



DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

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QUALITY, INTEGRITY, PROFESSIONALISM

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ABBREVIATIONS

3G	Third Generation (artificial turf)
AGP	Artificial Grass Pitch
BC	Bowls Club
CC	Cricket Club
DCMS	Department for Digital, Culture, Media and Sport
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FE	Further Education
FIFA	Fédération Internationale de Football Association
FIH	Federation of International Hockey
GIS	Geographical Information Systems
HE	Higher Education
HC	Hockey Club
KKP	Knight, Kavanagh and Page
LTA	Lawn Tennis Association
LMS	Last Man Stands
LFFP	Local Football Facility Plan
MUGA	Multi use games area
MES	Match equivalent sessions
NGB	National Governing Body
NPPF	National Planning Policy Framework
NTP	Non turf pitch
PPS	Playing Pitch Strategy
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106
SHMA	Strategic Housing Market Assessment
DDC	Dover District Council
TGR	Team Generation Rate
TC	Tennis Club

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PART 1: INTRODUCTION AND METHODOLOGY

This is the Playing Pitch Strategy Assessment Report prepared by Knight Kavanagh & Page (KKP) for Dover District Council (DDC) and its partners. It updates and replaces the previous 2015 Dover Playing Pitch Strategy (PPS).

In agreement with Sport England and the relevant National Governing Bodies of Sport (NGBs), the report presents an updated supply and demand assessment of playing pitch facilities in accordance with Sport England's 2013 Guidance 'Developing a Playing Pitch Strategy'. It has been followed to develop a clear picture of the balance between the local supply of, and demand for, playing pitches and other outdoor sports.

The guidance details a stepped approach to developing a Playing Pitch Strategy (PPS). These steps are separated into five distinct sections:

- ◀ Stage A: Prepare and tailor the approach (Step 1)
- ◀ Stage B: Gather information and views on the supply of and demand for provision (Steps 2 & 3)
- ◀ Stage C: Assess the supply and demand information and views (Steps 4, 5 & 6)
- ◀ Stage D: Develop the strategy (Steps 7 & 8)
- ◀ Stage E: Deliver the strategy and keep it robust and up to date (Steps 9 & 10)

Stages A to C are covered in this report.

Stage A: Prepare and tailor the approach

Why the PPS is being developed

The primary purpose of the Playing Pitch Strategy is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet local and community needs of existing and future residents and visitors to the Dover District Area.

Although a Dover Pitch Strategy was adopted relatively recently (February 2015), the underlying data set was collected during 2011-2012. The Council is aware of changes in participation that have occurred since the strategy was adopted, for example the number of Sunday league football teams has fallen and Council has noted a significant reduction in the number of bookings for full sized football pitches.

Residents of and visitors to the Dover District have access to a wide range of open spaces for amenity use from the historic park at Kearsney Abbey to informal kick-about areas. Many of these are owned and managed by the District Council, but others are provided by organisations such as town and parish councils. Dover District Council has adopted a suite of open space and leisure strategies to guide the delivery of capital projects and also provide the evidence required to support relevant standards and policies in the Council's Core Strategy (adopted in February 2010) and Land Allocations Local Plan (adopted January 2015).

The Core Strategy makes provision for the delivery of up to 14,000 new homes, with a minimum requirement of 10,100 to be delivered by 2026. It also identifies land for approximately 200,000sqm employment uses and 54,000sqm retail uses. The Council recently completed a Strategic Housing Market Assessment (SHMA), which identified an objectively assessed need for housing of 529 dwellings per year over the period 2014 – 2037. While an Economic Development Needs Assessment found that very limited employment land would be required to accommodate B class growth in Dover District over the same period. In response to these findings Dover District Council's Cabinet agreed to a Local Plan Review on 1st March 2017. The first stage was an evaluation of the existing evidence base, and the

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Council is now updating three strategies: its Playing Pitch and Outdoor Sport Facilities Strategy, Children's Equipped Play Areas Strategy and Parks and Amenity Open Space Strategy. All three of these strategies are supported by an overarching Green Infrastructure Strategy.

The strategies will also link to commitments in Dover District Council's Corporate Plan, such as the commitment to promote healthy lifestyles and behaviours, including increasing participation in sport and leisure.

One of the core planning principles of the National Planning Policy Framework (NPPF) is to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs. Paragraph 96 discusses the importance of access to high quality open spaces and opportunities for sport and recreation that can make an important contribution to the health and well-being of communities. Paragraphs 96 and 97 of the NPPF discuss assessments and the protection of "existing open space, sports and recreational buildings and land, including playing fields". The Playing Pitch Strategy will provide the evidence required to help protect playing fields to ensure sufficient land is available to meet existing and projected future pitch requirements.

This PPS will act as a further evidence base to the existing suite of reports and will update the existing evidence to take account of changes in provision, planned development and the local needs of the community and changes to planning policy context.

The key objectives for the Playing Pitch Strategy are:

- ◀ Provide a clear understanding of current and anticipated sport participation and playing pitch provision in Dover District.
- ◀ Provide a framework and action plan to support growth in participation in sport in line with National Governing Bodies objectives.
- ◀ Establish an up to date understanding of the demand for outdoor sports facilities and associated facilities, and an understanding of cross boundary participation of sports teams.
- ◀ Outline current and future demand for playing pitches and sports up to 2037 (Plan period) and identify deficiencies or surpluses in provision and options for addressing these.
- ◀ Update strategic recommendations relating to the management of sites and potential enhancement of existing sites.

Management and delivery

A Project Team from the Council has worked with KKP to ensure that all relevant information is readily available and to support the consultants as necessary to ensure that project stages and milestones are delivered on time.

A strong and effective steering group has and will continue to lead and drive this PPS forward during its development and also to ensure the delivery of its recommendations and actions. The membership of the group is balanced and representative of the different parties and key drivers behind the work and the providers and users of playing pitches in the study area.

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The Steering Group is and has been responsible for the direction of the PPS from a strategic perspective and for supporting, checking and challenging the work of the project team. The Steering Group is made up of representatives from the Council, Sport England, and National Governing Bodies of Sport (NGBs).

It will be important for the Steering Group to continue once the PPS has been finalised for several reasons, including a continuing responsibility to:

- ◀ Be a champion for playing pitch provision in the area and promote the value and importance of the PPS.
- ◀ Ensure implementation of the PPS's recommendations and action plan.
- ◀ Monitor and evaluate the outcomes of the PPS.
- ◀ Ensure that the PPS is kept up to date and refreshed.

Scope

The Council has set out that the PPS should cover the nine sports covered by the existing PPS (including grass and artificial surfaces):

- ◀ Football
- ◀ Rugby union
- ◀ Cricket
- ◀ American football (now not played in Dover)
- ◀ Hockey
- ◀ Tennis
- ◀ Bowls
- ◀ Athletics
- ◀ Netball
- ◀ Golf

However, in addition, as a coastal district, coastal sports and clubs including water sports and beach volleyball, are also popular and as such are also included within the scope.

It should be noted that for the non-pitch sports, (i.e. tennis, bowls and netball etc) included within the scope of this study, the supply and demand principles of Sport England Guidance: Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG) are followed to ensure the process is compliant with the NPPF.

Study area

Dover is a town and major ferry port in the home county of Kent, in South East England. It faces France across the Strait of Dover, the narrowest part of the English Channel, and lies south-east of Canterbury and east of Maidstone. The town is the administrative centre of the Dover District and home of the Dover Calais ferry through the Port of Dover. The surrounding chalk cliffs are known as the White Cliffs of Dover.

The local authority boundary of Dover will provide the geographic scope of the PPS. Further to this, sub areas, or analysis areas, have been created to allow a more localised assessment of provision and examination of surpluses and deficiencies at a local level. Use of analysis areas also allows local circumstances and issues to be taken into account. Dover is divided into three analysis areas:

- ◀ Dover
- ◀ Deal
- ◀ Rural

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Please note whilst the assessment may identify shortages in one sub-area, capacity may exist in the other sub-areas to meet this need and will be explored further within the Strategy.

Figure 1.1: Analysis area map

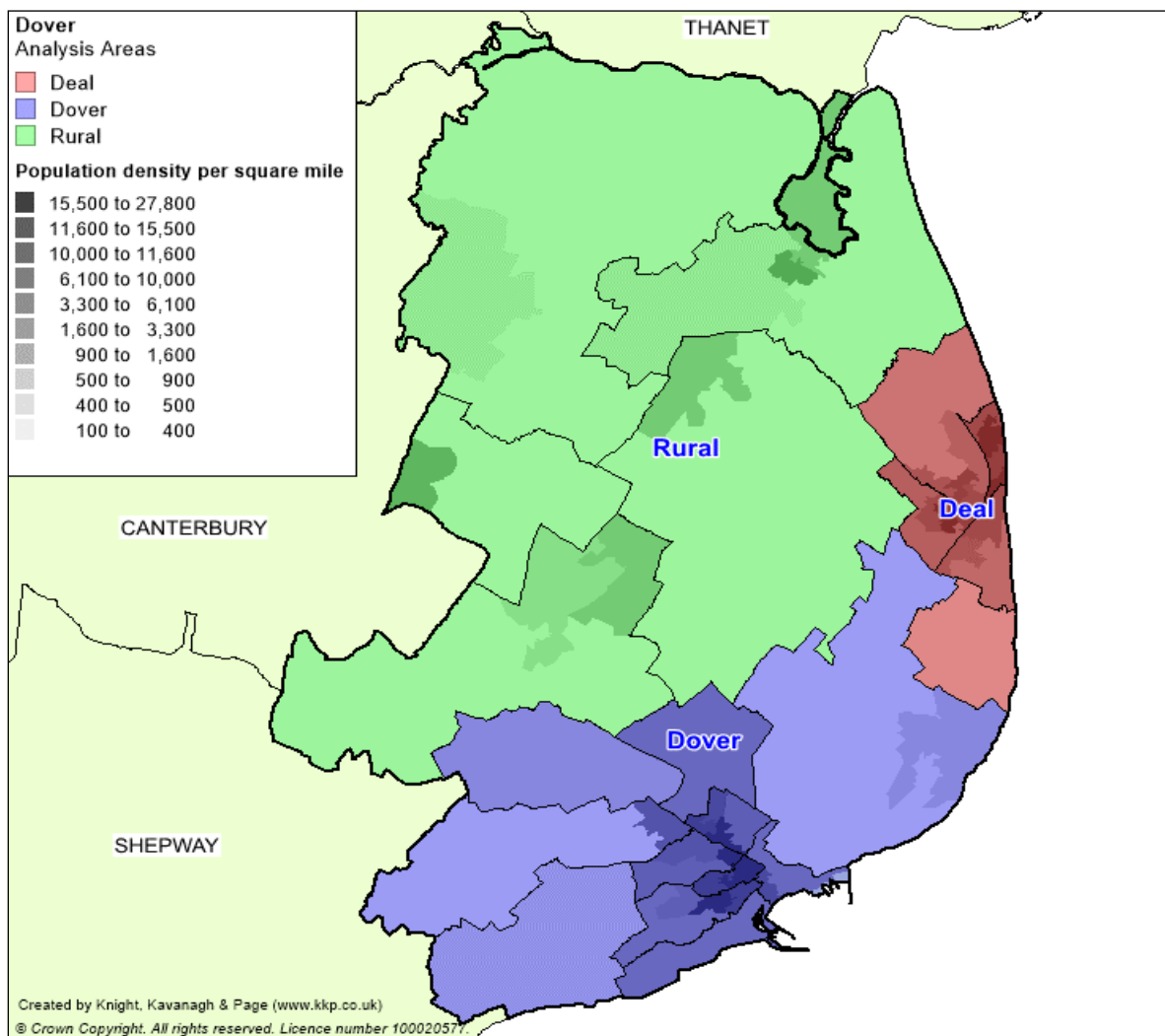


Table 1.1: Summary of analysis areas by ward

Analysis area	Ward
Deal	Middle Deal and Sholden
	Mill Hill
	North Deal
	Ringwould
	Walmer
Dover	Buckland
	Capel-le-Ferne
	Castle
	Lydden and Temple Ewell
	Maxton, Elms Vale and Priory
	River
	St. Margaret's-at-Cliffe
	St. Radigunds

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Analysis area	Ward
	Tower Hamlets
	Town and Pier
	Whitfield
Rural	Aylesham
	Eastry
	Eythorne and Shepherdswell
	Sandwich

Stage B: Gather information and views on the supply of and demand for provision

It is essential that a PPS is based on the most accurate and up-to-date information available for the supply of and demand for playing pitches. This section provides details about how this information has been gathered in Dover.

Gather supply information and views – an audit of playing pitches

PPS guidance uses the following definitions of a playing pitch and playing field. These definitions are set out by the Government in the 2010 'Town and Country Planning (Development Management Procedure) (England) Order'.¹

- ◀ ***Playing pitch*** – a delineated area which is used for association football, rugby, cricket, hockey, lacrosse, rounders, baseball, softball, American football, Australian football, Gaelic football, shinty, hurling, polo or cycle polo.
- ◀ ***Playing field*** – the whole of a site which encompasses at least one playing pitch.

Although the statutory definition of a playing field which meets a minimum size, this PPS takes into account smaller size sites that contribute to the supply side, for example, a site containing a mini 5v5 football pitch. This PPS counts individual grass pitches (as a delineated area) as the basic unit of supply. The definition of a playing pitch also includes artificial grass pitches (AGPs).

As far as possible the Assessment Report aims to capture all of the outdoor sports facilities within Dover District; however, there may be instances, for example, on school sites, where access was not possible and has led to omissions within the report. Where pitches have not been recorded within the report they remain as pitches and for planning purposes continue to be so. Furthermore, exclusions of a pitch does not mean that it is not required from a supply and demand point of view.

Quantity

All playing pitches are included irrespective of ownership, management and use. Playing pitch sites were initially identified using Sport England's Active Places web based database. The Council and NGBs supported the process by checking and updating this initial data. This was also verified against club information supplied by local leagues.

¹ www.sportengland.org>Facilities and Planning> Planning Applications

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For each site the following details were recorded in the project database (which will be supplied as an electronic file):

- ◀ Site name, address (including postcode) and location
- ◀ Ownership and management type
- ◀ Security of tenure
- ◀ Total number, type and quality of pitches.

Accessibility

Not all pitches offer the same level of access to the community. The ownership and accessibility of playing pitches also influences their actual availability for community use.

Each site is assigned a level of community use as follows:

- ◀ **Available for community use and used** - pitches in public, voluntary, private or commercial ownership or management (including education sites) recorded as being available for hire and currently in use by teams playing in community leagues.
- ◀ **Available but unused** - pitches that are available for hire but are not currently used by teams which play in community leagues; this most often applies to school sites but can also apply to sites which are expensive to hire.
- ◀ **No community use** - pitches which as a matter of policy or practice are not available for hire or use by teams playing in community leagues. This should include professional club pitches along with some semi-professional club pitches where play is restricted to the first or second team.
- ◀ **Disused** – pitches that are not being used at all by any users and are not available for community hire either. Once these sites are disused for five or more years they will then be categorised as 'lapsed sites'.
- ◀ **Lapsed** - last known use was as a playing field more than five years ago (these fall outside of Sport England's statutory remit but still have to be assessed using the criteria in paragraph 97 of the National Planning Policy Framework).

In addition, there should be a good degree of certainty that the pitch will be available to the community for at least the following three years. A judgement is made based on the information gathered and a record of secured or unsecured community use put against each site.

Quality

The capacity of pitches to regularly provide for competitive play, training and other activity over a season is most often determined by their quality. As a minimum, the quality and therefore the capacity of a pitch affects the playing experience and people's enjoyment of a sport. In extreme circumstances it can result in a pitch being unable to cater for all or certain types of play during peak and off peak times.

It is not just the quality of the pitch itself which has an effect on its capacity but also the quality, standard and range of ancillary facilities. The quality of both the pitch and ancillary facilities will determine whether a pitch is able to contribute to meeting demand from various groups and for different levels and types of play.

The quality of all pitches identified in the audit and the ancillary facilities supporting them are assessed regardless of ownership, management or availability. Along with capturing any details specific to the individual pitches and sites, a quality rating is recorded within the audit for each pitch.

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These ratings are used to help estimate the capacity of each pitch to accommodate competitive and other play within the supply and demand assessment.

In addition to undertaking non-technical assessments (using the templates provided within the guidance and as determined by NGBs), users and providers were also consulted on the quality and in some instances the quality rating was adjusted to reflect this.

Gather demand information and views

Presenting an accurate picture of current demand for outdoor sports facilities (i.e. recording how and when provision is used) is important when undertaking a supply and demand assessment.

Demand for outdoor sports facilities in Dover tends to fall within the following categories:

- ◀ Organised competitive play
- ◀ Organised training
- ◀ Informal play

Current and future demand for outdoor sports facilities is presented on a sport by sport basis within the relevant sections of this report.

In addition, unmet, latent, imported and exported demand for provision is also identified within each section. Unmet and latent demand is defined as the number of additional teams that could be fielded if access to a sufficient number of outdoor sports facilities (and ancillary provision) was available, whereas exported and imported demand refers to those that are playing outside of their local authority of choice.

A variety of consultation methods were used to collate such demand information. Firstly, face to face consultation was carried out with key clubs from each sport, thus allowing for the collection of detailed demand information and an exploration of key issues to be interrogated and more accurately assessed. For all remaining clubs, an online survey (converted to postal if required) was utilised.

Local sports development officers, county associations and regional governing body officers advised which of the clubs to include in the face to face consultation and Sport England was also included within the consultation process prior to the project commencing. Issues identified by clubs returning questionnaires were followed up by telephone or face to face interviews.

As key providers and users of outdoor sports facilities, educational establishments were also consulted. This involved face to face meetings with secondary schools and colleges and an online survey being sent to primary schools, special schools and independent schools.

Future demand

Alongside current demand, it is important for a PPS to assess whether the future demand for playing pitches can be met. Using population projections, and proposed housing growth (if available), an estimate can be made of the likely future demand for playing pitches.

Team generation rates are used to provide an indication of how many people it may take to generate a team (by gender and age group), in order to help estimate the change in demand for pitch sports that may arise from any population change in the study area.

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Future demand for pitches is calculated by adding the percentage increases, to the ONS population increases in each analysis area. This figure is then applied to the TGRs and is presented on a sport by sport basis within the relevant sections of this report.

Other information sources that were used to help identify future demand include:

- ◀ Recent trends in the participation in playing pitch sports.
- ◀ The nature of the current and likely future population and their propensity to participate in pitch sports.
- ◀ Feedback from pitch sports clubs on their plans to develop additional teams.
- ◀ Any local and NGB specific sports development targets (e.g. increase in participation).

Population

The current resident population in Dover District is 115,803². By 2037 (the period to which this assessment projects population based future demand, in line with the Local Plan period) the District's population is projected to increase to 126,341³ representing an increase of 10,538 (or equivalent to a percentage increase of 9%) according to ONS data.

Current and future demand for playing pitches is presented on a sport by sport basis within the relevant sections of this report.

Stage C: Assess the supply and demand information and views

Supply and demand information gathered within Section B was used to assess the adequacy of playing pitch provision in Dover. It focused on how much use each site could potentially accommodate (on an area by area basis) compared to how much use is currently taking place.

Understand the situation at individual sites

Qualitative pitch ratings are linked to a pitch capacity rating derived from NGB guidance and tailored to suit a local area. The quality and use of each pitch is assessed against the recommended pitch capacity to indicate how many match equivalent sessions per week (per season for cricket) a pitch could accommodate.

This is compared to the number of matches actually taking place and categorised as follows, to identify:

Potential spare capacity: Play is below the level the site could sustain.	
At capacity: Play is at a level the site can sustain.	
Overused: Play exceeds the level the site can sustain.	

² Source: ONS Mid-2017 Population Estimates for Lower Layer Super Output Areas in England and Wales by Single Year of Age and Sex

³ Data Source: ONS 2016-based projections 2016-2041. Released: 24 May 2018

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Develop the current picture of provision

Once capacity is determined on a site by site basis, actual spare capacity is calculated on an area by area basis via further interrogation of temporal demand. Although this may have been identified, it does not necessarily mean that there is surplus provision. For example, spare capacity may not be available when it is needed or the site may be retained in a 'strategic reserve' to enable pitch rotation to reduce wear and tear.

Capacity ratings assist in the identification of sites for improvement/development, rationalisation, decommissioning and disposal.

Develop the future picture of provision - scenario testing

Modelling scenarios to assess whether existing provision can cater for unmet, displaced and future demand is made after the capacity analysis. This will also include, for example, removing sites with unsecured community use to demonstrate the impact this would have if these sites were to be decommissioned in the future.

Identify the key findings and issues

By completing Steps 1-5 it is possible to identify several findings and issues relating to the supply, demand and adequacy of playing pitch provision in Dover. This report seeks to identify and present the key findings and issues, which should now be checked, challenged and agreed by the Steering Group prior to development of the Strategy (Section D).

The following sections summarise the local administration of the main grass pitch sports in Dover. Each provides a quantitative summary of provision and a map showing the distribution of facilities. It also provides information about the availability of facilities to/for the local community and, the governing body of each sport and regional strategic plan (where they exist). Local league details are provided in order to outline the competitive structure for each sport. The findings of club consultation and key issues for each sport are summarised.

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PART 2: FOOTBALL

2.1: Introduction

Kent FA is the primary organisation responsible for development (and some elements of administration) of football in Dover District. It is also responsible for the administration (governance), in terms of discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, referees, coaching courses and delivering national football schemes.

This section of the report focuses on the supply and demand for grass football pitches. Part 6 captures supply and demand for third generation pitches (3G pitches) which are the preferred AGP (artificial grass pitch) surface type for football. In future, it is anticipated that there will be a growing demand for the use of 3G pitches for competitive football fixtures, especially to accommodate mini and youth football.

Local Football Facility Plans (LFFPs)

To support in delivery of both the current and superseding FA National Games Strategy (NGS), the FA has commissioned a nationwide consultancy project. Over the course of the next two years to spring 2020, a Local Football Facility Plan (LFFP) will be produced for every local authority across England. Each plan will be unique to its area as well as being diverse in its representation.

The LFFP is strategically aligned to the National Football Facilities Strategy (NFFS); a 10-year plan to change the landscape of football facilities in England. The NFFS represents a major funding commitment from the national funding partners (the FA, Premier League, Department for Digital, Culture, Media and Sport (DCMS) and the Football Foundation) to inform and direct an estimated one billion pounds of investment into football facilities over the next ten years.

Each LFFP will build upon PPS findings (where present and current) regarding the formal and affiliated game, to also include strategic priorities for investment across small sided football (recreational and informal including indoors). The LFFP will also incorporate consultation with groups outside of formal football, as well as under-represented communities. This could include those which may be key partners with regards to football for behavioural change and groups which may be key drivers of FA NGS priorities around participation in the likes of women and girls' football, disability football and futsal.

LFFPs will identify key projects to be delivered and act as an investment portfolio for projects that require funding. As such, around 90% of all national football investment through the funding partners will be identified via LFFPs.

It is important to recognise that the LFFP is an investment portfolio of priority projects for potential investment - it is not a detailed supply and demand analysis of all pitch provision in a local area. Consequently, it cannot be used in place of a PPS and is not an accepted evidence base for site change of use or disposal. A LFFP will, however, build on available/existing local evidence and strategic plans and may adopt relevant actions from a PPS and/or complement these with additional investment priorities.

The Dover District LFFP is due for completion in November 2019 and will sit alongside the PPS.

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Consultation

Kent FA, in conjunction with the Council identified several clubs for face-to-face meetings. All other clubs, playing in Dover District in the 2018/19 season, were sent an electronic survey. Contact details were provided by Kent FA and the invitation to complete the survey was distributed via email to all youth and senior clubs (both boys and girls, men's and women's). Non-responses were chased via email and telephone. A club response rate of 53% was achieved, equating to a 65% team response rate.

2.2: Supply

The audit identifies a total of 98 grass football pitches within Dover across 39 sites. Of these, 84 are available, at some level, for community use (albeit not necessarily being used).

The remaining 14 pitches unavailable for community use are located at education sites, where pitch availability is often driven by school policy.

Table 2.1: Summary of grass football pitches available to the community

Analysis area	Available for community use					Totals
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	
Deal	6	3	4	7	3	23
Dover	13	4	6	6	6	35
Rural	14	1	6	4	1	26
Dover District	33	8	16	17	10	84

Most pitches in Dover District are adult size when compared to other pitch types. In Dover District, many adult pitches double up as youth 11v11 pitches. In total, 31 youth 11v11 teams currently use adult pitches for home matches; 11 of which are U13 age; which is not ideal for youth players and is not in line with the FA Youth Review.

Please note that the audit only assesses dedicated, line marked pitches and it is likely that younger age groups will play across senior pitches or on informal pitches marked out with cones.

The Council notes that additional pitches could be marked on some sites if requested; but has consolidated its maintenance programme to the current pitches included in this report.

In accordance with the FA Youth Review, U17 and U18 teams can play on adult pitches. The FA's recommended pitch size for adult football is 100x64 metres.

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Please refer to the table below for more detail:

Table 2.2: FA recommended grass/3G pitch sizes

Age group	Playing format	Recommended pitch dimensions (metres excluding run offs)	Recommended pitch dimensions (metres including run offs)
Mini-Soccer U7/U8	5v5	37x27	43x33
Mini-Soccer U9/U10	7v7	55x37	61x43
Youth U11/U12	9v9	73x46	79x52
Youth U13/U14	11v11	82x50	88x56
Youth U15/U16	11v11	91x55	97x61
Youth U17/U18	11v11	100x64	106x70
Over 18/Adult	11v11	100x64	106x70

There are also two full size 3G pitches suitable for football matches in Dover District, both of which, are FA certified pitches (for competitive use).

As FA certified 3G pitches can host competitive matches, demand that would otherwise be supplied on grass pitches can be accommodated; in total, 11 teams from within Dover District use 3G pitches for home matches.

Although small size 3G pitches at Woodnesborough Football Club and Baypoint Leisure Centre are unable to accommodate adult and youth football (due to size), they both accommodate competitive mini football; this is despite neither pitch being on the FA Register.

Pitch quality

The quality of football pitches across Dover District has been assessed via a combination of site visits (using non-technical assessments as determined by the FA) and user consultation to reach and apply an agreed rating as follows:

- ◀ Good
- ◀ Standard
- ◀ Poor

Pitch quality primarily influences the carrying capacity of a site; often pitches lack the drainage and maintenance necessary to sustain levels of use. Pitches that receive little to no ongoing repair or post-season remedial work are likely to be assessed as poor, therefore limiting the number of games they are able to accommodate each week without it having a detrimental effect on quality.

Conversely, well maintained pitches that are tended to regularly are likely to be of a higher standard and capable of taking a number of matches without a significant reduction in surface quality.

The percentage parameters used for the non-technical assessments were as follows: Good (>80%), Standard (50-80%), Poor (<50%). The final quality ratings assigned to the sites also consider the user quality ratings gathered from consultation.

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The following table summarises the quality of pitches that are available for community use. In total, nine pitches are assessed as good quality, 62 as standard quality and 13 are deemed to be poor quality.

Table 2.3: Pitch quality assessments (community use pitches)

Area	Adult pitches			Youth pitches			Mini pitches		
	Good	Standard	Poor	Good	Standard	Poor	Good	Standard	Poor
Deal	1	5	-	-	6	1	-	10	-
Dover	1	6	6	2	8	-	4	5	3
Rural	1	12	1	-	5	2	-	5	-
Total	3	23	7	2	19	3	4	20	3

Sites containing poor quality pitches are as follows:

- ✦ Aylesham Welfare Leisure Centre (Rural Area/Ayelsham)
- ✦ Danes Recreation Ground (Dover Area/Dover)
- ✦ Duke of York's Royal Military School (Dover Area/Dover)
- ✦ Green Park Community School (Dover Area/Dover)
- ✦ Guston C of E Primary School (Dover Area/Dover)
- ✦ Lancaster Avenue Playing Fields (Dover Area/Dover)
- ✦ Markewood Recreation Ground (Deal Area/Deal)
- ✦ Preston Recreation Ground (Rural Area/Wingham)
- ✦ River Recreation Ground (Dover Area/Dover)
- ✦ Staple Recreation Ground (Rural/Ash)

In general, user consultation indicates that pitch quality has either remained the same or worsened when compared to the previous season. Whilst 12% of responding clubs indicate that pitch quality has improved, 34% state that quality has reduced, which is attributed to a mixture of exceptionally wet winters that impacts on the frequency of maintenance regimes; and the quality of the maintenance being undertaken.

Private sites (e.g. sports clubs) generally offer better quality facilities than local authority sites and school pitches. Such sports clubs tend to have dedicated ground staff or volunteers working on pitches and the fact that they are often secured by fencing prevents unofficial use. Unofficial use of public sites can further exacerbate quality issues, with dog fouling and littering common.

