purchase the freehold of the land at Chatham Town FC from the council. | The Council should work with the leagues and Chatham Town to ensure that the site is used to address the deficit of 3G AGP provision in the area and to ensure that the community benefits from its instalment. | MC, FA, FF, Local Football Clubs | Officer time | Short | High |
| City Lawn Tennis Club | Rochester | Tennis - Enhance | There has been a history of break-ins and anti-social behaviour on site due to where the site is located, away from main roads and behind a tree line. | Council should support the club in attempts to improve the security of the site. The installation of CCTV should be explored. | MC, Club | Costs dependent on scope of work | Short | Medium |
| Cliffe Playing Field | Strood and Rural | Football - Enhance | There is currently issues with the quality of the ancillary provision on site. | Enhancement of the quality of changing facilities is required on site. | MC, FA | Costs dependent on scope of work | Medium | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|--------------------------------|------------------|------------------------------|---|--|------------------|--|--------|----------|
| | | | | | | (New 2 Team Changing: £255,000, New 4 Team Changing £665,000 – indicative costs) | | |
| | | Rugby – Provide | The club are growing and have a strong youth development section. They are looking to expand and start formal junior teams in the next coming years | In order to cater for a new youth team the quality of the site needs to be maintained, however if the site were to accommodate more than one additional team the council should look to providing more pitch space for the club. | RFU, MC | Costs dependent on scope of work | Medium | Medium |
| Cliffe Woods Primary School | Strood and Rural | Football - Protect | The site should be secured for use by the community. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC, FA | Officer time | Long | Low |
| Cliffe Woods Recreation Ground | Strood and Rural | Football – Enhance , Provide | The site experiences poor drainage in wet conditions. The site has good quality changing facilities; however, it is only really suitable for two teams. | Improved maintenance would increase the carrying capacity at the site. The number of changing rooms should be increased in order to accommodate 4 teams playing at the site at any given time. | MC, Medway Norse | Medway Norse | Long | Low |
| Cuxton Social Club | Strood and Rural | Football - Enhance | The site has one full-sized adult football pitch which has a moderate slope on one site. The site is maintained by Cuxton 91 FC who use the site for free. The changing facilities on site are considered derelict. There is also lack of fencing surrounding the site meaning that the site has large amounts of dog fouling. Cuxton Social Club | Developments to the site are due to start in spring 2019 to improve the grass pitch, put fencing up around the site and improve the ancillary provision to FA's standard. Medway council and the FF to provide support to the club with the delivery of the plans. | Council | Officer time | Medium | High |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|--|------------------|--------------------|---|---|------------------|--|--------|----------|
| | | | have recently been given a grant of 100k to spend on regenerating the site. | | | | | |
| Cuxton Recreation Ground | Strood and Rural | Tennis - Enhance | There are two poor, floodlit tennis courts on site that have areas of damage and significant litter present. | Resurface the current courts on site. | MC, LTA | Approx. £24,000 – Cost dependent on scope of works. | Medium | Medium |
| Darnley Road | Gillingham | Tennis - Enhance | The quality of the site is rated as poor, with damage to the surface of the court and also to the perimeter fencing. | Improve maintenance procedures on site and look to re-do the line makings on the two courts. | MC | Cost dependent on scope of works. | Short | Medium |
| Deangate Ridge Golf and Sports Complex | Peninsula | Football - Provide | The site is situated in an area of high growth due to housing plans in the sub area. The site has been earmarked for potential AGP development, however at this point in time, it looks unlikely that the site will be developed. At the time of writing this PPS it is more likely that this AGP development will take place in Hoo St. Werburgh, although the exact location is not currently defined. | Undertake further feasibility work to explore the potential of future investment into AGP development in the surrounding area. | MC | Costs to be determined by further feasibility work (Senior Football 3G AGP: £925,000 – indicative costs) | Short | Medium |
| Esabs Field | Gillingham | Football - Provide | This site is at risk of being developed into a site for a specialist school. | Currently the site is used by the Rainham Eagles and is over capacity at peak times. Therefore, loss of this site would have a significant negative impact on the clubs that play there. Efforts must be made to ensure that the pitches remain and continue to provide playing provision to the community. | MC/ FA | Support from the council | Medium | High |
| Featherby Junior School | Gillingham | Football - Enhance | The quality of the 5v5 pitch on the site is poor, this prevents the pitches from being used to their maximum capacity. | Work with the council to enhance the quality of provision at the site | MC, Medway Norse | Medway Norse | Long | Low |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|-----------------------------------|------------------|--------------------------------------|---|--|---------------------------------|---|--------|----------|
| Frindsbury Cricket Club | Strood and Rural | Cricket - Protect, Enhance , Provide | <p>This site is used by Frindsbury Cricket Club for 4x adult teams. The site is owned by the Church commissioners. The club have been on site for 80 years, however their lease has recently expired and they are in discussions regarding establishing a new one. The club have been offered a lease, yet there are clauses which the club will not agree to. The club currently have a good standard of ancillary facility, and all resource needs they need for league requirements such as electronic score boards and boundary distance. The main issue for the club, other than the lease, is the issue of poor drainage on the outfield which can be underwater in the winter months. Ideally, the club would like to invest in artificial drainage here. However, a more pressing issue is relaying the square, in order to better accommodate both senior and junior fixtures to a higher standard.</p> <p>Kent Cricket has confirmed that it is likely that a woman's team will be formed within the next few years, given the significant growth of women's cricket in the area. Therefore consideration must be made to increasing good quality available provision to ensure that the women's team have the same level of access to quality provision as the mens teams.</p> | The club should be supported by the council and the ECB in their efforts to develop and secure the site and the teams that play there, specifically with their plans to relay the square in order to increase carrying capacity. They should also work to improve maintenance regime on the site to help to address the drainage issues. | MC, ECB | <p>Planning Support from the council and costs dependent on scope of works. (New Cricket Natural Turf Pitch: £285,000 – indicative costs)</p> | Long | Medium |
