

Please ask for: Steve Partridge

Extension No: 4588

E-Mail: stevepartridge@cannockchasedc.gov.uk

5 June, 2019

Dear Councillor,

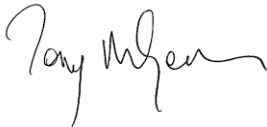
CABINET

4:00 PM ON THURSDAY, 13 JUNE, 2019

ESPERANCE ROOM, CIVIC CENTRE, CANNOCK

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



T. McGovern,
Managing Director

To: Councillors:

Adamson, G.	Leader of the Council
Alcott, G.	Deputy Leader of the Council and Town Centre Regeneration Portfolio Leader
Pearson, A.R.	Corporate Improvement Portfolio Leader
Bennett, C	Crime and Partnerships Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Johnson, T.B.	Economic Development and Planning Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Kraujalis, J.T.	Housing Portfolio Leader
Woodhead, P.E.	<i>Invitee (non-voting Observer)</i>

Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire WS11 1BG

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AGENDA

PART 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

To declare any personal, pecuniary or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

3. Updates from Portfolio Leaders

To receive and consider oral updates (if any), from the Leader of the Council, the Deputy Leader, and Portfolio Leaders.

4. Minutes

To approve the Minutes of the meeting held on 18 April 2019 (enclosed).

5. Forward Plan

Forward Plan of Decisions to be taken by the Cabinet: June to August 2019 (Item 5.1 – 5.2).

6. Representatives on Outside Bodies 2019/20

Report of the Managing Director (Item 6.1 – 6.6).

7. Annual Performance Report 2018/19

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.37).

8. Strategic Risk Register

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.19).

9. Annual Performance Review 2018/19 of Wigan Leisure and Culture Trust

Report of the Head of Environment and Healthy Lifestyles (Item 9.1 – 9.60).

10. Review of Leisure Concessions to Serving Members of the Armed Forces 2019/20

Report of the Head of Environment and Healthy Lifestyles (Item 10.1 – 10.6).

11. Indoor and Built Facilities Strategy and Playing Pitch Strategy 2019-2036

Report of the Head of Environment and Healthy Lifestyles (Item 11.1 – 11.355).

12. Hawks Green Depot Rationalisation

Joint Report of the Head of Housing & Partnerships and the Head of Economic Prosperity (Item 12.1 – 12.9).

13. Redevelopment of Hawks Green Depot, Cannock

Report of the Head of Housing and Partnerships (Item 13.1 – 13.13).

14. Nominations to the Chenet Chase Development Invited by Walsall Housing Group

Report of the Managing Director (Item 14.1 – 14.19).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 18 APRIL 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 1

PRESENT: Councillors:

Adamson, G.	Leader of the Council
Bennett, C.	Crime and Partnerships Portfolio Leader
Kraujalis, J.T.	Corporate Improvement Portfolio Leader
Mitchell, Mrs. C.	Culture and Sport Portfolio Leader
Preece, J.P.T.L.	Environment Portfolio Leader
Martin, Mrs. C.E.	Health and Wellbeing Portfolio Leader
Pearson, A.R.	Housing Portfolio Leader
Todd, Mrs. D.M.	Town Centre Regeneration Portfolio Leader

122. Apologies

Apologies for absence were submitted for Councillor G. Alcott, Deputy Leader of the Council and Economic Development & Planning Portfolio Leader.

123. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

No other Declarations of Interest were made in addition to those already confirmed by Members in the Register of Members' Interests.

124. Updates from Portfolio Leaders

Crime and Partnerships

Staffordshire Youth Service

The Portfolio advised that at the next meeting of the Staffordshire Police, Fire & Rescue and Crime Panel, he would be asking the Panel to support him in requesting that Staffordshire County Council reintroduce its Youth Service provision to help reduce instances of knife crime within the County.

125. Minutes of Cabinet Meeting of 14 March, 2019

RESOLVED:

That the Minutes of the meeting held on 14 March, 2019, be approved as a correct record and signed.

126. Forward Plan

The Forward Plan of Decisions for the period April to June 2019 (Item 5.1 – 5.2 of the Official Minutes of the Council) was considered.

RESOLVED:

That the Forward Plan of Decisions for the period April to June 2019 be noted.

127. Recommendations from Scrutiny Committees

- (i) Consideration was given to the recommendation made by the Wellbeing Scrutiny Committee at its meeting held on 4 March 2019, in respect of the “Obesity Review – Update and Next Steps”, as included under item 6(i) of the Cabinet agenda.

RESOLVED:

That at a future Cabinet meeting, a report be received on the Health in All policies document as produced by the Local Government Association.

- (ii) Consideration was given to the recommendations made by the Promoting Prosperity Scrutiny Committee, at its meeting held on 13 March 2019, in respect of the ‘Briefing Note – Working Group to Review the Street Market’, as included under item 6(ii) of the Cabinet agenda.

That:

- (A) The current contract with Sketts be extended for a twelve-month period from 31 October 2019.
 - (B) Sketts be asked to undertake a survey to establish whether there was any appetite for operating the street market for an additional day (Tuesday).
 - (C) Should the outcome of the survey be positive, Sketts be asked to trial the Tuesday street market during the summer of 2019, with the possibility of including this additional day within the contract when it is re-let in November 2020.
 - (D) The new contract specification should include a requirement for the street market operator to:
 - (i) Develop links and work in partnership with the McArthurGlen Designer Outlet Village to create initiatives to attract customers to the town centre; and
 - (ii) Work alongside the Cannock Town Centre Partnership in organising events to promote the town centre with the aim of increasing visitors.
 - (E) The positive work of the Cannock Town Centre Partnership in organising events to promote the town centre should be acknowledged, encouraged and supported.
- (iii) Consideration was given to the recommendation made by the Community Scrutiny Committee, at its meeting held on 19 March 2019, in respect of the “Motion Referred from 28 November 2018 Council”, as included under item 6(iii) of the Cabinet agenda.

RESOLVED:

That as part of the 2020/21 budget process, consideration be given to the provision of any necessary resources and funding in order that all actions identified in the Motion can be achieved.

128. Energy Company Obligation – Fuel Poverty Initiatives in Cannock Chase

Consideration was given to the Report of the Managing Director (Item 7.1 – 7.9 of the Official Minutes of the Council).

RESOLVED:

That the Energy Company Obligation Statement of Intent be approved.

Reason for Decision

Cabinet was requested to approve the Energy Company Obligation Statement of Intent so that eligible households in the District could benefit from additional funding to improve energy efficiency and mitigate fuel poverty and carbon emissions.

129. Equality and Diversity Policy and Equalities Objectives

Consideration was given to the Report of the Head of Governance and Corporate Services (Item 8.1 – 8.11 of the Official Minutes of the Council).

RESOLVED:

That the Equality and Diversity Policy and the Council's Equalities Objectives for 2019-2023 be approved.

Reasons for Decision

Since the introduction of the Equality Act in 2010, the Council's Equality and Diversity Policy had not been updated recently. To be compliant with both the Equality Act and the Public Sector Equality Duty, the new draft Equality and Diversity Policy would incorporate within it the requirements to publish Equality Objectives. The recommended objectives as outlined in Appendix 1 of the draft Policy took into account the Council as a public provider of services and its customer facing role.

Equality and diversity training was to be provided to all staff and Members by the end of 2019.

130. Corporate Anti-Social Behaviour Policy

Consideration was given to the Report of the Head of Housing and Partnerships (Item 9.1 – 9.17 of the Official Minutes of the Council).

RESOLVED:

That the proposed Corporate Anti-Social Behaviour Policy, as included at Appendix 1 to the report, be approved.

Reasons for Decision

The new policy set out, on a corporate basis, the Council's responsibilities around Anti-Social Behaviour and hate incidents, and provided a common policy

framework for the delivery of its services in this respect.

131. Homelessness and Rough Sleeping Housing Pathway Project

Consideration was given to the Report of the Head of Housing and Partnerships (Item 10.1 – 10.5 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The Head of Housing and Partnerships be authorised to agree Terms and Conditions to let up to five Council flats to the Homelessness & Rough Sleeping Housing Pathway Project pathway provider.
- (B) A review be undertaken following a twelve-month operational period with regard to the transition of the licensees into tenancies in the long-term and subject of a future report.

Reasons for Decisions

The Council would agree terms via either a lease or management agreement to enable a Provider to take over the management of the flat for an initial period of two years. The Council would receive full rental income from the Provider during this time, including during any void periods. The Provider would charge rent to the tenants occupying the flat and an additional intensive housing management cost to cover any support needs. The Council would also negotiate a monthly charge, in addition to the rent attributable to the property, for the increase in maintenance costs that may occur.

Under the management agreement, the client would be licensee of the outreach provider, however, it was envisaged that at a point in time that, provided the tenant was capable of sustaining a tenancy, the management agreement may be ended and the client would become an Introductory Council Tenant. The transition would need careful planning and it was suggested that the process to be followed was determined following a period of twelve-month operation.

132. Funding Contribution for Development of Business Case for Cannock Chase Engineering Academy

Consideration was given to the Report of the Head of Economic Prosperity (item 11.1 – 11.6 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) Approval and permission to spend be given for up to £15,000 revenue from an existing Council budget to jointly develop a Treasury Green Book Business Case for £500,000 capital allocation from the Greater Birmingham and Solihull Local Enterprise Partnership to allow for the purchase of state-of-the-art engineering equipment in the new Cannock Chase Engineering Academy that would provide higher-level BTEC Engineering qualifications up to, and including, higher education qualifications.
- (B) The Head of Economic Prosperity and the Head of Legal Services be authorised, in consultation with the Economic Development & Planning

and Town Centre Regeneration Portfolio Leaders, to work in partnership with South Staffordshire College to implement and carry out any said actions to be able to equip and establish the proposed Cannock Chase Engineering Academy. This delegated authority would extend to setting up and entering into all necessary agreements to deliver the project.

Reason for Decisions

Initial feedback from the Greater Birmingham and Solihull Local Enterprise Partnership (LEP) had been favourable for the bid, but the LEP required a Treasury Green Book compliant business case to support a formal decision on whether to approve this investment. Neither South Staffordshire College nor Cannock Chase District Council had the capacity or expertise to produce a business case to such a detailed level. It was therefore necessary for the College to engage an external third party to produce the Green Book compliant business case, the estimated cost of which was £30,000. The Council was a joint partner with the College to establish the Cannock Chase Engineering Academy as set out in the Memorandum of Understanding approved by Cabinet in 2018.

It was therefore proposed that the Council fund 50% of the cost of producing the Green Book business case in partnership with South Staffordshire College, up to a maximum of £15,000. This funding would come from an existing Council budget for funding the development of business cases.

133. Exclusion of the Public

RESOLVED:

That the public be excluded from the remainder of the meeting because of the likely disclosure of exempt information as defined in Paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972 (as amended).

(Cllr. J.T. Kraujalis left the meeting at the end of this item and did not return.)

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CABINET

HELD ON THURSDAY 18 APRIL 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK

PART 2

134. Cannock and Rugeley Town Centres Redevelopment

Consideration was given to the Not for Publication Report of the Head of Economic Prosperity (Item 13.1 – 13.27 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) The following be noted:
 - (i) The substantial work completed to date on potential schemes and issued related to Cannock town centre and Rugeley town centre.
 - (ii) There was a significant financial viability gap of the combined schemes at Cannock town centre and Rugeley town centre.
 - (iii) The financial capacity of the Council in relation to funding town centre regeneration at Cannock town centre or Rugeley town centre, as detailed in report paragraph 7.1.
- (B) Schemes in relation to Cannock town centre should be taken forward by the Council.
- (C) On the basis of decision (B), above, the following actions be agreed:
 - (i) That proceeding with an 'open' competitive procurement process for the Cannock town centre redevelopment scheme during 2019/20 be approved, noting the implications set out in report paragraphs 6.38 to 6.43, and giving in principle agreement to the viability gap funding as set out in report paragraph 6.28.
 - (ii) Authority be delegated to the Head of Economic Prosperity, in consultation with the Town Centre Regeneration and Economic Development & Planning Portfolio Leaders, to commence the procurement process, and report the outcome of the procurement process to Cabinet prior to entering into any necessary agreements to facilitate bringing forward the redevelopment.
 - (iii) An allocation of up to £100,000 of revenue funding be approved to facilitate the necessary resources to support the procurement process and the production of relevant legal/contractual documentation for Cannock town centre.
 - (iv) In-principle agreement be given to the use of Council assets for the

Cannock town centre redevelopment scheme, including the Multi-Storey Car Park, and area beneath including the market and retail units whilst meeting any Charter Market legal obligations associated with this strategy (to be the subject of a future report).

- (v) An option be included in the procurement process for the provision of additional car parking (via decking) on Beecroft Road to support the Cannock town centre development. The inclusion of this Council asset would reflect an income stream or income sharing arrangement to maintain the current level of income from the car park.
 - (vi) In-principle agreement be given to the use of capital funding from the Council's District Investment Fund to drive forward delivery of the Cannock town centre redevelopment scheme, with the final allocation of funding to be subject to the outcome of the procurement process referred to in report paragraph 6.38.
 - (vii) Authority be delegated to the Head of Economic Prosperity, in consultation with the Town Centre Regeneration and Economic Development & Planning Portfolio Leaders, to identify external funding opportunities to support the delivery of the Cannock town centre redevelopment scheme and to submit bids for funding to assist with scheme viability,
- (D) Following the procurement process, a revised Town Centre Car Parking strategy be produced, and a further options paper be provided to Cabinet.

Reasons for Decisions

Cabinet needed to consider how best to proceed in light of current progress on the Cannock town centre and Rugeley town centre redevelopment schemes. To bring forward schemes in either town centre would require additional resources and time to make any redevelopment scheme a reality.

Cabinet approvals were necessary to proceed (if Members wished to pursue a competitive procurement process) for formal appointment of a preferred development partner. Furthermore, Cabinet needed to decide whether redevelopment of Cannock town centre was the primary focus for funding held in the District Investment Fund given the viability issues faced.

135. Environmental Services Review

Consideration was given to the Not for Publication Report of the Head of Governance and Corporate Services (Item 14.1 – 14.9 of the Official Minutes of the Council).

RESOLVED:

That:

- (A) In relation to the Environment Services Review, the following actions be taken forward by Cannock Chase Council only:

Streetscene

- (i) Preparation of a business case for bringing together the grounds maintenance and street cleansing services and aligning them in a combined service.

- (ii) A review of the operational model for grounds maintenance, and in particular, highways grounds maintenance following the outcome of further discussions regarding Staffordshire County Council's reductions to the grass cutting (agency) requirement.

Environmental Health

- (iii) An options appraisal be undertaken for bringing together the Environmental Health and Environmental Protection services and transforming the service. As part of the transformation work, consideration would need to be given to the service model / level of service provided.

Bereavement Services

- (iv) No further actions be taken due to the plans for a private crematorium adjacent to the Council's new cemetery.

- (B) In relation to the Environmental Services Review, the following actions be taken forward jointly by Cannock Chase Council in conjunction with Stafford Borough Council:

Digital / Customer Services

- (i) IT & Digital Strategy – to jointly commission and fund with Stafford Borough Council a piece of work to determine the options for improving digital efficiency and the customer experience through increased use of technology.
- (ii) Transformation – alongside the work on the digital strategy, to undertake a review to determine the optimum way of providing Customer Services / services to customers.
- (iii) Customer Services – depending on the outcome of the digital strategy and transformation work, to look at developing a business case for a shared Customer Service.

Planning Service

- (iv) Continue the joint procurement of a new planning / development management system, and to undertake a joint transformation exercise on the processes used by both Development Management Teams aligned to the implementation of the new system.
- (v) Consider the development of a collaborative model of joint working to improve resilience of the two Planning Teams.

- (C) The outcomes of the "Way Forward" set out in Appendix 2 of the report form part of an overall medium term budget strategy to determine efficiency and policy change options, including:

Existing Shared Services

- (i) In conjunction with Stafford Borough Council, to review the existing arrangements for Phase 1 of Shared Services to ensure they remain efficient, effective, resilient and acting as an enabler to front line services.

All Other Services

- (ii) To undertake a review of all services to identify options for future

service delivery, reallocation of resources, savings etc.

(D) In order to deliver the actions outlined in decisions (A) to (C), above, approval be given for the appointment of:

- A project manager / transformation facilitator for a period of up to two years, together with administrative support;
- Subject to decision (E), below, the joint procurement with Stafford Borough Council of an external advisor for the IT / Digital Strategy to work alongside the project manager / transformation facilitator.

The costs of these appointments were to be contained within the earmarked reserve for transformation.

(E) The options for further collaboration with Stafford Borough Council and Phase 2 of the Environmental Services Review, including the potential for further shared services, be reviewed by both authorities in 18 to 24 months, subject to the outcome of the above exercises.

(F) It be noted that the outcome of the Environmental Services Review and the potential for implementation of the collaboration actions was subject to consideration and the agreement of Stafford Borough Council's Cabinet.

Reasons for Decisions

The Peopletoo report highlighted a number of operational and cultural differences in how Cannock Chase Council's and Stafford Borough Council's services currently operated. Whilst these differences were not a barrier to sharing the services, they would complicate the process and require significant work to align them. In addition, there were external influences arising from the Staffordshire County Council Medium Term Financial Strategy that were likely to have an impact on Environmental Services. It was therefore considered that it was not appropriate to pursue the sharing of Environmental Services at the present time.

In view of this, it was proposed not to undertake Stage 2 of the Review, but to adopt a phased approach for each Council, allowing preparatory work to be undertaken. The first phase would entail Cannock Chase Council providing a detailed business case / options appraisal in relation to realigning services as outlined in Peopletoo Ltd's report. The detailed business case / options appraisal would need to consider the issues associated with bringing together the services, the model to be adopted, the service standards/levels, savings targets, staffing implications and any barriers that may impede the process.

The review would be undertaken over the next 18 to 24 months as part of a comprehensive review of all services to ensure that following the outcome of the changes to local government funding, the Council had a sustainable budget. Regardless of this, it was essential that resources were realigned in accordance with the priorities and objectives/outcomes of the Corporate Plan.

The Peopletoo Ltd report emphasised the interactions with the Customer Service Strategy and importance of IT and Digital strategy. In order to provide an overarching service provision in these areas, and determine the specification for the replacement of the Customer Relation Management System, all service requirements would need to be reviewed.

Once the preparatory work had been completed, the Councils could then

reconsider whether they wished to share Environmental Services, and if so, to proceed with Phase 2.

The meeting closed at 4:35 p.m.

LEADER

FORWARD PLAN OF DECISIONS TO BE TAKEN BY THE CABINET: JUNE – AUGUST 2019

For Cannock Chase Council, a key decision is as an Executive decision that is likely to:

- Result in the Council incurring expenditure or making savings at or above a threshold of 0.5% of the gross turnover of the Council.
- Affect communities living or working in two or more Council Wards.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council's Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, Civic Centre, PO Box 28, Beecroft Road, Cannock, Staffordshire, WS11 1BG or via email at membersservices@cannockchasedc.gov.uk

Copies of non-confidential items will be published on the Council's website 5 clear working days prior to the relevant meeting date.