FA Pitch Improvement Programme (PIP)

With quality of grass pitches becoming one of the biggest influences on participation in football, the FA has made it a priority to work towards improving quality of grass pitches across the Country. This has resulted in the creation of the FA Pitch Improvement Programme (PIP). As part of the PIP, grass pitches identified as having quality issues undergo a pitch inspection from a member of the Institute of Groundsmanship (IOG) and a maintenance programme is established to improve the quality of the pitches in the longer term, encouraging continued participation.

Specific comments relating to the pitch conditions at individual sites can be seen in the table overleaf. The comments have been collated from a combination of club and league consultation. Please note this does not include all sites but only those raised by responding clubs.

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Table 2.4: Site specific comments

Site	Club comments
Aylesham Welfare Leisure Centre (Rural Area/Aylesham)	The quality of the pitches is generally satisfactory, but there are issues with the youth 9v9 pitch with stones frequently coming through the pitch surface.
Danes Recreation Ground (Dover Area/Dover)	The pitches at drain poorly and are adversely impacted by senior teams using the pitches prior to junior teams on Sundays.
Elms Vale Recreation Ground (Dover Area/Dover)	Issues with dog fouling and unofficial use; particularly on the youth 11v11 and adult pitches.
Markewood Recreation Ground (Deal Area/Deal)	Issues with moles on the pitch.
Victoria Park (Deal Area/Deal)	Issues with the site flooding coupled with dog fouling on the pitches. The maintenance on site also requires improvement.

Over marked pitches

Over marking of pitches can cause notable damage to surface quality and lead to overuse beyond recommended capacity. In some cases, mini or youth pitches may be marked onto adult pitches or mini matches may be played widthways across adult or youth pitches. This can lead to targeted areas of surface damage due to a large amount of play focused on high traffic areas, particularly the middle third of the pitch.

Over marking of pitches not only influences available capacity, it may also cause logistical issues regarding kick off times; for example, when two teams of differing age formats are due to play at the same site at the same time.

There are also some football pitches in Dover District that are marked onto or overlapping cricket outfield, such as at Ash Recreation Ground, Betteshanger Social and Welfare Sports Club (amongst others). This can create availability issues at multi-sport sites as the cricket season begins in April when the football season is still ongoing, and the football season begins in August as cricket fixtures are still being played.

School sites and sites accessed by mini and junior teams are often over marked to meet user requirements, in the case of the former this can mean a change of sport. Mini and junior teams often mark out pitches with cones as opposed to formal line markings. Although this can eliminate confusion generated from various pitches permanently being marked out; it does not remove the impact of a pitch being used with increased frequency. This has been factored in when considering current play on many pitches throughout the District, particularly at Gun Park, which is used by multiple mini teams representing Eastry Ravens FC.

Ancillary facilities

Changing facilities are generally viewed as being adequate by clubs with 13% rating provision as good and a further 58% rating provision as standard. However, 29% of clubs deem changing accommodation to be poor and/or non-existent at current home venues.

Most facilities described as poor by users have dated facilities that are small and do not provide enough rooms in relation to the number of pitches on site.

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Facilities receiving a poor rating from clubs are as follows:

- ◀ Danes Recreation Ground (Dover Area/Dover)
- ◀ Eastry Gun Park (Rural Area/Eastry)
- ◀ Elms Vale Recreation Ground (Dover Area/Dover)
- ◀ Goodwin Academy (those accessed by Deal Town Rangers FC) (Deal Area/Deal)

Of note, is the car parking and changing rooms at Danes Recreation Ground. Dover Rangers FC, current users of the site, suggest that the changing rooms are dated. The Club also notes that there is no storage available on site, whilst a lack of a defibrillator has been highlighted as a particular concern.

Snowdown & Aylesham Youth FC currently access ancillary facilities at Aylesham Welfare Leisure Centre. The facilities are considered good quality but there can be congestion issues when the rugby club (Snowdown & Aylesham RUFC) and the football club is utilising the site simultaneously. The site does have a large number of changing rooms; therefore, this issue is likely to be in relation to access arrangements as opposed to a lack of actual space at the site.

Deal Town Rangers FC currently has its own changing provision on the site of Goodwin Academy. These changing rooms are of poor quality; with the availability of changing rooms reduced due to safety concerns. Also, on the site, are changing rooms contained within Goodwin Academy school buildings. These are of good quality; although are rarely made available for community use due to logistical issues relating to opening up the whole building.

Deal Town Rangers FC aspires to establish a new clubhouse facility at one of its venues, Goodwin Academy or Victoria Park, with a preference for the former due to site security.

Ash Recreation Ground is identified by Ash Parish Council as having poor changing facilities and as such, DDC has worked extensively with them on securing S106 funding for improvements.

FA's Safeguarding Operating Standards

Kent FA is now required to comply with FA safeguarding operating standards. As part of this, KFA recognises and advocates all football pitches require, as a minimum, access to toilet facilities for players for safeguarding and health & safety purposes. Furthermore, it is expected that pitch providers work in partnership with site users to ensure that the associated changing room and toilet requirements are accessible. Though KFA strives to obtain this as a minimum requirement across its administrative areas, it is key to acknowledge that it does not have ownership or influence over all sites used for affiliated football and whilst it is able to influence and support site provision through partnership working (especially with local authorities), it is not directly able to do so at all sites such as those which may be privately operated.

Security of tenure

Tenure of sites in Dover District is generally secure. Most sites are operated by community associations and parish councils, whilst local authority sites such as Danes Recreation Ground are also reserved for community use.

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Through consultation it is apparent that numerous clubs are interested in acquiring their own land through a lease agreement, Dover Rangers FC and Deal Town Rangers FC to name two; however, previous attempts to make this happen have been unsuccessful. Transferring local authority pitches to sports clubs could help relieve financial pressure and time constraints placed on the Council, as well as helping clubs acquire funding for pitch and ancillary provision improvement.

If there is some certainty that a pitch will continue to be provided over the next three years, then it is usually considered to be secure. However, this does not necessarily equate to clubs having long term security of tenure on sites. For this, a club should have a formal community use or lease agreement, which has at least three years remaining; although most NGB funding requirements stipulate that an agreement must have at least 25 years left.

Several clubs rent pitches from parish councils or the District Council on an annual basis. This does not necessarily provide those clubs with long term security of tenure; but provision of the pitches is generally considered secure.

Deal Town FC currently leases its home ground (The Charles Sports Ground) from Dover District Council. The Club has secure tenure of the site, given the length of time that the agreement has remaining with this also being a requirement of playing within the Football Pyramid.

Deal Town Rangers FC has recently agreed a lease agreement with Goodwin Academy for accessing its grass and 3G provision for both match and training demand. However, the length of the agreement is only two years, which is not considered to be of sufficient length to be secure; this is despite the 3G pitch being funded by the Football Foundation with the Club being a key partner club with an expectation that Deal Town Rangers FC would be able access the provision for a number of years, based on the terms and conditions of the grant.

Dover Rangers FC has a long term community use agreement to access provision at Dover Christ Church Academy. The agreement is understood to have more than five years remaining which provides the Club with some security of tenure. The Club also has aspirations to acquire a long term lease agreement for Danes Recreation Ground; but this would be dependent on improvements being made to both the ancillary provision and pitch quality.

Tenure of some sites does remain unsecure, notably at schools and academies which state their own policies regarding community use.

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2.3: Demand

Through the audit and assessment, a total of 161 teams were identified as playing or training within Dover District during the 2018/19 season, none of which, are senior women's teams.

Table 2.5: Summary of teams currently playing or training in Dover District

Analysis area	No. of teams playing					Totals
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	
Deal	10	11	9	7	5	42
Dover	14	6	6	9	5	40
Rural	17	26	11	19	6	79
Dover District	41	43	26	35	16	161

Most responding clubs (55%) report that there has been an increase in mini and youth participation in the last three years; with no clubs reporting a reduction. It would be expected that an increase in mini and youth teams would translate into more adult teams in the long term. However, there were two adult football leagues operating on Sunday mornings in the District which have now both amalgamated with a league from a neighbouring district to form the Dover & District Sunday League, following a reduction in participation.

A decrease in adult teams coincides with a national trend of 11 aside adult men's teams decreasing due to many players opting to play small sided versions of the game instead. The way in which people, especially adult men, want to play football is changing. People want to be able to fit it into busy lifestyles and the small sided formats and shorter games allow players to do this without giving up their weekends. If this trend continues there is likely to be demand for more access to 3G pitches.

Whilst it would be expected that the decrease in adult teams would subsequently result in less need for adult pitches, it is important to safeguard the future of unused pitches in case of an increase in adult teams in the future. In the event of adult pitches being changed to suit other formats of the game, flexibility should be retained.

Unmet/latent demand

Unmet demand is existing demand that is not getting access to pitches. It is usually expressed, for example, when a team is already training but is unable to access a match pitch, or when a league has a waiting list due to a lack of pitch provision. Latent demand is teams that could be created if additional pitch provision was available in the local area. No clubs in Dover District report any unmet or latent demand.

Displaced demand

Displaced demand refers to teams that are currently accessing pitches for their home fixtures outside of the area in which they are registered. There is currently no displaced demand either in to, or out of, Dover District.

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Imported demand

Of the 165 teams, 34 teams which play in the District are from clubs which are based in a neighbouring authority. This is due to access provision; either due to a lack of provision in respective local authorities or due to the proximity of the Dover District provision in relation to each club's primary home venue. The majority of these teams (31 teams) utilise grass pitch provision in the District for match demand, with the remaining three teams accessing 3G provision at Sandwich Leisure Centre and Baypoint Leisure.

Table 2.6: Summary of imported demand

Team type	Area where demand is imported to		
	Deal	Dover	Rural
Adult	4	2	3
Youth 11v11	-	-	12
Youth 9v9	-	-	5
Mini 7v7	-	-	6
Mini 5v5	-	-	2
Total	4	2	28

The majority of imported demand is located in the Rural Analysis Area; and is in the form of youth 11v11 teams. Of note, all the imported adult demand is men's teams; whilst three youth 11v11 and one youth 9v9 team imported in to the District are dedicated girls' teams.

Future demand

Future demand can be defined in two ways, through participation increases and using population forecasts.

Population growth

Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future (2037) based on population growth. It is predicted that there will be an increase of two youth 11v11 boys' teams.

Table 2.7: Team generation rates

Age group	Current population within age group	Current no. of teams	Team Generation Rate	Future population within age group (2037)	Predicted future number of teams	Additional teams that may be generated from the increased population
Senior Men (16-45)	18,595	46	1:404	18,895	46.7	0
Senior Women (16-45)	18,715	2	1:9358	18,257	2.0	0
Youth Boys (12-15)	2,520	34	1:74	2,691	36.3	2
Youth Girls (12-15)	2,471	2	1:1236	2,573	2.1	0
Youth Boys (10-11)	1,335	24	1:56	1,261	22.7	0
Youth Girls (10-11)	1,287	2	1:644	1,192	1.9	0
Mini-Soccer Mixed (8-9)	2,665	31	1:86	2,400	27.9	0
Mini-Soccer Mixed (6-7)	2,571	20	1:129	2,354	18.3	0

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However, when calculated by analysis area, TGRs forecast the creation of only one youth 11v11 boys' teams, specifically in the Rural Analysis Area. This is because the second theoretical team generated in the District analysis is distributed between more than one analysis area.

2.8: Team generation rates (by analysis area)

Age group	Additional teams that may be generated from the increased population (by Analysis Area)			
	Deal	Dover	Rural	Total
Senior Men (16-45)	0	0	0	0
Senior Women (16-45)	0	0	0	0
Youth Boys (12-15)	0	0	1	1
Youth Girls (12-15)	0	0	0	0
Youth Boys (10-11)	0	0	0	0
Youth Girls (10-11)	0	0	0	0
Mini-Soccer Mixed (8-9)	0	0	0	0
Mini-Soccer Mixed (6-7)	0	0	0	0
Total	0	0	1	1

Population increases are likely to result in additional teams in Dover District; however, when TGRs are applied to individual analysis areas a more detailed representation of where exactly the predicated growth will occur emerges. It is considered that although this figure may be lower than when applied District wide, it provides a more accurate depiction of future teams, with some participation growth being insufficient to establish new teams and therefore being assimilated in to existing playing squads.

Notwithstanding the above, it must be noted that team generation rates are based exclusively on future population forecasts and do not account for societal factors or changes in the way people may wish to play sport. Similarly, they cannot account for specific targeted development work within certain areas or focused towards certain groups, such as NGB initiatives or coaching within schools. For example, there is a focus on developing female participation within Dover District and nationally which, as mentioned previously, is likely to lead to more women's and girls' teams in the future and therefore increase demand for pitches.

SSE Wildcats Centres

SSE Wildcats Centres work with County FA qualified coaches to deliver local weekly sessions, which provide opportunities for girls aged five to 11 to develop fundamental skills and experience football in a safe and fun environment. There are already 200 established centres which delivered the SSE Wildcats pilot in 2017, with a further 800 centres to be in place for 2019. As part of the expansion process, organisations extending beyond affiliated clubs to include other providers or community groups were invited to apply in late 2017 to become one of the new centres. All organisations delivering Wildcats centres receive a £900 start-up grant and 30 branded footballs in their first year of running the programme to help develop and increase girl's participation.

In light of FA aspirations to double female participation in football through its Game Changer strategy and the establishment and foreseen future effect of the SSE Wildcats programme, it is likely that the growth in affiliated women's and girl teams may exceed that shown through TGRs, however, at present to what extent is not quantifiable.

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There is one SSE Wildcats Centres in Dover District providing opportunities for girls to participate in football, away from competitive matches. Sessions are currently held at Dover Leisure Centre (Dover SSE Wildcats) but will likely move to the new Dover District Leisure Centre once opened (end of February 2019).

Participation growth

A number of clubs report plans to increase the number of teams they provide. Of the clubs which quantify future demand, there is a predicted growth of 19 additional teams equating to demand for two adult, 1.5 youth and six mini pitches.

Table 2.9: Potential team increases identified by clubs

Club	Analysis area	Future demand (teams)	Pitch requirement	
			Number ⁴	Type
Eastry Ravens FC	Rural	Adult women's	0.5	Adult
		Youth 9v9 boys'	0.5	Youth 9v9
		Mini 5v5	0.5	Mini 5v5
Barham Youth FC	Rural	Youth 9v9 boys'	0.5	Youth 9v9
		Youth 9v9 girls'	0.5	Youth 9v9
		Mini 5v5	0.5	Mini 5v5
Betteshanger Welfare Youth FC	Deal	Adult men's	0.5	Adult
		Adult women's	0.5	Adult
		2 x Mini 5v5	1	Mini 5v5
Whitfield Juniors FC	Dover	2 x Mini 5v5	1	Mini 5v5
Deal Town Rangers FC	Deal	Adult men's	0.5	Adult
		2 x Mini 5v5	1	Mini 5v5
Dover Rangers FC	Dover	3 x Mini 5v5	1.5 ⁵	Mini 5v5
Snowdown & Aylesham Youth FC	Rural	Mini 5v5	0.5	Mini 5v5
Totals			2	Adult
			1.5	Youth
			6	Mini

For the purposes of calculating total future demand, population and participation growth has been added together to provide total predicted future demand (in match equivalent sessions) within the conclusion tables at the end of this section of the Report.

Football pyramid demand

The National League System is a series of interconnected leagues for adult men's football clubs in England. It begins below the football league (the National League) and comprises of seven steps, with various leagues at each level and more leagues lower down the pyramid than at the top. The system has a hierarchical format with promotion and relegation between the levels, allowing even the smallest club the theoretical possibility of rising to the top of the system.

Clubs within the step system must adhere to ground requirements set out by the FA. The higher the level of football being played the higher the requirements. Clubs cannot progress

⁴ Two teams require one pitch to account for playing on a home and away basis. Therefore 0.5 pitches can therefore be seen in the table where there is demand for one team.

⁵ Dover Rangers FC aspires to have a dedicated mini 5v5 girls' team from the 2019/20 season.

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into the league above if the ground requirements do not meet the correct specifications. Ground grading assesses grounds from A to H, with 'A' being the requirements for Step 1 clubs. There are two clubs in Dover District that play within the football pyramid; Dover Athletic FC (Step 1) and Deal Town FC (Step 5).

A common issue for clubs entering the pyramid is changing facilities. For Step 7, existing dressing room dimensions will be in order, provided that they are of a minimum of 12 square metres, excluding shower and toilet areas. However, clubs wishing to progress should be aware of the need to increase to a minimum of 18 square metres. Where clubs are planning to build new changing rooms, these must be planned to be a minimum size of 18 square metres, excluding shower and toilet areas.

The general principle for clubs in the football pyramid is that they have to achieve the appropriate grade by March 31st of their first season after promotion, which therefore allows a short grace period for facilities to be brought up to standard. This, however, does not apply to clubs being promoted to Step 7 (as they must meet requirements immediately).

Women's National League System

Correspondingly there is a Women's National League System similar to the adult men's which provide structure to the women's game. This ranges from Tier 1 (FA Women's Super League) to Tier 7 (South Eastern Counties Women's League, Division One East) with each step requiring differing ground grading requirements.

Although women's clubs still require to meet ground requirements set out by the FA these differ from the men's National League System. Ratings range from grade A to C each with differing minimum requirements. Tier 1 and 2 in the Women's National League System is akin to Step 3 and four of the men's National League System, however, not exactly the same.

The system is also hierarchical format with promotion and relegation between the levels, allowing even the smallest club the theoretical possibility of rising to the top of the system.

There are no women's teams, in the 2018/19 football season, based in Dover District competing within the national league system.

2.5: Capacity analysis

The capacity for pitches to regularly provide for competitive play, training and other activity over a season is most often determined by quality. As a minimum, the quality and therefore the capacity of a pitch affect the playing experience and people's enjoyment. In extreme circumstances, it can result in the inability of a pitch to cater for all or certain types of play during peak and off peak times.

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As a guide, The FA has set a standard number of matches that each grass pitch type should be able to accommodate without it adversely affecting its quality. Taking into consideration the guidelines on capacity, the following ratings were used across the District:

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

Table 2.10 applies the above pitch ratings against the actual level of weekly play recorded to determine a capacity rating as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

Education sites

To account for curricular/extra-curricular use of education pitches it is likely that use additional to recorded community use will need to be factored into the total current weekly usage. The only time this would not happen is when a school does not use its pitches at all and the sole use is community use. The extent of use added is typically dependent on the level of play, the number of pitches onsite and whether there is access to an AGP elsewhere onsite allowing rotation and protection of impact on grass pitches.

Table 2.10 shows community usage of available pitches. Where not overplayed as a result of community use, school sites are considered to have limited spare capacity to accommodate further community use based on assumed curricular and extracurricular activity beyond the level of community use shown in Table 2.9. School sites which are available for community use but currently do not have any external use have been accredited one match equivalent session per week, per pitch, to indicate use for curricular and extracurricular activity as opposed to being completely unused.

Tenure at school sites is generally considered to be unsecure given the nature of rental unless a formal community use or service level agreement (SLA) exists.

Informal use

A number of football pitches in the area are on open access sites. As such, these pitches are subject to informal use in the form of dog walkers, unorganised games of football and exercise groups. It must be noted, however, that informal use of these sites is not recorded and it is therefore difficult to quantify on a site-by-site basis. Instead, it is recommended that open access sites be protected through an improved maintenance regime.

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Table 2.10: Grass football pitch capacity analysis

Site ID	Site name	Available for community use?	Analysis area	Type of tenure ⁶	Management	Pitch type	Pitch size	Agreed quality rating	No. of pitches	Current play (MES)	Recommended site capacity (MES)	Capacity rating ⁷ (MES)	Availability in peak period (MES)
4	Ash Recreation Ground	Yes	Rural	Secure	Parish Council	Adult		Standard	1	0.5	2	-1.5	0.5
8	Aylesham Primary School	No	Rural	Unsecure	Education	Mini	(5v5)	Standard	1	1	4	-3	1
9	Aylesham Welfare Leisure Centre	Yes	Rural	Secure	Commercial	Adult		Good	2	4	5	-1	0
								Standard					
9	Aylesham Welfare Leisure Centre	Yes	Rural	Secure	Commercial	Mini	(5v5)	Standard	1	0.5	4	-3.5	0.5
9	Aylesham Welfare Leisure Centre	Yes	Rural	Secure	Commercial	Mini	(7v7)	Standard	1	0.5	4	-3.5	0.5
9	Aylesham Welfare Leisure Centre	Yes	Rural	Secure	Commercial	Youth	(9v9)	Poor	1	0.5	1	-0.5	0.5
11	Baypoint Leisure	Yes	Rural	Secure	Commercial	Adult		Standard	4	6.5	8	-1.5	1.5
11	Baypoint Leisure	Yes	Rural	Secure	Commercial	Mini	(7v7)	Standard	1	4.5	4	+0.5	0
11	Baypoint Leisure	Yes	Rural	Secure	Commercial	Youth	(9v9)	Standard	3	2.5	6	-1.5	0
12	Betteshanger Social and Welfare Sports Club	Yes	Deal	Secure	Sports Club	Adult		Standard	1	1	2	-1	1
13	Betteshanger Sports Ground	Yes	Deal	Secure	Sports Club	Adult		Standard	2	1.5	4	-2.5	1.5
13	Betteshanger Sports Ground	Yes	Deal	Secure	Sports Club	Mini	(7v7)	Standard	3	1.5	12	-10.5	3
13	Betteshanger Sports Ground	Yes	Deal	Secure	Sports Club	Youth	(9v9)	Standard	1	1	2	-1	0
14	Capel Primary School	No	Dover	Unsecure	Education	Mini	(7v7)	Poor	1	1	2	-1	1
15	Cartwright & Kelsey C of E Aided School, Ash	No	Rural	Unsecure	Education	Mini	(5v5)	Poor	1	1	2	-1	1
20	Crabble Athletic Ground (Dover Athletic Fc)	Yes	Dover	Secure	Sports Club	Adult		Good	1	0.5	3	-2.5	1
21	Danes Recreation Ground	Yes	Dover	Secure	Commercial	Adult		Poor	3	4	3	+1	0
23	Deal Parochial School	No	Deal	Unsecure	Education	Mini	(5v5)	Poor	1	1	2	-1	1
23	Deal Parochial School	No	Deal	Unsecure	Education	Mini	(7v7)	Poor	1	1	2	-1	1
24	Deal Town FC Ground	Yes	Deal	Secure	Sports Club	Adult		Good	1	0.5	3	-2.5	1
28	Dover Christ Church Academy	Yes	Dover	Secure	Education	Mini	(5v5)	Good	2	3	2	-9	1
28	Dover Christ Church Academy	Yes	Dover	Secure	Education	Mini	(7v7)	Good	2	4	12	-8	0
28	Dover Christ Church Academy	Yes	Dover	Secure	Education	Youth	(11v11)	Good	1	1.5	4	-2.5	1
28	Dover Christ Church Academy	Yes	Dover	Secure	Education	Youth	(9v9)	Good	1	2.5	4	-1.5	0
30	Dover Grammar School for Boys	No	Dover	Unsecure	Education	Adult		Standard	2	2	4	-2	1
30	Dover Grammar School for Boys	No	Dover	Unsecure	Education	Youth	(11v11)	Standard	1	1	2	-1	1
34	Duke of York's Royal Military School, Dover	Yes-unused	Dover	Unsecure	Education	Adult		Standard	1	1	2	-1	1
34	Duke of York's Royal Military School, Dover	Yes-unused	Dover	Unsecure	Education	Adult		Poor	1	1	1		1
34	Duke of York's Royal Military School, Dover	Yes-unused	Dover	Unsecure	Education	Mini	(7v7)	Standard	1	1	4	-3	1
41	Elms Vale Recreation Ground	Yes	Dover	Secure	Council	Adult		Standard	2	3	4	-1	0
41	Elms Vale Recreation Ground	Yes	Dover	Secure	Council	Youth	(11v11)	Standard	1	0.5	2	-1.5	0.5
41	Elms Vale Recreation Ground	Yes	Dover	Secure	Council	Youth	(9v9)	Standard	2	0	4	-4	2
44	Farthingloe Playing Fields	Yes-unused	Dover	Unsecure	Education	Adult		Standard	2	2	4	-2	2
44	Farthingloe Playing Fields	Yes-unused	Dover	Unsecure	Education	Youth	(11v11)	Standard	2	2	4	-2	2

⁶ Unless local information suggests otherwise it can be assumed that the availability of all pitches in LA, town and parish council and sports club ownership will be secure.

⁷ Overused (+), At Capacity (/) or Potential to Accommodate additional play (-)

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Site ID	Site name	Available for community use?	Analysis area	Type of tenure ⁶	Management	Pitch type	Pitch size	Agreed quality rating	No. of pitches	Current play (MES)	Recommended site capacity (MES)	Capacity rating ⁷ (MES)	Availability in peak period (MES)
45	Gazen Salts Recreation Ground	Yes	Rural	Secure	Sports Club	Mini	(7v7)	Standard	1	2	4	-2	0
45	Gazen Salts Recreation Ground	Yes	Rural	Secure	Sports Club	Youth	(11v11)	Standard	1	1.5	2	-0.5	0
45	Gazen Salts Recreation Ground	Yes	Rural	Secure	Sports Club	Youth	(9v9)	Standard	1	1	2	-1	0.5
47	Goodwin Academy	Yes	Deal	Unsecure	Education	Adult		Standard	1	2	2		0
47	Goodwin Academy	Yes	Deal	Unsecure	Education	Mini	(5v5)	Standard	2	4	8	-4	0
47	Goodwin Academy	Yes	Deal	Unsecure	Education	Mini	(7v7)	Standard	4	6.5	16	-9.5	4
47	Goodwin Academy	Yes	Deal	Unsecure	Education	Youth	(9v9)	Standard	2	4.5	4	+0.5	0
48	Green Park Community School	Yes-unused	Dover	Unsecure	Education	Mini	(5v5)	Poor	1	1	2	-1	1
50	Gun Park	Yes	Rural	Secure	Council	Adult		Standard	1	3	2	+1	0
51	Guston C of E Primary School	Yes-unused	Dover	Unsecure	Education	Mini	(5v5)	Poor	1	1	2	-1	1
56	Kingsdown & Ringwoud CEP School	No	Deal	Unsecure	Education	Mini	(7v7)	Poor	1	1	2	-1	1
57	Lancaster Avenue Playing Fields	Yes	Dover	Secure	Council	Mini	(7v7)	Poor	1	0	2	-2	1
60	Markewood Recreation Ground	Yes	Deal	Secure	Council	Youth	(11v11)	Poor	1	1	1		1
64	Northbourne CEP School	No	Rural	Unsecure	Education	Mini	(5v5)	Poor	1	1	2	-1	1
70	Preston Recreation Ground	Yes	Rural	Secure	Parish Council	Youth	(9v9)	Poor	1	0	1	-1	1
73	River Recreation Ground	Yes	Dover	Secure	Council	Adult		Poor	2	0.5	2	-1.5	1.5
79	Sandwich Technology School	No	Rural	Unsecure	Education	Adult		Good	1	1	3	-2	1
79	Sandwich Technology School	No	Rural	Unsecure	Education	Youth	(11v11)	Standard	1	1	2	-1	1
82	Shepherdswell Recreation Ground	Yes	Rural	Secure	Parish Council	Adult		Standard	1	1	2	-1	0.5
82	Shepherdswell Recreation Ground	Yes	Rural	Secure	Parish Council	Mini	(7v7)	Standard	1	0.5	4	-3.5	0.5
85	Sir Roger Manwoods School	No	Rural	Unsecure	Education	Youth	(11v11)	Standard	2	2	4	-2	2
95	St Margarets Football Club	Yes	Dover	Secure	Council	Adult		Standard	1	1	2	-1	0.5
95	St Margarets Football Club	Yes	Dover	Secure	Council	Mini	(5v5)	Standard	1	1	4	-3	0
95	St Margarets Football Club	Yes	Dover	Secure	Council	Mini	(7v7)	Standard	1	2.5	4	-1.5	0.5
95	St Margarets Football Club	Yes	Dover	Secure	Council	Youth	(9v9)	Standard	1	0.5	2	-1.5	0.5
97	Staple Recreation Ground	Yes	Rural	Secure	Council	Adult		Poor	1	0	1	-1	1
101	The Charles Sports Ground (Deal Town Football Club)	Yes	Deal	Secure	Sport Club	Adult		Standard	1	1	2	-1	1
101	The Charles Sports Ground (Deal Town Football Club)	Yes	Deal	Secure	Sport Club	Mini	(5v5)	Standard	1	0	4	-4	1
104	Tilmanstone Colliery Welfare Ground	Yes	Rural	Secure	Community	Adult		Standard	2	3.5	5	-0.5	0
107	Victoria Park	Yes	Deal	Secure	Council	Youth	(11v11)	Standard	2	1	4	-3	1
107	Victoria Park	Yes	Deal	Secure	Council	Youth	(9v9)	Standard	1	1	2	-1	0
111	Whitfield Recreation Ground	Yes	Dover	Secure	Parish Council	Mini	(5v5)	Standard	1	0.5	4	-3.5	0.5
111	Whitfield Recreation Ground	Yes	Dover	Secure	Parish Council	Mini	(7v7)	Standard	1	0	4	-4	1
111	Whitfield Recreation Ground	Yes	Dover	Secure	Parish Council	Youth	(9v9)	Standard	2	1	4	-3	1
114	Wingham Recreation Ground	Yes	Rural	Secure	Parish Council	Adult		Standard	1	1.5	2	-0.5	0
115	Woodnesborough Football Club	Yes	Rural	Secure	Sport Club	Adult		Standard	1	1.5	2	-0.5	0

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

2.5: Supply and demand analysis

Spare capacity

The next step is to ascertain whether or not any identified 'potential capacity' can be deemed 'actual spare capacity'. There may be situations where, although a site is highlighted as potentially able to accommodate some additional play, this should not be recorded as spare capacity against the site. For example, a site may be managed to regularly operate slightly below full capacity to ensure that it can cater for a number of regular friendly matches and activities that take place but are difficult to quantify on a weekly basis.