| Gillingham Anchorians Sports Club | Gillingham | Football - Enhance , Provide | The site overall is overplayed with no spare capacity across the site. Gillingham Anchorians who play at the site are a rapidly growing club with significant expansion plans. Therefore, the site has been earmarked for 3G AGP development. | Undertake further feasibility work to explore the potential of future investment. | FF, FA, MC, Local Football Club | Cost dependent on scope of work (Senior Football 3G AGP: | Short | High |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|------|----------|---------------------------------|---|--|----------|------------------------------------|--------|----------|
| | | | | | | £925,000 – indicative costs) | | |
| | | Rugby - Enhance , Provide | The 3 rugby pitches on the site are overplayed and there is not currently enough mid-week training capacity. In addition to this there is no spare capacity on a Sunday for the club. | Support the club in finding more suitable floodlit training ground midweek. Explore the possibilities of adding one rugby pitch to the site. It should be noted that A fully floodlit natural turf pitch could also improve the offer of competition (e.g. Friday night lights) and not just training. This particular initiative has seen good traction elsewhere in Kent RFU. To facilitate this, it would mean removing a number of highly used football pitches. However, it should be noted that there is also a deficit of football pitches in the area, and so any change of use would require an agreement between the relevant governing bodies, constituent clubs and the Local Authority. | RFU, MC | Officer time | Long | Medium |
| | | Hockey - Provide | The Anchorians association are looking to upgrade their ancillary facility. This will attract more members to the hockey club as well as the association as a whole. | Undertake further feasibility work to explore the potential of future investment into ancillary provision. With the construction of a new Football AGP imminent, the capacity of the current hockey changing rooms should be monitored to ensure that the hockey club continue to have the same level of access. It should be | MC | Officer time | Long | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|---------------------------|------------|-----------------------------|---|---|----------|---|--------|----------|
| | | | | noted however that the new football AGP developments include additional changing rooms to accommodate the expected increase in throughput on the site. | | | | |
| Gillingham Golf Club | Gillingham | Golf - Enhance | The site has had numerous problems with anti-social behaviour through vandalism and fly tipping. Additionally, it is common for school kids to ride their bikes on the greens due to it being a shortcut to a local school. The site has applied for planning permission for improved fencing to prevent this, however this was rejected. | Work with the golf club closely and look at ways to rectify this issue. Explore possibilities to improve the perimeter fencing. | MC, Club | Initial officer time + scope of any planned works. | Medium | Medium |
| Greenacre Academy | Chatham | Football - Enhance | The site should be secured for use by the community. The lighting present on the AGP is not fit for use and should be improved. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. The lighting on AGP needs to be improved. | MC | Planning Support from the council, costs dependent on scope of work | Long | Low |
| High Halstow Cricket Club | Peninsula | Cricket – Enhance , Provide | This site is used by High Halstow Cricket Club for 3x adult teams and 4x junior teams. The ground has one square and three NTP fixed nets at the back of the site. It is a part of the wider sports fields and community hall with football. The land is in trust to preserve cricket on site. There is a large amount of development happening within the village and the club is thinking of expanding to outside the village in order to grow with this development. The immediate area of development would be an investment in to the outfield due to the poor conditions. especially when there is heavy rain. All in-house maintenance and groundskeeping. | The club should be supported by the council and the ECB in their efforts to develop the site, specifically with their plans to improve the quality of the outfield and in their efforts to starting a women's team. | MC, ECB | Cost dependant on scope of work (New Cricket Natural Turf Pitch: £285,000 – indicative costs) | Medium | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|-------------------------------------|------------------|--------------------|---|---|------------------|---|--------|----------|
| | | | Kent Cricket has confirmed that it is likely that a woman's team will be formed within the next few years, given the significant growth of women's cricket in the area. Therefore consideration must be made to increasing good quality available provision to ensure that the women's team have the same level of access to quality provision as the mens teams. | | | | | |
| Holcombe Hockey and Sports Club | Rochester | Hockey - Protect | The club is a successful club with two full sized AGPs, however the site can be difficult to access on weekends due to the road approaching the pitches being very narrow and consequently becoming congested. When conducting the site assessment, it was understood that the neighbouring site was being considered for development into a possible coach park. | The site should be protected, and increased ease of access would decrease the delays on the weekend. The council should support the club in exploring ways to improve access to the site. | EH, MC | Cost dependent on scope of works | Medium | Medium |
| Kingfisher Community Primary School | Chatham | Football - Enhance | Male football clubs play on this site however there is no current provision for full sized 11v11 pitches. | Consideration should be made to potentially remarking youth pitches to cater for the adult demand placed on the site. | MC, Medway Norse | Maintenance cost of addressing current issues | Short | High |
| Jacksons Recreation Ground | Rochester | Tennis - Enhance | The courts on site have been identified as being in a poor condition. | Improve maintenance procedures on site and look to re-do the line makings on the two courts. | MC | Cost dependent on scope of works. | Short | Medium |
| Kings Frith | Gillingham | Football - Enhance | A number of football clubs play on this site on the wrong sized pitches. | Consideration should be made to potentially remarking pitches to cater for the appropriate demand. | MC, Medway Norse | Maintenance cost of addressing current issues | Short | High |