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Representatives on Outside Bodies 2019/20	Managing Director / Leader of the Council	13/06/19	No	No		
Quarter 4 Performance Report 2018/19	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	13/06/19	No	No		
Strategic Risk Register	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	13/06/19	No	No		
Annual Performance Review 2018/19 of Inspiring Healthy Lifestyles	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	13/06/19	No	No		
Review of Leisure Concessions to Serving Members of the Armed Forces 2019/20	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	13/06/19	Yes	No		

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Indoor and Built Sports Facilities Strategy and Playing Pitch Strategy 2018-2036	Head of Environment and Healthy Lifestyles / Culture and Sport Portfolio Leader	13/06/19	Yes	No		
Rationalisation of Hawks Green Depot	Head of Housing & Partnerships / Housing Portfolio Leader	13/06/19	No	No		
Redevelopment of Hawks Green Depot	Head of Housing & Partnerships / Housing Portfolio Leader	13/06/19	No	No		
Summary of Complaints Received 2018/19	Managing Director / Leader of the Council	11/07/19	No	No		
Annual Report 2018/19	Head of Governance and Corporate Services / Leader of the Council	11/07/19	No	No		
Communications Strategy 2019-2022 and Internal Communications Survey Results	Head of Governance and Corporate Services / Corporate Improvement Portfolio Leader	11/07/19	No	No		
Cannock Town Centre Prospectus – Phase 2	Head of Economic Prosperity / Town Centre Regeneration Portfolio Leader	11/07/19 or 08/08/19	No	No		

Report of:	Managing Director
Contact Officer:	Steve Partridge
Telephone No:	01543 464588
Portfolio Leader:	Leader
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
REPRESENTATIVES ON OUTSIDE BODIES 2019-20

1 Purpose of Report

- 1.1 To consider the appointment of representatives to outside bodies for 2019-20 as set out in the schedule attached at Appendix 1.
- 1.2 To confirm the Managing Director's authority, in consultation with the Leader of the Council, to make appointments to any additional outside bodies or amendments to any existing outside bodies throughout the Municipal year.

2 Recommendations

- 2.1 That Cabinet determine the appointment of representatives to outside bodies for 2019-20.
- 2.2 That the Managing Director, in consultation with the Leader of the Council, be authorised to make appointments to any additional outside bodies or amendments to existing outside bodies, as necessary, throughout the Municipal year that would otherwise be determined by Cabinet.

3 Key Issues and Reasons for Recommendations

- 3.1 Each year Cabinet is required to appoint representatives to a number of outside bodies as detailed in the schedule at Appendix 1. This is normally done at the first Cabinet meeting following the Annual Council meeting.
- 3.2 For practical purposes, i.e. to avoid the need to report the matter to Cabinet on every occasion, Cabinet is also requested to confirm the Managing Director's authority, in consultation with the Leader of the Council, to make appointments to any additional outside bodies and amend any existing outside bodies, as necessary, throughout the Municipal year.

4 Relationship to Corporate Priorities

- 4.1 Cabinet, through its democratic process, contributes to the Council's Corporate Priorities and promotes community engagement through the appointment of representatives to outside bodies.

5 Report Detail

- 5.1 Determination of appointments to representatives on certain outside bodies as detailed in Appendix 1 to this report is a matter for Cabinet in the first instance. This is normally done at the first Cabinet meeting following the Annual Council meeting. The Managing Director will consult with the Leader to make any appointments to any additional outside bodies as may be required and amend appointments on existing outside bodies, subject to recommendation 2.2 being agreed.

6 Implications

6.1 Financial

There are no direct financial implications arising from this report. Any costs which arise from appointments determined as an approved duty, and thereby subject to travel and subsistence claims, will have to be met from existing Members' budgets.

6.2 Legal

Unless otherwise specified by statute, Section 101 of the Local Government Act 1972 empowers the Council to arrange for the discharge of any of its functions by an officer of the Council.

The Local Government Act 1972, Section 101(1) provides that:

subject to any express provision contained in this act or any act passed after this Act, a local authority may arrange for the discharge of any of their functions –

(a) by a committee, a sub-committee or an officer of the authority..."

Council can therefore delegate the appointment of representatives on outside bodies to the Managing Director.

Should the appointment relate to executive functions, then the power to delegate the making of such appointments to the Managing Director rests with Cabinet in accordance with Section 14 of the Local Government Act, 2000.

6.3 Human Resources

None.

6.4 **Section 17 (Crime Prevention)**

None.

6.5 **Human Rights Act**

None.

6.6 **Data Protection**

None.

6.7 **Risk Management**

None.

6.8 **Equality & Diversity**

None.

6.9 **Best Value**

None.

7 Appendices to the Report

Appendix 1 Schedule of Outside Bodies 2019/20 (Cabinet Appointments)

Previous Consideration

None.

Background Papers

None.

ITEM NO. 6.

Appendix 1

CANNOCK CHASE COUNCIL
REPRESENTATIVES ON OUTSIDE BODIES 2019-20
APPOINTMENTS BY CABINET

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representative(s)	Term of Appointment
Cannock Chase AONB Joint Management Committee	1	<i>Environment Leader (Substitute – Councillor Mrs. D.M. Todd)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (Substitute)	1 Year
Cannock Park Golf Club Committee	1	<i>Culture & Sport Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Culture & Sport Leader (or nominee)	1 Year
Greater Birmingham & Solihull LEP Board	1	Leader of the Council <i>(or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Greater Birmingham & Solihull LEP Supervisory Board	1	Leader of the Council (Leader is also the Council appointed representative) <i>(or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Greater Birmingham & Solihull LEP – ESIF Committee	1	<i>Economic Development and Planning Leader</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
Historic England – Heritage Champion	1	<i>Economic Development and Planning Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (or nominee)	1 Year
Local Government Association General Assembly	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representative(s)	Term of Appointment
Local Strategic Partnership (Chase Community Partnership)	5	<i>Leader of the Council Deputy Leader Culture and Sport Portfolio Leader Health and Wellbeing Portfolio Leader Leader of the Opposition (or nominees)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council Deputy Leader Culture and Sport Portfolio Leader Health and Wellbeing Portfolio Leader Leader of the Opposition (or nominees)	1 Year
Norton Canes Community Partnership	1	<i>Economic Development and Planning Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
PATROL (Parking and Traffic Regulations Outside London) Joint Committee	1	<i>Environment Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee)	1 Year
Poplars Landfill Site Liaison Committee	1	<i>Environment Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee)	1 Year
Staffordshire County Council Pensions Services Joint Scheme (Must be Councillor)	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or nominee)	1 Year
Staffordshire Destination Management Partnership	1	<i>Economic Development and Planning Leader (or Head of Economic Prosperity as nominee)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (or Head of Economic Prosperity as nominee)	1 Year
Staffordshire Police, Fire and Crime Panel	1	<i>Crime & Partnerships Portfolio Leader (Substitute – Cllr. A. Pearson)</i>	Post Annual Council Cabinet Meeting each year	Crime & Partnerships Portfolio Leader (Substitute)	1 Year

Name of Body	No. of Seats	Current Representative(s)	Date of Retirement	Proposed Representative(s)	Term of Appointment
Staffordshire and Stoke-on-Trent Joint Waste Management Board	1	<i>Environment Leader (Substitute – Cllr. J. Kraujalis)</i>	Post Annual Council Cabinet Meeting each year	Environment Leader (or nominee) (Substitute)	1 Year
Staffordshire and Stoke-on-Trent Planning Forum	2	<i>Economic Development and Planning Leader (Substitute – Cllr. P. Snape) (Second appointee – Cllr. M. Sutherland)</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader (Substitute) (Second appointee)	1 Year
Staffordshire Playing Fields Association	1	<i>Culture and Sport Leader (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Culture and Sport Leader (or nominee)	1 Year
Staffordshire Strategic Partnership	2	<i>Leader of the Council and Managing Director (or nominees)</i>	Post Annual Council Cabinet Meeting each year Managing Director in own right	Leader of the Council and Managing Director (or nominees)	1 Year
Stoke-On-Trent & Staffordshire LEP – ESIF Committee	1	<i>Economic Development and Planning Leader</i>	Post Annual Council Cabinet Meeting each year	Economic Development and Planning Leader	1 Year
West Midlands Employers	1	<i>Leader of the Council (or nominee)</i>	Post Annual Council Cabinet Meeting each year	Leader of the Council (or named sub)	1 Year

Report of:	Head of Governance and Corporate Services
Contact Officer:	Adrian Marklew
Telephone No:	01543 464 598
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
ANNUAL PERFORMANCE REPORT 2018/19

1 Purpose of Report

- 1.1 To advise Members on the position at the end of 2018/19, in respect of the Priority Outcomes as set out in the Corporate Plan 2018-23 and the supporting Priority Delivery Plans (PDPs) for 2018/19. The report sets out the performance for Quarter 4 and a summary of performance for the year.

2 Recommendations

- 2.1 To note the performance information relating to Priority Delivery Plans as detailed at Appendices 1-4.
- 2.2 To note the actions which have been flagged as being carried forward to 2019/20.

3 Key Issues and Reasons for Recommendations

Reasons for Recommendations





- 3.1 Information for performance actions and indicators for each of the Priorities is set out in Appendices 1 to 4. The overall rankings for each priority area are detailed in Section 5. Overall, 72.38% of actions/projects have been delivered.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) The indicators and actions contribute individually to the Council's strategic objectives as set out in the Corporate Plan 2018-23.

5 Report Detail

- 5.1 The Council’s Corporate Plan 2018-23 was approved by Cabinet on 19 April 2018 and sets out the mission, priorities and strategic objectives of Cannock Chase District Council for the next five years.
- 5.2 The supporting PDPs are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, performance measures and timetables for delivery that are the basis of the Council’s quarterly and annual performance reporting framework.
- 5.3 The Lead Officers for each of the projects/actions have provided a commentary on performance and a rating, and these are included in Appendices 1-4. A summary of progress, by rating, is given in the table at 5.6. The projects/actions are rated according to the system illustrated below. At the end of 2018/19 72.38% of projects/actions had been successfully delivered while the remaining 27.62% of actions have been carried forward into 2019/20 for delivery.
- 5.4 The Lead Officers have also provided data for performance indicators relating to each objective. It has been specified in the tables how frequently this information will be reported for each indicator (annually or quarterly).
- 5.5 As this is the end of the Council year, Heads of Service have also provided comments in their PDP areas highlighting any significant achievements or, challenges/slippages and actions being taken.
- 5.6 The summary of progress for each PDP for the year 2018/19 is shown below:

	PROJECTS / ACTIONS				TOTAL
					
	Milestone completed	Milestone on target	Target date requires attention	Project aborted/ closed	
Promoting Prosperity	25 (65.79%)	5 (13.16%)	8 (21.05%)	0 (0%)	38 (100%)
Improving Community Wellbeing – Health & Culture and Sport	13 (72.22%)	0 (0%)	5 (27.78%)	0 (0%)	18 (100%)
Improving Community Wellbeing – Environment, Partnerships and Community Safety	28 (87.5%)	0 (0%)	4 (12.5%)	0 (0%)	32 (100%)
Corporate	10 (58.82%)	0 (0%)	7 (41.18%)	0 (0%)	17 (100%)
TOTAL	76 (72.38%)	5 (4.76%)	24 (22.86%)	0 (0%)	105 (100%)

6 Implications**6.1 Financial**

There are no direct financial implications arising from the report. The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

Direct actions which the Council is taking with regard to Section 17 (Crime Prevention) are detailed in the annexed PDP performance reports.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The strategic risks relating to the delivery of the Corporate Plan and PDPs have been identified and are included in the Strategic Risk Register, which is monitored and managed by Leadership Team and is reported to the Audit & Governance Committee.

6.8 Equality & Diversity

None.

6.9 Best Value

The Council's Corporate Plan 2018-2023 and the Priority Delivery Plans 2018/19 include targeted actions that will contribute to promoting community engagement and Best Value within the District.

7 Appendices to the Report

- Appendix 1: Performance information for the Promoting Prosperity Delivery Plan
- Appendix 2: Performance information for the Improving Community Wellbeing – Health, Culture and Sport Delivery Plan
- Appendix 3: Performance information for the Improving Community Wellbeing – Environment, Partnerships and Community Safety Delivery Plan
- Appendix 4: Performance information for the Corporate Delivery Plan


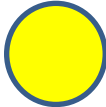


Previous Consideration





None.

Background Papers

Corporate Plan and Priority Delivery Plans 2018/23 – Report to Cabinet 19/04/18

Promoting Prosperity PDP 2018-19

Quarter Four (1 January 2019 - 31 March 2019) - Performance				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed	
5 (31.25%)	5 (31.25%)	6 (37.5%)	0 (0%)	16 (100%)

Annual Performance 2018-19				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed	
25 (65.79%)	5 (13.16%)	8 (21.05%)	0 (0%)	38 (100%)

Comments on overall performance for this PDP for 2018/19

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District – the construction of the new £160m McArthurGlen Designer Outlet Cannock and associated highway works is now well underway, with the Outlet village due to open in late 2020. The Outlet village will create significant economic benefits for the District, including over 1,000 new jobs. During 2018/19 the electrification of the Chase Line has been completed and work is now starting to focus on developing an outline business case for the upgrade of Cannock Railway Station. The Council has started work on a new Economic Prosperity Strategy and work will continue on this during 2019/20, with the final Strategy due to be presented to Cabinet by the end of 2019.

Increase the skill levels of residents and the amount of higher skilled jobs in the District – the Council is working with a number of partners to increase local skill levels. Walsall College are the agreed provider for the new Retail Skills Academy and during 2018 the new Cannock Chase Skills and Innovation Hub opened in Cannock Town Centre offering a wide range of training courses and apprenticeship opportunities. Furthermore, the Council has confirmed a £500,000 commitment to developing a new Engineering Skills Academy within the Skills and Innovation Hub, with match funding confirmed by the Stoke and Staffordshire Local Enterprise Partnership (SSLEP) and a further funding bid being made to Greater Birmingham and Solihull LEP.

Create strong and diverse town centres to attract additional customers and visitors – work has progressed on the production of a regeneration prospectus for Cannock Town Centre. The Prospectus will be presented to Cabinet for approval during 2019/20. Furthermore, the Council has submitted an expression of interest for funding from the Government's Future High Street Fund and will find out whether this bid has been shortlisted by summer 2019. A new Cannock Town Centre Partnership has been established and this is being supported by a new Town Centre Officer employed by the Council. Town centre vacancy rates continue to be below the national average.

Increase access to employment opportunities – during 2018/19 a new Employment Support Pilot was launched focused on the Cannock North area and this project is designed to support local residents `furthest away from the labour market` or those on low pay, to improve their skills and employment prospects. The project is being delivered by Walsall College and benefits from funding from the West Midlands Combined Authority (WMCA).

Create a positive environment in which businesses in the District can thrive – the Council has commenced a review of its Local Plan and during 2018/19 completed the first stage of this process, the Issues and Scope consultation. Cabinet approval was secured in February 2019 to move to the next stage, the Issues and Options consultation and this starts in May 2019. The Council has worked with Lichfield DC to jointly adopt a Supplementary Planning Document (SPD) for Rugeley Power Station and the demolition work has now formally commenced. The site owner has progressed a vision and masterplan for the site with a planning application due to be submitted in early 2019/20.

Increase housing choice

Sustaining Safe and Secure Communities – following a procurement exercise a contractor has been appointed to upgrade 26 CCTV cameras across the District. The Safeguarding Campaign has been successfully launched; however, the introduction of Safeguarding Champions across the Council has not been achieved due to resourcing issues within the Partnerships Team.

Promoting attractive and healthy environments – The Council once again successfully retained its 6 Green Flag accreditations for its major parks (Hednesford, Cannock, Ravenhill and Elmore Park), Stile Cop Cemetery and Castle Ring. In addition, a number of car park improvement schemes at Danilo Road in Cannock; Market Street, Rugeley; Service Area 6, Rugeley and Service Area 9, Rugeley were completed on time and to budget and in August Cabinet approved the next steps for the delivery of the District's new cemetery. Progress in respect of the new toilet facility at Hednesford Park has been put on hold until approval to close the HLF project is secured.

Increase housing choice - Construction continued on the Former Garage Sites and Other Council Owned Land Redevelopment Scheme during 2018/19 with a further 19 new affordable homes for Council rent delivered (11 in 2017/18), the remaining 9 units will be delivered by July 2019 to complete the 39 unit scheme total. As part of the Council's new Housing Investment Fund (HIF), a review of Council owned land was completed, followed by an options appraisal, which identified the Hawks Green Depot site as the preferred first site for the HIF. A rationalisation project for the depot was commenced to ensure the working depot could still function on the site and ensure maximization of the site for housing. The Council has also submitted funding bids to WMCA and SSLEP towards the identified land remediation costs. The final outcome of the funding bids was still awaited at the end of 2018/19 and it is hoped Cabinet reports would be submitted on the rationalisation of the depot site and to seek scheme approval and permission to spend in Q1 2019/20.

Performance Indicators

In the figures produced below for Performance Indicators, the figures in Total are for the whole of 2018/19 and are either shown as cumulative figures or an average figure taken for the whole year.




Performance Indicators								
Performance Indicator	Frequency of Reporting (Q or A)	Last Year's Outturn	Target	Q1	Q2	Q3	Q4	Total
Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District								
Number of local jobs created: a) Construction	Q	0	TBC – Waiting for contractor to agree	-	26	Not available in time (due Jan 2019)	Not able to collect due to induction processes of construction contractors	26
Increase the skills levels of residents and the amount of higher skilled jobs in the District								
Increase in qualifications at NVQ level 3/4	A	NVQ3 – 47.2%	Aim to increase levels year-on-year	53.7% (Dec 17)			51.1% (Dec 18)	52.4% average
	A	NVQ4 – 25.4% (2016)	Aim to increase levels year-on-year	27.7% (Dec 17)			26.6% (Dec 18)	27.15% average
Create strong and diverse town centres to attract additional customers and visitors								
Town Centre Vacancy Rates	Q	Cannock 9%	Aim to keep below national rate of 12%	11.9%	9.5%	11.1%	11.1%	10.9% average
	Q	Rugeley 4.3%		5.6%	6.3%	4%	3.2%	4.8% average
	Q	Hednesford 3.3%		2.2%	5.4%	5.4%	5.4%	4.6% average





Performance Indicators								
Performance Indicator	Frequency of Reporting (Q or A)	Last Year's Outturn	Target	Q1	Q2	Q3	Q4	Total
Increase access to employment opportunities								
Employment Levels Nomis labour supply unemployment and employment	Q	Employment rate 77.9%	Aim to keep above West Midlands rate 72%	78.7% (WM 72.7%)	77.8% (WM 72.8%)	77.1% (WM 77.1%)	Not available at this time	77.9% average
Unemployment Levels (JSA)	Q	Unemployment rate 0.7%	Aim to keep below West Midlands rate 1.5%	1% WM 1.4%	1% WM 1.2%	1.3% (Dec 18) WM 3%	1.7% (Mar 19) WM 3.3%	1.25% average
Create a positive environment in which businesses in the District can thrive								
Number of Growth Hub enquiries from Cannock Chase businesses	A	GBSLEP (hub) – 58	60				68	68
	A	SSLEP (hub and landline) – 280	300				64	64
Total number of net new dwellings completed	A	625 net dwellings completed 2017/18	Average of 241 dwellings per annum				194*	194
Increased housing choice								
Number of additional units delivered (Council housing)	Q	35	28	14	3	2	0	19
Number of additional units delivered (Affordable housing)	Q	155	82	42	0	9	0	51


*Draft figure, subject to change. Final checks and SHLAA 2019 work will determine final figure.