There are 142.5 match equivalent sessions per week of potential capacity in Dover District. However, not all of this is available during peak periods or located at sites that have available and secure community use. A pitch is only said to have 'actual spare capacity' if it is available for secure community use, is available in the peak period for that format of the game and is standard or good quality. Any pitch not meeting this criteria has been discounted from the conclusion tables.

Despite Deal Town Rangers FC having a lease agreement to access provision at Goodwin Academy, the length of this agreement (two years) means that the site is not considered secure; and as such any actual spare capacity on the site has been discounted. This is the opposite, for example, to the pitches at Dover Christ Church Academy, for which, Dover Rangers FC has a long term community use agreement; which results in the pitches on site being considered secure.

In total, 25 match equivalent sessions of actual spare capacity per week has been discounted due to being located at unsecure sites; with 0.5 match equivalent sessions of actual spare capacity being discounted from the youth 9v9 pitch at Aylesham Welfare Leisure Centre due to its poor quality.

Actual spare capacity has been aggregated up by area and by pitch type and is summarised below.

Table 2.11: Actual spare capacity summary

Analysis area	Actual spare capacity (match equivalent sessions)				
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5
Deal	4.5	1	-	2	1
Dover	3	1.5	3.5	3.5	1.5
Rural	3.5	-	1.5	1	0.5
Dover District	11	2.5	5	6.5	3

There is a total of 28 match sessions of actual spare capacity across Dover District. The highest proportion of this (11 match equivalent sessions per week) is on adult pitches.

Overplay

Overplay occurs when there is more play accommodated on a site than it is able to sustain (which can often be due to the low carrying capacity of the pitches). In Dover District, there are seven community use pitches currently overplayed across four sites. Overplay totals three match equivalent sessions per week; two match equivalent sessions, of which, is on adult pitches. There is no overplay on youth 11v11 or mini 5v5 pitches in the District.

Table 2.12: Overplay summary

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Site ID	Site name	Analysis area	Pitch type	No. of pitches	Overplay (MES)
11	Baypoint Leisure	Rural	Mini 7v7	1	0.5
21	Danes Recreation Ground	Dover	Adult	3	1
47	Goodwin Academy	Deal	Youth 9v9	2	0.5
50	Gun Park	Rural	Adult	1	1
Total				7	3

Most overplayed pitches (four pitches) are assessed as standard quality; with the remaining three considered poor. Whilst overplay can be relatively sustainable with improvements made to pitch quality, consideration should be given to the transfer of play at overplayed sites to pitches with actual spare capacity and this will be explored further in the Strategy.

2.6: Supply and demand analysis

Having considered supply and demand, the tables below identify the overall spare capacity in each of the analysis areas for the different pitch type of grass pitches, based on match equivalent sessions. Future demand is based on Team Generation Rates (TGRs) which are driven by population increases as well as club development plans.

For the purposes of analysis, it is understood that displaced demand, both in to and out of Dover District, will remain consistent year on year given that this displacement is due to the locations of central venue leagues; therefore, it is not considered in the following tables.

Table 2.13: Spare capacity/ overplay of adult pitches

Analysis area	Actual spare capacity ⁸	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Deal	4.5	-	4.5	1.5	3
Dover	3	1	2	-	2
Rural	3.5	1	2.5	0.5	2
Dover District	11	2	9	2	7

Overall in Dover there is spare capacity to accommodate adult teams both now and, in the future, with nine match equivalent sessions of capacity currently. When future demand is considered this capacity reduces to seven match equivalent sessions per week. None of the analysis areas area overplayed either currently or in the future.

⁸ In match equivalent sessions

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Table 2.14: Spare capacity/overplay of youth 11v11 pitches

Analysis area	Actual spare capacity ⁹	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Deal	1	-	1	-	1
Dover	1.5	-	1.5	-	1.5
Rural	-	-	-	0.5	0.5
Dover District	2.5	-	2.5	0.5	2

There is currently sufficient supply of youth 11v11 pitches, with 2.5 match equivalent sessions of capacity available. This capacity reduces to two match equivalent session per week when future demand is considered.

Currently, none of the analysis areas have shortfalls, with both the Deal and Dover analysis areas having spare capacity. The Rural Analysis Area is currently at capacity, however, when future demand is considered this becomes a shortfall of 0.5 match equivalent sessions per week.

Table 2.15: Spare capacity/overplay of youth 9v9 pitches

Analysis area	Actual spare capacity ¹⁰	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Deal	-	0.5	0.5	-	0.5
Dover	3.5	-	3.5	-	3.5
Rural	1.5	-	1.5	1.5	-
Dover District	5	0.5	4.5	1.5	3

There is currently sufficient supply of youth 9v9 pitches, with 4.5 match equivalent sessions of capacity available. This capacity reduces to three match equivalent session per week when future demand is considered.

Currently, the Deal Analysis Area has a shortfall totalling 0.5 match equivalent sessions per week; with the Dover and Rural analysis areas displaying sufficient capacity. When future demand is considered, the shortfall in Deal Analysis Area remains static with no additional demand, as does the spare capacity in the Dover Analysis Area. The creation of additional youth 9v9 teams will eliminate the current spare capacity in the Rural Analysis Area; resulting in the Area being at capacity.

⁹ In match equivalent sessions

¹⁰ In match equivalent sessions

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Table 2.16: Spare capacity/overplay of mini 7v7 pitches

Analysis area	Actual spare capacity ¹¹	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Deal	2	-	2	-	2
Dover	3.5	-	3.5	-	3.5
Rural	1	0.5	0.5	-	0.5
Dover District	6.5	0.5	6	-	6

Currently there is sufficient supply of mini 7v7 pitches in Dover District, with all three analysis areas displaying spare capacity for additional demand. Clubs, generally, aspire to create new teams at the youngest age group (U7), requiring pitch capacity for additional mini 5v5 teams, as opposed to mini 7v7 teams. Considering this, the current spare capacity in each analysis area is retained when future demand is considered.

As can be seen overleaf, there is currently sufficient supply of mini 5v5 pitches in Dover District. No sites with mini 5v5 provision are overplayed; with a total of three match equivalent sessions of spare capacity in the District.

Table 2.17: Spare capacity/ overplay of mini 5v5 pitches

Analysis area	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Deal	1	-	1	2	1
Dover	1.5	-	1.5	2.5	1
Rural	0.5	-	0.5	1.5	1
Dover District	3	-	3	6	3

When future demand is considered; this spare capacity becomes a shortfall of three match equivalent sessions; with each of the analysis areas displaying shortfalls of provision of one match equivalent session each.

Nationally, there is a move towards mini football being played at central venues and on 3G pitches; both of which allow multiple matches to run simultaneously throughout the season, without weather preventing match play. If this trend occurs in Dover District, then future shortfalls of mini 5v5 pitches may be met by accommodating mini football on 3G pitches. This would then make it possible for some sites to re-marked for alternative formats.

¹¹ In match equivalent sessions

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

2.7 Conclusions

Overall there is spare capacity to accommodate all teams both now and, in the future with the exception of mini 5v5 pitches where there is an overall future shortfall. Further to this, there are both current and future localised shortfalls in specific analysis areas.

Table 2.18: Spare capacity/overplay of all football pitch types (District wide)

Pitch type	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current capacity total	Future demand	Future capacity total
Adult	11	2	9	2	7
Youth 11v11	2.5	-	2.5	0.5	2
Youth 9v9	5	0.5	4.5	1.5	3
Mini 7v7	6.5	0.5	6	-	6
Mini 5v5	3	-	3	6	3

Football – grass pitch summary

- ◀ The audit identifies a total of 98 grass football pitches within Dover across 39 sites. Of these, 85 are available, at some level, for community use (albeit not necessarily being used). The remaining 13 pitches unavailable for community use are located at education sites, where pitch availability is often driven by school policy.
- ◀ Most pitches in Dover District are adult size and double up as youth 11v11 pitches.
- ◀ Of the pitches available for community use, nine pitches are assessed as good quality, 63 as standard quality and 13 are deemed to be poor quality.
- ◀ Changing facilities are generally viewed as being adequate by clubs with 13% rating provision as good and a further 58% rating provision as standard. However, 29% of clubs deem changing accommodation to be poor and/or non-existent at current home venues.
- ◀ Tenure of sites in Dover District is generally secure. Most sites are operated by community associations and parish councils, whilst local authority sites such as Danes Recreation Ground are also reserved for community use.
- ◀ Despite Deal Town Rangers FC having a lease agreement to access provision at Goodwin Academy, the length of this agreement (two years) means that the site is not considered secure.
- ◀ A total of 161 teams were identified as playing or training within Dover District during the 2018/19 season, none of which, are senior women's teams.
- ◀ Most responding clubs (55%) report that there has been an increase in mini and youth participation in the last three years; with no clubs reporting a reduction.
- ◀ Future population growth forecasts the creation of one youth 11v11 boys' teams, specifically in the Rural Analysis Area. Further to this, clubs also predict growth of 19 teams.
- ◀ There is a total of 28 match sessions of actual spare capacity (peak time capacity) across Dover District. The highest proportion of this (11 match equivalent sessions per week) is on adult pitches.
- ◀ Overplay totals three match equivalent sessions per week; two match equivalent sessions, of which, is on adult pitches. There is no overplay on youth 11v11 or mini 5v5 pitches in the District.
- ◀ Most overplayed pitches (four pitches) are assessed as standard quality; with the remaining three considered poor.
- ◀ Overall there is spare capacity to accommodate all teams both now and, in the future with the exception of mini 5v5 pitches where there is an overall future shortfall. Further to this, there are both current and future localised shortfalls in specific analysis areas.

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PART 3: CRICKET

3.1: Introduction

Kent Cricket is the main governing and representative body for cricket within the County, including Dover District. Its aim is to promote the game at all levels through partnerships with professional and recreational cricketing clubs, and other appropriate agencies.

Senior cricket is typically played on Saturdays, however; there is some play both on Sundays and midweek when teams typically play in short format competitions. There are also a few cricket leagues which service teams in Dover District. Some of the main leagues include:

- ◀ Kent Cricket League (KCL)
- ◀ Kent Regional Cricket League (KRCL)
- ◀ Kent Village Cricket League (KVCL)

The youth league structure in Dover District tends to be club based matches which are played midweek or on Sunday mornings dependant on age group. There is usually no conflict with access to squares and any midweek matches are usually played on different nights, whilst Sunday morning matches are played before senior pitches in the afternoon. The main leagues for junior cricket are:

- ◀ Canterbury Pharon Youth League (CPYL)
- ◀ Saxon Shore League (SSL)

Consultation

Following consultation with England and Wales Cricket Board (ECB) and Kent Cricket representatives it was agreed that an online survey would be distributed to all clubs in Dover District to provide information. Of the 14 cricket clubs considered to be based in Dover District, 12 completed the online survey, resulting in an 86% response rate. Results are used to inform key issues within this section of the report.

3.2: Supply

In total, there are 19 senior grass cricket pitches in Dover District, 17 of which, are available for community use. The two squares that are unavailable for community use are both located at Sir Roger Manwoods School.

Of the squares available for community use 16 are currently used by community clubs, the exception located at Duke of York's Royal Military School; which has an 11 wicket square that is currently unused by the community.

Table 3.1: Summary of pitches

Analysis area	Available for community use (and used)
Deal	4
Dover	2
Rural	10
Dover District	16

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Each of the analysis areas has grass squares that are currently used by community clubs. The Rural Analysis Area has more than half of the provision (10 squares); whilst the Deal Analysis Area has a quarter of the supply (four squares). The Dover Analysis Area has the least amount of provision with just two grass squares.

Disused supply

There was formerly a cricket square maintained at Tilmanstone Colliery Welfare Ground (Rural Analysis Area). The square consisted of nine grass wickets and an NTP alongside. Cosmopolitan CC was reported to utilise the square for home matches; however, since the square has ceased to be maintained, the Club has been displaced outside of the District, to Folkestone and Hythe to access provision. The Club reports that it was using the square as recently as 2017; and has been displaced since following the conclusion of that season.

Non-turf pitches (NTPs)

The ECB highlights that NTPs which follow its TS6 guidance on performance standards are suitable for high level, senior play and are considered able to take 60 matches per season although this may include training sessions where on occasions mobile nets may be used as a practice facility.

The ECB Get the Game On campaign¹² is focused on increasing participation and reducing the number of matches cancelled in order to keep people interested and playing. During the campaign's inaugural year in 2015 there were 6% more games played nationally with 5% less matches cancelled. Use of NTPs for league cricket may present a way forward to fulfilling more fixtures and use of NTPs for league cricket may increase in future.

In total, there are five non-turf pitches (NTPs) in Dover District; four, of which, are available for community use. The one NTP not available for community use is located on an education site, Sandwich Technology School. This is also the only standalone NTP with the other four all sitting alongside grass squares.

Table 3.2: Summary of NTPs in Dover District

Site ID	Site	Analysis area	No. of NTPs	Position	NTP quality
25	Deal Victoria & Barns Close Cricket	Deal	1	Square	Standard
25	Deal Victoria & Barns Close Cricket	Deal	1	Square	Standard
52	Hull Park Sports Ground	Deal	1	Square	Good
79	Sandwich Technology School	Rural	1	Standalone	Standard
81	Sandwich Town Cricket Club	Rural	1	Square	Good

All NTPs available for community use are located at club sites; yet, despite this, none are currently used by community clubs for match demand. There are no senior or junior leagues servicing Dover District that presently permit the use of NTPs for match play.

Pitch quality

As part of the PPS guidance, there are three levels to assessing the quality of cricket pitches: good, standard and poor. Maintaining high pitch quality is the most important aspect of cricket; if the wicket is poor, it can affect the quality of the game and can, in some instances, become dangerous.

¹² <http://getthegameon.co.uk/>

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Table 3.3: Pitch quality of all grass squares available for community use

Good	Standard	Poor
4	10	3

Most grass squares available for community use are standard quality (ten squares or 59%); four squares (23%) are good quality; and three squares (18%) are poor quality. Two of the poor quality squares are located in the Rural Analysis Area, at Eastry Cricket Club and Wingham Recreation Ground; with the third poor quality square located in the Deal Analysis Area, specifically at Betteshanger Social and Welfare Sports Club.

Deal Victoria & Barns Close CC and East Langdon CC note that outfielders are undersized, however, both also acknowledge that increasing the size is limited by site constraints.

Improved maintenance can aid an increase in pitch quality, with five of the 12 responding clubs noting that pitch quality has improved in the last three seasons. East Langdon, Nonington and St Margaret's cricket clubs all believe that maintenance and preparation has improved pitch quality; whilst Walmer CC notes that its square was re-laid in 2016.

Half of responding clubs (six) note that pitch quality has not changed in recent seasons; with one club, Deal Victoria & Barns Close CC noting that pitch quality has decreased, although it is accepted that the square was re-laid prior to the season and ideally would have been rested for the 2018 season. The Club expects the quality to improve in future seasons with improved maintenance.

Sandwich CC notes that there have been instances when holes have been dug in to the square; whilst Deal Victoria & Barns Close CC note that the Club's covers a frequently slashed meaning that protecting the pitch can suffer.

To obtain a full technical assessment of wickets and pitches, the ECB recommends a Performance Quality Standard (PQS) assessment to determine whether a cricket square meets the Performance Quality Standards which are benchmarked by the Institute of Groundsmanship.

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There are three categories of measurement that relate to the overall quality of the square: structural quality, presentational quality and playing quality. Once a square has been assessed it is given a quality rating as shown in the table below.

Table 3.4: Performance Quality Standard Ratings

Quality rating	Details
Premier (High)	Where the surface is intended for Premier League play, with those within the top quartile capable of holding minor county and 1st class one day matches. May include some of the better schools and university pitches
Club (Standard)	A Club pitch suitable for league, school and junior cricket
Basic	An acceptable level suitable for recreational cricket and where the surface is designed and maintained within tight financial limitations such as Local Authorities
Unsuitable	This is where the surface is deemed unfit or unsafe for play

Clubs can contact the ECB to arrange for a pitch advisor to complete three different reports (comprehensive/mini/verbal) that vary in cost. A fully comprehensive report includes soil testing and guidance on machinery and corrective procedures, a mini report includes guidance on machinery and corrective procedures and a verbal report is a spoken version of a mini report.

Ancillary facilities

All clubs in Dover District have access to changing room facilities at their respective home grounds. However, only Betteshanger Colliery Welfare CC has separate senior/junior and male/female changing available. Four clubs have separate officials' changing provision on site.

No clubs in Dover District report that clubhouse facilities are poor quality, with three noting that their clubhouse is of acceptable quality and the remaining consider their clubhouse to be of good quality.

Three clubs report that there has been damage to ancillary facilities either through vandalism or unofficial use. Common issues can be recreational football taking place on site leading to damage of sightscreens and/or clubhouses; or vandalism to covers and sightscreens. Deal Victoria & Barns Close CC and Betteshanger Colliery Welfare CC both note that there has been damage to the roof of respective clubhouses due to vandalism.

Security of tenure

All grass cricket pitches used by clubs in Dover District are currently considered to be secured i.e. there is a high degree of comfort that currently used pitches will continue to be provided for at least the next three years.

Four clubs in the District own their home ground freehold; one club (Shepherdswell CC) rents its home ground from the local parish council; and six clubs have lease agreements with assorted land owners and/or managers. Eastry CC reports that it currently has a licence agreement to access and maintain its home venue.

No clubs report to have any issues regarding security of tenure at sites. Ideally, Eastry CC would have a long term lease agreement for its home venue but this has not been highlighted as an issue in the short term.

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Cosmopolitan CC, which is currently displaced out of the District, rents its current home venue (Hawkinge Cricket Club) on an annual basis and is not considered to have security of tenure.

Six of the responding clubs note that current agreements for pitches did not include ancillary provision; with alternative agreements having been sought or provision being owned by clubs.

Table 3.5: Tenure of cricket clubs

Site ID	Site name	Analysis area	Tenure
4	Ash Recreation Ground	Rural	Leased from the Parish Council by Ash CC. The remaining length of the agreement is unknown.
12	Betteshanger Social and Welfare Sports Club	Deal	Owned freehold by Betteshanger Colliery Welfare CC.
25	Deal Victoria & Barns Close Cricket	Deal	Deal Victoria & Barns Close CC leases the site from LEA; the agreement has 25 years remaining.
35	East Langdon Cricket Ground	Dover	Owned freehold by East Langdon CC.
38	Eastry Cricket Club	Rural	Eastry CC has a licence for the site. The Club is responsible for the maintenance of the site during this agreement.
45	Gazen Salts Recreation Ground	Rural	Sandwich Town CC rents the site from DDC on an annual basis.
52	Hull Park Sports Ground	Deal	Walmer CC leases the site from a private landowner; the agreement expires in 2039.
63	Nonington Cricket Club	Rural	Nonington CC leases the site from Plumtre Trust. The agreement has 21 years remaining.
81	Sandwich Town Cricket Club	Rural	Leased from DDC by Sandwich Town CC. the agreement has 25 years remaining.
82	Shepherdswell Recreation Ground	Rural	Rented by Shepherdswell CC from Shepherdswell and Coldred Parish Council.
93	St Margaret's Recreation Ground	Dover	St Margaret's at Cliffe CC leases the site indefinitely from St Margaret's Parish Council.
98	Tilmanstone Ravens Cricket Ground	Rural	Owned freehold by Tilmanstone Ravens CC.
114	Wingham Recreation Ground	Rural	Wingham CC leases the site from the Parish Council on a long term agreement.
117	Worth Cricket Ground	Rural	Owned freehold by Worth CC.

Training

Half of responding clubs report a requirement for additional training facilities. Four clubs, namely Shepherdswell, East Langdon, Nonington and Sandwich Town cricket clubs, all report a need for non-turf pitches (NTPs) to accommodate training. The latter suggests that this requirement is needed at Gazen Salts Recreation Ground.

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Should NTPs be installed alongside existing grass wickets then clubs would require mobile nets to allow greater use of this provision. Nonington CC and St Margaret's CC both acknowledge this need, although the former would prefer fixed bay nets on site.

Other clubs in the District appear content with current training provision, although it is accepted that more access to indoor provision during the winter months would benefit performance and participation for each club.

Access to cricket nets is important, particularly for pre-season/winter training. None of the clubs have access to indoor nets on site and therefore must travel off site to access practice facilities in the winter.

3.3: Demand

There are 13 community cricket clubs currently based in Dover District.; ten of which, have at least two adult teams, with five also having junior teams. Demand for cricket is high with clubs generating a total of 53 teams. There is a total of 36 senior and 17 junior teams; none of which are women's or girls' teams.

Walmer CC and St Margaret's CC both report a decrease in the number of senior teams consistently representing the respective clubs, with both clubs also reporting that the number of junior teams has increased in recent seasons.

Conversely, Nonington CC reports that it has increased its senior activity, yet junior representation has decreased in recent years. Betteshanger Colliery Welfare CC also notes that the number of junior teams has decreased in recent seasons. All other responding clubs report that the number of teams has remained the same.

Table 3.6: Summary of teams by analysis area

Analysis area	No. of competitive teams		
	Senior men	Senior women	Junior
Deal	11	-	5
Dover	3	-	2
Rural	22	-	10
DOVER DISTRICT	36	-	17

Women's and girls' cricket

Women's and girls' cricket are a national priority and there is a target to establish more female teams in every local authority over the next five years. 8-10% of the whole sport plan funding is focused around women and girls and talent I.D. Currently there are no female teams playing in Dover.

The ECB's refreshed strategy called "Inspire Generations" was announced in January 2019. It builds on the strong foundations laid by Cricket Unleashed and supports the growth of cricket in England and Wales between 2020 and 2024. At the heart of this strategy is a single unifying purpose, which gets to the core of what the game can do for society both on and off the field to ensure that cricket is in an even stronger position that it is in 2019. Inspire Generations has six key priorities and activities including transforming women's and girls' cricket to increase the representation of women in every level of cricket by:

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

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- ◀ Delivering a girls' secondary school programme.

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

Last man stands (LMS)

LMS is a short format of cricket operated on a franchise basis but affiliated to the ECB, where matches are typically played midweek on NTPs. League winners progress on to a National knock-out competition leading to a Last Man Stands final. The winners of the final then go on to compete in the World Championship against national champions from across the world.

There is no LMS league operating within Dover District or surrounding local authorities.

Unmet/latent demand

Unmet demand is existing demand that is not getting access to pitches. Latent demand is teams that could be created if additional pitch provision was available in the local area. No clubs in Dover District report any unmet or latent demand.

Future demand

Future demand can be defined in two ways, through participation increases and using population forecasts.

Population increases

Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth (2037).

Table 3.7: Team generation rates (2037)

Age group	Current population within age group	Current no. of teams	Team Generation Rate	Future population within age group	Predicted future number of teams	Additional teams that may be generated from the increased population
Senior Men's (18-55)	25,895	36	1:719	25,076	34	0
Senior Women's (18-55)	26,042	0	1:0	24,547	0	0
Junior Boys (7-18)	7,760	17	1:456	7,804	17	0
Junior Girls (7-18)	7,649	0	1:0	7,502	0	0

Population increases are not sufficient to lead to the creation of additional teams at any age group. It is important to note that TGRs are based exclusively on population figures and do not account for specific targeted development work within certain areas or focused towards certain groups, such as coaching activity within schools linking to local clubs or NGB aims as part of the Whole Sport Plan.

It is assumed that any increase in memberships based on population increases will be assimilated within existing playing squads.

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Participation increases

In addition to potential increases from population growth a number of clubs state that they wish to increase the number of teams they currently have.

Table 3.8: Club growth aspirations

Club	Analysis area	No. of competitive teams			
		Senior men	Senior women	Junior boys	Junior girls
Betteshanger Colliery Welfare CC	Deal	-	-	2	-
Deal Victoria & Barns Close CC	Deal	1	-	-	-
Sheperdswell CC	Rural	1	-	1	-
St Margaret's on Cliffe CC	Dover	1	-	-	-
Totals		3	-	3	

Four clubs report aspirations to increase the number of teams. Deal Victoria & Barns Close CC, Sheperdswell CC and St Margaret's on Cliffe CC all report aspirations to establish additional senior men's teams.

Betteshanger Colliery Welfare CC and Sheperdswell CC both aspire to establish additional junior teams, the former hoping to create two new junior teams. No clubs in the District plan to create either senior women's teams or dedicated junior girls' teams.

Half of future demand will be in the Deal Analysis Area, with two of the four clubs based in the Area; whilst the least amount of future demand will be in the Dover Analysis Area.

Senior men's teams average seven home matches per season meaning that there a further requirement for 21 match equivalent sessions per season to accommodate proposed teams. Depending on which league the new senior teams compete in will dictate on which day matches will occur. Given that the majority of senior demand in the District competes on Saturdays, it is considered that future demand will also need to be accommodated at this time.

Junior teams play an average of three home matches per season representing a further requirement for nine junior match sessions per season to accommodate proposed new teams. Junior cricket takes place midweek and can therefore take place over a number of evenings.

All Stars Cricket

In partnership with the ECB and Chance to Shine, cricket clubs in Dover District can register to become an ECB All Stars Cricket Centre in 2019. Once registered, a club can deliver the programme which aims to introduce cricket to children aged from five to eight. Subsequently, this may lead to increased interest and demand for junior cricket at clubs. The programme seeks to achieve the following aims:

- ◀ Increase cricket activity for five to eight year olds in the school and club environment
- ◀ Develop consistency of message in both settings to aid transition
- ◀ Improve generic movement skills for children, using cricket as the vehicle
- ◀ Make it easier for new volunteers to support and deliver in the club environment
- ◀ Use fun small sided games to enthuse new children and volunteers to follow and play the game

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

At present, three clubs in the District host All Stars programmes with varying levels of participation:

- ◀ Betteshanger Colliery Welfare CC
- ◀ River Primary School
- ◀ Sandwich Town CC
- ◀ St Margaret's at Cliffe CC

Displaced demand

Displaced or exported demand refers to Dover District based teams that are currently accessing pitches outside of the local authority for their home fixtures, normally because their pitch requirements cannot be met, which is usually because of pitch supply, in some cases quality issues or stipulated league requirements for access to certain facilities. In the same manner, it also refers to demand imported from other local authorities based on the same reasoning.

At present, Cosmopolitan CC is currently displaced outside of the District to play at Hawkinge Cricket Club (Folkestone and Hythe)¹³. It consists of one senior men's team only, playing nine home matches per season. The Club reports that it would prefer to be based in Dover District, as this has historically been its home and is where most of its participants reside. Previously it rented a pitch at Tilmanstone Colliery Welfare (Rural Analysis Area), however, this square is now disused.

Peak time demand

Half of senior teams in the District play matches on Saturdays (18 teams), with 39% of teams playing on Sundays (14 teams). There is some midweek senior match play with 11% of senior teams (four teams) competing at this time.

For junior cricket, peak time demand is considered to be midweek (82%), although U11 teams do play on a Sunday. It should therefore be noted that midweek cricket has the potential to be spread across numerous days Monday to Friday (though some time will be required for square preparation/repair and training) and as a result squares have greater capacity to carry junior demand providing the pitches are not overplayed.

3.4: Capacity analysis

Capacity analysis for cricket is measured on a seasonal rather than weekly basis. This is due to playability (i.e. only one match is generally played per square per day at weekends or weekday evening). Wickets are rotated throughout the season to reduce wear and allow repair. Therefore, it is more accurate to assess capacity seasonally rather than weekly. The capacity of a square to accommodate matches is driven by the number and quality of wickets. This section presents the current square stock available for cricket and illustrates the number of competitive matches per season per square.