| Knights Place | Strood and Rural | Football - Enhance | Consultation with Medway Norse has revealed that site is frequently broken into. | Consideration should be made to investing in secure fencing around the site to reduce break-ins and consequently reduce the amount of | MC, Medway Norse | Cost dependant on scope of work | Medium | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|---------------------------------|----------|-----------------------------|---|---|------------|---|--------|----------|
| | | | | maintenance that has to be done to maintain the site. | | | | |
| Lordswood Sport and Social Club | Chatham | Football - Enhance | The main adult football pitch is reserved for match play meaning that many of the training pitches are significantly overplayed. The site has a small sided AGP however it is not appropriate for match play, therefore it is not used frequently. The club has considered installing a full sized AGP at the site, however this is not currently possible due to the costs associated with building a 3G. | Undertake further feasibility work to explore the potential of future investment into providing AGP provision. | MC, FA, FF | Undertake further feasibility work to explore the potential of future investment. (Senior Football 3G AGP: £925,000 – indicative costs) | Long | Medium |
| | | Cricket – Enhance , Provide | The club is keen to regenerate the artificial facility, adding improved lighting in order to comply with authority guidance. Additionally, investment into suitable fencing and perimeter maintenance. Kent Cricket has confirmed that it is likely that a woman’s team will be formed within the next few years, given the significant growth of women’s cricket in the area. Therefore, consideration must be made to increasing good quality available provision to ensure that the women’s team have the same level of access to quality provision as the men’s teams. | Explore the potential of investment into the site, specifically the regeneration of the artificial facility, improved lighting and perimeter fencing and maintenance. The club should be supported in its efforts to expand and create a women’s team. | MC, ECB | Undertake further feasibility work to explore the potential of future investment. (Match cricket pitch on macadam base: £20,000 – indicative costs) | Long | Medium |
| | | Rugby - Protect | There is one match pitch and one training pitch on the site. Currently at peak time there is no spare capacity on a Sunday and limited spare supply on a Saturday. The training pitch takes a lot of training and footfall because the match pitch is not used at all for training. | Improve maintenance regime for the training pitch on site, explore the possibility of full floodlighting across the training pitch. | MC, RFU | Maintenance cost of addressing current issues and further feasibility | Long | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|--------------------------------|-----------|------------------------------|--|---|------------------|---|--------|----------|
| | | | | | | work to explore potential of future investment. | | |
| Luton Rec | Chatham | Football - Enhance | The park in which the pitch is placed is popular with dog walkers, therefore dog fouling is an issue. The uneven pitches make the site unpopular with local teams. | Improve maintenance regime on site | Medway Norse, MC | Maintenance cost of addressing current issues | Long | Low |
| | | Cricket - Enhance | The site is used by local migrant communities informally, however the quality of the outfield is poor due to the overlapping football pitch. | Improve maintenance regime on site | Medway Norse, MC | Maintenance cost of addressing current issues | Long | Medium |
| Maidstone Road Sports Ground | Chatham | Tennis - Provide | Site is currently underutilised with the courts not operating at capacity. | Explore the possibility of bringing in a gate access and court management system. | MC, LTA | Cost dependent on scope of works | Medium | Medium |
| Miers Court Primary School | Rainham | Football - Protect | The site is frequently used at peak times, therefore securing long term community use of the site would be beneficial to football clubs that use the site. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC | Planning Support from the council | Long | Medium |
| Oaklands Primary School | Chatham | Football - Enhance , Provide | The site is frequently used at peak times, therefore securing long term community use of the site would be beneficial to football clubs that use the site. In addition to this, the site is used by youth 11v11, 9v9 and mini 5v5 and 7v7 teams, however it is currently only marked out as 7v7 pitches. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | Medway Norse, MC | Planning Support from the council and maintenance costs | Long | Medium |
| | | | | Remarking the pitches to suit current demand should be considered. | | | | |
| Priestfields Recreation Ground | Rochester | Rugby - Protect | This site is home of Medway RFC who lease the land from the council and have 4 rugby pitches. There are also 2 football pitches on the site. The rugby club are | Explore potential investment into the changing facilities to attract more members. | MC, RFU | Cost dependent on scope of work | Long | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|-----------------------------|------------|-----------------------------|---|---|----------|---|--------|----------|
| | | | growing and want to make the site fully dedicated to rugby. They would also like to upgrade the ancillary facility so encourage more female membership. 2 of the pitches are rated as good both of which have floodlights. It should be noted that one of the floodlit pitches at the site has not been factored into the training demand calculations because it is used as a match pitch. | | | (New Natural Turf Rugby Pitch: £135,000) | | |
| Priestfields Stadium | Gillingham | Football - Provide | The site is home to Gillingham FC however it is used by many clubs in the local community. | Negotiate and agree long term community use agreements for use of the pitches by the local community. | MC | Planning Support from the council and maintenance costs | Long | Medium |
| Rainham Cricket Club | Rainham | Cricket – Provide | Kent Cricket has confirmed that it is likely that a woman's team will be formed within the next few years, given the significant growth of women's cricket in the area. Therefore consideration must be made to increasing good quality available provision to ensure that the women's team have the same level of access to quality provision as the mens teams. | The club should be supported in its efforts to expand and to create a women's team. In order for this to happen consideration must be made as to how the site could expand and ensure that a women's team is able to access good quality playing provision. | ECB/ MC | Officer Support time | Short | High |
| Rainham Mark Grammar School | Gillingham | Football - Protect | The site is used by two large football clubs for youth play. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC | Planning Support from the council | Long | Medium |
| Rainham Recreation Ground | Rainham | Football - Protect, Enhance | The recreation ground is currently at capacity. | Therefore, the site could benefit from investment into maintenance to increase carrying capacity at the site. | MC | Maintenance cost of addressing current issues | Medium | Low |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|---|-----------|-----------------------------|---|---|------------------|---|--------|----------|