Projects and Actions

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
Implement all associated Mill Green S106 planning obligations	Employ Town Centre Officer and Support Town Centre Initiatives	Recruit Town Centre Officer position	Achieved in post from 4 June 2018					
		Establish stakeholder interest in new Town Centre Partnership	First meeting of Board held in November with Board members and members of the public					
		Cabinet report to confirm structure of partnership	Report to Cabinet on 8 November 2018 achieved.					
		Formal establishment of Board and wider partnership.	Board now established. Chair in place and sub-groups set up.					
	Establish Employment and Skills Plan and Retail Skills Academy Agreement	Selection of college provider made	Achieved – Walsall College					
		Agreements signed with all parties	Achieved					
		Monitoring established with construction contractors	The Council started receiving monitoring figures in August 2018					
		Local recruitment and training commenced						

Establishing Mill Green Designer Outlet Village as a major visitor attraction and maximise the benefits it will bring to the District							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Improvements to Cannock Railway Station	Abellio platform extensions – December 2018	Platform extensions to Cannock, Hednesford and Rugeley Town have been completed				
		Masterplan production including feasibility assessment	<p>Cabinet report in December 2018 approved £400k to spend on production of an Outline Business Case to be led by a Project Board involving West Midlands Rail Executive (WMRE), West Midlands Trains and Staffs County Council.</p> <p>Brief produced for procurement of external consultants to produce Strategic Outline Business Case. Procurement exercise to select/appoint consultants to commence Q1 2019/20. This action has been carried forward to the 2019-20 PDP.</p>				

Increase the skills levels of residents and the amount of higher skilled jobs in the District							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work pro-actively with partners to increase skill levels and access to higher skilled jobs in the District	Work with partners to establish retail skills academy	Agree provider for Retail Academy	Achieved – Walsall College				
		Agree Retail course content and promote to recruit local employees	Achieved				
		Commence delivery of Retail Academy courses.	Due to start courses March 2019. Actually starting April 2019.				
	Work with partners to establish engineering skills academy	Scope and develop a proposal for an Engineering Skills Academy	Proposal for engineering skills academy has been developed and scoped with South Staffs College. SSLEP and CCDC funding secured. GBSLEP funding bid has been submitted.				








Create strong and diverse town centres to attract additional customers and visitors							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Provide a strategic view on the future requirements of the District in relation to the changes in retail, leisure and residential requirements of the Town Centres and how the benefits of Mill Green Designer Outlet Village can be captured	Produce strategic plans for Cannock and Rugeley Town Centres	Cannock Town Centre Prospectus produced by December 2018.	Consultants appointed in December 2018 to undertake the Cannock Town Centre Prospectus work. Work due to complete and report to Cabinet by end of Q2 2019-20. This item has been carried forward to the 2019-20 PDP. Review of Rugeley AAP linked to Local Plan Review process now underway				

Increase access to employment opportunities							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Engage with LEPs, the business community, West Midlands Combined Authority and national bodies to secure investment in the District	Employment Pilot Project in Cannock North area. This tackles unemployment and low pay in local communities.	Procurement carried out to select preferred provider.	Walsall College awarded contract				
		Delivery commenced – June 2018					
		Promotion and referral of clients	Ongoing promotion via Walsall College.				
	In conjunction with partners embed local delivery of skills hub. This targets unemployed and employed skill needs.	ERDF/ESF funding secured to roll out skill hubs in both LEP areas	SSLEP Skills Hub is awaiting final approval from DWP. Timescale unknown for approval at this stage.				
		Promotion of skills hubs commenced and referral of clients begun.	Promotion will commence once Skills Hubs are up and running. Until funding is secured project can't commence.				

Create a positive environment in which businesses in the District can thrive							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Develop a new Economic Prosperity strategy. This will also consider the benefits that can be gained from Mill Green Designer Outlet Village	Produce a local Economic Prosperity Strategy	Scope out content required and agree timeline for production	Early work has been undertaken to identify approach to developing strategy and likely inputs				
		Draft content and commence consultation process	This item has been carried forward to the 2019-20 PDP Internal workshop being delivered in May 2019. Initial consultation via stakeholder and member engagement workshops and telephone interviews with key business leaders taking place June 2019. Aim being to develop economic vision and ambitions for inclusion in the Strategy document. External support has been commissioned to assist.				





Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Ensure there is an adequate supply of land for housing and employment	Production of the new Local Plan and associated Supplementary Planning Documents	As set out in the Local Development Scheme. Initial consultation Summer 2018.	Issues and Scope Consultation completed; report to Cabinet in November 2019				
		Issues and Options consultation February 2019	Report on Issues and Options was approved by Cabinet in February 2019				
	Undertake Housing Needs Survey	Produce updated housing needs assessment. December 2018	Draft report received in Q3. Finalise in Q4 and now published to support production of the Local Plan.				


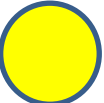


Commencement of the regeneration of Rugeley Power Station							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
The Council will work with private and public bodies to maximise the regeneration of the 139 hectare Rugeley Power Station site	In conjunction with Lichfield DC to develop, consult and approve Supplementary Planning document setting out the strategic uses of the site together with monitoring of progress on delivery of the development site	Complete production of the SPD	SPD fully approved by both Councils				
		Commencement of demolition	Demolition works have now commenced				

Increase housing choice								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
The Council will invest £12.6m to provide additional affordable homes across the district	Develop options appraisal to deliver additional Council housing	Create long list of potential development sites	Long list of potential sites produced					
		Assessment and short list of preferred sites	Assessment identified insufficient sites to create shortlist. Further investigations required.					
		Consultation with Planning/Highways etc	Further investigations required, as above					
		Final selection of sites to progress/project brief	Progress of Hawks Green Depot Review for potential housing development has taken main focus. Determination of other sites has run in background but now to be actioned in 2019/20.					
	Complete garage site and other Council Owned Land Development Schemes	Completion of Coulthwaite Way and Woodland Close	Both sites completed April/May 2018					
		Completion of Speedy Close, Cornhill and Petersfield	Three sites completed. Speedy Close and Petersfield in June 2018. Cornhill in August 2018.					
		Completion of Wood View, George Brealey, Cannock Wood St and Brunswick Road –programme completion	Wood View site completed. Cannock Wood St and George Brealey Close just slipped into 2019/20, both to complete in Q1. Brunswick Road also slipped into 2019/20 due to party wall issues delaying start on site; will complete Q2.					

Increase housing choice							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Rationalisation of Hawks Green Depot site for potential housing	Hawks Green Depot Review	Receive outcome of funding bid to Homes England	Funding bid insufficient to progress site, alternative bids being investigated - revise targets			✓	
		Consultation with Planning	Funding bid insufficient to progress site, alternative bids being investigated, bids submitted but outcomes still awaited				●
		Development of Project Brief if bid successful	Alternative bids to SSLEP and WMCA were made and outcomes are still awaited. The SSLEP did not meet their initial timescales on determining the outcome of the funding bid and the WMCA requested clarifications and additional information upon the bid in order to reach a decision too. A Soft Market Testing brief was circulated in Q4				●
		Tender preparation	Soft market testing took place via selected Homes England DPP3 panel members during Q4.				●

Improving Community Wellbeing PDP 2018-19 – Health, Culture and Sport (Quarter Four - 1 January 2019 - 31 March 2019)

Quarter Four (1 January 2019 - 31 March 2019) Performance				
				Not rated
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed.	Milestone not rated
1 (20%)	0 (0%)	4 (80%)	0 (0%)	0 (0%)

Annual Performance 2018-19				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed	
13 (76%)	0 (0%)	4 (24%)	0 (0%)	17 (100%)

Comments on overall performance for this PDP (as at end of 2018/19)

Opportunities for healthy and active lifestyles - The Council's culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 1 million, representing over a 10% increase on last year's performance. In September, the Community Sport and Recreation hub at the Stadium was officially opened and further capital (just under £1million) has been invested by Inspiring healthy lifestyles into the facilities at Chase Leisure Centre. The bowling green has been converted into a new state of the art indoor cycling studio, a functional fitness studio and multi-purpose space, alongside the refurbishment of the gym and provision of bowling mats in the spots hall. All improvements were completed on time and opened on 31 March as planned. This investment will also deliver an additional £50,000 savings per annum to the Council.

Unfortunately the inclusive cycling programmes planned for the Stadium site were delayed by poor weather conditions and difficulty experienced by IHL in recruiting a suitable resource to deliver the project. Programmes will now be delivered in 2019-20 as will completion of the Council's Playing Pitch Strategy and study into sports participation in the District.







Performance Indicators



In the figures produced below for Performance Indicators, the figures in Total are for the whole of 2018/19 and are either shown as cumulative figures or an average figure taken for the whole year.

Performance Indicators								
Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Total
Total number of people using all of our facilities	Q	952,884	959,754	266,298	262,150	245,579	276,923	1,050,950
Take up for the inclusive cycling pilot scheme	Q	N/A	TBC					





Projects and Actions


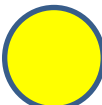


Opportunities for healthy and active lifestyles								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Development of new facilities at Chase Leisure Centre	Design Development Procurement	Outline designs and procurement approach determined. Legal documentation on track to be signed during Q2	✓				
		Contract Award and mobilisation	Report drafted in Q2 and on track for Cabinet on 4 October 2019 revising guarantor arrangements with IHL			✓		
		Phase 1 – Bowling Green conversion to studio	Phase 1 deferred until Cabinet decision in October 2019			✓		
		Phase 2 – Temporary gym formation	Temporary Gym fit out commenced on 29 October 2018. Completed 4 December.			✓		
		Phase 3 – Gym Refurbishment	Gym Refurbishment commenced on 10 December 2018 with completion on 11 January 2019			✓		
		Phase 4 – Studio refurbishment	Studio Refurbishment completed and facility open to the public				✓	
	Continue with development of facilities at the Community Sport and Recreation Hub at the Stadium	Complete Phase 1 Works	The majority of works within Phase 1 have been completed with the exception of the entrance and fencing and CCTV connections			✓		
		Complete Gates and Fencing	Entrance gates and fencing Completed in September 2018			✓		
		Official Opening	Opening held on 19 September 2018			✓		

Opportunities for healthy and active lifestyles								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
	Develop the ATP at Rugeley Leisure centre to full size	Investigate funding opportunities to support the development of the ATP	Funding and investment opportunities identified and supported by draft strategy documents (Playing Pitch Strategy)					
Work with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities	Deliver Inclusive cycling scheme pilot at the Stadium with IHL	Set up Infrastructure and container on site	Container delivered to site in September 2018					
		Commence cycling programmes	Cycling programmes delayed by weather conditions in Q3 and difficulty experienced by IHL in recruiting a suitable resource to deliver the project. Programmes will now be delivered in 2019-20					
	Commission a review to understand why people don't participate in sport activities and how we can encourage them to do so	Explore the options to undertake this review	Discussions had with Sport Across Staffordshire and Stoke on Trent and the University of Wolverhampton on research could undertake to inform. A way forward to be determined.					
	Produce Playing Pitch, Indoor and Outdoor Facilities Strategy and Open Space Strategy	Gather supply and demand information for winter and summer sports		Information gathered for winter and summer Sports				
			Assess Information and Finalise Assessment Report	Draft information produced and final assessments being validated				
			Develop and Finalise Strategy	Strategy work is ongoing with the aim of reporting to Cabinet during Q1 2019-20				

Opportunities for healthy and active lifestyles							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
With partners we will encourage and support residents in taking responsibility for their food choices and dietary behaviours	Develop a strategy to make it easier for residents to make healthy food choices when eating out and when buying, cooking and eating food at home	Identify Project Team, key partners and Produce PID for sign off;	This item has been carried forward to the 2019-20 PDP. Progress has not been made due to lack of resource and difficulty in gaining partner support. Resource from within existing budgets is therefore being realigned to support project delivery. A proposal is currently being drafted for a community wide project with additional assistance from the Marketing and Campaigns Officer.				
		Using current research, best practice and local insight, identify key settings and potential areas of influence					

Improving Community Wellbeing PDP 2018-19 - Environment, Partnerships and Community Safety

Quarter Four (1 January 2019 - 31 March 2019) Performance				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed	
9 (75%)	0 (0%)	3 (25%)	0 (0%)	12 (100%)

Annual Performance 2018-19				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention.	Project aborted/closed	
28 (87.5%)	0 (0%)	4 (12.5%)	0 (0%)	32 (100%)

Comments on overall performance for this PDP (as at end of 2018/19)

Community Safety – there has been a significant increase in the number of cases dealt with via the Community Safety Hub. The theme continues around vulnerability of residents and mental health issues. There has also been a significant increase in the CCTV Police Case Reviews and a number of tweets have been posted by partner agencies confirming arrests made as a result of CCTV footage. The Corporate Anti Social Behaviour Policy has been published and will enable a joined up approach to tackling anti social behaviour across the District. There have been five Community Safety Triggers during this period and all of the recommendations were implemented to the satisfaction of the community.

Support Vulnerable People – the number of tenancies sustained has almost doubled in comparison to last year's outturn. This demonstrates that the work of the Tenancy Sustainment Team is proving an invaluable resource in supporting vulnerable people. It has not been possible to collate the number of referrals made to support agencies via the Community Safety Hub. This would be a manual exercise - moving forward a new web based solution will be implemented and the information will be easily available.

Sustaining Safe and Secure Communities – following a procurement exercise a contractor has been appointed to upgrade 26 CCTV cameras across the District. The Safeguarding Campaign has been successfully launched; however, the introduction of Safeguarding Champions across the Council has not been achieved due to resourcing issues within the Partnerships Team.

Promoting attractive and healthy environments – The Council once again successfully retained its 6 Green Flag accreditations for its major parks (Hednesford, Cannock, Ravenhill and Elmore Park), Stile Cop Cemetery and Castle Ring. In addition, a number of car park improvement schemes at Danilo Road in Cannock; Market Street, Rugeley; Service Area 6, Rugeley and Service Area 9, Rugeley were completed on time and to budget and in August Cabinet approved the next steps for the delivery of the District's new cemetery. Progress in respect of the new toilet facility at Hednesford Park has been put on hold until approval to close the HLF project is secured.

Performance Indicators



In the figures produced below for Performance Indicators, the figures in Total are for the whole of 2018/19 and are either shown as cumulative figures or an average figure taken for the whole year.





Performance Indicators								
Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Total
Sustaining safe and secure communities								
Number of good news stories/case studies	A		4				4	4
Number of ASB complaints dealt with via the Community Safety Hub	Q	85	N/A	20	27	12	43	102
Number of CCTV case reviews provided to Staffordshire Police	Q	340	N/A	101	99	115	163	478
Support vulnerable people								
Increased number of referrals to the Community Safety Hub	A	189 Cases					304	304
Number of tenancies sustained (No. of cases (council tenancies) completed with sustainment outcomes)	Q	34	38	16	12	20	17	65
Following implementation of Housing Reduction Act (HRA) % of Main Duty Homelessness cases accepted as homeless	Q	N/A		0% (All cases dealt with at prevention or relief stage, none progressed to main duty in Q1)	1.22% (Only three cases progressed to full duty from 82, two of which were intentional homeless, so 1/82)	1.74% (One further case progressed to full duty, so cumulatively 2 out of 115 total cases taken)	1.85% (One further case progressed to full duty, so cumulatively 3 out of 162 total cases taken)	1.20% Average
Number of referrals to support agencies from the Community Safety Hub	Q			This information could not be collated during this period. A new system (Ecins) is being implemented that will provide the relevant data. Action to be rolled over to 2019/20				





Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Total
Number of new universal credit claimants within the period	Q	531	N/A	117	n/a	1,084	1,385	2,586
Number of Discretionary Housing Payments awards	Q	141 cases Value – £84,171.24	Value of Government allocation £172,583	100 cases £19,112.23	98 cases £22,208.60	116 cases £22,708.33	n/a	314 cases £64,029.16
Promoting attractive and healthy environments								
Retain 6 Green Flags	A	6	6		6			
Number of fly tipping incidents	Q	470	N/A	102	132	54	78	366


Projects and Actions








Sustaining safe and secure communities							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Manage residents perception of fear of crime and anti social behaviour	Publish and promote positive good news stories and case studies	Identify & Promote One Good News Story	Purse Bells Campaign to safeguard vulnerable residents due to an increase in purse thefts in the town centre - press release issued. A number of arrests were made.				
		Identify & Promote One Case Study	Community Safety Partnership clears wooded area due to level of ASB and drug-related detritus discovered during site visits.				
		Publish Anti Social Behaviour Policy	Corporate ASB Policy will be presented to Cabinet April 2019 and will be published after Cabinet.				
		Publish Community Safety Hub Referral Data	Hub referral data now published monthly via social media.				
CCTV to deter crime and support the police in prosecutions	Upgrading CCTV technology	Project Team Set Up – Consider recommendations from CCTV Audit Report	Permission to spend report approved Cabinet 4 October 2018. Project Team met in mid October.				
		Project Plan Developed and Procurement of Specialist Provider	Tender Published 24 January 2019. Evaluation Period 26 February 2019 – 8 March 2019. Contract Award 15 March 2019. Contract Commencement 1 April 2019.				
		Award Contract to Specialist Provider	Contract awarded March 2019. Project implementation meeting taking place in April.				