¹³ This was the case at the time of data collection. It is now understood that the Club has merged with St Margaret's on Cliffe CC to form St Margaret's Cosmopolitan CC.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

As a guide, The ECB has set a standard number of matches that each grass pitch type should be able to accommodate without adversely affecting its current quality (pitch capacity). Taking into consideration the guidelines on capacity the following was concluded:

Pitch quality	Matches per week
Good	5
Standard	4
Poor	0

To help calculate square capacity, the ECB suggests that a good quality natural turf senior wicket should be able to take five matches per season per natural turf wicket (adults). This information is used to allocate capacity ratings as follows:

Potential capacity	Play is below the level the site could sustain
At capacity	Play matches the level the site can sustain
Overused	Play exceeds the level the site can sustain

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Table 3.9: Cricket pitch capacity

Site ID	Site name	Analysis area	Clubs playing at the site	No. of pitches	Pitch quality	No. of grass wickets	Actual play (sessions per season)	Capacity (sessions per season)	Capacity rating (sessions per season)
4	Ash Recreation Ground	Rural	Ash CC	1	Standard	10	20	40	20
12	Betteshanger Social and Welfare Sports Club	Deal	Betteshanger Colliery Welfare CC	1	Poor	10	12	0	12
25	Deal Victoria & Barns Close Cricket	Deal	Deal Victoria & Barns Close CC	2	Standard	20	35	80	45
34	Duke of York's Royal Military School, Dover	Dover	-	1	Good	11	0	55	55
35	East Langdon Cricket Ground	Dover	East Langdon CC	1	Standard	8	12	32	20
38	Eastry Cricket Club	Rural	Eastry CC	1	Poor	12	17	0	17
45	Gazen Salts Recreation Ground	Rural	Sandwich Town CC	1	Good	10	14	50	36
52	Hull Park Sports Ground	Deal	Walmer CC	1	Good	10	44	50	6
63	Nonington Cricket Club	Rural	Nonington CC	2	Standard	22	22	88	66
81	Sandwich Town Cricket Club	Rural	Sandwich Town CC	1	Good	18	35	90	55
82	Shepherdswell Recreation Ground	Rural	Shepardswell CC	1	Standard	9	7	36	29
85	Sir Roger Manwoods School	Rural	-	2	Good	9	0	45	45
93	St Margaret's Recreation Ground	Dover	St Margaret's at Cliffe CC	1	Standard	10	16	40	24
98	Tilmanstone Ravens Cricket Ground	Rural	Tilmanstone Ravens CC	1	Standard	8	10	32	22
114	Wingham Recreation Ground	Rural	Wingham CC	1	Poor	6	17	0	17
117	Worth Cricket Ground	Rural	Worth CC	1	Standard	8	21	32	11

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Spare capacity

The next step is to ascertain whether or not any identified 'potential capacity' can be deemed 'spare capacity'. There may be situations where, although a site is highlighted as potentially able to accommodate some additional play, this should not be recorded as spare capacity against the site. For example, a site may be managed to regularly operate slightly below full capacity to ensure that it can cater for a number of regular training sessions, or to protect the quality of the site. Pitches at unsecure sites are also discounted from the total of actual spare capacity available.

Given this, there are 11 sites that show potential spare capacity, totalling 334 match equivalent sessions per season. However, only six of the pitches within Dover District have spare capacity at peak time, this suggests that there is an opportunity for further play on the squares, equating to 161 match equivalent sessions of actual spare capacity.

Table 3.10: Actual spare capacity

Site ID	Site name	Analysis area	No. of pitches	Spare capacity (sessions per season)	Pitches available on Saturday	Comments
4	Ash Recreation Ground	Rural	1	20	-	No capacity for additional demand during the peak time.
25	Deal Victoria & Barns Close Cricket	Deal	2	45	1	Actual spare capacity during the peak period.
35	East Langdon Cricket Ground	Dover	1	20	0.5	Actual spare capacity during the peak period.
45	Gazen Salts Recreation Ground	Rural	1	36	-	No capacity for additional demand during the peak time.
52	Hull Park Sports Ground	Deal	1	6	-	No capacity for additional demand during the peak time.
63	Nonington Cricket Club	Rural	2	66	1.5	Actual spare capacity during the peak period.
81	Sandwich Town Cricket Club	Rural	1	55	-	No capacity for additional demand during the peak time.
82	Shepherdswell Recreation Ground	Rural	1	29	1	Actual spare capacity during the peak period.
93	St Margaret's Recreation Ground	Dover	1	24	-	No capacity for additional demand during the peak time.
98	Tilmanstone Ravens Cricket Ground	Rural	1	22	1	Actual spare capacity during the peak period.
117	Worth Cricket Ground	Rural	1	11	0.5	Actual spare capacity during the peak period.
Total				334	5.5	

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Overplay

Overplay occurs when more play is accommodated at a site than it is able to sustain. Three sites are considered to be overplayed beyond capacity by an accumulative 46 match equivalent sessions per season. All overplayed sites are of poor quality, meaning that pitches are overplayed with just one match equivalent session taking place on the site. When sites are well maintained they are able to accommodate a certain amount of over play, however, continued over play will have a detrimental effect on pitches.

Table 3.11: Overplay summary

Site ID	Site name	Analysis area	Capacity rating
12	Betteshanger Social and Welfare Sports Club	Deal	12
38	Eastry Cricket Club	Rural	17
114	Wingham Recreation Ground	Rural	17

Most of the overplay is located in the Rural Analysis Area, totalling 34 match equivalent sessions per season (74%). The remaining 12 match equivalent sessions per season are located in the Deal Analysis Area, with Dover Analysis Area not having any overplay. All pitches which are overplayed are also assessed as poor quality.

3.5: Supply and demand analysis

The table below explores total available spare capacity over the season, considered against total overplay; and future and latent demand identified and quantified through consultation and TGRs are considered for future totals.

Match equivalent sessions per season for future demand has been calculated using the average number of matches played per season by the respective team type (seven for senior men and three for juniors). As previously mentioned, junior teams generally play midweek across a variety of days; consequently, spare capacity is considered to exist for junior matches both now and in the future and should be judged on a site by site basis where clubs have particular aspiration to increase the number of junior teams.

Table 3.12: Capacity of cricket pitches

Analysis area	Actual spare capacity (matches)	Demand (matches)				
		Overplay	Current total	Future demand	Displaced demand	Future total
Deal	45	12	33	13	-	20
Dover	10	-	10	7	-	3
Rural	106	34	72	10	9	53
DOVER DISTRICT	161	46	115	30	9	76

Overall there is current spare capacity totalling 115 match equivalent sessions per season across the District. Each of the analysis areas displays capacity to accommodate additional demand; the Rural Analysis Area having the most (72 match equivalent sessions per season) and Dover Analysis Area having the least (ten match equivalent sessions per season).

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

When future and displaced demand are considered spare capacity across Dover District and each of the analysis areas is retained; although reduced to 76 match equivalent sessions per season. The largest reduction in spare capacity is in the Rural Analysis Area with capacity reducing from 72 to 53 match equivalent sessions per season, reflective of the Analysis Area having the largest amount of demand.

3.6: Conclusion

In conclusion, the existing supply of outdoor cricket facilities is sufficient to cater for levels of both current and anticipated future demand for week and midweek cricket. However, all of the overplayed sites are of poor quality; therefore, improvements to maintenance and security of the sites should be undertaken as a priority to reduce the levels of overplay.

Additionally, training requirements of clubs should be accommodated through the installation and establishment of NTPs alongside grass squares; and fixed-bay nets. Both of these would allow training demand to be removed from grass wickets, therefore, creating potential capacity.

If NTPs are installed at club sites, particularly those that are overplayed; then leagues should be encouraged to allow greater utilisation of these pitches for match demand, specifically to accommodate junior and shorter format demand.

Focus should also be to continue to drive participation growth, especially through the All Stars Cricket programme and to ensure that facilities are able to sufficiently cater for this junior development activity, especially the quality of ancillary facilities and toilets required to support junior delivery including for females.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Cricket summary

- ◀ There are 19 senior grass cricket pitches in Dover District, 17 of which, are available for community use. The two squares that are unavailable for community use are both located at Sir Roger Manwoods School.
- ◀ There was formerly a cricket square maintained at Tilmanstone Colliery Welfare Ground (Rural Analysis Area).
- ◀ In addition, there are five non-turf pitches (NTPs) in Dover District; four, of which, are available for community use. The one NTP not available for community use is located on an education site, Sandwich Technology School.
- ◀ Most grass squares available for community use are standard quality (ten squares or 59%); four squares (23%) are good quality; and three squares (18%) are poor quality. Poor quality squares are located at Eastry Cricket Club, Wingham Recreation Ground and Betteshanger Social and Welfare Sports Club.
- ◀ Deal Victoria & Barns Close CC and East Langdon CC note that outfielders are undersized, however, both also acknowledge that increasing the size is limited by site constraints.
- ◀ No clubs in Dover District report that clubhouse facilities are poor quality, with three noting that their clubhouse is of acceptable quality and the remaining consider their clubhouse to be of good quality. Vandalism can be an issue at some sites.
- ◀ No clubs report to have any issues regarding security of tenure at sites. Ideally, Eastry CC would have a long term lease agreement for its home venue but this has not been highlighted as an issue in the short term.
- ◀ Cosmopolitan CC, which is currently displaced out of the District, rents its current home venue (Hawkinge Cricket Club) on an annual basis and is not considered to have security of tenure.
- ◀ There is a lack of indoor cricket nets within Dover District and as such clubs have to travel off site and outside of the District to access practice facilities in the winter.
- ◀ There are 13 community cricket clubs currently based in Dover District.; ten of which, have at least two adult teams, with five also having junior teams. Demand for cricket is high with clubs generating a total of 53 teams. There is a total of 36 senior and 17 junior teams; none of which are women's or girls' teams.
- ◀ Although future population growth is unlikely to create more cricket teams, four clubs report aspirations to increase the number of teams. Deal Victoria & Barns Close CC, Sheperdswell CC and St Margaret's on Cliffe CC.
- ◀ Half of senior teams in the District play matches on Saturdays (18 teams), with 39% of teams playing on Sundays (14 teams). There is some midweek senior match play with 11% of senior teams (four teams) competing at this time. For junior cricket, peak time demand is considered to be midweek (82%).
- ◀ There are 11 sites that show potential spare capacity, totalling 334 match equivalent sessions per season. However, only six pitches have spare capacity at peak time, equating to 161 match equivalent sessions of actual spare capacity.
- ◀ Most of the overplay is located in the Rural Analysis Area, totalling 34 match equivalent sessions per season (74%). The remaining 12 match equivalent sessions per season are located in the Deal Analysis Area, with Dover Analysis Area not having any overplay.
- ◀ The existing supply of outdoor cricket facilities is sufficient to cater for levels of both current and anticipated future demand for week and midweek cricket. However, all of the overplayed sites are of poor quality; therefore, improvements to maintenance and security of the sites should be undertaken as a priority to reduce the levels of overplay.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

PART 4: RUGBY UNION

4.1: Introduction

The Rugby Football Union (RFU) is the national governing body for rugby union. It is split into six areas across the Country with a workforce team that covers development, coaching, governance and competitions, Dover District falls into Area 3. A full-time development officer is responsible for the District (as part of the wider region) and works closely with all clubs to maximise their potential. This work involves developing club structures, working towards the RFU accreditation (Clubmark) and the development of school-club structures.

It's variety of programmes, which includes 15 aside, 10 aside, 7 aside, Tag and the O2 Touch programme, all aim to increase and retain participation within the game. In order to sustain and increase participation in the game facilities need to be appropriate, affordable and accessible.

Consultation

There are four rugby union clubs based in Dover District. All were invited to take part in consultation; two clubs (Dover RFC and Deal & Betteshanger RFC) were met with for face to face consultation and one club (Snowdown Colliery RFC) completed an online survey. Contact information for the clubs was provided by the RFU. With three of the four clubs responding to consultation, a 75% response rate was achieved; Ash RFC was the only club not to respond to consultation requests.

4.2: Supply

Within Dover District, there are 18 rugby union pitches provided across eight sites, all of which, are senior size. Three pitches are unavailable for community, all located at education sites (Sandwich Technology School and Sir Roger Manwoods School). Rugby union pitches at these sites are unavailable in order to preserve quality for school use.

In addition to the grass rugby union pitches, one of the small size 3G pitches at Aylesham Welfare Leisure Centre was previously World Rugby (WR) compliant; however, it is believed that this certification has since lapsed with the pitch requiring re-testing. It therefore cannot be used for any contact rugby.

Table 4.1: Supply of rugby union pitches

Analysis area	Available for community use	Unavailable for community use
Deal	2	-
Dover	9	-
Rural	4	3
DOVER DISTRICT	15	3

Traditionally, mini and junior rugby takes place on over marked senior pitches and this is the case in Dover District as there are no dedicated mini or junior pitches.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

The Dover Analysis Area contains most pitches, with half (nine pitches) of the total supply, however, six of these are located at Duke of York's Military School are available for community use but are unused. Excluding pitches at school sites, the Rural Analysis Area has the largest amount of provision available for community use (four pitches), which can be attributed to two clubs being based in the Area (Ash RFC and Snowdown Colliery RFC). The two pitches in Deal Analysis Area are both located at the home venue of Deal & Betteshanger RFC.

The audit only identifies dedicated, line marked pitches. For rugby union pitch dimension sizes please see the table below.

Table 4.2: Pitch dimensions

Age	Pitch type	Maximum pitch dimensions (metres)*
U7	Mini	20 x 12
U8	Mini	44 x 22
U9	Mini	60 x 30
U10	Mini	60 x 34
U11	Mini	60 x 43
U12	Mini	60 x 43
U13	Junior	90 x 60 (60 x 43 for girls)
U14 +	Senior	100 x 70 ¹⁴

*Recommended run off area for all pitch types requires five-metres each way and a minimum in-goal length of six metres.

Security of tenure

Dover RFC has a licence from DDC to utilise its pitches. The agreement has ten years remaining but does not include the ancillary facilities. The clubhouse facility on site is rented by the Club on an annual basis from DDC. Although the Club has secure use of the site, neither of the current agreements, the licence or the rental, provides the Club with long term security of tenure which would be required if the Club needed to apply for funding to improve the pitches/facilities as a minimum of 25 years must be remaining on existing agreements to qualify for most Sport England or NGB funding¹⁵.

Deal & Betteshanger RFC has a lease agreement for its home venue from Walmer Parish Council. The agreement is thought to have more than 20 years remaining; and as such the Club is considered to have security of tenure but again this is not long term enough to apply for Sport England or NGB funding.

¹⁴ Minimum dimensions of 94 x 68 metres are accepted.

¹⁵ This is dependent on upon the level of grant required with security of tenure being a maximum of 21 years, depending on funding, but could be lower.

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Pitches and ancillary provision at Aylesham Welfare Leisure Centre are rented by Snowdown Colliery RFC as part of Aylesham & Snowdown Social Welfare Scheme. The scheme retains the site for community sport; with associated clubs, one which is the rugby club, paying an annual fee to access the site. Although the Snowdown Colliery RFC rents annually from the site operator, the terms of the Social Welfare Scheme mean that the Club is considered to have secure use of the site. In this instance (as with Dover RFC), the site operator would need to apply for any funding to improve the pitches/facilities as a minimum of 25 years must be remaining on existing agreements to qualify for most Sport England or NGB funding.

Ash RFC rents one of the pitches at Ash Recreation Ground from Ash Parish Council on an annual basis; with a second pitch on adjacent land leased annually from a private landowner. The short term nature of both agreements means that the Club is also not considered to have long term security of tenure.

Pitch quality

The methodology for assessing rugby pitch quality looks at two key elements; the maintenance programme and the level of drainage on each pitch. An overall quality based on both drainage and maintenance can then be generated. The agreed rating for each pitch type also represents actions required to improve pitch quality. A breakdown of actions required based on the ratings can be seen in tables 4.3 and 4.4.

Table 4.3: Definition of maintenance categories

Category	Definition
M0	Action is significant improvements to maintenance programme
M1	Action is minor improvements to maintenance programme
M2	Action is no improvements to maintenance programme

Table 4.4: Definition of drainage categories

Category	Definition
D0	Action is pipe drainage system is needed on pitch
D1	Action is pipe drainage is needed on pitch
D2	Action is slit drainage is needed on pitch
D3	No action is needed on pitch drainage

Table 4.5: Quality ratings based on maintenance and drainage scores

		Maintenance		
		Poor (M0)	Adequate (M1)	Good (M2)
Drainage	Natural Inadequate (D0)	Poor	Poor	Standard
	Natural Adequate (D1)	Poor	Standard	Good
	Pipe Drained (D2)	Standard	Standard	Good
	Pipe and Slit Drained (D3)	Standard	Good	Good

The figures are based upon a pipe drained system at 4m centres that has been installed in the last eight years and a slit drained system at 1m centres that has been installed in the last five years.

Of the community available pitches in the District, two are assessed as good quality, nine are standard quality and four are poor quality. The good quality pitches are both located at Dover

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Rugby Club. Dover RFC notes that the chalk based soil on the site means that drainage is rarely an issue in the winter months, whilst the current maintenance regime means helps sustain high pitch quality.

Three of the poor quality pitches are accessed by clubs in the District. These are located at Ash Recreation Ground and Deal & Betteshanger Rugby Club. The fourth poor quality pitch is at Kearsney Campsite and was previously used by Dover RFC; however, the Club ceased using the pitch due to cost and quality issues.

Although pitches at Aylesham Welfare Leisure Centre are assessed as standard quality, Snowdown Colliery RFC notes that the quality of the pitches has declined in recent seasons.

Table 4.6: Quality of rugby union pitches by local authority (available for community use)

Analysis area	Pitch quality			Total
	Good	Standard	Poor	
Deal	-	1	1	2
Dover	2	6	1	9
Rural	-	2	2	4
Dover District	2	9	4	15

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Table 4.7: Site quality ratings

Site ID	Site name	Analysis area	Community use?	No. of pitches	Floodlit?	Pitch type	Non-tech score	Quality rating	Comments
4	Ash Recreation Ground	Rural	Yes	2	Yes	Senior	M0 / D1	Poor	Two poor quality pitches, one of which is floodlit. Used by Ash RFC.
					No				
9	Aylesham Welfare Leisure Centre	Rural	Yes	2	No	Senior	M1 / D1	Standard	Two standard quality senior pitches, neither of which is floodlit. Used by Snowdown Colliery RFC.
22	Deal & Betteshanger RFC	Deal	Yes	1	Yes	Senior	M1 / D0	Poor	A poor quality senior pitch which is partly floodlit. The area of the pitch that is floodlit has drainage issues.
22	Deal & Betteshanger RFC	Deal	Yes	1	No	Senior	M1 / D1	Standard	A standard quality senior pitch which is not floodlit.
31	Dover Rugby Football Club	Dover	Yes	2	Yes	Senior	M2 / D1	Good	Two good quality senior pitches. Drainage is naturally good. One pitch is floodlit but space between the two pitches means that it is not subject to midweek training demand.
					No				
34	Duke of York's Royal Military School, Dover	Dover	Yes- unused	6	No	Senior	M1 / D1	Standard	Six standard quality senior pitches, none of which are floodlit but all are available for community use. The pitches are not currently used by community clubs.
54	Kearsney Camp Site	Dover	Yes- unused	1	No	Senior	M0 / D1	Poor	A poor quality senior pitch which is available for community use but is unused.
79	Sandwich Technology School	Rural	No	1	No	Senior	M1 / D1	Standard	A standard quality senior pitch that is not available for community use.
85	Sir Roger Manwoods School	Rural	No	2	No	Senior	M1 / D1	Standard	Two standard quality senior pitches; neither of which is available for community use.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Ancillary facilities

All clubs in Dover have access to changing room provision for games at their home ground.

Snowdown Colliery RFC accesses changing provision within Aylesham Welfare Leisure Centre. The changing rooms are considered to be good quality and of sufficient size to accommodate senior rugby teams. The car parking on site is adequate, however, there can be issues midweek when the Club trains, as the football club also uses the site. The social facilities within the Leisure Centre meet the Club's requirement for post-match and social activities.

Clubhouse facilities at Deal & Betteshanger Rugby Club are good quality. Having recently been refurbished and extended the bar, kitchen and toilet facilities are all of standard quality. The changing provision on site is standard quality with four changing rooms, communal toilets and showers. The Club recognises that communal toilets and showers are not conducive to the burgeoning girls' section and as such has plans to build two new, separate changing rooms which will be serviced by their own entrance. The two new rooms will have communal showers and toilets, as well as a physio's room and storage; exclusively for female participants.

Deal & Betteshanger RFC also has issues with a lack of storage on site; with two shipping containers currently in place to hold training equipment; and the car park requires resurfacing in order to allow maximum use of the space. It is felt that if the latter is not resolved then issues could develop with local residents, the site entrance being on a private road.

Ancillary facilities utilised by Dover RFC are poor quality. The clubhouse facility requires complete refurbishment with a lack of disabled access, heating in changing rooms, a small kitchen, domestic supply utilities and communal showers and toilets.

There are enough changing rooms to service the number of pitches on site; however, the quality is poor. Ideally, Dover RFC would prefer the clubhouse facility to be rebuilt rather than refurbished to enable all issues to be addressed. The Club attributes the poor quality of changing facilities to the loss of a senior women's team four seasons ago. It is felt that the facility hinders attracting and retaining members.

Car parking at Dover Rugby Club is sufficient to meet the Club's needs, however, issues can arise when Dover Athletic FC has a home game. The Football Club's stadium neighbours the rugby club site; with much of the rugby club car parking rented out, by the Council, for football match day car parking. The increased congestion and decreased availability of car parking can mean that there are issues on Saturday afternoons.

Ash Recreation Ground is identified by Ash Parish Council as having poor changing facilities and as such, DDC has worked extensively with them on securing S106 funding for improvements.

4.3: Demand

Demand for rugby pitches in Dover District tends to fall within the categories of organised competitive play and organised training.

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT REPORT

Competitive play

Four rugby union clubs play within the District, consisting of eight senior teams, none of which are women's teams; eight junior boys' teams; three junior girls' teams; and 17 mini squads. Deal & Betteshanger RFC and Dover RFC combine to support U15 and U18 girls' teams, with the teams alternating home venues.

It is understood that Deal & Betteshanger RFC has a training group, forming the basis of a senior women's team. The team has not yet played a fixture; and for this reason this demand is considered latent.

Table 4.8: Summary of club demand

Club	Analysis area	No. of rugby union teams			
		Senior (19+)	Colts (18-19)	Junior (13-17)	Mini (6-12)
Ash RFC	Rural	1	-	2	5
Deal & Betteshanger RFC	Deal	3	-	2	6
Dover RFC	Dover	3	-	7	6
Snowdown Colliery Welfare RFC	Rural	1	-	-	-
Total		8	-	11	17

Table 4.9: Summary of overall demand

Team play	No. of rugby union teams		
	Senior	Junior	Mini
Club leagues	8	-	-
Club friendlies/infrequent	-	10	15
University leagues	-	-	-
Total	8	11	15

Training demand

Although one of the pitches at Dover Rugby Club is floodlit, no midweek training demand is currently accommodated on match pitches. The reason for this is twofold in that the quality of the floodlighting is good quality and teams use the space between the two pitches for training. Occasionally, the senior men's teams will utilise the floodlit pitch for half a session, but this will simply entail running through moves and positioning rather than anything too damaging such as scrummaging, rucking or lineouts; therefore only 0.5 match equivalent sessions of training demand is attributed to the floodlit pitch.

Deal & Betteshanger RFC predominantly train on the floodlit side of one pitch. There are also some portable floodlights to enable it to use the remainder of the pitch as necessary, particularly given that the floodlit side of the pitch drains poorly. It is therefore considered that four match equivalent sessions accumulatively take place on the partially floodlit pitch weekly.

The Club would ideally have a dedicated training area but accepts that the size of the site prohibits this. It does access the 3G pitch at Goodwin Academy on Thursday evenings, however, this pitch is not WR compliant and therefore the value of these sessions is limited.

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Snowdown Colliery RFC predominantly trains on the long pile, small size 3G pitch at Aylesham Welfare Leisure Centre once a week for two hours. As it is unknown if the pitch still meets WR compliance no contact or lineout sessions take place on the pitch. Given this, some training sessions do take place on a match pitch; however, this is subject to daylight given that neither rugby union pitch on site is floodlit. This issue could potentially inhibit club growth and should be addressed moving forward.

Ash RFC trains on its floodlit senior pitch at Ash Recreation Ground. Senior training takes place on Tuesday evenings for two hours (one match equivalent session) and some junior training occurs on Wednesday evenings (also for one match equivalent session). The age demographic of the mini and junior squads at the Club means that the requirement for midweek training amongst mini and junior teams is low, but this is expected to increase as teams grow older.

Touch rugby

To actively encourage participation in rugby union, clubs may provide alternative offers to traditional club competition. Touch rugby is one possible format which clubs can use; touch rugby is non-contact rugby sessions, during which participants compete in teams to score tries, following similar laws to traditional rugby union formats. Clubs, schools or community organisation can establish their own touch rugby sessions or can become hosts of O2 touch rugby sessions.

O2 touch rugby are 90 minutes long and combine music, fitness and rugby skills. Sessions are mixed in terms of gender, ability and age and is based on touch rugby being a social activity. There are no O2 touch sessions currently running in Dover District; with the nearest located at Simon Langton Grammar School for Boys (Canterbury) on Tuesdays and Thursdays. The sessions are open to all with an individual's first two sessions free of charge.

Walking rugby

Walking rugby is a slower game of touch rugby that is accessible for disability groups and older participants, generally aged 44 years and above. The game is less physical than traditional rugby, but the general aim remains the same, with passing and scoring laws applying; and tackling involves a two-handed touch to the waist or below. Sessions for over 44's are an opportunity for participants to become physically active and for others to re-engage with rugby at a less strenuous pace. At present there are no formal walking rugby sessions provided by rugby union clubs in Dover District.

Use of artificial pitches

Nationally, clubs identify the use of 3G pitches for training as a method of protecting the match pitches and providing a high quality surface for full contact practice. Competitive play continues to take place on grass pitches for the most part, with ad hoc use of 3G pitches for fixtures in the case of unsuitable pitches due to waterlogging or frost. Further detail on use of 3G pitches can be found in Part 6: Third Generation Artificial Pitches.

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In December 2014, the RFU announced plans to increase the supply of available World Rugby (WR) certified pitches across the country as part of its Investment Strategy. This is to be made up of 60 pitches on rugby club sites, with a further 40 pitches on other community-based sites with usage agreements securing capacity for use by local rugby clubs and groups. The RFU believes increased investment into 3G pitches will allow it to sustain and grow participation in the game given increasing pressure on grass pitches, changing player expectations, competition from other sports investing in artificial pitches and changing weather conditions.

As mentioned earlier, one of the small size 3G pitches at Aylesham Welfare Leisure Centre was previously WR compliant, however, it is thought that this certification has since expired meaning that the pitch should be re-tested before any contact or lineout sessions take place. The size of the pitch means that it could only be used for the youngest mini teams for matches and is not of sufficient size to accommodate old minis, junior or adult match play.

Exported/imported demand

Exported demand refers to existing demand which is transferred outside of the study area; whilst imported demand refers to any demand from neighbouring local authorities that accesses facilities within Dover due to a lack of available facilities in other local authorities where such team or club is based. No clubs in the District report any exported demand nor is there any imported rugby union demand.

Unmet/latent demand

Unmet demand is existing demand at clubs which is not able to access sufficient supply of pitches for match play or training. It is usually expressed, for example, where a team is already training but is unable to access a match pitch or where a league or club operates a waiting list.

Latent demand is demand that evidence suggests may be generated from the current population should they have access to more or better provision. Deal & Betteshanger RFC is reported to have some latent demand equating to one senior women's team. The team has not played a fixture and currently trains only. None of the three other clubs in the District report any latent demand.

Future demand

Future demand can be defined in two ways, through participation increases and using population forecasts.

Participation increases

Deal & Betteshanger RFC aspires to continually add a new U7s team season, whilst retaining its current number of teams. Longer term it is hoped that a senior women's team will be established from the current latent demand, however, initially this may have to be run in conjunction with Dover RFC.

Similarly, Dover RFC hopes to introduce a new U7s team each season; with re-establishing a senior women's team in the longer term. Although the Club previously had a fourth senior men's team (two seasons ago) there is not an active drive to re-establish this team. The Club is not averse to resurrecting this team but will do so when/if senior men's membership naturally grows.

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Despite the Club reducing its number of senior men's teams to one; Snowdown Colliery RFC does not aspire to increase its number of teams.

Ash RFC did not report any aspirations to increase the number of teams representing the Club, however, it is assumed that the Club will introduce a new U7s team next season.