| Rainham School for Girls | Rainham | Football - Enhance | The site is being used by the local community therefore could benefit from a long-term community use agreement. There is also no available ancillary provision on site. | Negotiate and agree a long-term community use agreement for use of the school pitches by the community. | MC | Planning Support from the council | Medium | Medium |
| Sherwood Cricket Club | Rochester | Football - Enhance | The pitches on the site are not currently appropriate for the teams that use them. | Reconfigure and adjust current pitch markings to allow for pitches appropriate to the local clubs need to be available to them. | MC, Medway Norse | Grounds team maintenance work | Short | Medium |
| | | Cricket – Enhance , Provide | This site is used by Sherwood Cricket Club for 5x adult teams and 6x junior teams. The ground and outfield are in very good condition with the pitch. Development issues going forward is the funding and development of permanently fixed net as currently they have three rolls on ones used on the square. They also wish to expand the clubhouse out further to make more room for the bar and function room. Kent Cricket has confirmed that it is likely that a woman's team will be formed within the next few years, given the significant growth of women's cricket in the area. Therefore consideration must be made to increasing good quality available provision to ensure that the women's team have the same level of access to quality provision as the men's teams. | Work with the club to undertake further feasibility work to explore the potential of future investment into purchasing permanently fixed nets and improvement of their ancillary facilities. Support the club with its future expansion to ensure that they are in the best situation to accommodate a women's team. | MC, ECB | Further feasibility work required | Long | Medium |
| Sir Joseph Williamson's Mathematical School | Rochester | Rugby - Enhance , Provide | The site is maintained by Landscape Services, and the school employ a full-time employee from the company to maintain the grounds. The clubhouse is having two additional changing rooms put in, meaning that there are six changing rooms in total. UK sport, the school's alumni association and Old Williamsonian's are providing the | Council/ RFU to support club in the completion of the new club house facilities. Explore potential investment into portable floodlights at the site | RFU, MC | Officer time, costs depending on scope of work. | Medium | Medium |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|------------------------------|------------------|-----------------------------|---|---|-------------------------------------|-----------------------------------|--------|----------|
| | | | funding for the ancillary expansion. The rugby pitches are standard quality with no drainage issues noted, however the three of the pitches are at the bottom of the slope making it at risk of flooding. The site is entirely secured, therefore no issues with vandalism or dog fouling have been reported. The only current issue is fox fouling, because some foxes have made dens at the top of the site. Upon consultation with the club they would like to have a set of portable floodlights to enable weekday play during the winter months. | | | | | |
| | | Cricket | The site is currently at capacity at peak times on a Saturday. | Work with the school to secure long term community use on the site. | MC | Planning Support from the council | Long | Low |
| | | Hockey | The pitch is owned by the school however the hockey club have a good relationship with the school. | The hockey club should continue to enhance their good relations with the school, in order to ensure that the pitch is secure in the long term. | MC, EH, Old Williamsons Hockey Club | Officer Time | Long | Medium |
| Snodhurst Bottom | Chatham | Football - Enhance | The pitches on site are damaged and there is anti-social taking place on site. The site should look to increase adult team numbers at this site. Therefore, quality should look to be improved. | Increase the surveillance of the site to discourage anti-social behaviour. Improve maintenance regime at site. | MC, Local Football Clubs | Costs dependent on scope of work | Short | Medium |
| Strand Leisure Pool and Park | Gillingham | Tennis - Enhance | The quality of the site is rated as poor, with damage to the surface of the court and also to the perimeter fencing. | Improve maintenance procedures on site and look to re-do the line makings on the two courts. | MC | Cost dependent on scope of works. | Short | Medium |
| Temple Mill Primary School | Strood and Rural | Football - Protect, Enhance | Security of community use is recommended at this site as well as pitch recalibration. | The pitches are currently only marked out as mini 7v7 and 5v5, however, there is a significant number of adult and youth teams that play at this site. The teams would benefit from appropriate pitch | MC, Medway Norse | Maintenance cost | Long | Low |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|--------------------------|------------|------------------------------|--|--|----------|--|--------|----------|
| | | | | markings for future training and games. In addition to this the council to engage with the school to discuss future community use on the site. | | | | |
| The Garrison Ground | Chatham | Football - Enhance , Provide | The site is used by a number of local teams; however, the ancillary provision is derelict, and the stadium pitch has a sinkhole in it. | It is recommended that the council work with the site owners (MOD) to rebuild the ancillary provision and address the pitch issues identified. | MC | Cost dependent on scope of work (New Rugby League Natural Turf Pitch: £110,000 – indicative costs) | Medium | Low |
| | | Rugby League | There is one rugby league pitch at this site, as their match pitch is not in use due to a sinkhole in the middle of the pitch. | Support the club in finding a new home-ground in order for them to grow and develop. | MC | Officer time | Medium | High |
| | | Tennis – Enhance , Provide | The courts, along with the perimeter fencing on site have been rated as being of a poor quality. | Improve maintenance procedures on site and look to re-do the line makings on the two courts. Explore the possibility of bringing in a gate access and court management system. | MC, LTA | Cost dependent on scope of works. | Medium | Medium |
| The Robert Napier School | Gillingham | Football - Enhance | The site is owned by the school, however the football clubs that use the pitches have a rolling yearly lease to use the pitches. This site has been identified as a potential site for AGP development, and a staff member at the school has previously started the application. However, this has not progressed. | Explore potential investment into a new AGP. | MC, FA | Further feasibility work required (Youth 11v11 3G AGP £415,000 – indicative costs) | Long | Low |