Sustaining safe and secure communities							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
We will work with partners to ensure our licensing compliance and enforcement strategies for persons, premises and vehicles are risk based and make best use of local intelligence	Review of compliance and enforcement policies in key areas of taxi and private hire licensing and sale of alcohol	Benchmark our current policies and strategies with nationally recognised exemplar authorities	Policies from selected authorities have been reviewed, along with recently published guidance from both the Institute of Licensing and the LGA.				
		Identify any critical gaps in our approach	Following from the above, while no critical gaps have been identified, key areas have been highlighted which will now be taken forward as part of a wider review of our Taxi and Private Hire Policy in 2019-20				

Support Vulnerable People							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Signpost to appropriate support agencies	Annual Awareness Campaign across the District on how people can support themselves and access appropriate support	Develop the Awareness Campaign	A scoping meeting has taken place with colleagues to develop a 12-month long Safeguarding awareness campaign for both children and adults. The campaign was launched in February 2019.				
		Publish Awareness Campaign – Chase Matters; Website and Social Media	Campaign artwork and a communications plan have been developed.				
	Introduction of Safeguarding Champions across the Council.	Recruit Safeguarding Champions	Work is ongoing with both HR and the Partnerships Team. To carry forward to 2019/20.				
		Develop and Deliver Training Session for Champions	Work is ongoing with both HR and the Partnerships Team				

Support Vulnerable People							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Work with Local Strategic Partners to support vulnerable people	Implement Shared Accommodation Pilot	Appoint Preferred Provider					
		Evaluate success of the Project	Property at full capacity, two tenants both very satisfied with support provided and accommodation. Both successfully stayed now for several weeks.				
	Provide Intensive Tenancy Support	Appoint additional Tenancy Sustainment Officer resources (37hrs pw)	2 part-time posts: p/t secondment was extended into 2018/19 and a 2 day post was recruited to in June – starting soon.				
	Early help and intervention for Children and Families Prevention and Early help for adults through the Place Based Approach (PBA)	Local Strategic Partnership (LSP) Agree Local PBA Plan	2 priorities have been identified <ul style="list-style-type: none"> - Improving children's mental health and resilience - Reducing anti-social behaviour and exclusions Earned Autonomy Investment Plan has been produced and funding secured as part of the Earned Autonomy funding stream. Report will be going to November LSP Strategic Board.				
			Report Outcomes to LSP	The Community Safety Delivery Plan, Partnership Budgets and Earned Autonomy Investment Plan were all presented and agreed at the LSP on 13 March 2019			





Support Vulnerable People							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Managing the impact and rollout of Universal Credit	Manage and monitor roll out to new claimants from November 2018 (including management of hardship)		Full service introduced from November. 483 claimants were claiming UC by 12 February 2019				


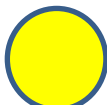


Promoting attractive and healthy environments								
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4	
To provide clean, well maintained and well managed streets, town centres and parks & open spaces	Deliver high quality/maintained parks	Participate in Green Flag Inspections and Assessments	Inspections completed in May.					
		Green Flag Awards						
	Continue to deliver Hednesford Park (IHLEF) project	Produce Hednesford Park book and CD	CD produced and booklet drafted for completion in Q2					
		Finalise Design – new toilet facilities	Design has been finalised and planning application submitted and approved 20 June 2018					
		Procurement and Contract Award	Procurement exercise was completed but only attracted one submission resulting in further tendering exercise					
		Commence construction	The commencement of the construction of the new toilet facility has been delayed by the need to extend the procurement process and to secure agreement with HLF on funding and revised project timeline into 2019-20.					
		Complete construction	Project will not commence until 2019-20					

Promoting attractive and healthy environments							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Car Park improvement schemes	Prioritise and draw up scheme (s)	Schemes have been drafted and prioritised	✓			
		Permission to spend	Permission to Spend report approved by Cabinet			✓	
		Commence scheme	Works commenced on the following car park improvements during February 2019: <ul style="list-style-type: none"> • Danilo Road (4 days) • Market Street, Rugeley • Service Area 6, Rugeley • Service Area 9, Rugeley 				✓
		Completion of scheme	All Car park improvements started in February were completed by the end of March 2019				✓
	Deliver new cemetery for the District	Report outcome of soft market testing to Cabinet to determine next steps	Report considered by Cabinet in August 2018		✓		
		Develop project plan in accordance with Cabinet's decision	Plan revised following Cabinet's decision		✓		

ITEM NO. 7.

Corporate PDP- 2018-19
(Quarter Four - 1 January 2019 - 31 March 2019)

Quarter Four (1 January 2019 - 31 March 2019) Performance				
				Not rated
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention	Project aborted/closed	Milestone not rated
2 (22%)	0 (0%)	7 (78%)	0 (0%)	0 (0%)

Annual Performance 2018-19				
				TOTAL
Milestone completed	Milestone on target	Milestone/timeline/scope/target date requires attention	Project aborted/closed	
10 (58.82%)	0 (0%)	7 (41.18%)	0 (0%)	17 (100%)

Comments on overall performance for this PDP (as at end of 2018/19)

Work on the Environmental Services review and GDPR has been completed.

Whilst there has been some slippage in the procurement of a new telephony system and the replacement of the Members portal, these are both on track to be completed early in 2019-20.






Once the new telephony system has been installed, work will commence on the Customer Access Strategy and the replacement for the Customer Relationship Management (CRM) system. This work will focus on how customers want to interact with the Council and take advantage of changes in technology. This should in due course help us to increase the number of users accessing services online and in turn this will help us to improve our response rate to telephone calls. The response to telephone calls has been below target due to a combination of call volume and staff shortages. The use of online forms was lower than expected due to technical issues which impacted upon the availability of the forms.

Performance Indicators






In the figures produced below for Performance Indicators, the figures in Total are for the whole of 2018/19 and are either shown as cumulative figures or an average figure taken for the whole year.

Performance Indicators								
Performance Indicator	Frequency of reporting (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Total
Customer contact data – response to telephone calls	Q	93.4%	94%	90%	92.7%	95.2%	90.9%	92.2% Average
Use of Online Forms	Q		475	481	319	196	262	1,258
E–payments transactions – Payments made via the Council's website	Q							
• Number of transactions		23,740	6,000 per quarter	6,864	6,649	6,698	5,641	25,852
• Value of transactions		£2,580,791		£801,920	£743,891	£772,654	£686,443	£3,004,908
Payments made via the Council's automated telephone payment system	Q							
• Number of transactions		22,858	5,750 per quarter	6,460	5,961	5,786	5,569	23,776
• Value of transactions		£2,359,237		£730,494	£656,095	£659,130	£710,384	£2,756,103
Payments made by Direct Debit (Council Tax)	Q							
• Number of transactions		302,501	310,000	87,055	87,527	87,567	49,282	311,431
• Value of transactions		£36,438,134	£40M	£11,028,893	£11,127,610	£11,211,309	£5,979,061	£39,346,85

Projects and Actions

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Giving choice to our customers in how they access our services	Procurement of a new telephony system	Identify framework and use to procure new telephony software	The procurement process has been completed and the contract awarded				
		Install new software, test and train relevant staff	A project meeting has taken place with the supplier. The provisional timeline is for staff training to take place in May, with testing in June, prior to going live later in June.				
	Develop and implement a Customer Access Strategy	Draft core requirements of strategy and discuss with Leadership Team	Work on this has been delayed and will not now be started until 2019/20				
		Draft strategy for approval by Cabinet	As above				
	Procurement of a customer portal/CRM system	Identify requirements for new customer portal/CRM system and agree with Leadership Team	Work on this has been delayed and will not now be started until 2019/20				

Making the best use of limited resources – managing our people, money and assets							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
Managing our people, money and assets	Review of Environmental Services	Procurement of Consultant to undertake the review	A consultant has been appointed and work has commenced on the review.	✓			
		Undertake Stage 1 of Review (May to July)	Stage 1 of the review has been completed. A draft report has been prepared and is being validated with managers.		✓		
		Report to Cabinet and decision on whether to proceed to Stage 2 - revised target of Q4	The report is going to Cabinet on 18 April				✓
	Protection of Customers' personal data in accordance with GDPR	Data Protection Policy updated and approved by Cabinet	A new Data Protection Policy has been produced and approved by Cabinet	✓			
		Provision of training for employees and Members	Training has been provided to Members and an additional session has been arranged for November. Online training has been provided to employees.		✓		
		Completion of data audit	An audit of personal data held by the Council has been completed	✓			
		Privacy Notices template agreed and published on website	Privacy notices have been prepared and published for all personal data sources	✓			

Making the best use of limited resources – managing our people, money and assets							
Approach	Key Project	Milestone(s)	Progress	Q1	Q2	Q3	Q4
	Simplify Members' access to committee papers and emails	Draft system to be tested by officers	Test website setup. Software installed. Testing completed by Democratic Services.				
		System to be piloted with sample of Members	The new system has been demonstrated to a Task & Finish Group set up by the Corporate Scrutiny Committee.				
		System to be rolled out to all Members	The new system is to be rolled out to Members for the start of the new municipal year (2019/20).				
	Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff	Review of current policies	To support the security policies and reduce the risk of cyber attacks the main firewalls have been replaced and staff training has taken place in their use.				
		Revised policies to Leadership Team for approval	Information is being gathered to provide an update of the policies. Changes will be made to reflect GDPR, cloud technology and remote working. To complete in 2019/20.				

Report of:	Head of Governance and Corporate Services
Contact Officer:	Stephen Baddeley
Telephone No:	01543 464 415
Portfolio Leader:	Corporate Improvement
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
STRATEGIC RISK REGISTER

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2019 and Risk Management arrangements for managing the Strategic Risks facing the Council.

2 Recommendation

- 2.1 That Cabinet approves the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendation

Reasons for Recommendation

- 3.1 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Colour	Number of Risks at 1 Oct 2018	Number of Risks at 1 April 2019
Red	1	1
Amber	4	4
Green	0	0
TOTAL	5	5

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic risks / opportunities have been identified and prioritised, action plans are in place for their effective management and delivery of the action plans is monitored. A summary of the Council's strategic risk register as at 1st April 2018 is attached at **Appendix 1**.




The risk summary illustrates the risks / opportunities using the "traffic light" method i.e.

RED	risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
AMBER	risk score 5 to 10 (action plan required to reduce risk)
GREEN	risk score below 5 (risk tolerable, no action plan required)

5.4 The number of strategic risks has remained at 5.

- 5.5 A progress update for those actions due up to the end of March 2019 is included in the full strategic risk register attached at **Appendix 2**.
- 5.6 Additional information for red and amber risks can be found in the Strategic Risk Register (**Appendix 2**) in the form of an ‘Overall Progress Summary’ this is accompanied by a symbol to indicate whether progress is on target or otherwise.

The table below outlines the overall progress made in reducing risks since 1st October 2018:

Progress Indicator	Current position
 No progress made in reducing the risk	0 Risks
 Some progress made in managing the risk	3 Risks
 Risk on target to be reduced	2 Risks

6 Implications

6.1 Financial

None.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The Risk Management implications are included within the body of the report and appendices

6.8 Equality & Diversity

None.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: Summary of Strategic Risks 2019

Appendix 2: Strategic Risk Register 2019

Previous Consideration

None

Background Papers

File of Papers kept in the Chief Internal Auditor & Risk Manager's Office

SUMMARY OF STRATEGIC RISKS AS AT 01/04/2019

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at Sept 18	Score at April 19	Direction of Travel over period reported
Red Risks						
18	Vulnerability of Cannock Chase Council's financial stability as a result of public expenditure reductions and changes to the Government's funding regime	Head of Finance	April 2014	12	12	↔
Amber Risks						
16	Impact of Welfare Benefit Reform	Heads of Finance and Housing & Partnerships	April 2013	9	9	↔
19	The organisation does not have sufficient Management / Officer capacity to deliver its corporate priorities and statutory duties	Managing Director	April 2015	9	9	↔
23	Failure to repel or recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks	Head of Technology	April 2017	9	9	↔
25	There is a reduction in investor confidence in the District	Head of Economic Prosperity	April 2018	9	9	↔

Key to Direction of Travel

Risk has decreased



Risk level unchanged



Risk has increased

Deleted Risks

Risk No	Potential Risks	Risk Owner	Date Added to Register	Score at Sept 18	Score at April 19	Direction of Travel over period reported
	Nil					

Cannock Chase District Council – Strategic Risk Register

Ref No: 16	Risk: Impact of Welfare Benefit Reform (e.g. Introduction of Universal Credit)		
Risk Owner: Head of Finance / Head of Housing & Partnerships		Portfolio: Health & Wellbeing	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Increased demand for services (additional workload, pressure on service delivery, additional resourcing etc); • Increase in arrears on Council Tax; • Increase in Rent Arrears; • Negative impact on ability to perform “Compliance” functions and adverse effect on income. 			
Links To Priority Delivery Plan: Community Wellbeing			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: 12 RED
<p>Controls in Place</p> <ul style="list-style-type: none"> • Manage the Council’s housing stock; • Monitoring impact of localisation of Council Tax Support; • Liaison with DWP on implementation timetable for Universal Credits; • Budget support available for affected residents to better manage their budgets set up. • Discretionary Housing Payment policy 			
Residual/Net Risk Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 AMBER
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES	

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monitor impact of Benefit Reform to identify areas of concern	Quarterly, Local Taxation & Benefits Manager	An on-going monitoring routine is in place.
Identifying number of additional people falling into arrears with Council Tax payments and/or not claiming Council Tax Reduction.	Quarterly, Local Taxation & Benefits Manager	This forms part of the overall monitoring and any considerable difference would generate a review of the local scheme.
Review LCTR Scheme in partnership with Staffordshire authorities with a view to streamlining the application, assessment and award processes	Completion of review by 31 March 2020	Agreement in principle amongst Staffs authorities, to undertake review
A corporate Universal Credit Response Group has been established which includes relevant departments and the DWP	Head of Housing & Partnerships/ Head of Finance Monthly Meetings	Monthly meetings are in progress but it is too early to determine the impact yet. Full Service introduced 23 November 2018.
Introduction of Tenancy Sustainment Service	Completed	Tenancy Sustainment Officer (TSO) service embedded – completed
Discretionary Housing Payment Policy was refresh November 2018.	Completed	Reviewed and on-line application form implemented

Overall Progress Summary: The full impact of benefit reform cannot be determined until the phased introduction of Universal Credits has been completed – at present only a small number of claimants in the District have been moved over to Universal Credit. Full Service was introduced from 23 November 2018 and the effect of this will be closely monitored.

The emphasis on housing arrears has been shifted to look more holistically at pursuing rent recovery in line with the roll out of Universal Credit and impact of welfare reforms.

The Tenancy sustainment service is now embedded in housing.

Green



Ref No: 18	Risk: Vulnerability of Cannock Chase Council’s financial stability as a result of public expenditure reductions and changes to the Government’s funding regime		
Risk Owner: Head of Finance		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> Council size becomes too small to sustain a viable organisation; Unable to provide desired levels of service 			
Links To Priority Delivery Plan: N/A			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – RED
Controls in Place <ul style="list-style-type: none"> Medium term financial plan in place Annual Financial Plan and Medium Term Financial Strategy in place The Revenue Budget is balanced for 2019-20 but requires support from balances Reliance on New Homes Bonus is reduced on an annual basis. Corporate Budget Monitoring Evaluation of consultation on changes to government funding regimes 			
Residual/Net Risk Score (ie with controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES*	

Actions Planned	Timescale/Person Responsible	Progress/Comments
<p>Responding to Government proposed legislation in relation to key funding regimes</p>	<p>On-going/ Head of Financial Management</p>	<p>Work streams of MHCLG/LGA and CIPFA in relation to 75% Business Rates Schemes and pilot areas to be monitored</p> <p>Detailed responses submitted in relation to self - sufficient local government, 75% business rates retention and fair funding review as more technical detail becomes available</p> <p>Responses submitted in relation to :</p> <p>Business rates - dealing with the financial risks of appeals (June 2018)</p> <p>Local Government Finance Settlement 2019/20 : Technical Consultation (September 2018)</p> <p>Relative Needs and Resources (February 2019)</p> <p>Business Rates Reform(February 2019)</p>
<p>Review criteria for 2019/20 Business Rates Pilot and subject to approval of partners submit application</p>	<p>Complete</p>	<p>Application to pilot 75% Business Rates Retention in 2019/20 on behalf of the Staffordshire and Stoke on Trent proposed Business Rates Pool/Pilot was successful.</p>
<p>Determine impact of Government proposals for key funding regime</p>	<p>On-going as information becomes available, Head of Financial Management</p>	<p>In Progress</p>
<p>Production and refresh of medium term financial plan</p>	<p>On-going</p>	<p>Completed for 2019-20 MTFP but will future years will need updating as more clarity on the funding regime emerges</p>

Actions Planned	Timescale/Person Responsible	Progress/Comments
Mill Green DOV Development Project Board Established	On-going	In Progress
Refresh Budget Strategy to ensure external funding sources maximised and efficient and effective use of all resources	On-going	Report to Cabinet/Council anticipated November 2018
Council looking to maximise all funding opportunities for economic growth, transport, infrastructure, additional jobs and better skills for residents	Head of Economic Prosperity	Meet the Buyer event attended by 160 local employers/construction firms to source trades for the Mill Green Development. MOU in place between the Council and South Staffordshire College. Partnership working well and training provision gradually being re-established. Working on Engineering Academy establishment and secured funding to aide delivery. Long term sustainability will be important.
Implement a rolling programme of service reviews to ensure that resources are aligned to corporate priorities and are operating as efficiently as they can be	Head of Governance / Q3	A model for service reviews will be developed in Q1 and rolled out across Q2 & 3.
Refresh Budget Strategy to identify alternative scenarios in relation to external funding sources	Head of Financial Management / Q3	Refreshed Financial Plan reported to Cabinet/Council Feb 2019

Overall Progress Summary: The Council continues to progress the areas within its direct control with balanced budgets set for 2019/20 and 2020/21. A potentially balanced budget, based upon the current Local Government Finance Regime exists for 2021/22, however the key risks and uncertainty relate to the fundamental changes to Government Funding that take place in 2020/21 (implementation of 75% Business Rates Retention; Fair Funding and Business Rates Reset) whereas ongoing uncertainty exists in relation to the longevity of the New Homes Bonus grant scheme. There is a forecast balanced budget for 2021-22 , assuming that NHB is replaced and at this stage no grant is received from any new scheme, whereas the deficit could also be increase/reduce based upon the methodology for resetting existing business rates growth

Details are unlikely to become clear before the Autumn of 2019 and hence Budget strategies need to be developed reflecting the various scenarios and efficiency savings implemented as soon as practically possible.


AMBER



Ref No: 19	Risk: The organisation does not have sufficient Management / Officer capacity to deliver its corporate priorities (e.g. Corporate Plan & PDP's) and statutory duties.		
Risk Owner: Managing Director		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> The Council's priorities are not fully delivered with impact on residents / the public. 			
Links To Priority Delivery Plan: N/A			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 RED
Controls in Place <ul style="list-style-type: none"> Scoping of management capacity for delivery of PDP's by Heads of Service (Assessments of Management Capacity) Management capacity issues are monitored by Leadership Team; Adherence to Sickness Management Policy 			
Residual Risk/Net Score (ie with controls)	Likelihood: 3	Impact: 3	Total Score: 9 AMBER
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES*	

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Ensuring that all priorities in the PDP's are resourced appropriately	Ongoing/ All Heads of Service	The majority of PDP priorities are on target but there are a number of Amber 'not on target' areas in part due to management capacity.
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Ongoing Managing Director / Leadership Team	PDP Priorities not on target are being reviewed by Leadership Team and resource implications are being re-considered.


Actions Planned	Timescale/ Person Responsible	Progress/Comments
Leadership Team maintaining an overview of performance through “managing the business” performance indicators	Ongoing Managing Director / Leadership Team	Quarterly Performance Indicator reports agreed for 2018-19
Requests for additional projects may be refused or deferred until subsequent year(s)	Ongoing Managing Director	A number of requests for new projects in year have had to be refused in order to protect delivery of the Council’s agreed Corporate Priorities.
The Property Services Manager post will be re-established	December 2018/ Managing Director	The Corporate Asset Manager post has been recruited to.