Population increases

Team generation rates are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth (2037).

Table 4.10: Team generation rates (2037) (District wide)

Age group	Current population within age group	Current no. of teams	Team Generation Rate	Future population within age group	Predicted future number of teams (2037)	Additional teams that may be generated from the increased population
Senior Men's (19-45)	16,675	8	1:2084	16,862	8	0
Senior Women's (19-45)	16,753	0	-	16,278	-	-
Junior Boys (13-18)	3,813	8	1:477	4,057	8	0
Junior Girls (13-18)	3,789	3	1:1263	3,910	3	0
Mini rugby mixed (7-12)	7,807	17	1:459	7,337	16	0

When TGRs are applied to Dover District as a whole, the forecasted growth in demand is not considered sufficient to lead to the creation of an additional teams with any increase in participation being assimilated into existing playing squads.

It is important to note that TGRs are based exclusively on population figures and do not account for specific targeted development work within certain areas or focused towards certain groups, such as CRC coaching activity within schools linking to local clubs or NGB aims as part of the Whole Sport Plan.

The RFU is focused on actively exploring opportunities to assist with the transition between late junior years and senior rugby with a specific focus on growing the senior game with the addition of adult teams (both men's and women's). This area has a strategic focus from the RFU and is being facilitated by encouraging casual play and midweek senior matches, along with O2 touch and cross pitch 7s. The RFU recognises the traditional reduction in participation numbers at this time and it is hoped that by addressing the decrease and offering alternative match times then clubs may be able to retain a larger number of players.

This is not the sole focus of the RFU, which is developing junior participation within Dover District, based on a model of coaching sessions delivered in schools and local communities. Intentions are to form junior teams from these training groups which are linked to local schools and will use pitches at school sites, in some cases also linking to existing clubs to provide a performance pathway.

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Infrequent play

The RFU has plans to encourage participants which have previously played rugby union to re-engage through participation as part of a more casual sporting offer. The league will provide opportunities for teams and players which are unable to play weekly or frequently for various reasons and will operate on an occasional basis. The league will also act as an entry point for newly created clubs and provide competitive opportunities.

Education

Rugby union is traditionally a popular sport within independent schools; however, the RFU is also active in developing rugby union in local state schools through the All Schools programme launched in September 2012. This aims to increase the number of secondary state schools playing rugby union, with such schools linking to a local team of RFU rugby development officers (RDOs) which deliver coaching sessions and offer support to establish rugby union as part of the curricular and extracurricular programme.

Rugby union activity takes place at some secondary schools in Dover District; however, the volume of this activity varies, with few supporting competitive school teams. Links with the four local clubs will support activity levels, whilst also aiding each club's development within specific analysis areas.

Both Deal & Betteshanger RFC and Dover RFC are part of the All Schools programme with local secondary schools. Dover RFC notes that it was linked with three schools through the programme (Dover Christ Church Academy, Astor College and St Edmund's Catholic School). Of these three, links remain with two; with Dover Christ Church Academy having a stronger interest in football.

Deal & Betteshanger RFC has links with Goodwin Academy through the programme and noticed a greater response from girls at the School, which contributed to the establishment of the Club's three junior girls' teams.

The peak period

In order to fully establish actual spare capacity, the peak period needs to be established for all types of rugby. For senior teams, it is considered to be Saturday PM as all senior men's teams play at this time.

Peak time for mini and junior rugby is Sunday AM.

4.4: Capacity analysis

The capacity for pitches to regularly accommodate competitive play, training and other activity over a season is most often determined by quality. As a minimum, the quality and therefore the capacity of a pitch affects the playing experience and people's enjoyment of playing rugby. In extreme circumstances, it can result in the inability of a pitch to cater for all or certain types of play during peak and off-peak times.

To enable an accurate supply and demand assessment of rugby pitches, the following assumptions are applied to site by site analysis:

- ◀ All sites that are used for competitive rugby matches (regardless of whether this is secured community use) are included on the supply side.
- ◀ Use of school pitches by schools increases demand by one match equivalent session per pitch, unless school activity levels are known.

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- ◀ All competitive play is on senior size pitches (except for where mini pitches are provided).
- ◀ From U13 upwards, teams play 13v13 and use a 90x60m pitch ideally.
- ◀ Mini teams (U6-U12) play on half of a senior pitch i.e. two teams per senior pitch or a dedicated mini pitch.
- ◀ For senior and youth teams the current level of play per week is set at 0.5 for each match played based on all teams operating on a traditional home and away basis (assumes half of matches will be played away).
- ◀ For mini teams playing on a senior pitch, play per week is set at 0.25 for each match played based on all teams operating on a traditional home and away basis and playing across half of one senior pitch.
- ◀ Senior men's rugby generally takes place on Saturday afternoons.
- ◀ Senior women's rugby generally takes place on Sunday afternoons.
- ◀ Junior rugby (training and matches) generally takes place on Sunday mornings.
- ◀ Mini rugby (training and matches) generally takes place on Sunday mornings.
- ◀ Training that takes place on club pitches is reflected by the addition of match equivalent sessions to current usage levels.

As a guide, the RFU has set a standard number of matches that each pitch should be able to accommodate, set out below.

Table 4.12: Pitch capacity (matches per week) based on quality assessments

		Maintenance		
		Poor (M0)	Adequate (M1)	Good (M2)
Drainage	Natural Inadequate (D0)	0.5	1.5	2
	Natural Adequate (D1)	1.5	2	3
	Pipe Drained (D2)	1.75	2.5	3.25
	Pipe and Slit Drained (D3)	2	3	3.5

Capacity is based upon a basic assessment of the drainage system and maintenance programme ascertained through a combination of the quality assessment and consultation. This guide, however, is only a very general measure of potential pitch capacity. It does not account for specific circumstances at time of use and it assumes average rainfall and an appropriate end of season rest and renovation programme.

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Table 4.13. Capacity table for rugby union pitches in Dover District

Site ID	Site name	Analysis area	Community use?	Security of tenure ¹⁶	Number of pitches	Pitch type	Non-tech score	Quality rating	Floodlit?	Match equivalent sessions (per week)	Pitch capacity (sessions per week)	Capacity rating	Comments
4	Ash Recreation Ground	Rural	Yes	Secure	1	Senior	M0/D1	Poor	Yes	3	1.5	1.5	Pitch is overplayed by 1.5 MES.
4	Ash Recreation Ground	Rural	Yes	Unsecure	1	Senior	M0/D1	Poor	No	2.25	1.5	0.75	Pitch is overplayed by 0.75 MES
9	Aylesham Welfare Leisure Centre	Rural	Yes	Secure	1	Senior	M1/D1	Standard	No	0.5	2	-1.5	Potential spare capacity of 1.5 MES.
9	Aylesham Welfare Leisure Centre	Rural	Yes	Secure	1	Senior	M1/D1	Standard	No	0.5	2	-1.5	Potential spare capacity of 1.5 MES.
22	Deal & Betteshanger RFC	Deal	Yes	Secure	1	Senior	M1/D1	Standard	No	2.25	2	0.25	Pitch is overplayed by 0.25 MES
22	Deal & Betteshanger RFC	Deal	Yes	Secure	1	Senior	M1/D0	Poor	Yes (partly)	5	1.5	3.5	Pitch is overplayed by 3.5 MES.
31	Dover Rugby Football Club	Dover	Yes	Secure	1	Senior	M2/D1	Good	Yes	3.25	3	0.25	Pitch is overplayed by 0.25 MES
31	Dover Rugby Football Club	Dover	Yes	Secure	1	Senior	M2/D1	Good	No	3.25	3	0.25	Pitch is overplayed by 0.25 MES
34	Duke of York's Royal Military School, Dover	Dover	Yes-unused	Unsecure	6	Senior	M1/D1	Standard	No	6	12	-6	Potential spare capacity of six MES across six pitches.
54	Kearsney Camp Site	Dover	Yes-unused	Secure	1	Senior	M0/D1	Poor	No	-	1.5	-1.5	Potential spare capacity of 1.5 MES.
79	Sandwich Technology School	Rural	No	Unsecure	1	Senior	M1/D1	Standard	No	1	2	-1	Potential spare capacity of one MES.
85	Sir Roger Manwoods School	Rural	No	Unsecure	2	Senior	M1/D1	Standard	No	3	4	-1	Potential spare capacity of one MES across two pitches.

¹⁶ Security of tenure here relates to the continued presence of the pitches for the next three years as a minimum. Those owned and managed by the Council are considered secure as part of the Council's wider sport & leisure offer; whilst those located at club sites are also considered secure. Pitches located at education sites are not considered secure, unless a formal, long term community use agreement is in place with a community rugby union club.

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The peak period

In order to fully establish actual spare capacity, the peak period needs to be established. Peak time for senior rugby union matches is Saturday afternoons and is considered such within the local authorities, although junior and mini teams play on senior pitches on Sunday mornings.

Actual spare capacity

The next step is to ascertain whether or not any identified 'potential capacity' can be deemed 'actual capacity'. There may be situations where, although a site is highlighted as potentially able to accommodate some additional play, this should not be recorded as spare capacity against the site. For example, a site may be managed to regularly operate slightly below full capacity to ensure that it can cater for a number of regular friendly matches and activities that take place but are difficult to quantify on a weekly basis.

Pitches located at education and unsecure sites which are available for community use but are currently unused are not considered to have actual spare capacity as security of use cannot be formally evidenced as guaranteed.

With this in mind; there is a total of 2.5 match equivalent sessions of actual spare capacity during the peak period. Aylesham Welfare Leisure Centre has 1.5 match equivalent sessions of actual spare capacity; with Kearsney Camp Site having one match equivalent session. Actual spare capacity totalling 2.5 match equivalent sessions had to be discounted from Ash Recreation Ground, Deal & Betteshanger Rugby Club and Dover Rugby Club as pitches on these sites are all overplayed.

Overplay

Six pitches in Dover District are overplayed. Three of these are floodlit and accommodate some midweek training demand. Overplay totals 6.5 match equivalent sessions per week.

4.5 Supply and demand analysis

Having considered supply and demand, the table below identifies the overall spare capacity in each of the analysis areas for senior rugby union pitches based on match equivalent sessions per week. Future demand is based on both team generation rates which are driven by population increases, as well as reported club development plans.

Table 4.14: Summary of supply and demand balance on rugby union pitches

Analysis area	Actual spare capacity ¹⁷	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand ¹⁸	Future total
Deal	-	3.75	3.75	0.5	4.25
Dover	1	0.5	0.5	0.5	-
Rural	1.5	2.25	0.75	0.25	1
Dover District	2.5	6.5	4	1.25	5.25

¹⁷ In match equivalent sessions

¹⁸ Future demand for a senior women's team run in conjunction between Dover RFC and Deal & Betteshanger RFC means that 0.25 MES has been allocated to the Deal and Dover analysis areas.

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There is currently an overall shortfall of senior rugby union pitches in Dover District totalling four match equivalent sessions. There is considered to be sufficient supply in the Dover Analysis Area; but this is outweighed by shortfalls in the Deal and Rural analysis areas.

When future supply is considered the sufficient supply in Dover Analysis Area is negated, resulting in secure provision in the Analysis Area being at capacity. Shortfalls across the District are exacerbated, increasing from four match equivalent sessions per week to 5.25 match equivalent sessions per week.

As there are no mini or junior pitches in the District, demand from these teams has been allocated to senior pitches accordingly; whilst future demand has also been considered at club current home venues.

4.6: Conclusions

Overall in Dover there is a shortfall of rugby union pitches available for community use on secure, long term agreements. The current shortfall of four match equivalent sessions per week is mainly located in the Deal Analysis Area and reflects overplay of Deal & Betteshanger RFC training on its match pitches.

Each club has particular issues that require addressing if rugby union participation is to continue to grow and clubs are to develop as follows:

Dover RFC requires improvements to ancillary provision and long term lease agreements for both the pitches and clubhouse facility.

Deal & Betteshanger RFC require capacity to remove training demand from match pitches; and to establish female only changing rooms for its burgeoning girls' section.

Deal & Betteshanger, Snowdown Colliery and Ash rugby clubs all require improvements to pitch maintenance to increase capacity at respective home venues.

Although all rugby union clubs in Dover District have secure access to pitches, none of the current use agreements are long term enough for clubs to be able to apply for most Sport England or NGB funding to improve pitches/facilities. The RFU has a maximum requirement of 21 years needed on security of tenure; although this can be lower for some grants.

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Rugby union summary

- ◀ There are 18 rugby union pitches provided across eight sites, all of which, are senior size. Three pitches are unavailable for community, all located at education sites (Sandwich Technology School and Sir Roger Manwoods School). Rugby union pitches at these sites are unavailable in order to preserve quality for school use.
- ◀ In addition to the grass rugby union pitches, one of the small size 3G pitches at Aylesham Welfare Leisure Centre was previously World Rugby (WR) compliant; however, it is believed that this certification has since lapsed with the pitch requiring re-testing.
- ◀ Although all rugby union clubs in Dover District have secure access to pitches, none of the current use agreements are long term enough for clubs to be able to apply for most Sport England or NGB funding to improve pitches/facilities. The RFU has a maximum requirement of 21 years needed on security of tenure; although this can be lower for some grants.
- ◀ Of the community available pitches in the District, two are assessed as good quality, nine are standard quality and four are poor quality.
- ◀ The good quality pitches are both located at Dover Rugby Club. Three of the poor quality pitches are accessed by clubs in the District at Ash Recreation Ground and Deal & Betteshanger Rugby Club. The fourth poor quality pitch is at Kearsney Campsite and was previously used by Dover RFC; however, the Club ceased using the pitch due to cost and quality issues.
- ◀ Ancillary facilities are generally good/standard quality except for Dover RFC which is poor quality with changing rooms in need of refurbishment.
- ◀ Four rugby union clubs play within the District, consisting of eight senior teams, none of which are women's teams; eight junior boys' teams; three junior girls' teams; and 17 mini squads.
- ◀ Deal & Betteshanger RFC and Dover RFC hope to increase the number of junior teams they have and a shared women's team. No further growth is predicted from population increases.
- ◀ There is a total of 2.5 match equivalent sessions of actual spare capacity during the peak period. Aylesham Welfare Leisure Centre has 1.5 match equivalent sessions of actual spare capacity; with Kearsney Camp Site having one match equivalent session.
- ◀ Six pitches in Dover District are overplayed. Three of these are floodlit and accommodate some midweek training demand. Overplay totals 6.5 match equivalent sessions per week.
- ◀ Overall in Dover there is a shortfall of rugby union pitches available for community use on secure, long term agreements. The current shortfall of four match equivalent sessions per week is mainly located in the Deal Analysis Area and reflects overplay of Deal & Betteshanger RFC training on its match pitches.

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PART 5: HOCKEY

5.1: Introduction

Hockey in England is governed by England Hockey (EH) and is administered locally by the Kent Hockey Association.

Competitive league hockey matches and training can only be played on sand filled, sand dressed or water based artificial grass pitches (AGPs). Although competitive, adult and junior club training cannot take place on third generation turf pitches (3G), 40mm pitches may be suitable for introductory level hockey, such as school curriculum low level hockey. EH's Artificial Grass Playing Surface Policy details suitability of surface type for varying levels of hockey, as shown below.

Table 5.1: England Hockey guidelines on artificial surface types suitable for hockey

Category	Surface	Playing level	Playing level
England Hockey Category 1	Water surface approved within the FIH Global/National Parameters	Essential International Hockey - Training and matches	Desirable Domestic National Premier competition Higher levels of EH Player Pathway Performance Centres and upwards England
England Hockey Category 2	Sand dressed surfaces within the FIH National Parameter	Essential Domestic National Premier competition Higher levels of player pathway: Academy Centres and Upwards	Desirable All adult and junior League Hockey Intermediate or advanced School Hockey
England Hockey Category 3	Sand based surfaces within the FIH National Parameter	Essential All adult and junior club training and league Hockey EH competitions for clubs and schools Intermediate or advanced schools hockey	EH competitions for clubs and schools (excluding domestic national league)
England Hockey Category 4	All 3G surfaces	Essential None	Desirable Lower level hockey (Introductory level) when no category 1-3 surface is available.

For senior teams, a full size pitch for competitive matches must measure at least 91.4 x 55 metres excluding surrounding run off areas which must be a minimum of two metres at the sides & three metres at the ends. England Hockey preference is for four metre side and five metre end run offs, with a preferred overall area of 101.4 x 73 metres though a minimum overall area of 97.4 x 59 metres is accepted.

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It is considered that a hockey pitch can accommodate up to four hockey matches on one day (peak time) provided that the pitch has floodlighting. Training is generally midweek and requires access to a pitch and floodlights.

Consultation

There is one club within Dover District, Deal Hockey Club which accesses provision both in and out of the District. In addition, EH requested that two other clubs, Canterbury HC and Folkestone HC, were also consulted with to understand whether there is potential for those clubs to access supply in the District.

All three clubs were provided the opportunity to take part in consultation, however, only Folkestone HC responded. In addition, EH provided membership information for Deal Hockey Club and provided a strategic overview to inform this section of the report.

5.2: Supply

Duke of York's Military School provides the only full size, hockey suitable AGP within Dover District. In addition to this there are two small size AGPs at Baypoint Leisure and Sir Roger Manwoods School; however, each has issues in relation to being compatible for community hockey activity.

Table 5.2: Hockey suitable AGPs by location

Site ID	Site	Analysis area	Available for community use?	Floodlit?	Size (metres)	Surface
11	Baypoint Leisure	Rural	Yes	Yes	Small (48x34)	Sand dressed
34	Duke of York's Royal Military School	Dover	Yes	Yes	Full (97.5x61)	Sand dressed
85	Sir Roger Manwoods School	Rural	No	No	Small (51x34)	Sand dressed

Disused supply

There is a disused full size sand based AGP at Dover Christ Church Academy. The pitch was formerly used by the school for curricular and extra-curricular activity, as well as being available for community use. However, during site developments the pitch was temporarily used as an auxiliary car park. This significantly damaged the pitch quality and meant that half of the floodlighting had to be removed.

The pitch is now in a state of disrepair and is not used by either the school or the wider community. Should demand require the need for the pitch then a full replacement of the surface and supplementary facilities would be required i.e. floodlighting, fencing, goals, etc.

Quality

The full size, hockey suitable AGP is good quality; having been refurbished in 2013, following the establishment of new tennis courts on the site. Supporting ancillary provision on the site is good quality, though it is not accessed by the Club.

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The small size AGP at Sir Roger Manwoods School is poor quality, unavailable for community use and is not floodlit. The School notes that rather than resurfacing the pitch in its current location there are aspirations to establish a full size, hockey suitable AGP on a different part of the site. It would then be hoped that the School could link with a local hockey club, most likely Deal HC, which would then be based at the site.

Baypoint Leisure AGP is standard quality and is available for community use and floodlit. However, the pitch is currently marked for three small size, recreational, football pitches with nets dividing each pitch. Due to this hockey is unable to be accommodated on the site.

Ownership/management

Two of the three hockey suitable AGPs (full and small size) are owned and managed by education establishments. Both are available outside of school hours, throughout the peak period.

Baypoint Leisure is owned and managed by a commercial operator.

Ancillary facilities

Deal HC accesses a clubhouse at Hull Park Sports Club rather than at Duke of York Military School where it plays. The facility at Hull Park is shared with Walmer CC, which utilises the site for both match and training demand. Facilities are considered adequate to meet the Club's social demand; however, ideally ancillary provision would be accessed on the same site as its home venue.

The Club does not access changing provision at Duke of York's Royal Military School.

5.3: Demand

Deal HC is the only hockey club based in Dover District. The Club consists of one senior ladies', two senior men's and a mixed team; although the latter is not affiliated to any winter leagues. All home matches are played at Duke of York's Military School which the Club rents on a match-by-match basis. Training alternates between Duke of York's Royal Military School and Three Hills Sports Club (Folkestone); although access to the latter is limited due to use by Folkestone Optimists HC.

Canterbury HC is based at Polo Farm Sports Club, which is owned and managed by Canterbury Christ Church University. The Club has ten senior men's, five senior women's teams and some junior squads.

Folkestone Optimists HC is based at Hill Sports Park (Folkestone) and has eight senior men's teams, four senior women's teams and junior squads.

Some demand from Dover District is also being accommodated at Folkestone and Canterbury hockey clubs; particularly with both clubs offering an array of teams competing at varying levels of ability.

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EH Player Pathway

The Player Pathway (PP) is the junior talent development pathway. It encompasses the whole of the hockey landscape which includes club and school activity as well as the PP Development Centres (DCs). The purpose of the PP is to provide development opportunities for young people, which is fair, equitable and consistent. It is to ensure that a suitable level of coaching and competition is offered for people at the appropriate stage of their development and to maximise the chance they have of fulfilling their potential whether that potential is as a club or International player, coach or official. The PP can be accessed by playing at school, a local club or attending one of the local centres. There is one entry point into the PP centres which is at DC level. The first time a player accesses the player pathway they must enter at DC level.

Development Centres (DCs) and Academy Centres (ACs)

DCs and ACs are local training centres for the U13 to U17 age groups. DCs are open to any hockey player who has been nominated by their club, school or coach, with ACs open to any player who has been nominated by a DC coach. After attending a DC, an AC is the next step on the player pathway. Included in the DCs/ACs are Goalkeeper (GK) Academies, which provide specific coaching sessions for goalkeepers. The nearest to Dover District are the DC, AC and GK Academy based in Canterbury and Folkestone respectively.

Performance Centre (PC)

A PC is a training centre for the U15 and U17 age groups. The nearest PC is one of only 14 in England and is now based in Tonbridge.

Future demand

EH applies a growth rate to predict participation growth in each local authority. For Dover District a 6% growth rate has been applied to predict participation growth at Deal HC.

Table 5.3: Membership increases based on EH growth rate (6%)

Club	Current senior members	Future senior members	Current junior members	Future junior members	Total future membership
Deal HC	47	49	4	4	53

When the growth rate is applied it is predicated that Deal HC membership will increase by two members, specifically senior membership. It should be noted that although predicted growth is insufficient to lead to the creation of new teams or increased junior membership EH has earmarked the Club to establish a junior section.

EH reports aspiration for Deal HC to establish a junior section and junior teams in forthcoming seasons. It is thought that this will support the sustainability of the Club in the long term, whilst also broadening hockey's reach throughout the District.

The Club is working closely with EH in order to put the foundations for this in place, although it is not known how many teams will be created.

It is anticipated by the Club that all future teams will be accommodated at Duke of York's Military School.

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Latent demand

Latent demand is demand that evidence suggests may be generated from the current population should they have access to more or better provision. None of the three clubs in or around Dover District are considered to have any latent demand.

School hockey

There is limited development of hockey in secondary schools in Dover District which means that there is a lack of players feeding into the club teams in the District. The School Games Programme offers “Quicksticks” and In2Hockey which is popular in primary schools, however there is a large drop off at secondary school level. The School Games Programme has introduced In2Hockey at secondary school level from 2013.

Sir Roger Manwood’s School reports that it exports school match demand to Polo Farm Sports Club (Canterbury) as its current provision is not of the appropriate size or quality to accommodate this demand.

Back to Hockey

Back to hockey sessions are fun, social and informal hockey sessions, which are specifically aimed at people who have either never played hockey before or have not played for a number of years. Coaches at each session will provide guidance to all participants, with an emphasis on making sessions fun and friendly.

Hosting or running sessions can be a useful way for clubs to increase membership, with a number of clubs seeing an increase in regular participants at club training sessions. Providing the sessions can also help to promote clubs to the wider community, with a potential influx of new members and interest.

At present, there are no Back to Hockey sessions occurring in the District.

Usage

The following table summarises the availability of the full size AGP for community use in Dover District. In addition, it records the availability of provision within the peak period. Sport England’s Facilities Planning Model (FPM) applies an overall peak period for AGPs of 34 hours a week (Monday to Thursday 17:00-21:00; Friday 17:00-19:00; Saturday and Sunday 09:00-17:00)

Table 5.4: Community opening times of full size sand AGPs

Site ID	Site name	Opening times	Hours in the peak period	Comments
34	Duke of York’s Military School	Weekday: 18 hours Weekend: 16 hours	34	Used by Deal Hockey Club for matches and some training. Although some training demand does take place elsewhere outside of the District. Spare capacity is considered to exist at both weekends for matches; and weekdays for training.

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5.4 Supply and demand analysis

Based on a floodlit, full size AGP being able to accommodate four matches per Saturday and Sunday i.e. eight teams, one pitch is adequate to accommodate current demand in Dover District (three senior teams at peak time). Existing supply (and spare capacity expressed) is also deemed adequate to meet any potential future demand.

5.5 Conclusions

Given there is adequate supply of hockey suitable provision to service community hockey clubs, focus should be placed on protecting access to Duke of York's Royal Military School AGP, potentially through a formal, long term community use agreement; as well as to establish junior teams to grow hockey activity in the District and support long term club sustainability.

Although there is not enough demand from community hockey clubs in Dover District to require access to another full size AGP in Dover District, Sir Roger Manwood's School in Sandwich does export school match demand to Polo Farm Sports Club (Canterbury). Therefore, from a school hockey point of view, the feasibility of extending its current small size AGP to full size should be explored further. However, from an income generation point of view, such a facility is unlikely to attract significant community use.

Hockey summary

- ◀ Duke of York's Military School provides the only full size, hockey suitable AGP within Dover District (which is used by Deal HC for matches). In addition to this there are two small size AGPs at Baypoint Leisure and Sir Roger Manwoods School; however, each has issues in relation to being compatible for community hockey activity.
- ◀ The AGP at Duke of York's Royal Military School is good quality; having been refurbished in 2013, following the establishment of new tennis courts on the site. Supporting ancillary provision on the site is good quality, though it is not accessed by the Club.
- ◀ The small size AGP at Sir Roger Manwoods School is poor quality, unavailable for community use and is not floodlit. However, the school aspires to extend this to full size as it currently exports demand into Canterbury.
- ◀ Baypoint Leisure AGP is standard quality and is available for community use and floodlit. However, the pitch is currently marked for three small size, recreational, football pitches with nets dividing each pitch. Due to this hockey is unable to be accommodated on the site.
- ◀ Deal HC accesses a clubhouse at Hull Park Sports Club rather than at Duke of York Military School where it plays. The facility at Hull Park is shared with Walmer CC, which utilises the site for both match and training demand. Facilities are considered adequate to meet the Club's social demand; however, ideally ancillary provision would be accessed on the same site as its home venue.
- ◀ There is one club within Dover District, Deal Hockey Club which accesses provision both in and out of the District. It consists of one senior ladies', two senior men's and a mixed team.
- ◀ Some demand from Dover District is also being accommodated at Folkestone and Canterbury hockey clubs.
- ◀ EH reports aspiration for Deal HC to establish a junior section and junior teams in forthcoming seasons. It is thought that this will support the sustainability of the Club in the long term, whilst also broadening hockey's reach throughout the District.
- ◀ One full size floodlit hockey AGP is able to accommodate up to four hockey matches at peak time (Saturday). Given that there is only three senior teams currently playing in Dover District, one pitch is adequate to accommodate current demand. Existing supply (and spare capacity expressed) is also deemed sufficient enough to meet potential future demand.

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PART 6: THIRD GENERATION ARTIFICIAL GRASS PITCHES (3G PITCHES)

6.1 Introduction

There are several surface types that fall into the category of artificial grass pitch (AGP). The three main groups are rubber crumb (also known as third generation turf or 3G), sand based (filled or dressed) and water based.

Table 6.1: AGP type and sport suitability

Surface	Category	Comments
Rubber crumb	Long Pile 3G (60mm with shock pad)	Rugby surface – must comply with World Rugby type 22 and/or RFL Community Standard, requires a minimum of 60mm pile.
Rubber crumb	Medium Pile 3G (55-60mm)	Preferred football surface. Suitable for non-contact rugby union/league practice or play.
Rubber crumb	Short Pile 3G (40mm)	Acceptable surface for some competitive football.
Sand	Sand Filled	Competitive hockey and football training.
Sand	Sand Dressed	Preferred hockey surface and suitable for football training.
Water	Water based	Preferred hockey surface and suitable for football training if irrigated.

England Hockey's Artificial Grass Playing Surface Policy (June 2016) advises that 3G pitches should not be used for hockey matches or training and that they can only be used for lower level hockey (introductory level) when no sand-based or water-based AGPs are available.

Competitive football can take place on 3G surfaces that have been FA or FIFA certified and a growing number of 3G pitches are now used for competitive match play at mini soccer and youth level. The recommended FA dimensions for a full size 3G pitch are 100x64 metres with additional run off areas of three metres required on each side. Minimum playing area dimensions to meet performance standard criteria for competitive football are 90x45 metres (or 100x64 metres for FIFA sanctioned international matches), with additional run off areas of three metres required on each side. FIFA 3G pitch certification is required to host competitive adult match play at Step 3 and below, whilst for teams playing at Steps 1 or 2 pitches are required to have FIFA Pro standard certification, further information on which is included later in the section. Football training can take place on sand and water based surfaces but is not the preferred option.