| Site | Sub Area | Action ID/Ref | Issue / opportunity | Key Action(s) | Partners | Resources/ Costs | Timing | Priority |
|------------------------|------------|--------------------|--|---|------------------|---|--------|----------|
| The Victory Academy | Chatham | Football - Protect | This is a hugely popular site, with a number of football teams using it for weekend play. Consequently, the site is at peak capacity at peak time. | The LA to work with the school to establish more long-term community use agreements. | MC | Planning Support from the council | Long | High |
| Twydall Primary School | Gillingham | Football - Enhance | The pitches on the site are not currently appropriate for the teams that use them. | Adult teams are currently playing on pitches that are too small. Therefore, pitch recalibration is recommended. | MC, Medway Norse | Maintenance cost | Short | Medium |
| Wigmore Park | Gillingham | Tennis - Enhance | The two tennis courts on site are in a poor condition and require re-surfacing. | Resurface the current courts on site. | MC, LTA | Approx. £24,000 – Cost dependent on scope of works. | Medium | Medium |

4.3.10 The Local Football Facilities Plan will commence in September 2019 (due to be published around March 2020) and any FF investment is predicated by being included in the LFFP.

Section 5: Delivering the Playing Pitch Strategy



5 Delivering the Playing Pitch Strategy

- 5.1.1 To facilitate the development of sport and physical activity across Medway, it is advised that the Steering Group, set up as part of the Playing Pitch Strategy project, continues to work together to deliver the recommendations defined as part of this strategy.
- 5.1.2 The success of a PPS will be determined by how it is used. It is recommended that the delivery of the strategy is led by the Council, with close support by the steering group that has been developed as part of this project. Further guidance is provided in Sport England’s PPS Guidance in the form of the Stage E commentary and associated checklist. Further detail on how a PPS can be used is included in Technical Appendix G – Applying the Playing Pitch Strategy.