<p>Overall Progress Summary:</p> <p>The Councils management capacity will be monitored closely and action has already been taken by not accepting new project requests in year in order to protect capacity to deliver the agreed PDP priorities.</p> <p>A number of decisions have been taken in 2018/19 to strengthen officer capacity in priority areas:</p> <ul style="list-style-type: none"> • Corporate Asset Manager post (see above) • Making Economic Development Manager post full time • Strengthen support in Development Control • A new CIL Officer post in Planning Policy • Restructure of Community Safety Team to strengthen arrangements for CCTV (24 hour service). • Additional officer capacity to take forward the recommendations of the Environmental Services review and to support a programme of service reviews. <p>Leadership Team have recently started to review delivery of the Council's General Fund and S106 Capital Programme and will be considering in further detail the need for additional project and programme management capacity</p>	<p>AMBER</p> 
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Ref No: 23	Risk: Failure to Repel or Recover from Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks		
Risk Owner: Head of Technology	Portfolio: Corporate Improvement		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
Links To Priority Delivery Plan - Corporate			
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, LT engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/ Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 			

Residual/Net Risk Score (ie with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 -AMBER
Provisional Assessment of Risk - does the residual risk score need to be reduced		YES*	

Actions Planned	Timescale/Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review to improve information risk management
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Healthcheck completed in March 2019.
Application Security Assessment and Remediation action taken	Annually/ Head of Technology	The healthcheck will produce an action plan to feed into this.
Threat intelligence, Vulnerability management, Operational management, via internal and external monitoring.	December 2018/ Head of Technology	Web-filter system is now part of the new firewalls.
Exploring options to improve security for sharing information with external partners	Ongoing/ Head of Technology	System procured to share data files.

Overall Progress Summary: Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.	Green
	

Ref No: 25	Risk: There is a reduction in investor confidence in the District		
Risk Owner: Head of Economic Prosperity	Portfolio: Economic Development & Planning		
Consequences Of Risk: <ul style="list-style-type: none"> • Business Growth in the District reduces • Employment Opportunities decline • NNDR / Council Tax Income does not grow • Schemes in the District get abandoned 			
Links To Priority Delivery Plan: Promoting Prosperity			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact:5	Total Score: 20
Controls in Place <ul style="list-style-type: none"> • The Local Plan Framework to identify development opportunities • Proactive work with GBSLEP/West Midlands Combined Authority • Business Relationships work/promoting the District via Economic Development function 			
Residual Risk/Net Score (i.e. with controls)	Likelihood: 3	Impact: 3	Total Score: 9
Provisional Assessment of Risk – does the residual risk score need to be reduced		YES	

Actions Planned	Timescale/Person Responsible	Progress/Comments
Economic Prosperity Strategy to be developed	Q3 / Head of Economic Prosperity	Work has now commenced on the development/preparation of the Strategy. Consultants have been appointed to undertake 3 'visioning' workshops to present economic analysis and to start scoping economic vision and ambitions for the District over the next 10 years. The workshops will be delivered during May / June 2019.

Actions Planned	Timescale/Person Responsible	Progress/Comments
Continue to dedicate resources to the GBSLEP/Combined Authority	Ongoing / Head of Economic Prosperity	The Council continues to actively participate in the GBSLEP and Combined Authority. The Government has instigated a LEP review and is proposing the removal of overlapping geographies which could have potential implications for the Council. The outcome of the LEP review is not yet known.
Revised Local Plan to be produced and delivered	Plan to be adopted by September 2021 / Head of Economic Prosperity	Local Plan Review underway; outcome of the Issues and Scope consultation to be presented to Cabinet in November. The 2nd stage of the Review The Issues and Options consultation commenced on 13th May and will run for a 8 week period.
Reestablishment of a Further Education offer in the District (Retail Skills Academy/Engineering Academy)	March 2019 / Head of Economic Prosperity/	FE re-established in Cannock for the 2018/19 academic year with Construction / Electrical / Health and Social Care & range of evening and part time courses. £1m grant funding from CCDC and SSLEP secured and invested in new equipment to establish the Cannock Chase Engineering Academy with a further bid for £500k from GBSLEP in progress. Over 700 people have used the new Cannock Chase Skills and Innovation Hub in 2018/19 to date. Delivery of courses from the Retail Skills Academy has now commenced with Walsall College the provider.

Overall Progress Summary: The Council continues to work pro-actively with a variety of partners to deliver its economic prosperity agenda. The development of a new Economic Prosperity Strategy will further set out how the Council is working to support the local economy, this will complement the Council's new Corporate Plan and the creation of a District Investment Fund. These priorities and investments will support the attraction of new investment to the District and ensure that the economy can grow and remain resilient. Maximising benefits from new investment made especially linked to the McArthurGlen designer outlet Cannock is of growing importance.




Amber



In accordance with the Risk Management Strategy, the green risks below are deemed to be tolerable (with existing controls in place) and will be monitored but require no further action at this time.

GREEN RISKS			
<i>Risk No:</i>	<i>Risk Owner</i>	<i>Risk:</i>	<i>Score:</i>
	NONE		

KEY TO PROGRESS SYMBOLS

Progress Indicator	
	No progress made in reducing the risk
	Some progress made in managing the risk
	Risk on target to be reduced

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	01543 464 416
Portfolio Leader:	Culture and Sport
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
ANNUAL PERFORMANCE REVIEW 2018-19 OF
WIGAN LEISURE AND CULTURE TRUST

1 Purpose of Report

- 1.1 The report considers the annual performance of Wigan Leisure and Culture Trust (WLCT) in providing Culture and Leisure Services on behalf of the Council for the period 1st April 2018 to 31st March 2019.

2 Recommendation

- 2.1 That Cabinet considers Wigan Leisure and Culture Trust (WLCT) performance in delivering the Culture and Leisure Services for the period 1st April 2018 to 31st March 2019.

3 Key Issues and Reasons for Recommendation

Key Issues

- 3.1 This annual performance review is an integral part of the Council's contract monitoring arrangements with WLCT, enabling the Council to review the Trust's performance and commitments set out in the contract and method statements.
- 3.2 Appendix 1 attached to this report provides a detailed breakdown of WLCT's performance against performance targets for the year 1st April 2018 to 31st March 2019.
- 3.3 This is the seventh year of the 10 year contract and a strong relationship has been formed between the Council and WLCT with both partners adopting a cooperative approach to performance monitoring and a mutual commitment to meeting challenges (known and evolving), business requirements and adapting to changing circumstances.

3.4 During 2014-15 WLCT re-branded and now operate under the new title of “Inspiring Healthy Lifestyles”. For the purposes of this report WLCT is used to describe “Inspiring Health Lifestyles”.

3.5 There have been a number of key achievements during 2018-19:-

- A total of 46 performance measures and targets were monitored and a number of other measures used for which there was no comparator or baseline data available. WLCT have met or exceeded performance in 38 (83%) of its targets and not met target in 8 (17%), albeit that 1 (2%) is within the 5% tolerance threshold. The other 7(15%) are considered red.
- The Council’s culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 1 million, representing over a 10% increase on last year’s performance.
- 876,006 visits were made to the two leisure centres this year, a 10% increase on last year. (up 85,881 visits)
- The total number of junior visits 338,961 across all facilities and services has increased by 24,012 visits when compared to last year. An increase of over 7%.
- Both Chase and Rugeley Leisure Centre have retained their “Excellent” Quest status this year and Rugeley also achieved accreditations in Inclusive Fitness and Learn to Swim.
- Chase Leisure Centre hosted the qualifiers of the World Snooker China Open
- Further capital (just under £1million) has been invested into the facilities at Chase Leisure Centre converting the bowling green into a new state of the art indoor cycling studio, a functional fitness studio and multi-purpose space, alongside the refurbishment of the gym and provision of bowling mats in the spots hall. All improvements were completed on time and opened on 31st March as planned. This investment will also deliver an additional £50,000 savings per annum to the Council.
- Our Parks project won the Community Project of the Year award at the West Midlands Community Sports Awards.
- Big Lottery Funding was confirmed for the Chase Up programme to commence in 2019/20 whilst ongoing dialogue with Arts Council England will explore development opportunities in the district.
- Swimming lesson usage has increased for the seventh consecutive year since the contract first commenced in 2012. This year has seen a further significant increase of over 17% (17,692 visits) compared to last year.
- Concessionary card holders have increased by over 10% from 4,107 to 4, 555.

- Memberships to the two leisure centres have increased from 6,510 to 6,827 during 2018-19.
 - The Prince of Wales Theatre has had another record breaking year with 72,534 visits. (Up by over 5% - 68,928 visits last year). Attendances at shows of 64,220 were up 3.9% when compared to last year and financial performance continues to be strong. Occupancy levels remain consistently high at 80%.
 - The Museum of Cannock Chase enjoyed another successful year attracting 46,474 visits, an increase of over 10% on last year. The holiday programmes including Summer Family Day, Train Your Dragon and Lego Craft days and the regular annual events including the Birds of Hednesford Hills proved exceptionally successful whilst the Museum broadened its engagement through the Your Museum programme, targeting disaffected and hard-to-reach teenagers and the Cannock Shed programme targeting socially-isolated men. A range of successful workshops and events took place including Pottery, Willow Weaving and Yoga.
 - The Activity Referral Scheme engaged with 660 new participants and reported a 44% conversion rate into leisure centre membership during last year. This reflects the successful ongoing engagement with local GP surgeries.
 - Continuation of free leisure memberships for the armed forces personnel living in the district is still proving popular with 145 current members. WLCT have also confirmed their support at nil cost to the Council for 2019-20.
 - The new facilities at Bradbury Lane continue to be successful with all Sport England's targets being exceeded for the second year of operation, with the exception of the number of disabled participants.
 - A significant highlight in the year across all service areas was the collaboration to deliver a fitting and memorable series of events to mark the centenary of the World War I Armistice.
- 3.6 There have been no default notices issued and the contract has been delivered within budget.
- 3.7 However, the aim of the report is also to present a balanced picture of achievements and performance against the targets set, including where performance needs to be improved.
- There are 17% of targets (8) that have not been met and where improvement will be required next year.
 - Of the 8 targets that have not been met:-
 - 2 are at Chase Leisure Centre and relate to Club usage (2 clubs unsustainable) and the customer satisfaction level which dropped below target of 78% to 76.6%

- 1 is at Rugeley Leisure Centre and relates to the total number of education visits. Performance during 2018-19 has continued to be impacted by the changing nature of PE and school sport provision at the Hart School (formerly the Academies) which now sees most delivery undertaken within the school site.
- 4 are reported at the Golf Course and relate to the total number of visits for golf and footgolf and by juniors as well as customer satisfaction levels
- 1 is at the Museum of Cannock Chase and relates to the number of junior visits which fell below the target by 2,374 visits (a drop of 12%)

Reasons for Recommendation

- 3.8 In summary, performance achieved during the seventh year of the contract is good. Participation rates at all of the sites (excluding the golf course) exceeded target and represented an upturn; in some cases significant, from the previous year's performance. In particular it should be noted that the health and fitness visits to the two leisure centres arrested the trend of recent years and performed strongly during the year. The opening of new facilities at Chase Leisure Centre is proving very successful.
- 3.9 As the contract relationship continues to develop WLCT will need to ensure that the culture and leisure facilities and services continue to:-
- be in line with the Council's revised Corporate Plan, Priorities and objectives,
 - be evidence driven and aligned to the needs of the community,
 - contribute to meeting the health needs of the District,
 - influence decision makers and fund holders (LSP, Health and Well Being Boards, CCG's, Arts Council, Heritage Lottery Fund etc), and
 - demonstrate where and how culture and leisure services can make an impact on a range of outcomes (e.g. Preventative – role of physical activity in health prevention).

4 Relationship to Corporate Priorities

- 4.1 The Council's Priorities are "Promoting Prosperity" and "Community Wellbeing" and these two priorities interlink and reinforce each other to improve the opportunities, wellbeing and quality of life for our communities.

The Council recognises that it must co-operate and work in partnership with the public, voluntary and private bodies in pursuit of these corporate priorities. The services operated in partnership with WLCT make a significant contribution to the Council's Priority around community wellbeing by offering opportunities to participate in physical activity and recreation, by encouraging active and healthy lifestyles, by engaging with the most disadvantaged

families, individuals and hard to reach groups and by delivering value for money services.

5 Report Detail

5.1 Background

5.1.1 Following an extensive procurement process during 2010-11 Cabinet on 17th November approved Wigan Leisure and Culture Trust as the preferred long term partner for the management contract for the Council's culture and leisure services.

5.1.2 The contract commenced on the 1st April 2012 and is initially for 10 years with the option to extend by 2 five year periods. The option to extend this contract for 10 years was agreed with WLCT as part of delivering savings required by the Council in its Financial Recovery Plan for 2017-18.

5.1.3 The scope of the contract includes the management and development of the following culture and leisure facilities and services:

- Chase Leisure Centre and Rugeley Leisure Centre
- Cannock Park Golf Course
- Prince of Wales Theatre
- Museum of Cannock Chase
- Community Wellbeing Teams – Arts, Sport and Play
- Business Development

5.2 Contract and Performance Monitoring

5.2.1 Contract Monitoring

5.2.2 Details of the relationship between WLCT and the Council are set out in the contract documentation. Using this, a contract and performance monitoring guidance document has been developed to monitor the performance and contract compliance of the Council's new Culture and Leisure Services provider, WLCT.

5.2.3 This guidance establishes a positive contract monitoring process enabling the Council and WLCT to work together to address any issues or problems that may arise. It aims to build an effective and productive partnership through creating a collaborative and inclusive relationship rather than an adversarial one.

5.2.4 Both parties have placed a heavy emphasis on establishing close working arrangements. Timetabled monthly monitoring meetings are convened to consider and review contract performance, operational issues, to identify

solutions, to agree any remedial actions required and to validate monthly payments.

5.2.5 These meetings are attended by the Head of Commissioning and other council officers as appropriate including (Finance, Legal, Parks and Open Spaces etc) and senior personnel from WLCT (Managing Director, Head of Service and Performance Manager). The Culture and Sport Portfolio Leader has also attended a number of these meetings.

5.2.6 12 monthly contract meetings/conference calls have been held during the year.

5.3 Performance Monitoring.

5.3.1 It is important that the monitoring of performance is a positive, evolving and resourceful process. The Council has and will continue to work with WLCT to agree and set baselines at levels that accurately reflect the service that is currently being delivered. This is important in order to gauge how well the services are performing compared with previous arrangements.

5.3.2 In certain circumstances it has not been appropriate to set new measures immediately but to measure and develop a more focussed set of measures over time. This year's data will be used together with the data from the previous years to provide certain baseline information and benchmarking data for future years.

5.3.3 Monitoring of the culture and leisure service comprises a number of indicators/measures, which have been drawn from Service plans, WLCT Method statements and performance information and management data collected within the service areas.

5.3.4 All relevant performance indicators and actions are reported in detail by exception. For example any indicators and actions that are significantly off target (red status) or slightly off target (amber status) are reported in more detail than those that are green and on target. Appendix 1 to this report provides full detail of WLCT's Annual Performance for the year 2018-19. However, it is recognised that there are not the resources available to challenge and investigate all performance data and therefore to some degree performance results are based solely on the information provided by WLCT.

5.3.5 This report provides performance information on the culture and leisure management contract in the following areas:-

- Key Performance Highlights
- Participation and attendances
 - Memberships and geographical information
 - Chase Lifestyle Concession visits
 - Health Referrals

- Corporate – Priority Delivery Plans
- Health and Safety
- Programming and events
- Investment
- Quality and Satisfaction
 - Quality measures
 - Complaints
- Finance

5.4. Performance

5.4.1 Key Performance Highlights

5.4.2 A summary of the key performance highlights for the year include the following:

- The Council's culture and leisure facilities and services continue to be used extensively, with annual attendances and visits in excess of 1 million, up by over 98,000 on last year (10%). Performance was strong across all of the facilities other than the golf course (down by 1.5%). Visits to the Prince of Wales Theatre were up by 5%, the Museum of Cannock Chase up by 13% and Chase Leisure Centre and Rugeley Leisure up by up by 9% and 12% respectively. Arts and Sports (Wellbeing) also performed well up by with combined attendance up by over 7%.
- 876,006 visits were made to the two leisure centres this year, a 10% increase on last year. (up by 85,881 visits).
- Rugeley Leisure Centre has retained its "Excellent" Quest status during 2018-19 also achieved accreditations in Inclusive Fitness and Learn to Swim.
- Concessionary card holders have increased by over 10% from 4,107 to 4,555.
- Memberships have increased from 6,510 to 6,827 during 2018-19.
- The highest ever number of personal visits were made to the Museum in 2018-19 (46,474), This is up by 13% (6,248 visits) when compared to last year as are the number of school visits, which have increased by 9% (672 visits).
- Combined club usage has increased across the leisure centres during 2018-19. (Up by 14%). However, usage at Chase Leisure Centre has dropped by 11% with 2 clubs ceasing because of sustainability issues.

- Our Parks project won the Community Project of the Year award at the West Midlands Community Sports Awards.
- WLCT have continued to support free leisure centre memberships to those in the armed forces and living in the district for this year (145) and have also confirmed their support at nil cost to the Council for 2019-20 financial year.
- The Prince of Wales Theatre has had another record breaking year with 72,584 visits. (Up by 5%).
- WLCT have met or exceeded performance in 38 (83%) of its targets and not met target in 8 (17%), albeit that 1 (2%) is within the 5% tolerance threshold. The other 7 (15%) are considered red.

5.4.3 There have been no failures or defaults on the part of WLCT in complying with the terms of the contract or services specification during the second year of the contract.

5.5 Participation and attendances

5.6 **Chase and Rugeley Leisure Centres** - The combined total number of visits to the two leisure centres is 876,006, a 10% increase on last year. (up by 85,881 visits)

5.7 Combined junior participation across both Leisure facilities has increased by over 27,700 visits (+10%) when compared to last year with Chase Leisure Centre recording an increase of 13,713 visits (Up 8%) and Rugeley Leisure Centre recording an increase of 14,062 visits (up by 13%).

5.8 Health and Fitness usage at both leisure centres totalled over 281,000 visits representing an 18% increase last year. Rugeley Leisure Centre increased by 10.3% (12,119 visits) and Chase Leisure Centre by 4.4%.

5.9 Wet side usage improved at both sites this year and totalled over 426,500, representing an increase of 14% when compared to last year.

5.10 Swimming lesson usage at both centres has improved (up 17.6%) when compared to last year, with Chase recording an increase of 20.2% (up 12,002) and Rugeley 13.8% (up 5,690).

5.11 ATP use at Rugeley Leisure Centre recorded its highest ever use with 39,433 participants, an increase of over 12% on last year.

5.12 Combined club usage has increased across the leisure centres during 2018-19. (up by 14%). However, usage at Chase Leisure Centre has dropped by 11% with 2 clubs ceasing because of sustainability issues.

5.13 **Prince of Wales Theatre** – The Prince of Wales Theatre has had another record breaking year with 72,584 visits. (Up by over 5% - 68,928 reported visits last year). Attendances at shows of 64,220 were up 3.9% when

compared to last year and financial performance continues to be strong. Occupancy levels remain consistently high at 80%.