World Rugby (WR) produced the 'Performance Specification for Artificial Grass Pitches for Rugby', more commonly known as 'Regulation 22' that provides the necessary technical detail to produce pitch systems that are appropriate for rugby. The artificial surface standards identified in Regulation 22 allows matches to be played on surfaces that meet the standard. Full contact activity, including tackling, rucking, mauling and lineouts can take place. All full size World Rugby compliant 3G pitches feature on the RFU register, including expiry dates of certification¹⁹. Upon registration, World Rugby compliancy is valid for two years before renewal and retesting is required.

¹⁹<http://www.englishrugby.com/governance/club-support/facilities-kit-and-equipment/artificial-surfaces/artificial-grass-pitches>

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Many test contractors are able to offer reduced rates through efficiency savings to carry out multiple performance tests in the same session, therefore providers seeking 3G pitch compliancy for a number of sports would be recommended to consider this opportunity.

6.2 Supply

Within this PPS, full size 3G pitches are defined as those which meet FA minimum dimension criteria for adult football (90x45 metres). It should be noted that within other external documentation the FA typically refers to 3G pitches as 3G Football Turf Pitches (FTPs).

There are two full size 3G pitches in Dover District, both of which, have floodlighting and are available for community use (to some extent). There are a further four small size 3G pitches, all of which, are available for community use; notably, none of these are located at education sites.

The spread of full size 3G pitch provision in Dover District is not evenly distributed across analysis areas, with the Dover Analysis Area not having a full size 3G pitch; and the other two analysis area (Deal and Rural) having one each.

Both of the full size 3G pitches are currently certified for competitive football use and listed on the FA 3G Football Turf Pitch Register; whilst one of the small size 3G pitches previously met WR compliance; however, it is suspected that this has since lapsed.

Table 6.2 provides a list of the current supply of full size 3G pitches identified in Dover District.

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Table 6.2: Full size 3Gs in Dover District

Site ID	Site name	Ownership/management	Analysis area	Pitch type	Floodlit?	Size (metres) ²⁰	Certification	Certification renewal date (where known)
47	Goodwin Academy	Education	Deal	Medium Pile 3G (55-60mm)	Yes	91x55	FA	-
78	Sandwich Leisure Centre	Trust	Rural	Medium Pile 3G (55-60mm)	Yes	95x56	FA	-

Additional provision

In addition to the supply of full size 3G pitches in Dover District there are a variety of smaller size pitches that can help to accommodate some demand.

Table 6.3: Additional supply of small size 3G pitches

Site ID	Site name	Ownership/management	Analysis area	Pitch type	Floodlit?	Size (metres)	Certification	Certification renewal date (where known)
9	Aylesham Welfare Leisure Centre	Trust	Rural	Long Pile 3G (65mm) with shock pad	Yes	55x37	WR (Formerly)	-
9	Aylesham Welfare Leisure Centre	Trust	Rural	Medium Pile 3G (55-60mm)	Yes	36x21	-	-
11	Baypoint Leisure	Commercial	Rural	Medium Pile 3G (55-60mm)	Yes	50x33	-	-
115	Woodnesborough Football Club	Sports Club	Rural	Medium Pile 3G (55-60mm)	Yes	45x20	-	-

²⁰ Excluding run-offs.

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Future plans for provision

Though full size 3G pitches are considered those which meet FA minimum pitch dimensions, it is recommended that any new 3G pitches built in future should meet FA recommended pitch dimensions so to ensure suitability for all formats of football and maximise opportunities for use.

Table 6.4: FA recommended 3G pitch sizes

Age group	Playing format	Recommended pitch dimensions (metres excluding run offs)	Recommended pitch dimensions (metres including run offs)
Mini-Soccer U7/U8	5v5	37x27	43x33
Mini-Soccer U9/U10	7v7	55x37	61x43
Youth U11/U12	9v9	73x46	79x52
Youth U13/U14	11v11	82x50	88x56
Youth U15/U16	11v11	91x55	97x61
Youth U17/U18	11v11	100x64	106x70
Over 18/Adult	11v11	100x64	106x70

It is understood that there will be two small size 3G pitches (5v5 size) established when the new Dover District Leisure Centre becomes available (leisure centre opening end of February 2019).

Duke of York's Royal Military School reported that consideration has been given to the establishment of a full size 3G pitch on site. The pitch would not replace the existing sand based 3G but would be located elsewhere on the site. No formal plans have been submitted at this point.

Conversion to 3G surfaces

Since the introduction of 3G pitches and given their popularity for football, providers have seen this as a way to replace a worn sand or water based carpet and generate increased revenue from hiring out a 3G pitch to football and rugby clubs and commercial football providers. This has often come at the expense of hockey, with players now travelling further distances to gain access to a suitable pitch and many teams consequently displaced from their preferred local authority.

Due to its impact on hockey, it is appropriate to ensure that sufficient sand based AGPs are retained for the playing development of hockey. To that end, a change of surface will require a planning application and the applicants will need to show that there is sufficient provision available for hockey in the locality. Advice from Sport England and England Hockey should also be sought prior to any planning application being submitted.

It should also be noted that, if a surface is changed, it could require the existing floodlighting to be changed and in some instances noise attenuation measures may need to be put in place.

A 3G surface is limited in the range of sport that can be played or taught on it. Providers proposing a conversion should take advice from the appropriate sports' governing bodies or refer to Sport England guidance: <https://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/>

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6.3: Quality

The carpet of a 3G pitch is considered to have a surface life of approximately 10 years with assumed maintenance of the required standard, though its lifespan can be prolonged in some cases where maintenance is of particularly high quality and rigor.

The full size pitch at Goodwin Academy is beyond the recommended ten year lifespan, which may contribute to the pitch being considered poor quality. Deal Town Rangers FC note that the pitch requires resurfacing to improve its quality, with a consistent, thorough, maintenance regime to be established.

Conversely, although the full size pitch at Sandwich Leisure Centre is in its final year of recommended lifespan it is assessed as standard quality surface. The pitch is used throughout the week, supporting both curricular and extra-curricular activity from Sandwich Technology School, as well as community activity by local sports clubs and groups. The maintenance of the pitch is reported to be of a consistently high quality; which has sustained the quality over a long period. Pitch quality should be monitored given the age of the surface to prevent quality declining in the future.

Three of the four small size 3G pitches are within recommended ten year lifespans. The surface at Baypoint Leisure is beyond the recommended ten years but is of standard quality.

The medium pile 3G pitch at Aylesham Welfare Leisure Centre is the most recently established pitch in the District. This was converted to a 3G surface in 2018 from a multi-use games area (MUGA), including a tennis court.

Table 6.5: Summary of quality (community use)

Site ID	Site name	No. of pitches	Surface type	Year built (refurbished)	Quality
47	Goodwin Academy (full size)	1	Medium Pile	2006	Poor
78	Sandwich Leisure Centre (full size)	1	Medium Pile	2009	Standard
9	Aylesham Welfare Leisure Centre	1	Long Pile	2010	Good
9	Aylesham Welfare Leisure Centre	1	Medium Pile	2018	Good
11	Baypoint Leisure	1	Medium Pile	2008	Standard
115	Woodnesborough Football Club	1	Medium Pile	2015	Standard

Sinking funds to be established over the life of a surface through money generated from lettings to enable refurbishing and resurfacing to take place when quality declines to poor quality. This is not known to be an issue at any of the sites with current 3G provision.

In order for competitive matches to be played on 3G pitches, the pitch should be FA or FIFA tested and approved and added to the FA pitch register, which can be found at: <http://3g.thefa.me.uk/?countyfa=Durham>

Pitches can also undergo FIFA testing to become a FIFA Quality pitch (previously FIFA One Star) or a FIFA Quality Pro pitch (previously FIFA Two Star), with pitches commonly constructed, installed and tested in situ to achieve either accreditation. This comes after FIFA announced changes to 3G performance in October 2015 following consultation with member associations and licenced laboratories. The changes are part of FIFA's continued ambition to drive up performance standard in the industry and the implications are that all 3G pitches built through the FA framework will be constructed to meet the new performance criteria.

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The changes from FIFA One Star to FIFA Quality will have minimal impact on the current hours of use guidelines, which suggest that One Star pitches place more emphasis on the product's ability to sustain acceptable performance and can typically be used for 60-85 hours per week with a lifespan of 20,000 cycles. In contrast, pitches built to FIFA Quality Pro performance standards are unlikely to provide the hours of use that some FIFA Two Star products have guaranteed in the past (previously 30-40 hours per week with a lifespan of 5,000 cycles). Typically, a FIFA Quality Pro pitch will be able to accommodate only 20-30 hours per week with appropriate maintenance due to strict performance measurements.

Clubs playing in the football pyramid on 3G pitches meeting FIFA One Star or Two Star guidelines will still be required to certify their pitches annually, however, if any pitch replacement takes place the Club will need to meet the new FIFA performance criteria of FIFA Quality or Quality Pro. To stay on the FA register, pitches below the national league pyramid require FA testing every three years.

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Availability and usage

The following table summarises the availability of full size AGPs for community use in Dover District. In addition, it records the availability of provision within the peak period. Sport England's Facilities Planning Model (FPM) applies an overall peak period for AGPs of 34 hours a week (Monday to Thursday 17:00-21:00; Friday 17:00-19:00; Saturday and Sunday 09:00-17:00).

Table 6.6: Summary of full size 3G availability and usage (during the peak period)

Site ID	Site name	Surface type	Floodlit?	Quality ²¹	Total number of hours available for community use during peak period	Football usage	Rugby union usage	Other sports club usage	Spare capacity
47	Goodwin Academy	Medium Pile	Yes	Poor	Midweek: 18 hours Weekend: 16 hours Total: 35 hours	50%	3%	12%	35%
78	Sandwich Leisure Centre	Medium Pile	Yes	Good	Midweek: 18 hours Weekend: 16 hours Total: 35 hours	64%	-	18%	18%

²¹ Quality is assessed via a combination of non-technical assessments carried out by KKP but also take account of user views and opinions.

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Both full size 3G pitches are available for lettings throughout the peak period; and despite both pitches being located on education sites²², when community use can be limited on weekdays, both are well used by community clubs.

Deal Town Rangers FC has a two year lease agreement to access the Goodwin Academy for both training and match demand. The Club's teams access the pitch for one hour of training each; with other football clubs also accessing the pitch for training.

Deal & Betteshanger RFC currently rents the pitch on Thursday evenings for training; although no contact and/or lineout sessions can take place on the pitch. The Club previously accessed the pitch on Tuesday evenings, which was thought to be more conducive to club activity but have had to change days due to football demand.

The availability on the pitch tends to be at weekends, particularly on Saturday, when no football clubs currently access the pitch to accommodate demand. On Sunday, the pitch is accessed by Deal Town Rangers and Deal Town football clubs; with limited spare capacity on this day.

Sandwich Leisure Centre is more commonly used by football clubs in the District for training demand, than Goodwin Academy; however, as with Goodwin Academy, match demand is infrequent on the site. Currently, Broadstairs Town FC is the only club to access the pitch at weekends.

It may be that football clubs in Dover District prefer to utilise grass provision for match demand rather than 3G; or the pitches may be considered too expensive for clubs to consistently utilise provision for both matches and training.

Demand

Football

There are 11 teams which play competitive club football on 3G pitches in Dover District, representing just 7% of teams playing matches. Both full size 3G pitches used for match play are FA/FIFA certified; with the small size 3G pitches at Woodnesborough Football Club and Baypoint Leisure also used for match play; both by mini 5v5 teams.

Access to affordable floodlit training facilities is a key issue for most clubs in Dover District, particularly those with a large number of youth and mini teams. Access to affordable 3G provision is also a priority for the FA as many multi team junior clubs have various teams training across various venues in the Area and neighbouring authorities.

Rugby union

Present use of 3G pitches for rugby union mainly extends to Snowdown Colliery RFC training on the small size, long pile, 3G pitch at Aylesham Welfare Leisure Centre. The pitch was previously WR compliant, but it is thought the certification has expired, meaning that it should be re-tested and re-certified before any contact and/or lineout sessions take place.

²² Sandwich Leisure Centre is on the same footprint at Sandwich Technology School.

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Key trends and changes in demand for pitches

Football

Demand from football for 3G pitches has increased in recent years due to demand from clubs for training but also due to a growing acceptance by local leagues of use for competitive matches, where play on 3G pitches is now included within the FA Standard Code of Rules. This considered, the general condition of local authority pitches and increasingly limited budget for regular and adequate maintenance may lead more teams to consider AGPs as a possible alternative should it be financially viable.

A number of leagues around the country now use 3G pitches as central venues where all play takes place. Mini soccer leagues especially are increasingly adopting this approach either for whole seasons or a number of months throughout the winter because they can continually offer a high quality playing experience, in many cases beyond that of grass pitches which are generally of comparatively poorer quality. It also allows leagues to continue to run throughout the winter, largely unaffected by poor weather which has disrupted the football season over recent years, causing it to run into summer and clash more often with summer sports. This trend is likely to increase in the future and more mini soccer, flexi and vets leagues could be played exclusively on 3G pitches.

Rugby union

Given the inclement weather often experienced throughout the winter months of the rugby union season, more clubs are becoming increasingly receptive towards training on artificial pitches. Clubs traditionally train on match pitches where floodlights are in place or one pitch designated for all training in particular, unless there is a separate floodlight grass training area. It often results in deterioration in pitch quality coupled with decreasing maintenance budgets.

The RFU Investment Strategy for 3G pitches both at club and community based sites is indicative of the growing acceptance of 3G pitches amongst clubs nationally. Nationally clubs identify the use of 3G pitches for training as a method of protecting the match pitches and providing a high quality surface for full contact practice. Competitive play continues to take place on grass pitches for the most part, with ad hoc use of 3G pitches for fixtures in the case of unsuitable pitches due to waterlogging or frost.

6.4: Supply and demand analysis

FA training scenario

The FA considers high quality third generation artificial grass pitches (3G pitches) as an essential tool in promoting coach and player development which can support intensive use and as such are great assets for both playing and training. Primarily such facilities have been installed for community use and training, however, are increasingly used for competition which The FA wholly supports.

The FA's long-term ambition is to provide every affiliated team in England the opportunity to train once per week on floodlit 3G surface, together with priority access for every Charter Standard Community Club through a partnership agreement. The FA standard is calculated by using the latest Sport England research "AGPs State of the Nation March 2012" assuming that 51% of AGP usage is by sports clubs when factoring in the number of training slots available per pitch at peak times. It is estimated that one full size AGP can service 38 teams.

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It is considered that there are 166 football teams which require access to train once per week on floodlit 3G surface in Dover District. When applied on an analysis area level, this equates to the need for four full size 3G pitches to service this level of training demand.

At present, there are two full size 3G pitches which are already available for community use to service training demand across the District. On this basis, there is a shortfall of two full size 3G pitches to meet training demand for football.

The table below considers the number of full size 3G pitches required if every team was to remain training within the analysis area in which they play. For this, please note that the 3G requirement is rounded down to the nearest whole number.

Table 6.7: Current demand for 3G pitches for football training

Analysis area	Current number of teams	Current requirement	Current number of available 3G pitches	Current shortfall	Future number of teams ²³	Future shortfall
Deal	42	1.11 - 1	1	-	42	-
Dover	40	1.05 -1	-	1	40	1
Rural	84	2.21 - 2	1	1	85	1
Total	166	4.36 - 4	2	2	167	2

Please note that the total current requirement considers Dover District as whole rather than a sum of its analysis areas.

The model also assumes that all pitches are fully available for club use at peak time when in practice a number of pitches operate commercial small sided leagues which reduce capacity available. It also projects all football teams as training on full size 3G pitches when in practice a proportion of football training demand should be retained on sand based AGPs in order to maintain financial and commercial sustainability of these pitches.

Current supply in the Deal Analysis Area meets demand; whilst both the Dover and Rural analysis areas have shortfalls of one full size 3G each. The picture remains the same when taking into account future demand.

The four smaller size 3G pitches are all floodlit and available for community use, which could also help accommodate demand, for example, from mini teams and for training. Whilst sand based AGPs will also accommodate some midweek training demand, even though the surface is not preferred. In some cases, the business model for full size sand based AGPs may rely on football demand to establish sustainability.

²³ Based on increased demand forecasted from team generation rates only

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6.5: Conclusion

In conclusion, there is an insufficient supply of full size 3G pitches to meet current and anticipated future demand based on the FA training model for football in Dover District. However, capacity at sites throughout the District could be better used to accommodate increased levels of demand than at present.

Furthermore, there is competition for access to 3G pitches from other sports for both training and match play, particularly rugby union, which may exacerbate the forecasted requirement for two additional full size 3G pitches. Though Table 6.6 identifies spare capacity at some level on both full size pitches, in practice there is very little midweek capacity which is the peak time for use, with most capacity midweek present in 5-6pm timeslots which are undesirable as many club volunteers are commuting from work.

There are also four, floodlit, small size 3G pitches; plus a full size and small size, sand based AGPs that help meet current shortfalls.

3G summary

- ◀ There are two full size 3G pitches in Dover District, both of which, have floodlighting and are available for community use (to some extent). There are a further four small size 3G pitches, all of which, are available for community use.
- ◀ The spread of full size 3G pitch provision in Dover District is not evenly distributed across analysis areas, with the Dover Analysis Area not having a full size 3G pitch; and the other two analysis area (Deal and Rural) having one each.
- ◀ It is understood that there will be two small size 3G pitches (5v5 size) established when the new Dover District Leisure Centre becomes available.
- ◀ Goodwin Academy 3G pitch is beyond the recommended ten-year lifespan, which may contribute to the pitch being considered poor quality.
- ◀ Although the 3G pitch at Sandwich Leisure Centre is in its final year of recommended lifespan it is assessed as standard quality.
- ◀ Three of the four small size 3G pitches are within recommended ten year lifespans. The surface at Baypoint Leisure is beyond the recommended ten years but is of standard quality.
- ◀ Both full size 3G pitches are available for lettings throughout the peak period; and despite both pitches being located on education sites, when community use can be limited on weekdays, both are well used by community clubs.
- ◀ Deal Town Rangers FC has a two year lease agreement to access the Goodwin Academy for both training and match demand.
- ◀ There are 11 teams which play competitive club football on 3G pitches in Dover District, representing just 7% of teams playing matches. Both full size 3G pitches used for match play are FA/FIFA certified; with the small size 3G pitches at Woodnesborough Football Club and Baypoint Leisure also used for match play; both by mini 5v5 teams.
- ◀ Present use of 3G pitches for rugby union mainly extends to Snowdown Colliery RFC training on the small size, long pile, 3G pitch at Aylesham Welfare Leisure Centre. The pitch was previously WR compliant.
- ◀ It is considered that there are 166 football teams which require access to train once per week on floodlit 3G surface in Dover District. When applied on an analysis area level, this equates to the need for four full size 3G pitches to service this level of training demand. On this basis, there is a shortfall of two full size 3G pitches to meet training demand for football.
- ◀ There is an insufficient supply of full size 3G pitches to meet current and anticipated future demand based on the FA training model for football in Dover District. However, capacity at sites throughout the District could be better used to accommodate increased levels of demand than at present.

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PART 7: TENNIS

7.1: Introduction

The Lawn Tennis Association (LTA) is the organisation responsible for the governance of tennis and administers the sport locally across Dover District. Locally, Kent Tennis is responsible for the sport in terms of County teams and County based initiatives.

The LTA has recently restructured its strategic approach to target a number of national focus areas, enabling close partnership working with club, community and education venues and partners in order to grow participation.

The LTAs Vision and Mission seeks to “Open Tennis Up” by addressing three key challenges; namely that tennis is costly, difficult to access and difficult to play. There are three key objects:

- ◀ Increasing the number of fans engaging with tennis.
- ◀ Grow participation by increasing the number of adults and juniors playing tennis.
- ◀ Enabling new players to break into the world top 100.

Key elements connected to growing participation include:

- ◀ Widening the appeal of tennis through inclusion of flexible formats of the game
- ◀ Improving the customer journey by making it easier to find a court, book it, and find somebody to play with
- ◀ Develop more relevant and enjoyable competitions at grass roots level for all abilities and ages
- ◀ Support community facilities & schools to provide more opportunities to play
- ◀ Help clubs grow & retain members
- ◀ Create more opportunities for children to play at school
- ◀ Facilitate partnerships to further increase rate of participation in parks
- ◀ Support venues to provide a welcoming and enjoyable experience
- ◀ Increase awareness of affordability.

Consultation

All tennis clubs in Dover District were given the opportunity to respond to an online survey. Four of the six clubs completed the survey, resulting in a 67% response rate.

7.2: Supply

There is a total of 47 tennis courts identified in Dover District located across 15 sites including sports clubs, parks and schools. Of the courts, 39 are categorised as being available for community use across 11 sites representing 83% of the supply. All courts unavailable for community use are located at education sites.

Ten of the courts available for community use are grass surfaced. Although tennis can be played on dedicated grass courts, the LTA does not factor these into calculations for capacity given that their availability is weather dependent meaning that they are not available all year round. Given this, there are 29 tennis courts available for community use year round, across ten sites, representing 78% of non-grass surfaced courts in the District.

Please note that for the purposes of this report, being available for community use refers to courts in public, voluntary, private or commercial ownership or management (including education sites) recorded as being available for hire by individuals, teams or clubs.

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Table 7.1: Summary of the number of courts by analysis area²⁴

Analysis area	Courts available for community use	Courts unavailable for community use
Deal	7	-
Dover	9	8
Rural	13	-
Dover District	29	8

The Rural Analysis Area has the largest supply of tennis courts available for community use (13 courts), with both the Deal and Dover analysis areas having seven and nine courts available, respectively. The largest amount of courts unavailable for community use is in the Dover Analysis Area whilst there are no courts unavailable in the Deal Analysis Area.

²⁴ Excluding grass courts.

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Table 7.2: Tennis courts in Dover District

Site ID	Site name	Ownership	Analysis area (settlement)	Availability for community use?	No. of courts	Flood it?	Court type	Court quality ²⁵
4	Ash Recreation Ground	Parish Council	Rural (Ash)	Yes	2	No	Macadam	Standard
18	Connaught Park	Local Authority	Dover (Dover)	Yes	2	No	Tarmac	Poor
34	Duke of York's Royal Military School	Education	Dover (Dover)	Yes-unused	4	No	Macadam	Good
55	King George V Playing Field	Parish Council	Dover (Dover)	Yes	1	No	Tarmac	Poor
60	Markewood Recreation Ground	Local Authority	Deal (Deal)	Yes	2	No	Tarmac	Poor
73	River Recreation Ground	Parish Council	Dover (Dover)	Yes	4	No	Grass	Standard
77	Sandwich Lawn Tennis Club	Sports Club	Rural (Sandwich)	Yes	1	No	Macadam	Good
					2	No	Macadam	Standard
79	Sandwich Technology School	Education	Rural (Sandwich)	Yes	3	Yes	Macadam	Standard
85	Sir Roger Manwoods School	Education	Rural (Sandwich)	No	3	No	Macadam	Poor
88	St Edmund's Catholic School	Education	Dover (Dover)	No	3	No	Tarmac	Poor
93	St Margaret's Recreation Ground	Sports Club	Dover (Dover)	Yes	2	No	Macadam	Standard
107	Victoria Park	Local Authority	Deal (Deal)	Yes	3	No	Tarmac	Poor
108	Walmer Lawn Tennis & Croquet Club	Sports Club	Deal (Deal)	Yes	2	No	Macadam	Good
					6	No	Grass	Good
114	Wingham Recreation Ground	Parish Council	Rural (Wingham)	Yes	2	No	Macadam	Poor
122	Dover Grammar School for Girls	Education	Dover (Dover)	No	5	No	Macadam	Standard

²⁵ Assessed using a non technical site assessment proforma and also takes account of user comments.

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Quality

Of provision that is available for community use year round (grass courts excluded), seven courts (24%) are assessed as good quality, 12 (41%) are deemed standard and ten are rated as poor (35%). It should be noted, in addition, that there are four standard and six good quality grass courts in the Dover and Deal analysis areas respectively. The quality of which can vary significantly depending on the weather.

Table 7.3: Quality of community available courts by analysis area²⁶

Analysis area	Good	Standard	Poor
Deal	2	-	5
Dover	4	2	3
Rural	1	10	2
Dover District	7	12	10

The courts assessed as poor quality are all located at the following sites:

- ◀ Connaught Park
- ◀ King George V Playing Fields
- ◀ Markewood Recreation Ground
- ◀ Victoria Park
- ◀ Wingham Recreation Ground

The LTA recommends that the need to refurbish tennis courts is based typically on its current quality. Good quality courts typically need resurfacing in eight (plus) years, standard quality courts between four and seven years and poor quality courts within the next three years.

Issues identified with these courts include poor grip underfoot, worn line markings, loose gravel and holes or rips in the surface. As well as this, all courts rated as poor are without floodlighting and changing accommodation.

Recurring issue with all courts not located at education sites is the presence of glass, stones or litter; and evidence of unofficial use, usually for football with damage to fencing evident.

It is understood that S106 funds have been allocated to improve the quality of the tennis courts in Victoria Park. The courts are currently poor quality, with fencing now removed, but it is hoped that improving the provision will encourage tennis activity in the Deal Analysis Area.

Indoor provision

In addition to the outdoor tennis courts, there are also indoor courts located at Victoria Park as part of Deal Indoor Tennis Centre. The centre provides a range of programmes, including group and individual coaching sessions. These courts can be accessed either through coaching programmes or via pay-and-play bookings. All courts are good quality, acrylic surfaces and available throughout the week and weekend.

The LTA will adopt a targeted approach to increasing the number of high quality community accessible indoor facilities, which will be focussed on filling strategically identified gaps in provision.

- ◀ 72 optimal locations have already been identified

²⁶ Excluding grass courts.

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- ◀ The optimal locations will have a population in excess of 75,000 within a 20 minutes drive time in towns and cities and 75,000 within a 30 minute drive time in rural locations.
- ◀ The existing indoor tennis centre have had their catchment protected to a 30 minute radius to avoid competition reducing use of existing provision. This stock includes indoor courts in commercial centres.
- ◀ A facility mix of four to six indoor courts and access to outdoor floodlit courts as well as access to additional facilities.

Ownership/management

Most tennis courts available for community use, year round, are located at park sites (12 courts or 41%), that is sites that are managed and/or maintained by DDC or local parish councils. Seven courts (24%) are located at club managed sites; with 10 courts (35%) located at education sites.

Table 7.4: Courts available for community use by ownership²⁷

Analysis area	No. of club courts	No. of parks courts	No. of educational courts
Deal	2	5	-
Dover	2	3	4
Rural	3	4	6
Dover District	7	12	10

Security of tenure

Four of the six clubs in Dover District are considered to have security of tenure; the exceptions being Ash TC and River Originals TC, both of which rent courts, at Ash Recreation Ground and River Recreation Ground, on an annual basis from respective local parish councils.

Tennis courts at Duke of York's Royal Military School are not considered to be secure given that the availability of said courts could be withdrawn at the School's discretion. If a club was provided with a secure, formal, community use agreement guaranteeing access to the courts for a long period of time, then the courts could be considered secure.

Floodlighting

Floodlit courts enable use throughout the year and are identified by the LTA as being particularly key for club development. There are only three floodlit courts in Dover District, located at Sandwich Technology School. The courts are not available for community use meaning that none of the available courts in Dover District are currently floodlit.

²⁷ Excluding grass courts.
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Court type

The majority of community available courts across Dover District have a macadam surface (54%)²⁸. The estimated lifespan of a macadam court is ten years, depending on levels of use and maintenance levels. To ensure courts can continue to be used beyond this time frame, it is recommended that a sinking fund is put into place for eventual refurbishment. The LTA reports that this should cost £1,200 a year per macadam court (which includes on-going maintenance costs). In comparison it indicates an approximate sinking fund of £1,800 needed to refurbish an artificial court surface or one floodlit macadam court.

The remaining courts are either tarmac (eight courts or 21%) or grass (ten courts or 25%). It is noteworthy that there is no artificial grass surfaced courts in the District; the surface type generally allows for greater levels of access, especially during inclement weather spells, as well as requiring less frequent maintenance. Nevertheless, the cost of resurfacing the courts is more expensive despite the lifespan being similar.

The LTA does not allocate court capacity to grass courts due to the inconsistency of British weather having a significant impact on court quality. In addition, grass courts are unavailable during winter months due to high level of inclement weather and therefore cannot be relied upon to support demand for tennis year round.

Ancillary provision

Both Sandwich LTC and Walmer LTC have access to adequate ancillary provision. Ash TC and St Margaret's TC both access ancillary provision on site that is predominantly used by other sports. Whilst both of these facilities meet club requirements; sharing changing provision with other sports can have availability issues during busy periods.