5.2 Keeping the PPS relevant and up-to-date

- 5.2.1 To ensure that the Playing Pitch Strategy stays relevant and continues to support stakeholders in the delivery of sport and physical activity facility investment and development, an annual review should be undertaken. This review, which if undertaken regularly will have a reduced scope than the full PPS, will allow the steering group to review progress against the PPS recommendations and action plan. The review will also identify any emerging issues and apply any lessons learnt through recent development or investment projects.
- 5.2.2 Through the development of the PPS, data has been stored and analysed on the 4 global Playing Pitch Strategy Platform, which has up to date supply and demand data for pitch sports across the Medway. This data is available to Medway Council and it is recommended that this is used as the starting point for future strategy refresh projects.

Figure 5.1: Medway Council Playing Pitch Platform

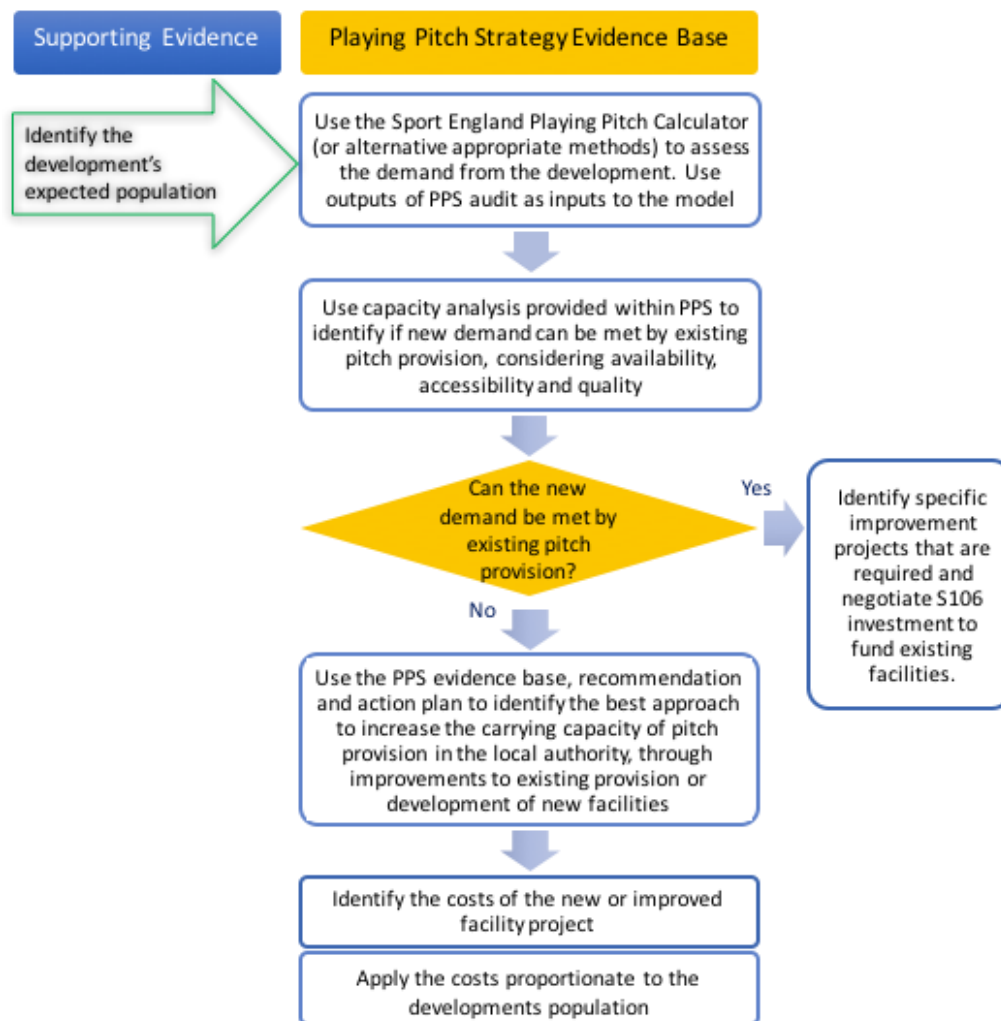
| Site Name | Site Address | Site Assessor Name | Scheduled At | Completed At | Responded | Confirmed | Time to visit | Actions |
|--|---------------------------------------|--------------------|---------------------|--------------|-----------|-----------|---------------|-----------|
| BELLINGHAM LEISURE & LIFESTYLE CENTRE | Talbot Place, London, SE3 0TZ | Brooke Butler | 2018-01-29 09:40:00 | 2018-11-20 | Yes | Yes | 10 days | View Edit |
| DOWNHAM HEALTH & LEISURE CENTRE | Glenbow Road, Bromley, BR1 4RL | Sam James | 2018-01-29 12:20:00 | 2018-11-20 | Yes | Yes | 10 days | View Edit |
| ST DUNSTONS COLLEGE SPORTS CENTRE | Canadian Avenue, London, SE8 4JW | Brooke Butler | 2018-06-19 11:20:00 | 2018-11-08 | Yes | Yes | 10 days | View Edit |
| THE HEALTHY LIFESTYLE CENTRE (ABBOTSHALL ROAD) | Whitefoot Lane, Bromley, BR1 5SQ | Brooke Butler | 2018-06-18 10:30:00 | 2018-09-25 | Yes | Yes | 10 days | View Edit |
| TEN-EM-BEE SPORTS DEVELOPMENT CENTRE | Kangley Bridge Road, London, SE20 5AQ | Sam James | 2018-01-29 12:00:00 | 2018-09-25 | Yes | Yes | 10 days | View Edit |
| DEPTFORD GREEN SCHOOL | Evelyn Street, London, SE8 3JF | Sam James | 2018-01-25 10:30:00 | 2018-09-19 | Yes | Yes | 10 days | View Edit |
| THE BRIDGE LEISURE CENTRE | Abbotshall Road, London, SE8 1SQ | Sam James | 2018-01-26 11:20:00 | 2018-07-24 | Yes | Yes | 10 days | View Edit |
| CATFORD WANDERERS SPORTS CLUB | Amblesote Road, London, SE12 9TN | Sam James | 2018-01-28 13:00:00 | 2018-07-24 | Yes | Yes | 10 days | View Edit |
| Perrymount Primary School | BR1 5LL | Brooke Butler | 2018-01-26 09:00:00 | 2018-07-12 | Yes | Yes | 10 days | View Edit |
| Warren Avenue Playing Fields | 97 Downery Rd, Bromley BR1 5QE | Brooke Butler | 2018-06-19 13:00:00 | 2018-07-12 | Yes | Yes | 10 days | View Edit |