- 5.14 **Museum of Cannock Chase** – The highest ever number of personal visits were made to the Museum in 2018-19 (46,474), This is up by 13% (6,248 visits) when compared to last year as are the number of school visits, which have increased by 9% (672 visits).
- 5.15 This success is attributed to hosting a varied range of events. The holiday programmes including Summer Family Day, Train Your Dragon and Lego Craft days and the regular annual events including the Birds of Hednesford Hills proved exceptionally successful whilst the Museum broadened its engagement through the Your Museum programme, targeting disaffected and hard-to-reach teenagers and the Cannock Shed programme targeting socially-isolated men. A range of successful workshops and events took place including Pottery, Willow Weaving and Yoga. The year saw the Museum host a range of events to commemorate the World War I Armistice centenary including the War To End All Wars exhibition and the Tunnellers exhibition produced by Tower Players.
- 5.16 Targeted interventions aimed at dementia sufferers continued to be delivered including a range of traditional craft activities as part of a broad range of Dementia Friendly projects.
- 5.17 **Cannock Park Golf Course** – 2018 -19 saw the golf course experience a downturn in participation rates (Total visits down by 321 visits or 1.5%), junior visits (Down by 148 visits or 52%) and footgolf visits (Down by 735 visits or 54%). Customer satisfaction rates were also below target at 80% and the areas for improvement have been included in future action plans for the maintenance of the course. A new shorter footgolf course has been designed and will be launched in 2019-20 whilst ongoing junior engagement work is undertaken with Three Hammers Golf Club and Wellbeing Team.
- 5.18 **Community Wellbeing (Arts and Sports)** – Combined participation figures associated with activities and events delivered by the Community Well being teams Arts and Sports continue to be strong; up by 2,602 visits (7.9%). The Wellbeing Team – Participation and Health provides a comprehensive and high-quality service to all our customers. Utilising sport and physical activity as a tool the service engages with local communities to tackle a whole range of issues, from health inequalities to social inclusion. The Wellbeing Team – Community Engagement uses the arts and creativity as a tool to engage its communities to address the priorities of the District. The service provides diverse and accessible opportunities in the heart of the community, working with a wide range of partners from all sectors.
- 5.19 Emphasis is placed on partnership working and a more integrated approach to service delivery. A selection of a number of the key projects that have been delivered is provided below:

- Collaborative work across a range of internal and external partners culminated in a hugely successful programme of World War I centenary commemoration events.
 - Our Parks project won the Community Project of the Year award at the West Midlands Community Sports Awards.
 - Big Lottery Funding was confirmed for the Chase Up programme to commence in 2019/20 whilst ongoing dialogue with Arts Council England will explore development opportunities in the district.
 - Grow Up Great was recommissioned to extend the offer to primary school aged children.
 - The Chase Fit website was launched whilst the programme itself continued to engage successfully with participants.
 - The Stadium hosted an allotments day enabling networking and partner engagement with new organisations.
 - Aiming High and SPACE Police and Crime Commissioner funding enabled a successful summer Chase It! programme.
 - Activity Referral Scheme engaged with 660 new participants and reported a 44% conversion rate into leisure centre membership.
 - Targeted work with health professionals saw Desmond Diabetes sessions delivered whilst Help A Squaddie armed forces pilot was completed.
 - Children's Arts Expo engaged with 400 participants.
- 5.20 **5's Pavilion and Artificial Turf Pitch, Bradbury Lane** – The new facilities at Bradbury Lane continue to be a great success with all Sport England's targets for the second year of operation being exceeded, with the exception of the number of disabled participants. Utilisation levels have also increased from 56% to 78%. From 1st April 2019 the site will be managed by Rugeley Leisure Centre.
- 5.21 **Memberships** – The number of reported Memberships has increased from 6,510 to 6,827 (up by 4.8%) during 2018-19.
- 5.22 **Chase Lifestyle Concessions** – WLCT are required to increase the number of residents who are eligible for the concessions scheme by 1% each year. Overall Concessionary card holders have increased by over 10% from 4,107 to 4,555 during 2018-19.
- 5.23 **Geographical Information** – Some detailed geographical information showing the spread of users across the district, by ward is included in WLCT's quarterly performance reports.

- 5.24 **Priority Delivery Plans** – The actions and targets relating to WLCT and contained in Priority Delivery Plans for 2018-19 have been achieved or exceeded, the only notable failure was to deliver the inclusive cycling scheme at the stadium site, which was delayed due to recruitment issues and bad weather. This scheme will be delivered in 2019-20. The total number of visits to the Council's facilities exceeded target by 9.5%.
- 5.25 **Health and Safety** – There has been no reportable incidents recorded during this year. A total of 72 (47 last year) accidents and 42 (25 last year) incidents have been recorded across all sites operated by WLCT. WLCT are required to provide a summary of all accidents and incidents as part of the monthly monitoring meetings and this is included with the report attached as Appendix 1. Full Health and safety audits have been completed for all sites and detailed reports shared with the Council.
- 5.26 **Programming and events** – A number of successful events and activities have been undertaken throughout the year including the Chase It holiday programme which continues to attract significant amount of young people. Other events and programmes included the China Open Snooker qualifying tournament and the inaugural Comic Con at Chase Leisure Centre and a number of popular exhibitions and activities at the Museum of Cannock Chase including the Summer Family Day, Train Your Dragon and Lego Craft days and the regular annual events including the Birds of Hednesford Hills. The Prince of Wales Theatre also had a number of successful shows including an Evening with Dan Snow, wrestling tournaments, BBC Question Time, the 5th Annual Beer Festival and the regular programme of shoes and pantomime.
- 5.27 **Investment** – The major project at Chase Leisure Centre to convert the indoor bowling green into a cycle studio, functional studio and multipurpose room, alongside the refurbishment of the existing studio and gym was successfully delivered on budget and within the allocated programme. The gym was completed and relaunched in mid-January whilst the new studios were launched on a member open day on 30th March. The project was delivered through a Development Management agreement and Fitness Facility Management agreement (FFMA) with Alliance Leisure; with CCDC acting as guarantor for the FFMA. The investment totalled just under £1million (£994,918) and delivered the savings (Total £129,200) required by the Council as part of its Financial Recovery Plan.
- 5.28 The new fitness suite equipment at Rugeley Leisure Centre which was deferred to allow IHL to undertake the investment at Chase Leisure will be carried out in 2019-20. A number of other planned maintenance items have been undertaken during 2018-19 and are detailed in the report at Appendix 1 (Paragraph 4.1).
- 5.29 In total since the contract started WLCT have invested circa £2.2 million (contracted investment) in the Council's Culture and Leisure facilities.
- 5.30 **Quality and Satisfaction** – A key measure of the contract is to maintain and improve on the existing quality of the culture and leisure service through appropriate and current industry recognised accreditation processes such as

Quest, Sandford Award, Museum accreditation and Visitor Attraction Quality assurance Service (VAQAS).

- 5.31 Both Chase and Rugeley Leisure Centre have retained their “Excellent” Quest status this year and Rugeley also achieved accreditations in Inclusive Fitness and Learn to Swim.
- 5.32 Our Parks project won the Community Project of the Year award at the West Midlands Community Sports Awards.
- 5.33 WLCT has received a total number of 68 (82 last year) complaints during the year with 100% being dealt with within the agreed timescale. This is a reduction in the number of complaints by 14 when compared to last year.
- 5.34 WLCT has not completed satisfaction surveys across all sites and services. Current satisfaction rates are set out below and although all are generally good; compared to last year rates have dropped slightly at both Chase (79%) and Rugeley Leisure Centres (83.4%):

Facility/Service	%	Facility/Service	%
Chase Leisure Centre	76.6	Museum of Cannock Chase	N/A ¹
Rugeley Leisure Centre	80.8	Community Wellbeing - Sports	N/A ²
Cannock Park Golf Course	80		
Prince of Wales Theatre	83.6		

5.35 Finance

- 5.36 The annual management fee paid to WLCT for 2018-19 is £1,729,832 (excluding VAT). Contract payments have been made monthly based on satisfactory performance and in line with the agreed management fee.
- 5.37 WLCT has made the appropriate Pension Bond payment of £20,800 for 2018-19 split between Equipment Bond £10,550 and Pension Bond £10,250, as required by the contract.
- 5.38 The Grounds maintenance charge of £164,196 (excluding VAT) for this year has also been paid by WLCT in accordance with the contract.
- 5.39 The service has been delivered within the financial contract budget for 2018-19.
- 5.40 As part of the Council’s Financial Recovery Plan, WLCT were asked to develop options to deliver savings by a reduction in the Council’s

¹ Customer satisfaction surveys to be formalised and conducted during 2019-20

² Customer satisfaction surveys to be formalised and conducted during 2019-20

Management Fee. A number of proposals were submitted by WLCT on the basis that to achieve this level of savings and for WLCT to take the risk a longer term perspective was needed in order to provide some contractual certainty to WLCT. As such, agreement has been reached to extend the existing contract period, as allowed for in the Contract by two 5 year extension periods. Work is underway to complete the legal variation order but WLCT have submitted a revised Management Fee going forward, that delivers the Council's required level of savings.

6 Implications

6.1 Financial

There are no additional financial implications associated with this report. The service has been delivered within the financial contract budget for 2018-19.

6.2 Legal

The legal implications are set out through the report

6.3 Human Resources

There are no identified human resource implications arising from this report.

6.4 Section 17 (Crime Prevention)

There are no identified implications arising from this report.

6.5 Human Rights Act

There are no identified implications in respect of the Human Rights Act 1998 arising from this report.

6.6 Data Protection

There are no identified Data Protection implications arising from this report.

6.7 Risk Management

Many risks involved in contract management relate to the provider being unable to deliver or not to deliver to the right level of quality. A number of key risks have been identified in the contract and performance monitoring guidance referred to in this report and both parties will continue to work together to identify risks, who is responsible, who is best able to control the risk and how it can be minimised or managed should it occur.

6.8 Equality & Diversity

There are no identified implications as result of this report.

6.9 Best Value

The commissioning of WLCT to provide and deliver the Council's culture and leisure services achieved significant savings, demonstrating our commitment to providing value for money services.

7 Appendices to the Report

Appendix 1 WLCT Annual Performance Review 2018 -19

Previous Consideration

None.

Background Papers

Tender Specifications published by Cannock Chase District Council 2011

Contract Documents

Contract and Performance Monitoring Guidance



Cultural and Leisure Services Annual Review 2018/19

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**Inspiring healthy lifestyles in partnership with Cannock Chase District Council
Culture and Leisure Services Annual Review Report**

1.0 Introduction

Inspiring healthy lifestyles [the Trust] work in partnership with Cannock Chase District Council to deliver a range of cultural and leisure services across the District. Services include:

- Chase Leisure Centre
- Rugeley Leisure Centre
- Cannock Park Golf Course
- 5s Pavilion and Sports Ground
- Museum of Cannock Chase,
- Prince of Wales Theatre
- Wellbeing : Participation, Health and Community Engagement

Performance is reviewed with Cannock Chase District Council on a monthly and quarterly basis against a set of key performance indicators, providing an in-depth review of the Trust's performance, achievements and the key strategic challenges for the future.

Prior to commencement of the contract in April 2012, the Trust established a clear focus on making a positive impact in Cannock Chase and committed to:

- Increasing participation levels in physical activity
- Increasing participation and attendance in cultural activities
- Improving the long-term health and well-being of the community
- Engaging effectively with the District's most disadvantaged families, individuals and hard to reach groups
- Delivering value for money and excellent services

Inspiring healthy lifestyles are committed to working with the Council to achieve these outcomes with particular focus on providing and promoting sport and physical activity opportunities for everyone in Cannock Chase in line with the Council's key objectives as outlined in the Performance Development Plans.

This review assesses our performance in the context of the priorities and targets identified for 2018/19.

The report also identifies priorities for 2019/20 and provides a context for discussion of key issues for the future.

2.0 Healthy Living

2.1 Chase Leisure Centre

Chase Leisure Centre provides residents and visitors to the District with one of the most modern sports facilities in the country. Following a multi-million pound refurbishment the facility boasts a modern gym, three pools, fully air conditioned fitness and dance studio, modernised changing rooms, ground floor sports hall, a community function room, three new treatment rooms and a sensory room. During the year the programme of development was completed on with the launch of the cycling and functional studios within the former bowling green area. This follows on from the refurbishment of the gym that was completed on 11th January and the existing studio on 26th November 2018. The new facilities officially opened on 30th and 31st March and have been positively received.

Overall number of visits performed above target for the year and represented an increase on 2017/18. All categories of usage with the exception of club use performed ahead of target and represented increases on the previous year's performance. The site retained 'Excellent' status in their Quest assessment in November 2018. Club usage was impacted by the disbandment of a number of clubs which had previously utilised the site. The site hosted a range of events over the course of the year including the China Open Snooker qualifying tournament and the inaugural Comic Con.







Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019.

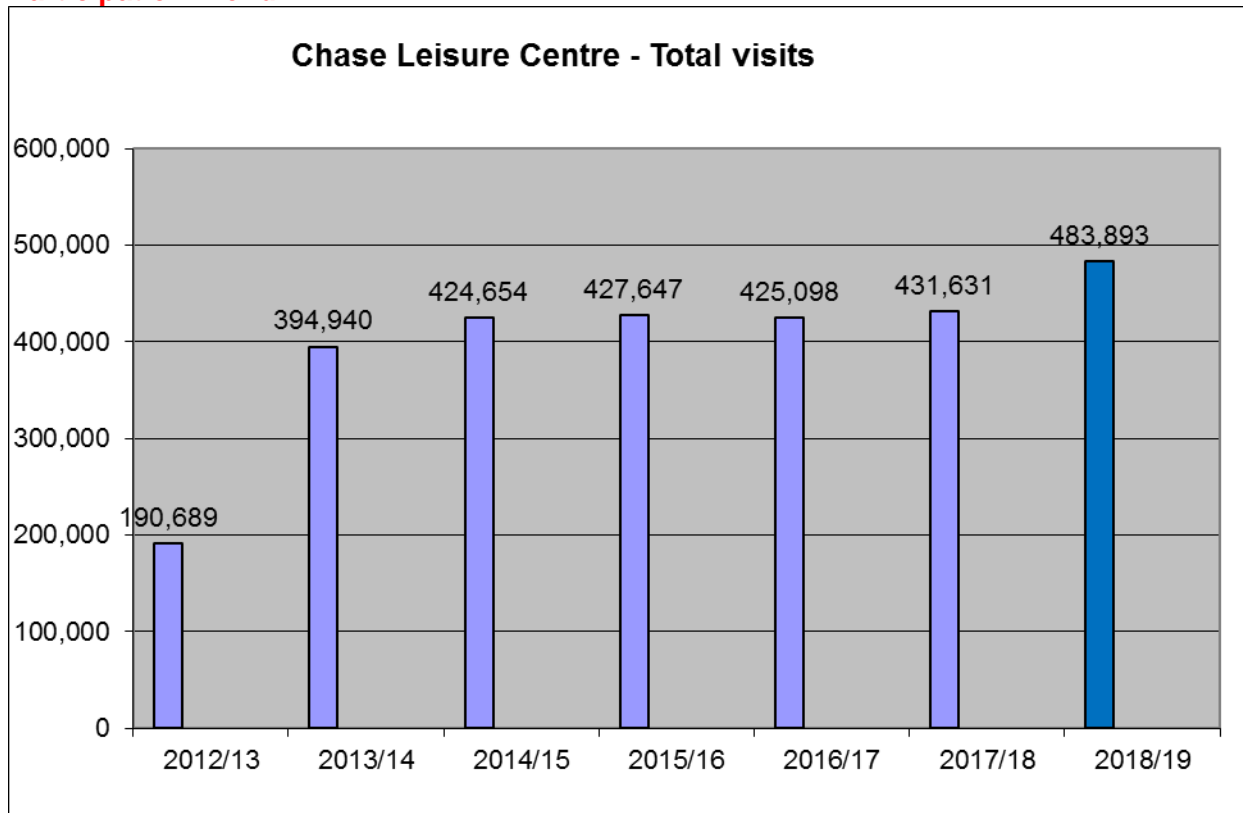
Performance data for Chase Leisure Centre show that of the 11 performance indicators with targets, 9 (82%) have met or exceeded target and 2 (18%) have missed target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 124,559 Q2 113,211 Q3 111,802 Q4 134,321	435,948	483,893	★	Overall visits performed ahead of target and represent an 11% increase compared to the corresponding period of 2017/18. Performance is significantly ahead of the year-to-date target.	431,631
Total Number of Junior Visits (Monthly)	Q1 46,040 Q2 37,991 Q3 43,922 Q4 48,545	164,412	176,498	★	Junior usage performed ahead of target, representing an 8% increase on the previous year.	162,785
Wet Side Visits (Monthly)	Q1 68,777 Q2 67,787 Q3 63,506 Q4 70,505	230,659	270,575	★	Wet-side visits performed significantly ahead of target for the year, representing a 16% increase on the previous year.	229,304
Dry Side Visits (Monthly)	Q1 56,142 Q2 45,424 Q3 48,296 Q4 63,716	210,595	213,578	★	Dry-side visits performed ahead of target for the year. Whilst the target was reduced following review at the end of 2017/18 it should be noted that performance has significantly increased compared to the previous year and is ahead of previous targets.	202,213
Health and Fitness Visits (Monthly)	Q1 40,188 Q2 34,843 Q3 31,273 Q4 45,674	146,900	151,978	★	Health and fitness usage performed ahead of target for the year. Whilst the target was reduced following review at the end of 2017/18 it should be noted that performance has significantly increased compared to the previous year and is ahead of previous targets.	145,460

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Club Usage (Monthly)	Q1 3,324 Q2 2,824 Q3 3,170 Q4 3,504	16,508	12,822	▲	Club usage fell below target for the year overall. The loss of two club bookings earlier in the year continues to impact on this indicator.	14,408
Health Based Activity Usage (Monthly)	Q1 1,720 Q2 1,788 Q3 1,637 Q4 1,598	6,586	6,743	★	Health-based visits performed ahead of target at year end and represented an increase compared with the previous year.	6,519
Education Usage (Monthly)	Q1 9,185 Q2 3,930 Q3 10,805 Q4 9,692	31,333	33,612	★	School usage was ahead of target for the year. Performance represents an improvement compared to the previous year's return.	30,688
Swimming Lesson Usage (Monthly)	Q1 17,684 Q2 18,072 Q3 16,562 Q4 18,873	59,781	71,191	★	Swimming lesson usage was ahead of target for the year and represented an increase on the previous year of 18%.	59,189
Number of Learn to Swim participants moving up a level		-	1,551	📊		1,292
No of Members (Profiles/gym) (Quarterly)		-	3,500	📊		3,182
No of Concession (Chase Card Holders – CLC only) (Quarterly)		-	2,416	📊		2,191
% of members participating in 12 or more sessions within the quarter (Quarterly)	Q1 44.46% Q2 40.6% Q3 44.31%	-	45.57%	📊		47.03%

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Under 16s usage (%) (Quarterly)	Q1 5.30% Q2 9.08% Q3 4.93%	-	7.94%			5.04%
Over 60s usage (%) (Quarterly)	Q1 13.47% Q2 14.34% Q3 14.87%	-	19.65%			13.40%
Gender Ratio (Female / Male) (Quarterly)	Q1 51.7:48.3 Q2 49.5: 50.5 Q3 46.3 : 53.7	-	49.5 : 50.5			50.5 : 49.5
Quest Assessment (Annual)	N/A		Excellent	★	Quest 'Excellent' status was retained in November 2018.	<i>Excellent</i>
Customer Satisfaction (Service & APSE) (Annual)	N/A	78%	76.6%		Customer satisfaction fell slightly below target. Qualitative feedback from the survey has been incorporated into site improvement plans.	79%

Participation Trend –



Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Increase memberships / reduce cancellations	Terry Simms / Natalie Cadwallader / Jenny Hayden / Assistant Managers	Increased facility usage Increase in gym memberships Increase in concessionary memberships
Delivery of the 5 year Health and Fitness Development Plan	TS/JH/NC / AMs	Increased facility usage Increase in health and fitness visits
Delivery of the 5 year Aquatics Development	TS/Ged Hill /AS / AMs	Increased facility

Plan		usage Increase in wet side visits and swimming lesson uptake
Increase events management programme	All staff	Increase in events held at site
Implementation of QMS	TS/AMs	Audit scores
Maintain Quest accreditation ISO14001	TS/AMs	Assessment score Audit score
Maintain ISO14001 accreditation	TS/JH	
Service Improvement Plan (SIP)	TS/AMs	
Customer feedback	TS/AMs/SLAs/GH/NC/Marketing Team	Increased customer satisfaction Engagement with non-users
Income & Expenditure including secondary spend	TS/ NC / GH / AMs	Increased income
Ensure staff are trained, developed and communicated with to deliver a high quality service	TS/AMs/NC/GH	Appraisal Scheme Staff Training - CPD Succession Pool Training Employee Survey Apprenticeships
Increase access and opportunities for target audiences including: Under 16s	TS/AMs/SLAs/GH/NC/Wellbeing Team	Increased participation – under 16s
Increase access and opportunities for target audiences including: residents with disabilities.	TS/AMs/SLAs/GH/NC/Wellbeing Team	Increased participation – people with a disability
Increase awareness of facilities – including new offer	TS/AMs/SLAs/GH/NC/Wellbeing Team/Marketing Team	Increased participation
Develop a range of activities and opportunities for older adults	TS/AMs/SLAs/GH/NC/Wellbeing Team	Increased participation – over 60s

2.2 Rugeley Leisure Centre

Rugeley Leisure Centre is a dual use facility originally built in 2004 but extended to include a 25 metre pool in 2008 and Toddler Play Area in 2010.