For non-club courts, some offer changing facilities but are of a poor quality, whilst other sites either do not provide changing facilities or provide them too far away from courts to be used. Most often, the facilities service football and cricket pitch users and therefore are not readily available or suited to tennis court users. Insight from the LTA indicates good quality ancillary facilities such as toilets, changing rooms and cafes encourage players to visit community available provision and stay for extended periods of time. Therefore, a potential way to increase usage of such provision would be to invest and sustain suitable ancillary amenities.

7.4: Demand

Club tennis

Six tennis clubs in Dover District provide participants with the opportunity to take part in competitive tennis; as well as providing coaching to improve the ability of members. River TC and Wingham TC both note that the emphasis at each club is on recreational tennis, with no teams or individuals entered into formal leagues.

²⁸ Including grass courts.

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Table 7.5: Membership figures for Dover District clubs²⁹

Club	Senior membership	Junior membership	Total membership	Nos of courts.	Vs Membership Benchmark
Ash TC	140	13	153	2	Below
River TC	20	3	23	4 grass	Below
Sandwich LTC	90	53	143	3	Below
St Margaret's TC	Not registered to the LTA				
Walmer LTC	121	110	231	8 (6 grass)	Average
Wingham LTC	26	-	26	2	Below
Total	397	179	576		

The LTA has opted to utilise a number of benchmarks to help guide decisions on how healthy a clubs membership base is. and benchmarks have been created on a national a regional basis. The national benchmarks focus on the 100 venues with the highest membership rates in each size category (i.e. Small 2-3 Courts, Medium 4-7 Courts, Large 8+ Courts), with the regional benchmarks focussing on the 50 venues with the highest membership rates in each of the respective LTA regions.

The results of the benchmarking exercise can be found below.

Table 7.6: National Benchmarks

All courts	Size of club		
	Small	Medium	Large
Variable			
Average No of Courts	2.61	5.73	11
Average No of Members	224	446	733
Highest Membership Number	460	998	1711
Lowest Membership Number	184	324	411
Average No of Play on Programme	92	259	391
Average P on P as % of Members	38%	58%	53%
Average No of members per court	86	77.85	65.3
Highest No of Members per court	230	196	157.4
Lowest No of Members per court	61	47.3	31.1

Table 7.7: Regional Benchmarks

Region	Av No of Courts	Average MPC	Av POP as % of M	Highest MPC	Lowest MPC	Highest POP % M	Lowest POP % M
East	8.02	63.6	63.3%	239.3	28.7	336.6	0
Midlands	8.8	52.5	56.7%	95.5	26.8	124.4	22.8
North	7.54	61.5	48.2%	155.5	29.6	142.3	0
South East	8.68	79.9	55.7%	166.3	40.5	222.5	0
South West	7	65.4	60.6%	230	32.3	427	7

Club tennis remains an important sector for participation. Whilst the level of participation is higher in parks, the regularity of play generally increases in the Club market; which has a

²⁹ Total memberships does not include membership figures which are unknown at St Margaret's TC.
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higher focus on organised activity both via coaching and competition. Nationally there has been an increase in the number of clubs that are looking to implement an online booking system and gate access technology. Clubs can then use these to increase court usage as well as a marketing tool locally to attract new members.

Informal tennis

Pay and play is available at club sites can vary depending on the time of year, but many clubs do make courts available for pay-and-play if a club member is present on site.

Park courts managed by the Council and parish councils are available free of charge at all times. However, as the courts are not supervised, community use is difficult to quantify.

Following events such as Wimbledon, demand is likely to increase for recreational pay and play. The LTA conducted some research to understand how the public feels about tennis and the main barriers to accessing the sport. The research was split into club, community and education sectors, the headline findings of which are below:

- ◀ Around 5 million people play once per year – majority of this in parks.
- ◀ 46% of tennis played by those 14 years or older in London is on park courts.
- ◀ 80% of those that don't play tennis, but would like to, see parks as their first option.
- ◀ Barriers preventing use of courts located in parks include the quality of the courts, ease of booking and the number of courts available to play.
- ◀ Demand for tennis amongst those who stopped playing in the last five years is from 14 upwards.
- ◀ Although there is demand for tennis amongst working class individuals, the highest latent demand is from upper middle, middle and lower middle classes.

The Sport England Active People Survey confirms that seasonal participation peaks in the summer. This is particularly pronounced amongst non-club and occasional players. It is key to note that the correlation between the lack of 'community' tennis in the non-summer months is likely to be heavily influenced by the lack of floodlighting, which is often a characteristic of local authority owned courts.

Further research carried out by the LTA suggests that many more people would play tennis if they knew where courts were located, particularly local authority courts. Its assertion is that better promotion would increase demand.

Technology development is evolving, and it is now possible for an access gate to have a unit that is opened by keypad or swipe card. This keypad can be used to open the gate with a code, automatically generated by an online booking system. There are also now mobile phone and tablets applications that can allow customers to book and pay for courts.

It is hoped that increasing the awareness of facility location and availability, the ease of bookings and the security of facilities from petty crime and vandalism will increase the conversion of latent demand to actual demand across the country. The LTA is therefore keen to work with local authorities, especially those in areas of high population, to deliver fit-for-purpose projects at sites with community access.

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LTA Clubspark

The LTA has recently developed a venue management system called Clubspark in order to improve the customer journey for people wanting to get on court at a club, community and education sites.

Instead of providing open access, an online booking system (Clubspark) allows members and pay and play users (where relevant) access through the use of a fob or access code system via electronic gates. Not only does this deter misuse use of courts but it also allows genuine tennis participation to be more effectively tracked and monitored, thus providing data on how well and how often courts are being accessed and used. This online booking system sends an automated email as evidence as part of a self-policing system for managing court bookings.

Nationally, up to 2018 the following data shows court hours booked via Clubspark:

Number of bookings	2017	2018	% +/-	Difference
Court bookings	447,899.00	532,046.00	18.8%	84,147.00
Course bookings	1,282,648.00	1,671,056.00	30.3%	388,408.00
Total bookings	1,730,547.00	2,203,102.00	27.3%	472,555.00

Another advantage of securing access is to make tennis courts revenue generating rather than open access, with the income generation forming a sinking fund for the repair and eventual resurfacing of the courts at each site, thus making courts more sustainable in the long-term.

Parks tennis

The majority of participation in the UK takes place in a park environment. Park sites are the most common place where new participants will start their tennis journey; however, participation in parks is often less frequent and generally aligns with seasonal peaks, as mentioned previously.

Parks tennis is more recreational and less reliant on organised activities. Park players are often most dissatisfied with the condition of the courts, the number of courts available and the booking process. Clubspark is a way to improve the latter of these; and can be used to increase participation levels, which will, in turn, increase income generation meaning that sinking funds can be established for resurfacing and refurbishment of courts at park sites.

Latent demand

Sport England's Market Segmentation Tool enables an analysis of 'the percentage of adults that would like to participate in tennis within Dover District but are not currently doing so. The tool identifies latent demand of 1,775 people, with 232 (13.1%) of which are within the segment 'Tim – settling down males'; and 232 (13.1%) are 'Philip – comfortable mid-life males'.

Latent demand suggest that there remains a need for tennis courts outside of traditional clubs. Council managed courts can usually meet this demand; however, improvements are required to the quality of these courts and the booking process to encourage this latent demand to become active.

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Tennis for Kids

Tennis for Kids is a six week coaching offer for children that have never played tennis before and is identified as a priority by the LTA. For £25, children get six weeks coaching by an LTA Accredited coach, along with a free racket, pack of balls and personalised t-shirt so that they can continue playing. To date nearly 60,000 children have participated in the Tennis for Kids programme this year.

Tennis for Free

Tennis for Free is a community sports charity that work in partnership with the LTA. The charity delivers free, fully inclusive weekly coaching sessions for all ages and abilities in local communities across the UK, especially those in low income areas. Tennis for Free offer a package for local authorities and court operators that includes financial support for local LTA Accredited coaches to deliver the sessions, tennis equipment for attendees and coaches and promotional support. Sessions are typically delivered across three courts, although the charity have recently launched 'Tennis for Free Lite', to unlock the large number of two court community venues that could benefit from the offer. Through its offer it aims to:

- ◀ Reinvigorate under-used public facilities
- ◀ Make tennis a sport for all
- ◀ Make tennis more financially accessible in the UK
- ◀ Improve the physical and mental wellbeing of local communities through tennis.

Nature Valley Great British Tennis Weekend

The Nature Valley Big Tennis Weekend (NVBTW) is an LTA initiative which all registered venues can access. Clubs have the ability to sign up to host a NVBTW open day, which are free of charge, and create a relaxed and welcoming environment for those new to tennis to participate. This in turn can potentially lead to the clubs attracting new members.

The LTA hosts three dedicated NVBTW's a year which are the UK's biggest public tennis event. Venues are able to run additional events outside these dates and will benefit from their events being promoted on the national LTA campaign website. All clubs running a NVBTW Open Day are asked to promote a follow on offer to all attendees, such as a reduced rate introductory membership or a number of free coaching sessions, to encourage people to continue playing after the event.

Parks Tennis Leagues

Parks Tennis Leagues are less formal in comparison to established club play, offering greater flexibility and an opportunity for all abilities to engage in competition at local venues. They are run by local tennis leagues which affiliate to the LTA and are available to all aged 18 years and above, with admin and support based online. Players are organised into mixed sex leagues of eight based on similar ability levels, with matches arranged between the two players at whatever time and park court is agreed. The flexibility of play is conducive to use of park sites which are typically more easily available.

There is capacity to develop a Park Tennis Leagues within Dover; however, this would need to coincide with the development of an online booking system to ensure players can reserve their courts to ensure fixtures can regularly occur.

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Serves

SERVES is a community-based programme designed to tackle some of the issues faced by people in disadvantaged communities, such as high levels of unemployment, poor health prospects, physical inactivity and low self-esteem. It does this by bringing tennis into the heart of these communities, giving young people the chance to develop valuable life skills, both on and off the tennis court, which in turn builds their confidence, health and employment prospects. After a successful three year pilot, the programme is now being scaled up across the Country. The programme is specifically targeting sessions to be delivered in a range of settings including faith centres, community centres and youth centres.

7.5 Supply and demand analysis

The LTA suggests that a non-floodlit hard court can accommodate 40 members whereas a floodlit hard court can accommodate 60 members. For air domed courts, membership of 100 is considered applicable and permanent indoor courts can accommodate 200 members. It should be noted that the abovementioned figures relate to LTA viability guidelines for clubs and are not the maximum capacity. The figure relates to what most clubs, based on the level of provision, would find sustainable.

Grass courts are excluded from the capacity analysis as their availability is seasonal and weather dependent.

Table 7.8: Capacity analysis of tennis courts at club sites (where membership is known)

Site ID	Site name	Club name	Number of members	Court capacity ³⁰	Capacity rating
4	Ash Recreation Ground	Ash TC	153	80	40
73	River Recreation Ground	River TC	23	0	22
77	Sandwich Lawn Tennis Club	Sandwich LTC	143	120	23
108	Walmer Lawn Tennis & Croquet Club	Walmer LTC	231	80	240
114	Wingham Recreation Ground	Wingham LTC	26	80	50

Capacity at St Margaret's Recreation Ground is unknown due to the resident clubs not responding to the online survey; it is therefore assumed that both sites have some spare capacity to accommodate additional demand.

Wingham Recreation Ground is the only club site that is considered to have capacity to accommodate additional demand; with all other club sites having insufficient capacity to consistently support membership numbers. River Recreation Ground, home venue of River TC, is not considered to have any capacity due to each of the four tennis courts on site being grass based and therefore being dependent on weather to be available.

Ash TC has a shortfall (40 participants) which could be eliminated through the installation of floodlighting on site; which would increase site capacity to meet current demand levels. Similarly, the shortfall at Sandwich Lawn Tennis Club could also be eliminated through the installation of floodlighting on two courts.

³⁰ Capacity at grass courts is dependent on maintenance and weather; and may be reduced during inclement periods. For this reason grass courts are not factored in to site capacity.

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Walmer Lawn Tennis & Croquet Club has a current shortfall of 240, with the site having just two non-grass based courts, neither of which is floodlit.

The installation of floodlights could reduce a potential shortfalls although the creation of or access to existing additional courts of a macadam or tarmac surface locally would support club activity year round throughout the District.

7.6 Conclusions

Overall it is believed that the current level of provision is unable to accommodate current demand in Dover District; with many clubs reliant on the provision of grass courts to support respective club membership levels. Improvements to court quality and increasing the number of floodlit courts available to clubs would contribute to reducing the overall deficit.

Park courts are available for casual users, and numerous courts at secondary schools could be made available to the community if excess demand existed in the locale. Priority, therefore, should be focused on improving current facilities; and increasing the number of tennis programmes at both club and park sites.

Tennis summary

- ◀ There is a total of 47 tennis courts identified in Dover District located across 15 sites including sports clubs, parks and schools. Of the courts, 39 are categorised as being available for community use across 11 sites representing 83% of the supply. All courts unavailable for community use are located at education sites.
- ◀ There are ten grass surfaced courts which are not considered to contribute to capacity, according to the LTA, due to quality and availability being weather dependent. This means that in reality 29 courts in the District are available for community use year round 78% of supply.
- ◀ Of provision that is available for community use year round, seven courts (24%) are assessed as good quality, 12 (41%) are deemed standard and ten are rated as poor (35%).
- ◀ The courts assessed as poor quality are all located at, Connaught Park, King George V Playing Fields, Markewood Recreation Ground, Victoria Park and Wingham Recreation Ground. Issues identified with these courts include poor grip underfoot, worn line markings, loose gravel and holes or rips in the surface.
- ◀ Most tennis courts available for community use are located at park sites (12 courts or 41%), that is sites that are managed and/or maintained by DDC or local parish councils. Seven courts (24%) are located at club managed sites; with ten courts (35%) located at education sites.
- ◀ Four of the six clubs in Dover District are considered to have security of tenure; the exceptions being Ash TC and River Originals TC, both of which rent courts, at Ash Recreation Ground and River Recreation Ground, on an annual basis from respective local parish councils.
- ◀ There are only three floodlit courts in Dover District, located at Sandwich Technology School. The courts are available for community use but no club is based at the site.
- ◀ Both Sandwich LTC and Walmer LTC have access to adequate ancillary provision. Ash TC and St Margaret's TC both access ancillary provision on site that is predominantly used by other sports which can have availability issues during busy periods.
- ◀ For non-club courts, some offer changing facilities but are of a poor quality, whilst other sites either do not provide changing facilities or provide them too far away from courts to be used.
- ◀ Six tennis clubs in Dover District provide participants with the opportunity to take part in competitive tennis; as well as providing coaching to improve the ability of members. River TC and Wingham TC both note that the emphasis at each club is on recreational tennis, with no teams or individuals entered into formal leagues.
- ◀ Overall it is believed that the current level of provision is unable to accommodate current demand; with improvements required to court quality and floodlighting to increase capacity and use.

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PART 8: BOWLING GREENS

8.1: Introduction

All bowling greens in Dover District are flat greens. Bowls England is the National Governing Body for flat green bowls with overall responsibility for ensuring effective governance of flat green bowls. The bowling season runs from May to September.

Bowls is strong in the District; and in part this can be attributed to the local weather throughout the summer period.

The Kent County Bowling Association is responsible for competitions in Dover District, including arranging matches, disciplinary proceedings and club registrations.

Consultation

There are 13 bowling clubs based in Dover District. Each was provided the opportunity to complete an online survey to register information as part of this project. Ten of the 13 clubs completed the online survey representing a 77% response rate.

8.2: Supply

There are 13 flat green bowling greens in Dover District provided across 13 sites.

Table 8.1: Summary of the number of greens by analysis area

Analysis area	Number of greens (sites)
Deal	3
Dover	5
Rural	5
Dover District	13

Table 8.2: Bowling green location

Site ID	Site	Analysis area	Management	Number of greens	Quality
3	Ash Bowling Club	Rural	Sports Club	1	Good
9	Aylesham Welfare Leisure Centre	Rural	Trust	1	Good
12	Betteshanger Social and Welfare Sports Club	Deal	Sports Club	1	Good
27	Dover Bowling Club	Dover	Sports Club	1	Poor
36	Eastry Bowling Club	Rural	Sports Club	1	Good
53	Kearsney Bowls Club	Dover	Sports Club	1	Good
73	River Recreation Ground	Dover	Parish Council	1	Good
75	Sandwich Bowling Club	Rural	Sports Club	1	Good
92	St Margaret's Bowls Club	Dover	Sports Club	1	Good
104	Tilmanstone Colliery Welfare Ground	Rural	Trust	1	Good
107	Victoria Park	Deal	Sports Club	1	Good
119	Mansions Gardens Bowling Green	Dover	Private	1	Good
120	Deal Bowls Club	Deal	Sports Club	1	Good

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Quality

The quality of the greens within Dover District is generally considered to be good; the exception being the green at Dover Bowling Club which is of poor quality. Dover BC, the resident club at the site, consider the green to have issues with drainage, unofficial use and the evenness of the green.

None of the other responding clubs report any issues in relation to quality. Some do acknowledge that there has previously been issues with unofficial use and/or vandalism to sites but this has reduced in recent years.

All clubs have either good or standard quality clubhouse facilities available to use on respective home sites. Victoria Park BC noting that its changing and toilet provision is poor quality.

Security of tenure

Six clubs in the District own home venues freehold, representing 46% of the clubs. Four clubs have lease agreements for home venues (31%), with clubs responsible for the maintenance of these greens. All other clubs rent greens on an annual basis.

Victoria Park BC has a lease agreement with DDC that has 18 years remaining; with Gateway BC and St Margaret's BC having similarly long leases agreements with Port of Dover (13 years) and St Margaret's Parish Council (44 years) respectively.

Tilmanstone BC has a lease agreement with Tilmanstone Welfare Trust. The agreement is open-ended with the Club having a long notice period.

Dover BC previously had a lease agreement with DDC, however, this has since lapsed and the Club is currently renting the green on an annual basis.

Aylesham & Snowdown BC uses the green at Aylesham Welfare Leisure Centre and is a constituent group of the Welfare Scheme which operates the site.

8.3: Demand

Current demand

There are currently 13 active bowling clubs operating within Dover District, with all sites accessed by at least one club.

Table 8.4: Green location and resident clubs

Site ID	Site	Analysis area	Ownership/management	Number of greens	Clubs
3	Ash Bowling Club	Rural	Sports Club	1	Ash BC
9	Aylesham Welfare Leisure Centre	Rural	Trust	1	Aylesham & Snowdown BC
12	Betteshanger Social and Welfare Sports Club	Deal	Sports Club	1	Betteshanger BC
27	Dover Bowling Club	Dover	Sports Club	1	Dover BC
36	Eastry Bowling Club	Rural	Sports Club	1	Eastry BC
53	Kearsney Bowls Club	Dover	Sports Club	1	Kearsney BC

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Site ID	Site	Analysis area	Ownership/ management	Number of greens	Clubs
73	River Recreation Ground	Dover	Parish Council	1	River BC
75	Sandwich Bowling Club	Rural	Sports Club	1	Sandwich BC
92	St Margaret's Bowls Club	Dover	Sports Club	1	St Margaret's BC
104	Tilmanstone Colliery Welfare Ground	Rural	Trust	1	Tilmanstone BC
107	Victoria Park	Deal	Sports Club	1	Victoria Park BC
119	Mansions Gardens Bowling Green	Dover	Private	1	Gateway BC
120	Deal Bowls Club	Deal	Sports Club	1	Deal BC

Nationally the sport has experienced an overall decline in participation which may be due to access to facilities in some cases; however, most clubs acknowledge a lack of interest in the sport amongst the local community, with few new bowlers taking up the sport. Despite this, participation in bowls remains strong in Dover District.

Latent demand

Sport England's Segmentation Tool enables analysis of 'the percentage of adults that would like to participate in bowls but are not currently doing so'. The tool identifies latent demand of 992 people who would like to participate in the sport within Dover District. The most dominant segment is 'Frank – twilight year gents' (25% or 248 people).

As seen in the table below, this is the lowest amount of latent demand for the sport when compared to Dover District's neighbouring local authorities.

Table 8.5: Comparison of neighbouring local authorities latent demand

Neighboring local authorities	Latent demand of adults like to participate in bowls but are not currently doing so
Dover	992
Canterbury	1,259
Thanet	1,267

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8.4 Supply and demand analysis

Capacity is very much dependent on the leagues and the day that they operate. A green may have no spare capacity on an afternoon or evening when a popular league operates but may be unused for the rest of the week. However, in many cases greens are used during the afternoons by club members who bowl socially.

Bowls England supports that a green accommodating less than around 60 playing members is considered to have spare capacity for further play. Consideration should also be given to the sustainability of greens which operate with a playing membership of less than 20.

Although the above capacity analysis provides an indication as to whether greens are operating above or below the recommended capacity, the size of flat greens does vary in relation to the number of rinks provided which may also relate to its capacity.

Table 8.6: Current and future capacity analysis of bowling greens now and with future demand (where known)

Site ID	Site name	Analysis area (settlement)	Number of greens	Number of rinks	Clubs	Site Capacity	Current demand	Current capacity	Future demand	Future capacity
9	Aylesham Welfare Leisure Centre	Rural (Aylesham)	1	6	Aylesham & Snowdown BC	60	92	32	-	32
12	Betteshanger Social and Welfare Sports Club	Deal (Deal)	1	6	Betteshanger BC	60	117	57	40	97
27	Dover Bowling Club	Dover (Dover)	1	6	Dover BC	60	38	22	12	10
53	Kearsney Bowls Club	Dover (Dover)	1	6	Kearsney BC	60	64	4	12	16
75	Sandwich Bowling Club	Rural (Sandwich)	1	6	Sandwich BC	60	71	11	15	26
92	St Margaret's Bowls Club	Dover (Dover)	1	4	St Margaret's BC	60	63	3	15	18
104	Tilmanstone Colliery Welfare Ground	Rural (Eythorne)	1	7	Tilmanstone BC	60	70	10	-	10
107	Victoria Park	Deal (Deal)	1	6	Victoria Park BC	60	120	60	-	60
119	Mansions Gardens Bowling Green	Dover (Dover)	1	6	Gateway BC	60	50	10	20	10

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8.5 Conclusions

Capacity at Ash Bowling Club, River Recreation Ground, Eastry Bowling Club and Deal Bowls Club is unknown given that none of the association clubs responded to consultation. It is therefore assumed that each site has some capacity for additional demand.

Although most greens are operating above the recommended playing capacity, bowling clubs generally accept that additional members can be accommodated should demand increase. In summer, the greens in Dover District are generally used every night throughout the week Monday to Friday for competitions although no clubs report demand for access to additional greens.

Mansions Gardens Bowling Green and Dover Bowling Club though, have capacity to accommodate additional demand.

Quality of greens should be monitored to ensure that it does not decline due to operating significantly above the recommended capacity of 60 members.

No greens are considered at risk due to a low level of demand.

Investment primarily should be focussed on sustaining and improving existing green quality and improving associated ancillary facilities as required.

Bowls summary

- ◀ There are 13 flat green bowling greens in Dover District provided across 13 sites.
- ◀ The quality of the greens within Dover District is generally considered to be good; the exception being the green at Dover Bowling Club which is of poor quality. Dover BC, the resident club at the site, consider the green to have issues with drainage, unofficial use and the evenness of the green.
- ◀ All clubs have either good or standard quality clubhouse facilities available to use on respective home sites. Victoria Park BC noting that its changing and toilet provision is poor quality.
- ◀ Six clubs in the District own home venues freehold, representing 46% of the clubs. Four clubs have lease agreements for home venues (31%), with clubs responsible for the maintenance of these greens. All other clubs rent greens on an annual basis.
- ◀ There are currently 13 active bowling clubs operating within Dover District, with all sites accessed by at least one club.
- ◀ Latent demand for bowls in Dover District is lowest when compared to neighbouring authorities.
- ◀ Although most greens are operating above the recommended playing capacity, bowling clubs generally accept that additional members can be accommodated should demand increase.
- ◀ Investment, primarily, should be focussed on sustaining and improving the existing green quality and improving the associated ancillary facilities as required.

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PART 9: ATHLETICS

9.1: Introduction

Athletics is administered across the United Kingdom by UK Athletics (UKA), including responsibility for developing and implementing the rules and regulations of the sport, anti-doping protocol, health and safety, facilities and welfare, training and coach education and permitting and licensing.

Locally, the sport is governed through England Athletics (EA) and many of the functions EA delivers to support clubs locally is through the Club Support Manager (CSM) network. The role of the CSM is to work strategically to provide high-quality support and guidance to a number of affiliated clubs and groups in the area. This work is to support clubs in building long-term sustainable structures and high-quality environments for current and new members and the wider local community.

There are 12 CSMs, each responsible for a large geographical area that contains around 150 clubs. The CSM for Dover District covers the areas of South London, Surrey and Kent.

Club consultation

There are is one athletics club currently based in Dover District, Dover Roadrunners AC. The Club was provided the opportunity to complete a survey, providing information to inform this section of the report, but did not respond to either emails or telephone calls.

9.2: Supply

There is one formal athletics track in Dover District, located at Duke of York's Royal Military School. The track is an eight lane, 400m synthetic track, with floodlights and field event provision. The track is good quality having been resurfaced in 2017.

The track is available for community use and is used by Dover Roadrunners AC and Hawkinge Harriers AC. The track is not able to host competitive events due to not having a permit or licence for these; however, the School does not have a desire for this due to the requirement to safeguard boarding students on site.

Running clubs generally use a variety of other spaces such as parks and recreation grounds, for example, Betteshanger Country Park and also the general road network to participate. It is therefore essential to ensure that particularly in parks that the infrastructure is adequately able to accommodate such high levels of usage in relation to ensure path quality, access to toilet facilities and car parking.

There is a link to be made in relation to cross referencing with the Dover Open Space Study which is currently being developed alongside this PPS in relation to both open space provision including parks provision but also in relation to the public rights of way (PROW). For example, ensuring the quality of key footpaths is maintained and road crossings are adequately provided.

9.3 Demand

There is currently only one track and field club based in Dover District, namely Dover Roadrunners AC. Established in 2002, the Club offers members opportunities to take part in track and field events, cross country and road running; regularly hosting a variety of training sessions at multiple locations around Dover town.

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The Club is open to new members, regardless of ability and offers coached sessions. A junior section of the Club was started in 2016, offering U14s the opportunity to take part in running and athletics based activities. Junior sessions are split in two age groups five to 11 year olds; and 11 to 14 year olds; the latter being based at Duke of York's Royal Military School on a Tuesday evening.

Other running clubs

There are a number of running clubs operating in Dover District and surrounding local authorities which will accommodate some demand from Dover District. Hawkinge Hurricanes AC, for example, host regular sessions in Aylesham, commencing at Aylesham Welfare Leisure Centre.

Folkestone RC operates from Three Hills Sports Park (Folkestone & Hythe), offering participants road running and cross country opportunities.

Parkrun

Parkrun is a series of weekly five kilometre (k) runs held on Saturday mornings in areas of parks and open space across 850 locations in 12 countries including the UK. They are open to all, free, and are safe and easy to take part in. Parkrun events are all ability runs open to all aged 14 years and older, whilst there are shorter 2k Junior Parkrun events available on Sunday mornings for runners aged four to fourteen years old. In order to take part, runners must first register online in order to receive a printed barcode which gives them access to all Parkrun events.

Parkrun actively promotes local clubs as part of its weekly events in order to advertise them to runners who may potentially be interested in joining a club, whilst approximately 10% of current Parkrun participants are already associated to running clubs. It is common for local clubs to also support Parkrun events through volunteering.

At present, there is one adult Parkrun event in Dover District, located at Walmer and Deal seafront and junior Parkruns operating at Kearsney Abbey and Betteshanger Country Park

There are also Parkrun events in neighbouring local authorities which may service some District demand, particularly at Pegwell Bay Country Park (Thanet) which is close to Sandwich; and one starting at Leas Cliff Hall Café (Folkestone & Hythe).

Couch to 5k

Couch to 5k is a national health initiative promoted by the National Health Service (NHS) to encourage absolute beginners get into running as part of establishing and maintaining an active and healthy lifestyle including regular exercise.

The plan consists of three runs per week and a day of rest in between, with a different schedule for each of the nine weeks to completion. It starts with a mix of running and walking, to gradually build up fitness and stamina, in order to create realistic expectations and a sense of achievability to encourage participants to stick with it. The end goal of the plan is for the participant to be able to run 5k.

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Through the Couch to 5k plan the NHS particularly promotes the health benefits of running and regular exercise which underpin the initiative, such as improved heart and lung health, weight loss and possible increases in bone density which can help protect against bone diseases such as osteoporosis. This also includes mental benefits of running through goal setting and challenge setting, which can help boost confidence and self-belief. Furthermore, running regularly has been linked to combating depression.