- 5.2.3 In the short term, it is advised that the Council sets up an implementation group (which should be a continuation of steering group set up as part of the PPS), to co-ordinate preparation of a short-term action plan, as well as undertaking further sub-regional needs assessment for major cross-boundary development projects. The PPS has identified, on a site by site and sub-area level, the needs for pitch and ancillary provision across Medway. Where the current level of supply does not meet the current or future needs of residents for specific sports, pitch typologies and ancillaries have been identified as requiring further capacity to meet demand.
- 5.2.4 In order to provide this additional capacity, guidance has been provided as to whether the steering group and partner organisations should look to;
- Enhance existing pitches to increase their capacity and ensure adequate maintenance to maintain the higher use, and/or
 - Secure greater community access to sites and undertake necessary works to allow for such use to occur, and/or
 - Provide new playing pitches on new sites (natural or artificial grass pitches).
- 5.2.5 Where the third option has been recommended, further guidance is available from Sport England and National Governing Bodies to advise on the best course of action for local authorities and delivery organisations.

5.3 Securing additional or improved pitch provision through development

- 5.3.1 In addition to the specific site by site recommendations identified throughout needs assessment, it is also key that the strategy provides a clear approach to securing playing pitch provision in the case new development, or utilising planning gain and Section 106 (S106) contributions to improve the quantity or accessibility of existing provision.
- 5.3.2 It is important to note that for any contribution secured through S106, a clear and tailored approach is required, to demonstrate how the contribution will be used to benefit residents. Specifically, the Playing Pitch Strategy's evidence base and action plan should be used to justify the need arising from the specific development and how these are to be met.
- 5.3.3 The graphic overleaf and associated commentary identifies the stages that should be followed, when utilising the Playing Pitch Strategy to secure additional or improved pitch provision through development.

Figure 5.2: Securing additional or improved pitch provision through development



5.3.4 Although the population of a single development may not in itself generate the demand for a full pitch, it will still generate additional demand which should be quantified and be met. An example of how the Playing Pitch New Development Calculator can be used to calculate the need for new pitch provision arising from new development is included within the scenario testing section of this strategy,

5.4 Securing additional or improved pitch provision through development

5.4.1 In addition to the new or improved pitch provision that is identified in line with the process demonstrated above, the cost for maintenance of new facilities should also be sought for both on-site and off-site provision. For example, where 3G facilities are installed, the carpet will require replacement (approximately every 10 years depending on level of usage and maintenance) and costs towards a sinking fund should also be sought.