The site has benefited from significant investment since the transfer of management to the Trust. During 2012/13 a replacement Artificial Turf Pitch (ATP) was installed and opened to the public in the summer. In May 2014 a new 70 station gym was launched following extension and refurbishment works.



Performance during 2018/19 was positive with only one indicator – education usage – falling below target. This indicator continued to be impacted by the changing nature of PE and school sport provision at the Hart School (formerly the Academies) which now sees most delivery undertaken within the school site. However significant positive trends were observed in all other indicators, with health-based activity showing a two-fold increase from 2017/18 owing to the successful engagement work with GP surgeries whilst health and fitness, ATP usage and wet-side usage all showed sizeable increases over the year.


In March 2019 the site retained Quest 'Excellent' status whilst the year also saw the tenth anniversary celebration of the swimming pool opening.







Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019.

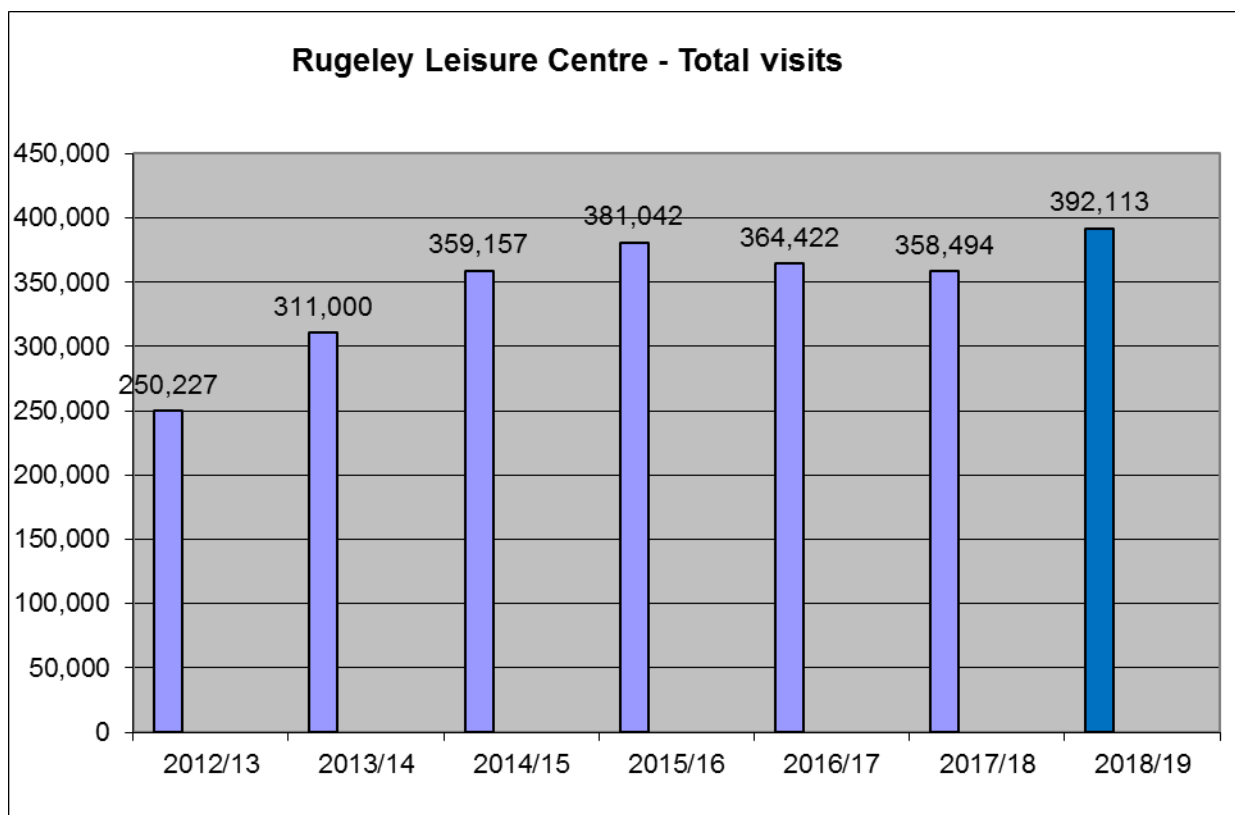
Performance data for Rugeley Leisure Centre shows that of the 12 performance indicators with targets, 11 (92%) have met or exceeded target and 1 (8%) has missed target.

Performance Indicator Name & Frequency	Previous Quarter Actuals	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 101,008 Q2 97,081 Q3 86,837 Q4 107,187	361,378	392,113	★	Visits exceeded target at year end and represented an 8% increase from the previous year.	358,494
Total Number of Junior Visits (Monthly)	Q1 34,845 Q2 31,183 Q3 25,955 Q4 30,163	109,526	122,146	★	Junior visits exceeded target and represented a 12% increase on the previous year.	108,084
Wet Side Visits (Monthly)	Q1 41,431 Q2 40,838 Q3 33,473 Q4 40,272	145,838	156,014	★	Wet side usage represented a 7% increase compared to 2017/18.	144,394
Dry Side Visits (Monthly)	Q1 59,577 Q2 56,243 Q3 53,364 Q4 66,915	228,505	236,099	★	Dry side usage performed ahead of target for the year overall and represents an increase on 2017/18.	214,028
ATP Usage (Monthly)	Q1 8,496 Q2 8,474 Q3 11,256 Q4 11,207	30,295	39,433	★	ATP usage was significantly ahead of target for the year.	27,100
Swimming Lesson Usage (Monthly)	Q1 11,789 Q2 12,139 Q3 10,944 Q4 11,926	41,519	46,798	★	Swimming lesson participation was ahead of target for the year.	41,108

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Number of Learn to Swim participants moving up a level			1,336			
Health and Fitness Visits (Monthly)	Q1 32,870 Q2 30,590 Q3 27,919 Q4 38,370	117,884	129,749	★	Health and fitness visits performed ahead of target for the year and represented a 9% increase from the previous year.	117,630
Club Usage	Q1 9,960 Q2 9,960 Q3 8,300 Q4 10,680	23,491	38,900	★	Club usage performed significantly ahead of target for the year.	23,258
Health Based Activity Usage (Monthly)	Q1 1,375 Q2 1,784 Q3 1,968 Q4 3,784	4,655	8,911	★	Health-based visits performed significantly ahead of target for the year, reflecting ongoing successful engagement with local GP practices. Performance represented a more than twofold increase on the previous year.	3,375
Education Usage	Q1 10,553 Q2 4,342 Q3 4,407 Q4 4,576	34,000	23,878	▲	School usage fell significantly below target during the year. Discussions are ongoing with Hart School to encourage more PE delivery from the leisure centre whilst further work is being done to engage with more schools to access swimming lessons.	30,661

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Years Actual
		Target	Actual	Status		
No of Members (Profiles/gym) (Quarterly)	Q1 3,130 Q2 2,935 Q3 3,137	-	2,997			2,981
No of Concession (Chase Card Holders – RLC only) (Quarterly)	Q1 1,702 Q2 1,740 Q3 2,288	-	1,896			1,691
% of members participating in 12 or more sessions within the quarter (Quarterly)	Q1 48.24% Q2 44.16% Q3 44.31%	-	48.89%			49.54%
Under 16s usage (%) (Quarterly)	Q1 5.97% Q2 7.2% Q3 5.78%	-	6.01%			6.01%
Over 60s usage (%) (Quarterly)	Q1 17.15% Q2 18.38% Q3 14.87%	-	24.0%			15.96%
Gender Ratio (Female / Male) (Quarterly)	Q1 50:50 Q2 49.8:50.2 Q3 46.3:53.7	-	50.4 : 49.6			49.3 : 50.7
Quest Assessment (Annual)		Excellent	Excellent	★	Quest 'Excellent' status achieved March 2019.	<i>Excellent</i>
Customer Satisfaction (Service & APSE)		78%	80.8%	★	Customer satisfaction reflected a slight decrease however remains above target.	83.4%

Participation Trend –



Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Ensure delivery of the 5 year Health and Fitness Development plan. Focus on retention, customer experience and a growth in members	Lynn Illidge /Jo Pitt/Ben Boden/Dale Pearce/Adam Farmer / AMs	Increase memberships and participation Reduced attrition rates Increase swimming lesson participation
Implement QMS and ensure staff trained and developed to deliver high-quality service	LI/ DP / GH/AMs	QMS Audit Staff training and CPD
Ensure delivery of budget targets through control of	LI	Cash reports Budget setting and

Income and Expenditure		forecast
Ensure Delivery of 5 year Aquatics and Health and Fitness plan	LI/GH/AF	Increase memberships and participation Reduced attrition rates Increase swimming lesson participation
Ensure effective dual use partnership working to enhance service delivery	LI	Increase in education and junior usage
Ensure Quality / continuous improvement – Quest, IQL, H&S audit, ISO 14001, IFI, QMS	Management Team	
Develop effective programmes to maximise usage including a collaborative approach to Health and wellbeing.	LI/DP/JP/AF/AMs/George Gaye	Participation from key target groups including under-16s and older adults Concessionary memberships New activities developed
Seek out funding opportunities to increase service offer	LI/AMs/Wellbeing	Increased participation including from key target groups
Maintain and improve customer satisfaction levels	JP	Customer satisfaction rating
Effective environmental management	DP	Reduction in energy consumption DEC score
Effective market research to develop opportunities for growth	LI /AMs/ Marketing	Increased membership and participation
Management maintenance and investment in the Leisure Centre	DP	Maintenance schedule

2.3 Cannock Park Golf Course

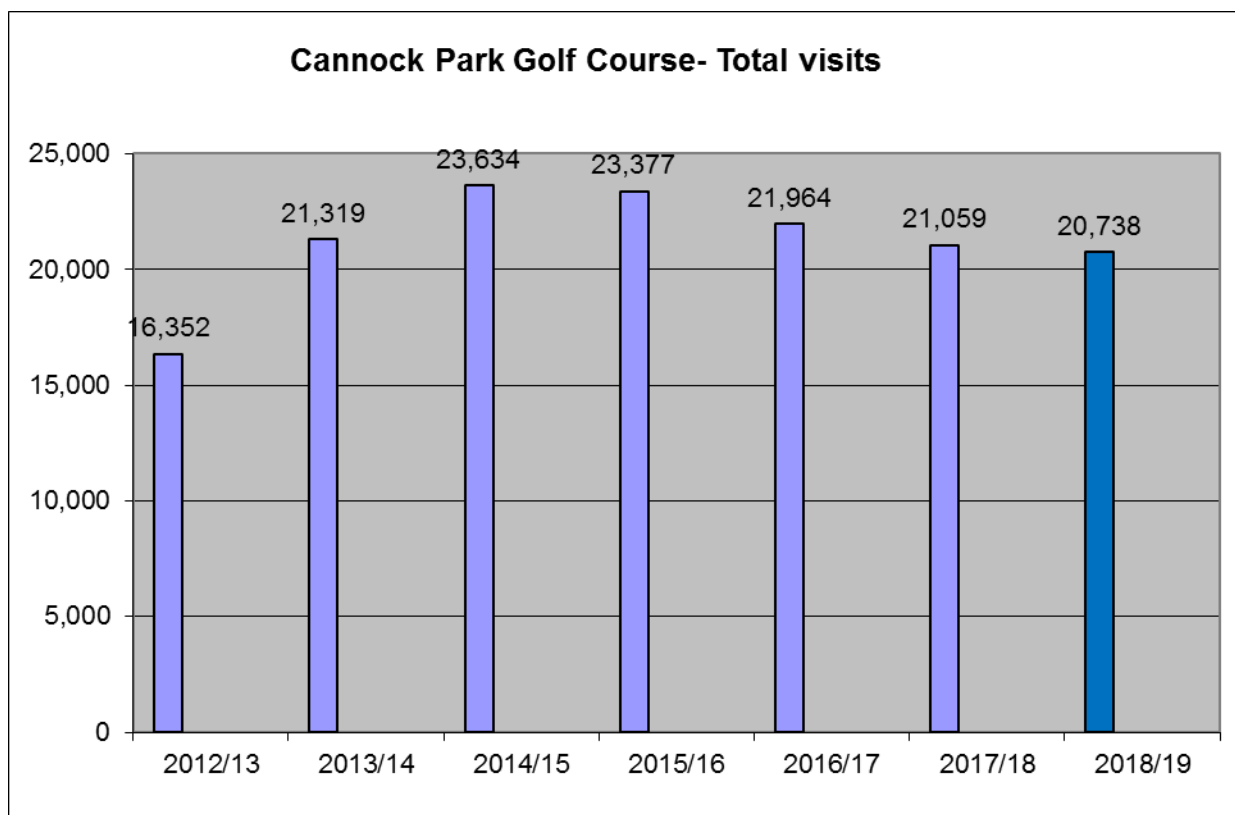
2018/19 saw the golf course experience a downturn in participation across all three indicators. Customer satisfaction surveys undertaken during the year highlighted areas for improvement which have been incorporated into the service delivery plans, with the March 2019 course inspection highlighting an improvement in course conditions following ongoing grounds maintenance. A new shorter format FootGolf course has been designed and will be launched in 2019/20 whilst ongoing junior engagement work is being undertaken with Three Hammers Golf Club and the Wellbeing team.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019. Performance data for Cannock Park Golf Course shows that of the 4 performance indicators with targets, all fell below target in 2018/19.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits	Q1 6,348 Q2 6,777 Q3 3,785 Q4 3,828	22,183	20,738	▲	Golf visits finished below target for the year and represented a decrease of 1% compared to 2017/18. Work is ongoing to encourage continued usage and to maintain the site to the required standards to increase participation.	21,059
Total Number of Junior Visits	Q1 42 Q2 77 Q3 14 Q4 0	286	135	▲	Junior usage fell significantly below target for the year. Work is ongoing, particularly in partnership with Three Hammers, to develop this further	283
Total Number of Footgolf Visits	Q1 291 Q2 306 Q3 17 Q4 -	1,500	614	▲	FootGolf participation finished significantly behind target. The new 9 hole course will be launched in 2019/20.	1,349
Customer Satisfaction (Service) (Annual)		96%	80%	▲	Customer satisfaction fell below target. Information from the survey is being used in site improvement plans.	-

Participation Trends –



Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Maintain participation levels and achieve a growth in membership numbers including concessionary card holders.	TS	Increased participation Increased memberships
Achieve increases in Junior engagement	TS	Increase junior membership
Continue to develop partnership approach with CCDC Grounds Maintenance team	TS / Tom Walsh	Increase in participation Reduction in the number of complaints about the course quality Further reduction in course closures

2.4 5s Pavilion and Sports Ground

In March 2017 the 5s Pavilion and Sports Ground on Bradbury Lane was opened. The site provides a floodlit full-sized 3G synthetic pitch suitable for five-a-side and eleven-a-side football. The pavilion incorporates changing facilities, function room and licensed bar.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019.

Performance data 5s Pavilion shows that the site achieved its target for capacity utilisation. Engagement work with the local community and with target groups continued to perform strongly with the site hosting Wildcats girls' football, women's teams, local academies and young people from the local area through Kids for a Quid. Performance over the course of the year exceeded the targets established by Sport England.

Performance Indicator Name & Frequency	Previous Quarter Actual	Year to Date Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Capacity utilisation	Q1 65% Q2 67% Q3 69%	70%	78%	★	The site is exceeding target for capacity utilisation.	56%

Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Engagement with local community	LI / Wellbeing	The site will continue to focus on women's and girls' participation and disabled participation. During 2019/20 the site will be managed by Rugeley Leisure Centre.

2.5 Community Wellbeing Team

The Wellbeing Team – Participation and Health provides a comprehensive and high-quality service to all our customers. Utilising sport and physical activity as a tool the service engages with local communities to tackle a whole range of issues, from health inequalities to social inclusion. The Wellbeing Team – Community Engagement uses the arts and creativity as a tool to engage its communities to address the priorities of the District. The service provides diverse and accessible opportunities in the heart of the community, working with a wide range of partners from all sectors.

Emphasis is placed on partnership working and a more integrated approach to service delivery, allowing us to maximise available resources and avoid duplication, ensuring a service that is fit for purpose and continually strives to challenge traditional ways of working.



Highlights for 2018/19 include:

- Collaborative work across a range of internal and external partners culminated in a hugely successful programme of World War I centenary commemoration events.
- Our Parks project won the Community Project of the Year award at the West Midlands Community Sports Awards.
- Big Lottery Funding was confirmed for the Chase Up programme to commence in 2019/20 whilst ongoing dialogue with Arts Council England will explore development opportunities in the district.
- Grow Up Great was recommissioned to extend the offer to primary school aged children.
- The Chase Fit website was launched whilst the programme itself continued to engage successfully with participants.
- The Stadium hosted an allotments day enabling networking and partner engagement with new organisations.