It is believed that an increase in people running through the Couch to 5k plan may increase interest and possibly have a knock-on effect leading to increased demand at running groups and clubs as people may wish to continue develop their running further.

RunTogether

RunTogether is an official England Athletics recreational running project which aims to get the whole nation running. The role of RunTogether is to provide enjoyable, supportive and inclusive running opportunities across England in the form of set routes, running groups and access to programmes such as Find a Guide and Mental Health Ambassadors. Currently, there are no RunTogether groups in the District, with the closest group the Blister Sisters in Hythe.

Local events

In addition to traditional club running and RunTogether groups there are three ten kilometre runs organised annually in Deal, Sandwich and Wingham, respectively. The Dinosaur 10K (formerly Deal 10K) takes place in July and is organised by Deal Triathlon Club. With races for both seniors and juniors; the races are timed and commence on the Promenade. The junior event is a 1500m race for U14s.

The Sandwich 10K is scheduled for the end of June; offering competitors with a chip-timed, fully licensed event. Commencing and finishing in Sandwich, the route also incorporates Worth Village. Available to competitors over the age of 15 years only, the event raises funds for Sandwich Sports and Leisure Trust.

As with Sandwich 10K, Wingham 10K is an officially licensed, chip timed event. Taking place in September shorter 5K and children's fun run events also take place on the day.

Future demand

England Athletics reports that there is generally a current growth being experienced in relation to athletics and running.

It is to be expected that the popularity of the Parkrun events and national running events, as well as demand for RunTogether groups, will increase in the future following national trends.

Sport England's Market Segmentation Tool enables an analysis of 'the percentage of adults that would like to participate in athletics within Dover but are not currently doing so'. The tool identifies demand of 5,057 people, of which the largest amount, 838 (16.6%), within the segment is 'Tim – Settling Down Males'.

9.4: Supply and demand analysis

Demand for athletics in Dover District is currently be satisfied by provision both in and out of the District. The establishment of a junior section by Dover Roadrunners AC will help sustain both the Club and running activity in the District.

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The level of participation in the District suggests that there is a need for only one full size, 400m track; therefore, the facility at Duke of York's Royal Military School should be protected with athletics clubs provided with formal, long term community use agreements to provide security of tenure.

Duke of York's Royal Military School should also be encouraged to complete UKA's TrackMark accreditation scheme, providing the operator with a report and a better understanding of the track's condition.

The creation of an additional Parkrun event in Dover Town could provide a further boost to the sport. Focus should also be placed on sustaining and increasing the popularity of the wider running market, including driving participation in running events taking place within Dover District as well as the growth of initiatives such as RunTogether groups. This should include further promotion of the District's parks as key sites to utilise for such events/groups.

Athletics summary

- ◀ There is one formal athletics track in Dover District, located at Duke of York's Royal Military School. The track is an eight lane, 400m synthetic track, with floodlights and field event provision. The track is good quality having been resurfaced in 2017.
- ◀ The track is available for community use and is used by Dover Roadrunners AC and Hawkinge Harriers AC. The track is not able to host competitive events due to not having a permit or licence for these; however, the School does not have a desire for this due to the requirement to safeguard boarding students on site.
- ◀ There is currently only one track and field club based in Dover District, namely Dover Roadrunners AC. Established in 2002. A junior section of the Club was started in 2016, offering U14s the opportunity to take part in running and athletics based activities.
- ◀ There are a number of running clubs operating in Dover District and surrounding local authorities which will accommodate some demand from Dover District. Hawkinge Hurricanes AC, for example, host regular sessions in Aylesham, commencing at Aylesham Welfare Leisure Centre.
- ◀ Demand for athletics in Dover District is currently be satisfied by provision both in and out of the District. The establishment of a junior section by Dover Roadrunners AC will help sustain both the Club and running activity in the District.
- ◀ Focus should also be placed on sustaining and increasing the popularity of the wider running market and the creation of an additional Parkrun event in Dover Town could provide a further boost to the sport.

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PART 10: NETBALL

10.1: Introduction

England Netball governs netball in England. Levels of participation are quickly increasing, with over 100,000 affiliated members and at least one million women and girls playing during a typical week. The NGB's aim is to provide its members and partners with the best possible service and experience in sport.

Nationally, netball activity takes place both indoors and outdoors. England Netball is currently working on delivering its new five-year plan, Your Game Your Way. Its mission is for netball to be played in a diverse range of ideal environments that inspire and enable participation, growth and world class performance. It is to achieve this mission through directing tailored programmes to each of its segments of participation, which are:

- ◀ Minis, returners, adult casual, youth social and recreational
- ◀ I Heart Netballers, Hooked on Netball
- ◀ Hooked on netball, Aspiring to perform, Talented youth and developing excellence
- ◀ Elite and high performance, aspiring to perform, Talented youth and developing excellence

Consultation

Both the Sandwich Netball League and Dover Netball League were contacted to provide insight into netball activity in the District, however, neither responded to consultation requests. Complimentary information was collected through online research.

10.2: Supply

In total, there are 31 outdoor netball courts located across 15 sites in Dover District. All outdoor netball courts are located at education sites. Of these, only six courts (across two sites) or 19% are available for community use.

Generally, schools do not allow their courts to be available for community use. This can be due to variety of reasons, such as a lack of local demand for court usage, lack of floodlighting, high staff costs to enable community usage or a preference to preserve court quality for curricular use. Considering this, most club netball across England is played indoors in sports halls.

The two netball leagues operating in Dover District both access indoor courts for match demand. This is often due to bookings not being affected by the weather; and quality generally being of better quality.

Table 10.1: Netball courts in Dover District

Site ID	Site name	Analysis area	Available for community use?	No. of courts	Court quality
5	Astor College for The Arts	Dover	No	6	Standard
6	Aycliffe Community Primary School	Dover	No	1	Poor
28	Dover Christ Church Academy	Dover	No	1	Poor
34	Duke of York's Royal Military School, Dover	Dover	Yes	4	Good
37	Eastry C of E Primary School	Rural	No	1	Standard
43	Eythorne Elvington Primary School	Rural	No	1	Standard
66	Northbourne Park School	Rural	No	2	Standard
76	Sandwich Junior School	Rural	No	2	Standard

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Site ID	Site name	Analysis area	Available for community use?	No. of courts	Court quality
79	Sandwich Technology School	Rural	Yes	2	Good
83	Sholden C of E Primary School	Deal	No	1	Standard
85	Sir Roger Manwoods School	Rural	No	1	Poor
88	St Edmund's Catholic School	Dover	No	2	Poor
89	St Faith's at Ash	Rural	No	1	Standard
122	Dover Grammar School for Girls	Dover	No	4	Good
123	The Downs CofE Primary School	Deal	No	2	Standard

Following a non-technical assessment and user feedback, most courts are assessed as standard quality 16 (or 52%) are assessed as standard quality, ten are assessed as good quality (32%) and the remaining five (16%) courts are assessed as poor quality.

Over marking

Whilst it does help with usage levels and sustainability, an issue for netball nationally is that many of its courts are dual use tennis courts. This limits accessibility (especially during the summer when tennis nets are often permanently in place) and can impact on quality due to higher levels of wear and tear. Of the netball courts in Dover District, 23 are overmarked for alternative use. The majority of this overmarking is with tennis courts; however, some located at primary school sites are marked on multi-use games areas (MUGAs) with assorted line markings, distorting the clarity of netball lines. Both sites that are available for community use are overmarked with tennis courts.

Court type

Most outdoor netball courts in Dover District have a tarmac surface (68%), with the remaining ten courts (32%) having a macadam surface.

The estimated lifespan of a macadam court is ten years, depending on levels of use and maintenance levels. To ensure courts can continue to be used beyond this time frame, it is recommended that a sinking fund is put into place for eventual refurbishment.

Although not a popular choice for traditional netballers playing in County Leagues, affiliated netball can be played on sand dressed artificial grass surfaces and are a good multi sports solution where space is a premium. Artificial courts generally allow for greater levels of access, especially during inclement weather spells, as well as requiring less frequent maintenance. Nevertheless, the cost of resurfacing the courts is more expensive despite the lifespan being similar.

10.3: Demand

There are two, non-affiliated, netball leagues in the District; Sandwich & District Netball League and Dover & District Netball League. Each league is comprised of multiple squads, the members of which often play for a number of teams. All league and club netball in Dover District is accommodated outdoors during summer months.

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Sandwich & District Netball League

Based at Sandwich Leisure Centre, Sandwich & District Netball League consists of seven teams competing every Thursday evening. In addition to the seven teams, the league is open to additional players who are unable to commit to participating every week; encouraging “floaters” and “umpires” to attend sessions. Matches start at either 6.45pm or 8pm depending on the fixture list; although participants are encouraged to attend as spectators for other matches. England Netball reports that the League, however, is not currently affiliated to the NGB.

Dover & District Netball League

As with Sandwich & District Netball League, Dover & District Netball League is not affiliated to England Netball. Based at Duke of York’s Royal Military School, the League consists of five teams competing on a Tuesday evening. The league utilises the outdoor netball courts at the School site for matches.

In addition to the seven teams, the league is open to additional players who are unable to commit to participating every week; encouraging “floaters” and “umpires” to attend sessions.

Other demand

Play Netball

Play Netball is Britain’s largest social netball league provider and arranges fixtures, league tables, umpires, netballs and bibs so players can focus on playing. People can join as individuals to find a team, a group to join the same team or produce their own team of 7 or 10 people.

There are currently no Play Netball sessions in Dover District, the nearest located at Courtside Sports Facilities (Ashford).

Back to Netball and Walking Netball

Back to Netball sessions are running across England and provides women of all ages a welcoming re-introduction to the sport. Sessions cover the basics of the game including passing, footwork and shooting and finish with a friendly game. Since its creation in 2010, over 60,000 women have taken part.

Walking netball has evolved from a growing demand of walking sports e.g. walking football. Walking netball is a slower version of the game. It has been designed so that anyone can play regardless of age and fitness level and therefore offers opportunities for older adults to participate and enjoy.

Currently, Back to Netball sessions are taking place at Sandwich Leisure Centre in conjunction with Sandwich & District Netball League. Other nearby sessions are located at the University of Kent (Canterbury), which specifically offers Walking Netball sessions on a weekly basis.

Latent demand

Latent demand refers to potential demand; individuals who would like to participate within the sport but do not do so. This can be for a variety of reasons including a lack courts or appropriate facilities. There is no identified latent demand in Dover District.

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Additionally, Sport England's Market Segmentation Tool³¹ enables an analysis of 'the percentage of adults that would like to participate in netball within the District but are not currently doing so'. The tool identifies latent demand of 345 people, 63 (18.3%) of which are within the segment 'Leanne – supportive singles'.

In comparison to the neighbouring authorities, it is comparable to Thanet which has an identified latent demand of 400 people but some way behind Canterbury, where 547 people were identified as wanting to play netball but do not currently do so.

10.4: Supply and demand analysis

If demand increased in Dover District to play netball outdoors, there is enough provision to meet demand. Priority should be placed on maintaining existing levels of provision and improving court quality. This is particularly key at sites which have regular use of their outdoor courts by schools.

The presence of two netball leagues and latent demand is evidence that there is demand for netball initiatives in the District through Back to Netball and Walking Netball. Affiliating both leagues to England Netball will enable both to grow; and initiatives to be implemented to support participation growth.

Netball summary

- ◀ In total, there are 31 outdoor netball courts located across 15 sites in Dover District. All outdoor netball courts are located at education sites. Of these, only six courts (across two sites) or 19% are available for community use (albeit not used for community use).
- ◀ Generally, schools do not allow their courts to be available for community use. This can be due to variety of reasons, such as a lack of local demand for court usage, lack of floodlighting, high staff costs to enable community usage or a preference to preserve court quality for curricular use.
- ◀ Following a non-technical assessment and user feedback, most courts are assessed as standard quality 16 (or 52%) are assessed as standard quality, ten are assessed as good quality (32%) and the remaining five (16%) courts are assessed as poor quality.
- ◀ There is no England Netball affiliated participation in Dover District. There are, however, two non-affiliated, netball leagues; Sandwich & District Netball League and Dover and District Netball League. Each league is comprised of multiple adult squads, the members of which often play for a number of teams. All league and club netball in Dover District is accommodated outdoors during summer months.
- ◀ There are no junior teams currently playing in Dover District and junior participation at schools is also limited.
- ◀ Back to Netball sessions are taking place at Sandwich Leisure Centre in conjunction with Sandwich & District Netball League.
- ◀ Latent demand to play netball in Dover District is comparable with neighbouring authority Thanet but lower than in Canterbury.
- ◀ If demand increased in Dover District to play affiliated netball outdoors, availability of suitable courts would be an issue.

³¹ See Appendix 2

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PART 11: GOLF

11.1: Introduction

Golf is the fifth largest participation sport in England, with around 675,000 members belonging to one of 1900 affiliated clubs and a further two million people playing independently outside of club membership.

Nationally, it is governed by England Golf. The role of the NGB includes providing competitions for all ages and abilities, identifying and developing the most talented golfers, maintaining a uniform system of handicapping, administering and applying the rules and introducing new golfers via its initiative 'get into golf'.

Since March 2017, England Golf solely oversees the Whole Sport Plan and receive golf's National Lottery grant under Sport England's strategy. England Golf's Whole Sport Plan, identifies how England will achieve its vision of becoming 'the leading golf nation in the world by 2020' from grass roots through to elite level.

Consultation

The six golf clubs in Dover District were provided the opportunity to respond to consultation requests via an online survey and/or telephone call. None of the clubs completed the aforementioned survey meaning with information regarding the clubs derived through online research and from information provided by England Golf.

11.2: Supply

There are four golf courses situated within Dover District:

- ◀ Prince's Golf Club
- ◀ Royal Cinque Ports Golf Club
- ◀ The Royal St George's Golf Club
- ◀ Walmer & Kingsdown Golf Club

Prince's Golf Club is one of three courses on the Kent Coast to have hosted The Open Championship. It has 27 holes, a large clubhouse and extensive practice facilities. Focussed on the pay-and-play market the course has both 18 and nine hole courses available.

Royal Cinque Ports Golf Club is another course to have hosted The Open Championship. A traditional, members club with large clubhouse and practice area; the Club has an 18-hole course available to members.

Royal St George's Golf Club remains on The Open Championship rota. It will host The Open in 2020 and is a traditional members only club; with strict entry requirements.

Walmer & Kingsdown Golf Club is actively promoting itself at "The Club on the Cliffs". The closest mainland UK golf course to France, it drains well allowing year round playability. Practice facilities on site are adequate, as is the clubhouse. The hosted "The Fightmaster Cup" in 2018, the one armed golfer's equivalent to The Ryder Cup. The Club also hosts an open week once a year when members of the public are able to book tee-times; outside of this the Club is available to members only.

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Course facilities

The range of facilities on offer varies between courses in Dover District. Three of the clubs offering traditional 18-hole courses and putting greens; the Prince's Golf Club offers three nine hole courses which can be combined for a round of 18 holes.

Table 11.1: Summary of golf courses in Dover District

Course name	Number of holes	Par	Yardage ³²
Prince's Golf Club	9	36	3,448
	9	36	3,432
	9	36	3,201
Royal Cinque Ports Golf Club	18	71	6,924
		71	6,501
		73	5,641
The Royal St George's Golf Club	18	70	7,177
			6,340
Walmer & Kingsdown Golf Club	18	72	6,471

Quality

All courses in Dover District are considered to be of good quality, with three having hosted The Open Championship in the past.

Ancillary facilities

The provision of a clubhouse can often be key for golf clubs nationally as it can provide an income stream, not only from members but also through hiring the venue out for occasions (e.g. wedding receptions).

All clubs have supporting ancillary facilities; with the three courses to have hosted The Open Championship each having high quality, large clubhouses. Walmer & Kingsdown Golf Club also has good ancillary provision, with its view across the Channel a notable selling point.

11.3: Demand

Since 2004, participation in golf and club membership has been in decline, with only recent signs showing that the reduction may be levelling off.

England Golf published the 'Raising Our Game' strategy in 2014, which defines its strategic direction up to 2017. The document highlights the need for a strategy to enhance market understanding of current golf facilities, which is identified as one of the key considerations to increasing participation. To enable this, market segmentation has been created that is specific to golf, identifying that 24% of adults in England are potential players. This is made up of 9% current players, 8% lapsed players and 7% latent players and amounts to around 9.6 million people in total. The research also provides nine defined profiles and clearly identified behaviours, motivations and barriers within each one.

³² White denotes Championship tees; yellow denotes men's tees and red denotes ladies tees.

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Table 11.2: Summary of England Golf demand segmentation

Segment	Facilities mix and experience
1: Relaxed members	Prefers an 18 hole / 9 hole course, covered driving range, social clubhouse, affordable, convenient location.
2: Older traditionalists	Prefers a first class 18 hole course, coaching and facilities to improve game, social clubhouse, off peak membership.
3: Younger traditionalists	Prefers an 18 hole / 9 hole / par 3 courses, driving range, practice area, social clubhouse, convenient location.
4: Younger fanatics	Prefers an 18 hole / 9 hole / par 3 courses, driving range, practice area, affordable and flexible payment, pay and play, convenient location.
5: Late enthusiasts	Prefers an 9 hole / par 3 courses, covered driving range, affordable flexible membership, pay and play, other facilities (gym, swimming pool), convenient location.
6: Occasionals/time-pressed	Prefers an 18 hole / access to shorter courses, covered driving range, affordable/ flexible membership, pay and play.
7: Social couples	Prefers a 9 hole / par 3 course, covered driving range, social clubhouse, affordable, affordable/ flexible membership, pay and play.
8: Casual fun	Prefers a social clubhouse, shorter courses, mini golf, pitch and putt, pay and play, convenient location, covered driving range.

To align with this, a facility mapping tool has been created to provide a statistical data engine that identifies golfing demand within a 20-minute drive time of each facility within England using the segments above. The tool highlights the dominant profiles within each catchment area and also within access to each course. This can then be used to predict likely demand for each type of facility and can support informed marketing, development and investment decisions whilst allowing providers to adapt their offer to cater for a range of different needs.

The demand for golf within Dover District by segment type is seen in the table below. The figures represent the number of people within each profile that are within a 20-minute drive time of each course. It is averaged to ensure no double counting.

Table 11.3: Summary of demand in Dover District by segment

Segment no.	Segment name	Average number of people per affiliated facility (20 minute drive time)	
		Dover District	South East
1	Relaxed members	3,023	6,149
2	Older traditionalists	2,536	5,662
3	Younger Traditionalists	3,021	5,836
4	Younger fanatics	2,641	6,193
5	Younger actives	2,877	5,960
6	Late enthusiasts	2,620	5,943
7	Occasional time pressed	2,937	5,941
8	Social couples	2,747	5,781
9	Casual fun	2,555	6,494

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In total, an average of 24,957 people are identified as current or potential users of each golf course within Dover District. The most dominant profile is relaxed members, followed by younger traditionalists, although each profile is well represented. These profiles are applied on a course-by-course basis in the following table.

Table 11.4: Summary of demand per club by profile type

Course name	Segment no.								
	1	2	3	4	5	6	7	8	9
Prince's Golf Club	4,080	3,394	4,057	3,551	3,871	3,519	3,949	3,695	3,446
Royal Cinque Ports Golf Club	1,516	1,310	1,496	1,360	1,451	1,351	1,470	1,404	1,338
Royal Cinque Ports Golf Club (Artisans)	1,399	1,227	1,371	1,270	1,343	1,264	1,354	1,309	1,258
The Royal St George's Golf Club	4,313	3,603	4,306	3,744	4,099	3,723	4,184	3,919	3,615
The Royal St George's Golf Club (Permit)	4,313	3,603	4,306	3,744	4,099	3,723	4,184	3,919	3,615
Walmer & Kingsdown Golf Club	2,515	2,078	2,592	2,180	2,396	2,140	2,483	2,234	2,060

The table summarises that demand is likely to be the highest for The Royal St George's Golf Club, which has 35,506 potential users³³, although it must be noted that the facilities offered may not appeal to certain club-based segments that would generally prefer to access a standard 18-hole course. This number is significantly higher than at Royal Cinque Ports Golf Club, which has 11,795 potential users.

Current membership

The table below summarises recent and current membership for each course located in the District.

Table 11.5: Summary of membership in Dover District

Course name	Affiliated membership numbers			
	2015	2016	2017	2018
Prince's Golf Club	243	295	290	301
Royal Cinque Ports Golf Club	210	303	321	375
Royal Cinque Ports Golf Club (Artisans)	70	67	67	67
The Royal St George's Golf Club	499	444	445	483
The Royal St George's Golf Club (Permit)	60	60	70	68
Walmer & Kingsdown Golf Club	483	568	553	524

³³ In line with England Golf's preference for a 20 minute drive time.

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Membership levels for 2018, show that there has been an increase in memberships at three clubs (Prince's Golf Club, Royal Cinque Ports Golf Club and The Royal St George's Golf Club); with a combined increase of 103 golf members. Conversely, memberships for The Royal St George's Golf Club (Permit) and Walmer & Kingsdown Golf Club have decreased; this is by an accumulative 31 members. Membership has remained static for Royal Cinque Ports Golf Club (Artisans) for the third year running. Overall, changes in membership numbers displays an increase in membership at golf clubs in the District.

Ways to Play

In partnership with England Golf, Ways to Play includes a broader range of golf opportunities than nine hole golf that Golf Express previously promoted. These include, but are not limited to Golf Sixes, nine hole golf, Footgolf, Adventure golf, pitch & putt and simulator play. None of the courses in Dover District participate in this initiative.

Footgolf

Footgolf is a relatively new activity that is played on a golf course using a football. The object of the game is to get the ball into the hole using only your feet in the fewest number of shots possible. It is governed by the UK Footgolf Association.

Nationally, there are currently 160 recognised golf courses that incorporate Footgolf, with many clubs recognising it as a chance to provide an income stream that can provide sustainability at a time when participation in the traditional game has decreased. None of the golf clubs in Dover District offer footgolf as a format; the nearest course is located at Folkestone Sports Centre (Folkestone).

Get into Golf

Get into Golf is a national campaign, delivered locally, to inspire people to take up golf. The campaign is run by England Golf and is provided by local golf facilities and PGA professionals. Its purpose is to create awareness for the sport and opportunities for beginners by providing support and low-cost activities including:

- ◀ Taster sessions
- ◀ Beginner courses
- ◀ Learn golf in a day
- ◀ Improvers courses

Both Royal Cinque Ports Golf Club and Walmer & Kingsdown Golf Club participate in this national campaign.

11.4 Supply and demand analysis

The overall picture suggests that there is substantial demand for golf within Dover District, although it is below the South East average; meaning each course should be protected together with accompanying facilities such as driving ranges. Further to this, clubs should be supported to maximise their usage throughout the week.

Dover District's supply of facilities does not meet all nine segments of demand. Further developing the sites should be explored, enabling clubs to provide more than a standard 18-hole and nine hole courses, enabling different playing formats such as Golf Express and Get into Golf programmes to be offered, which can attract a wider range of demand; however, this is down to each club's prerogative regarding their chosen target market.

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There is considered to be sufficient capacity within the District to accommodate potential demand; however, as mentioned the variety of facilities on offer at both sites requires addressing to support the sustainability of each course, as well as to attract new participants to the sport.

Golf summary

- ◀ There are four courses within Dover District, from which six clubs operate. Three of the courses have hosted The Open Championship in the recent past.
- ◀ All golf clubs in Dover District are owned and operated by members. Royal Cinque Ports Golf Club and The Royal St George's Golf Club are more traditional clubs than the others, with more exclusive memberships.
- ◀ Three of the four courses offer 18-hole courses and putting greens, whilst Prince's Golf Club offers three separate nine-hole golf courses.
- ◀ All courses are considered to be good quality.
- ◀ Of the four courses only Prince's Golf Club is available for pay and play, with the Club specifically targeting this audience.
- ◀ In total, an average of 24,957 people are identified as current or potential users of each golf course within the District.
- ◀ Demand is likely to be highest for The Royal St George's Golf Club, which has 35,506 potential users.
- ◀ The overall picture suggests that there is demand for golf within Dover District, meaning each course should be protected. Further to this, clubs should be supported to maximise their usage throughout the week.

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PART 12: OTHER SPORTS

12.1: American football

There are no American football clubs located within Dover District at present. Formerly, East Kent Mavericks accessed provision in the District; but has since relocated to neighbouring Canterbury due to preferred supply and the location of most of its members.

East Kent Mavericks has four teams; a senior men's team and three junior boys' teams. Club training takes place at the Simon Langton Boys School (Canterbury) or at the Kingsmead Leisure Centre (Canterbury), with matches played at the former site.

As demand for American football is likely to be minimal in Dover District, it is determined that the East Kent Mavericks Margate Beach for American football from Dover District.

12.2: Water sports

Water sports in Dover District is important to the visitor economy of the District. As such, there are numerous outlets for water sports to be undertaken by members of the public. Dover District is also a frequent starting point for members of the public aiming to swim across the English Channel.

In addition, there are several clubs/facilities which offer sailing opportunities in Dover District. For example, Royal Cinque Ports Yacht Club (RCPYC) is centrally located on Dover's promenade and runs a comprehensive summer sailing programme that includes racing, cruising, rallies and regattas. There is also Downs Sailing Club which is a dinghy sailing club located in Deal. The Club is a Royal Yachting Association accredited training centre and runs powerboat courses as well as sailing courses for both adults and children.

Dover Sea Sports

Dover Sea Sports is a purpose-built facility on Dover Beach. Dover Harbour has over a square mile of sheltered water. It offers a variety of sea sports courses including windsurfing, dinghy sailing, power boating and paddle boarding. The main building provides a full suite of changing rooms, disabled changing rooms and toilet facilities.

The Cinque Port Pirates Youth Sailing Club is also based at Dover Sea Sports. The Club sails every Sunday morning throughout the year; and then on Thursdays during the summer school holidays.

12.3: Beach Volleyball

Beach Volleyball is one of the world's most popular team sports. There are no beach volleyball clubs or facilities located in Dover District. The closest volleyball clubs are university clubs, located in Canterbury, at Canterbury Christ Church University and the University of Kent. The closest beach volleyball facility is located in Margate in neighbouring Thanet authority.

The beach volleyball court on Margate Beach is one of only a few facilities of its type in the UK. It is operated by Motiv8 Sports and is available to clubs, individuals or day visitors to hire and is open from the June to September. It also previously accommodated the Margate Masters; an event featured on the Volleyball England Beach Tour and was last held in 2016.

Demand for beach volleyball in Dover District appears to be limited and as such it is determined that provision at Margate Beach can adequately accommodate current demand for beach volleyball from Dover District.

APPENDIX 1: SPORTING CONTEXT

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

National context

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

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

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

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

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

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

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

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

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

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National Planning Policy Framework

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

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

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

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

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

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

Local Football Facility Plans

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

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

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

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

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The FA: National Game Strategy (2018-2021)

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

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

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

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

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

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

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

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

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

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- ◀ **Strong Finance and Operations** – increase the game’s revenues, invest our resources wisely and administer responsibly to secure the growth of the game. Focus on:
 - *People*
 - *Revenue and reach*
 - *Insight*
 - *Operations*

The Rugby Football Union Strategic Plan (2017-2021)

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

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

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

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

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

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

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

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

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

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The core objectives are as follows:

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

Club participation

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

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

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

England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

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

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

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

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

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

2015-2018 British Tennis Strategy

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

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

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

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

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

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

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

Capital Investment

The LTA will relaunch the TBTT programme in 2019, after a period of consultation aimed at improving the scheme and increasing the speed at which key strategic projects can be delivered. The focus for the LTA's capital investment are indoor tennis centres, parks, clubs and schools & other education establishments. Each of these has investment streams to consider prior to funds being allocated; these are demonstrated in the LTA Facilities Investment Framework.

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Bowls England: Strategic Plan 2014-2017

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

The overall vision of Bowls England is to:

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

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

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

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

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

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

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

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

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

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

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

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

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

England Athletics Facility Strategy (2018 – 2025)

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

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

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

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

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

- ◆ Increased participation across all athletics disciplines

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- ◀ Increased club membership by providing facilities that support a participation pathway from novice through to club member
- ◀ Increased talent pool
- ◀ Long term improvement in the development of athletes of all ages and abilities
- ◀ Securing the long term future of existing facilities

- ◀ More attractive and inspiring facilities for existing and potential athletes
- ◀ Improving the athletics experience for all participants
- ◀ Improved relationships and interactions between stakeholders, particularly clubs and facility operators

England Netball - Your Game, Your Way 2013-17

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

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

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

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

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

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

DOVER DISTRICT PLAYING PITCH STRATEGY ASSESSMENT PITCH ASSESSMENT

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

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