5.4.2 Where a pitch or pitches are required on-site, this may include requiring delivery through a planning policy and a masterplan approach for the whole area. This can ensure that enough suitable land is planned from the outset and provided at no cost. This is particularly important where there is a need for a large land-take associated with pitches.

- 5.4.3 Planning policy should seek to ensure that where sites are developed in phases or through multiple applications, and where the pitch provision is required on-site, that this provision is coordinated and delivered by the landowners/developers. In some circumstances, a single site for pitches serving all the development or all its phases can be required.
- 5.4.4 The timing and delivery of the pitches and related changing and parking facilities should be considered in relation to development phasing to achieve a balance between ensuring provision is in place in time to meet the needs of the residents, avoiding pressure being placed on existing facilities, and the financial viability of the development.
- 5.4.5 Where there are separate developments in close proximity that taken together generate a need for a whole pitch, contributions need to be made towards new provision or improving, existing pitches. For new pitches, the planning policy therefore also needs to identify where that pitch and related changing and parking facilities are to be located, how sufficient land is to be secured, and (where known) the individual developments that need to contribute to it. This also applies to where there is a need for a larger strategic site serving a large catchment. This may require the developers to provide the land on-site or for the local planning authority to identify the land through the Local Plan process.

5.5 Securing appropriate land provision from new development

- 5.5.1 Suitable land needs to be provided by developments, in line with the guidelines below;
- Where the investment need is for a new pitch and related changing and parking facilities to meet the demand directly generated by the population of the new development(s), then the developer is expected to meet all these costs. These include provision, maintenance and land costs
 - Where the demand is for the majority (50% or more) of a pitch and related changing and parking facilities, that is to be provided on site, suitable land will be provided by the developer at no cost, as well as the population-related proportion of the cost of the pitch
 - Where the demand is for less than 50% of a pitch and related changing and parking facilities, that is to be provided on-site, then suitable land needs to be planned into the development, however only a proportionate amount of this land will be provided for free and the remainder will need to be funded from other sources (e.g. from pooled contributions from other developments, from grants or other sources)
 - Where the land cannot be provided for on-site because of proven master-planning constraints, financial viability or other relevant reasons, then the local authority may negotiate an appropriate alternative contribution, where this is S106 compliant.

5.6 Identifying the appropriate provision for contribution

- 5.6.1 As identified in the policy context for this document, the Council will secure developer contributions where appropriate towards future sports infrastructure to support future development in accordance with Local Plan policies and the Infrastructure Delivery Plan.

Developer contributions will primarily be sought through S106 agreements, but other funding sources may also be secured where possible. The Council will continue to work with partners and infrastructure providers in order to secure improvements to sport infrastructure to meet the future needs of area.

5.6.2 In the case of S106 contributions, the following should be noted;

- No more than five contributions may be pooled towards the provision of any single infrastructure project or type of infrastructure
- Section 106 contributions must be directly related to the development in question, however the impact of any development can affect the wider community. This means that S106 contributions can be used to deliver improvements to facilities that are located some distance away from the development, such as a local town centre or major sports facility hub site
- Development that is funded through S106 contribution should be focussed on specific projects, identified through the strategic need's assessments (such as this Playing Pitch Strategy) that have been issued by the Council.

5.7 Calculating contributions

5.7.1 To calculate the scale of a developer's financial contributions for the provision of pitches and related facilities, the following should be used;

- Sport England's Playing Pitch New Development Calculator should be used to assess pitch and related facilities arising from specific developments. This can be supported and evidenced by Sport England's latest facility costs for pitches and related facilities, as well as detailed feasibility work and support from qualified cost consultants
- The cost of maintenance and sinking funds, where justified, should be calculated using Sport England or NGB advice and supporting documents, however local knowledge and previous costs from similar maintenance contracts should be considered. Maintenance and sinking costs can also be provided by Sport England's 'Lifecycle Costs' (2017) however where specific and robust knowledge is available it is recommended that this is used
- Where a land cost is justified this cost will be based on the local market cost for the relevant sport/leisure land use. There may also be a need to add the cost of other local and site-specific costs (e.g. abnormal ground conditions, site access needs etc.)
- All costs should date related and inflation needs to be considered (e.g. if a facility is to be delivered in 3 years' time the planning condition must apply an appropriate inflation index).

5.7.2 If the PPNCD is to be used, the Council should ensure that the most recent template is used, as financial data changes regularly. Further support is available from Sport England as required.

SHAPING THE FUTURE OF SPORT



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