- Aiming High and SPACE Police and Crime Commissioner funding enabled a successful summer Chase It! programme.
- Activity Referral Scheme engaged with 660 new participants and reported a 44% conversion rate into leisure centre membership.
- Targeted work with health professionals saw Desmond Diabetes sessions delivered whilst Help A Squaddie armed forces pilot was completed.
- Children's Arts Expo engaged with 400 participants.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019. Performance data for Community Wellbeing Team shows that all four indicators exceeded target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 7,717 Q2 9,849 Q3 10,182 Q4 7,400	30,032	35,148	★	Attendances were ahead of target and represented an increase on the previous year's performance.	32,546
Attendances by Age Group						
Under 16 (Monthly)	Q1 2,274 Q2 4,172 Q3 3,181 Q4 2,297	9,515	11,924	★	Junior attendances were ahead of target.	13,674
16-24	Q1 769 Q2 746 Q3 934 Q4 1081	-	3,530			1,873-
25-34	Q1 1,398 Q2 1,164 Q3 931 Q4 815	-	4,308			3,364

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
35-44	Q1 1,259 Q2 1,015 Q3 1,132 Q4 831	-	4,237			3,949
45-54	Q1 962 Q2 1,023 Q3 1,237 Q4 892	-	4,114			3,061
55-64	Q1 459 Q2 457 Q3 986 Q4 306	-	2,208			2,491
65-74	Q1 439 Q2 549 Q3 1,336 Q4 219	-	2,543			1,703
75 and older	Q1 158 Q2 171 Q3 6,556 Q4 4,144	-	11,029			601
Attendances by Gender						
Female	Q1 3,769 Q2 4,709 Q3 5,006 Q4 2,821	15,431	16,305	★	Female attendances achieved the annual target.	16,645

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Male	Q1 3,912 Q2 4,540 Q3 5,176 Q4 4,579		18,207			15,801
Attendances at disabled activity sessions (Monthly)	Q1 2,706 Q2 2,404 Q3 2,893 Q4 2,083	10,000	10,086	★	Disabled attendances were ahead of target. This is due in the main to attendances at Chase Active Friday sessions by carers and their clients.	9,900
Attendances from top 20% most deprived communities	Q1 149 Q2 267 Q3 181 Q4 196	-	1,179	📊		1,179
Customer Satisfaction (Service) (Annual)			-	📊	Customer satisfaction surveys will be formalised and conducted during 2019/20.	-

Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priority / Task Update – Health and Participation

Priority	Lead Officer	Measures
Develop and deliver Inclusive Cycling offer	Hettie Pigott	Number of participants
Develop a disability / inclusive offer at Rugeley Leisure Centre	SD	Number of participants
Establish integrated	SD / Leisure Centres	Number of participants

opportunities for disabled adults across leisure facilities		
Support talented athletes to achieve their potential	SD	Number of SportStar members
Engage with inactive adults	HP	Number of participants
Deliver Aiming High Chase It! scheme	SD	Number participants
Support for sports clubs including local infrastructure and development groups	SD/HP	
To support the growth and development of community participation at 5s	SD / Rugeley LC	Increased utilisation at 5s
Sustain and develop the Our Parks programme, including through potential links to the Stadium	SD	Number of Our Parks participants
Establish and embed a Sensory Room e-learning tool to increase engagement.	SD / Chase LC	Number of participants
Establish a Sports / Physical Activity holiday weekly pass for young people 8-16 years	SD	Increased junior participation
Develop and maintain Well Active website	Inclusion officer	Number of offers Increased engagement
Deliver and develop Chase Fit (Walking, Garden and Cycling)	HP / Chase Up co-ordinator	Number of participants
Deliver satellite clubs in local schools	HP	Number participants Number of satellites clubs
Support the Chase Up programme through existing activities,	HP	
Development of volunteer capacity and opportunities linking with Chase Upskill volunteer programme	HP/Chris Essex Crosby/ Chase Up co-ordinator	Number of volunteers
Development of girls and women's football at 5s.	HP/SD	Increased utilization at 5s
Delivery of Activity Referral programme including links to Macmillan and through development of new initiatives	George Gaye	Number of participants on activity referral / Macmillan programmes Number of surgeries engaged with

		Activity referral conversion rate Percentage of referral scheme participants completing IPAQ at 12 weeks Percentage of referral scheme participants increasing physical activity levels at 12 weeks Percentage of referral scheme participants increasing physical activity levels at 12 months
Continue delivering Desmond Diabetes sessions with Diabetic specialist nurses to enable referral pathway into programme	GG	Number of sessions delivered Number of participants
Continue developing Help A Squaddie pilot programme	GG	Number of participants
Maximise contact with GP surgeries	GG	Number of surgeries engaged with Number of referrals
Implement and embed self-referral pathway	GG	Number of referrals

Key Priority/Task Updates – Community Engagement:

Priority	Lead Officer	Measures
Develop the Grow Up Great primary school offer	Louise Rose	Development of website Website hits
Explore funding opportunities including development Creative People and Places funding opportunity and Arts funding opportunities	Lisa Shepherd / LR	Amount of funding secured
Development of emotional wellbeing and mental health offer	LR	Number of participants
Creative support for internal	LR / LS	Number of groups

and external partners including Chase It!, Activity Referral, Cannock Chase Arts Council		supported
Implementation of Chase Up programme	LS / Chase Up co-ordinator	

3.0 Culture

3.1 Prince of Wales Theatre

Attendances to the Theatre continue to increase year on year, reflecting the hard work of the team to deliver a varied programme ensuring that the theatre appeals to a wide range of residents and visitors to the District.

Attendances at over 72,000 reflected the enduring appeal of a varied programme offer which included an Evening With Dan Snow, wrestling tournaments, BBC Question Time, the fifth annual beer festival and the regular programme of shows and pantomime. Reupholstering work on the flat floor seating took place during the summer whilst redecoration of the foyer and top bar spaces took place ahead of the site hosting an art exhibition.

The Theatre worked with Seasons Theatre, a local theatre group for adults with learning disabilities, on a production of 'Little Shop of Horrors' whilst a number of local schools held activities at the site including the Gotta Dance. M3 Studios held their production of 'Addams Family' at the site during quarter four to very positive reviews whilst Split Mask and Cannock Chase Drama Society staged productions during the year. The Theatre also staged the production of The Last Day to mark the centenary of the World War I Armistice.



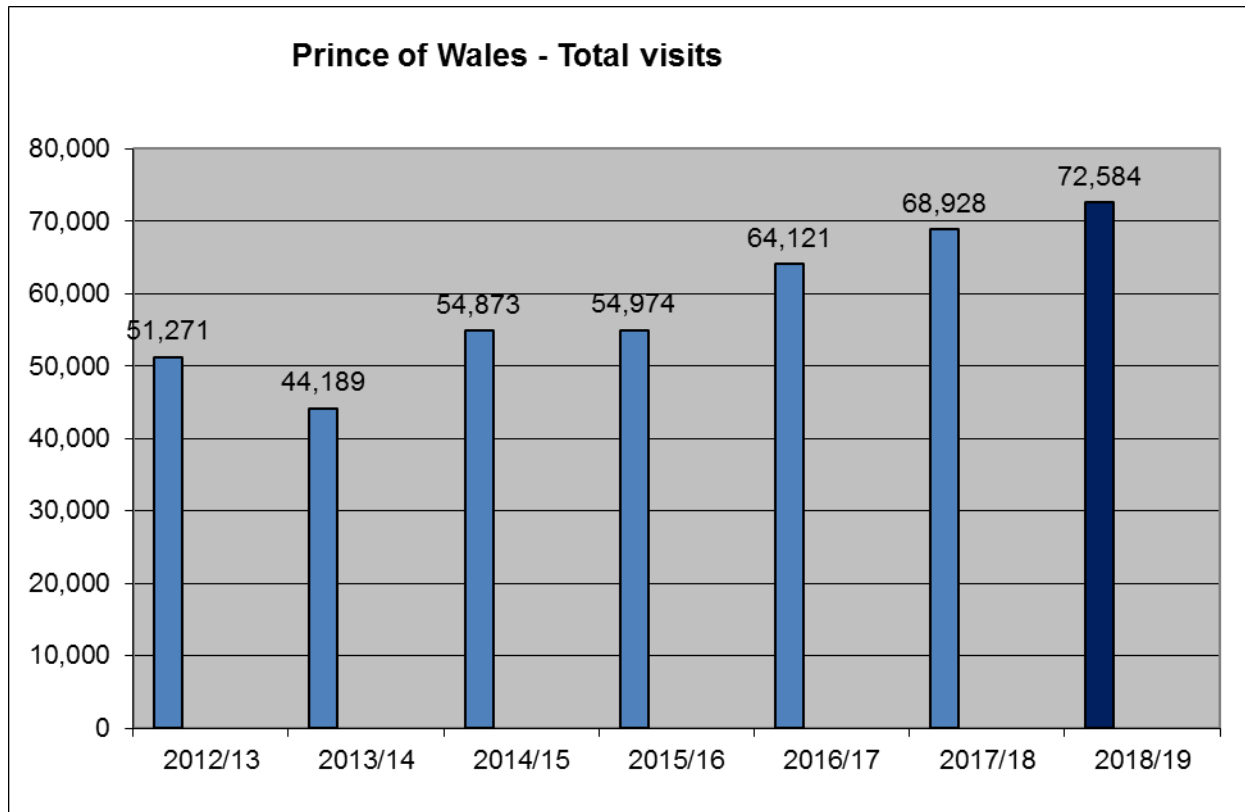
Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019. Performance data for the Prince of Wales Theatre shows that of the 6 performance indicators with targets, all exceeded target for the year.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
Total Visits (Monthly)	Q1 18,805 Q2 14,953 Q3 22,280 Q4 16,546	69,618	72,584	★	Total visits performed ahead of target and represented a 5% increase on the previous year, with a number of sell-out performances.	68,928
Total Number of Junior Visits (Monthly)	Q1 3,497 Q2 2,860 Q3 2,748 Q4 2,939	12,000	12,044	★	Junior usage performed ahead of target with a particularly-strong fourth quarter performance owing to usage by schools and community groups and a very well-received production of The Addams Family by M3 Studios.	11,716
Total Attendances (Monthly)	Q1 16,27 Q2 13,203 Q3 20,283 Q4 14,463	62,410	64,220	★	Attendances exceeded target and represented a 3% increase on the previous year.	61,792
% Attendance Occupancy	Q1 82.4% Q2 79.8% Q3 78.8% Q4 80.5%	79.0	80%	★	Attendance occupancy percentage met its target for the year.	78.5%

	Previous Quarter Actual	YTD Performance			Comments	Previous Year's Actual
		Target	Actual	Status		
% Usage - Commercial Events	Q1 26.5% Q2 25.7% Q3 43.1% Q4 25.6%	28%	30%	★	Commercial use exceeded target for the year.	33%
% Usage – Community Use	Q1 48.2% Q2 44.9% Q3 47.0% Q4 40.5%	32%	44%	★	Community usage exceeded annual target.	40%
Customer Satisfaction (Service) (Annual)			83.6%			95%

Participation Trends –



Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
Increase income for third party hire from 2018/19 actuals.	Richard Kay/Lauren Draper	3% Increase
Increase pantomime income from 2018 actual	RK/Sandra Conroy	3% Increase
Continue facility refurbishment	RK/Andrew Kennerley /Anthony Rudd	Refurbishment of foyer, top bar and kitchen areas
Continued implementation of QMS	RK/LD/AK	Improve on 2018/19 QMS audit scores
Health and Safety CAT audit	RK/AK	Improve 2018/19 H&S

		audit score
ISO 4001	RK/AK/LD	Undertake and implement ISO audit
Catering – Review catering provision	RK/SC	Increase income by 3%
Support Cannock Chase Arts Council in delivering high quality local arts provision	RK/SC	Act as host and facilitator for CCAC meetings Number of CCAC groups using Theatre
Audience Development - Drama	RK/SC	Increase number of drama performances to a minimum of 14
Youth Engagement	RK	Number of junior visits
Marketing	RK/SC/LD/ Marketing	Review and look to improve the website and social media Number of 'likes' Implementation of eshots

3.2 Museum of Cannock Chase

The Museum enjoyed another successful year with visits in person and overall engagement with the site (including online access) exceeding 2017/18. Junior visits fell below target with the introduction of booked maximum-capacity sessions during the year. The holiday programmes including Summer Family Day, Train Your Dragon and Lego Craft days and the regular annual events including the Birds of Hednesford Hills proved exceptionally successful whilst the Museum broadened its engagement through the Your Museum programme, targeting disaffected and hard-to-reach teenagers and the Cannock Shed programme targeting socially-isolated men. A range of successful workshops and events took place including Pottery, Willow Weaving and Yoga.



The year saw the Museum host a range of events to commemorate the World War I Armistice centenary including the War To End All Wars exhibition and the Tunnellers exhibition produced by Tower Players.

Targeted interventions aimed at dementia sufferers continued to be delivered including a range of traditional craft activities as part of a broad range of Dementia Friendly projects.

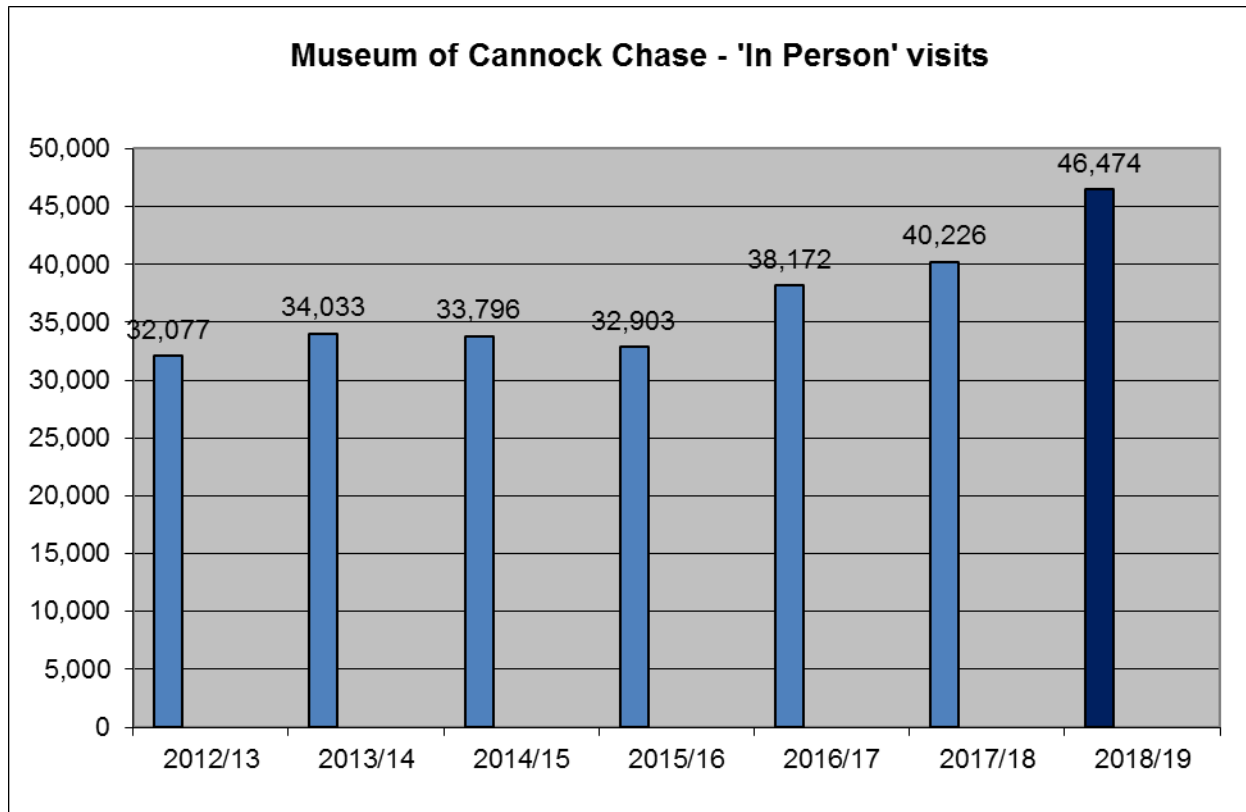
Exhibitions hosted during the year included The Art of Conservation by Jade Mawson and a collection of worked flints loaned from Potteries Museum. At the end of 2018/19 it was agreed the Museum would house some of the artefacts from Rugeley Power Station's collection.

Performance Measures

The KPI table below details the performance indicators reported to Cannock Chase Council at the client meetings. The information shows performance for the period 1 April 2018 to 31 March 2019. Performance data for the Museum of Cannock Chase shows that of the 4 performance indicators with targets, 3 (75%) have met or exceeded target and 1 (25%) missed target.

Performance Indicator Name & Frequency	Previous Quarter Actual	YTD Performance			Comments	Previous Years Actual
		Target	Actual	Status		
Total visits / usage of the museum/heritage service (170a) (Monthly)	Q1 84,857 Q2 160,801 Q3 144,453 Q4 129,240	397,195	519,351	★	Overall engagement with the Museum was significantly ahead of target for the year.	393,262
Total Number of Junior Visits (Monthly)	Q1 4,306 Q2 3,355 Q3 5,163 Q4 3,390	18,592	16,214	▲	Junior usage fell below target for the year, with a 12% decrease compared to the previous year. Some sessions operated as booked activities this year, limiting the number of spaces available.	18,407
Total visits to the museum in person (170b) (Monthly)	Q1 12,268 Q2 15,872 Q3 10,693 Q4 7,641	40,627	46,474	★	Visits to the Museum performed significantly ahead of target for the year. Performance reflected a 14% increase on the previous year.	40,226
Total school visits to the museum (170c) (Monthly)	Q1 2,059 Q2 849 Q3 2,892 Q4 2,272	7,565	8,072	★	School visits performed ahead of target for the year.	7,400
Customer Satisfaction (Service) (Annual)					Customer satisfaction survey to be reported in quarter one, 2018/19.	

Participation Trends –



Key Priorities 2019/20

As part of the annual planning process the service have developed delivery plans identifying the services key objectives and priorities, a summary of the key priorities is provided below.

Key Priorities	Lead Officer	Target & Measures
<p>Develop the existing and new audience markets</p> <p>In view of curriculum changes . review and develop the existing schools programme to re-engage audience</p>	All	<p>School visits</p> <p>Overall visits in person</p> <p>Junior visits</p>

<ul style="list-style-type: none"> • continue the dialogue with schools about what programmes they want from the museum <p>Consider the current visitor segmentation reviewing current audience lifelong learning needs</p> <ul style="list-style-type: none"> • develop more ‘blockbuster’ family events (such as Star Wars Day) • reflect the 80th anniversary of the start of World War II • develop the adult only programme with talks, art, craft, meet the author and You Crafty Thing group – overarching Viva Valley • develop the Little Friend programme • build on the existing dementia-friendly and disability opportunities, including BSL and audio description tours • continue the development of the youth engagement provision, including the MOCCAs Young Ambassador programme • deliver an event programme alongside the temporary exhibitions to maximise footfall – 2019 includes Chase Bookfest • programme of changing features around the galleries to facilitate return visits • development of an art-based coal-mining themed play area for all ages 		
<p>Deliver a quality experience for every visitor</p> <p>Review and improve the existing offer –</p> <ul style="list-style-type: none"> • investigate extending the museum building for new café and gallery space • produce a schedule to improve the look of exteriors of all buildings (plan for SIP) – to include possible Men’s Shed <p>Developments for the garage</p> <ul style="list-style-type: none"> • production of facility maintenance schedule with 	<p>All</p>	<p>Overall visits Customer satisfaction</p>

<p>upgrade requirements</p> <ul style="list-style-type: none"> • revisit and act upon recommendations from 2018 VAQAS report and access audit . review and report on visitor comments • ensure all staff have received suitable customer care and health and safety training . Negotiating with CCC for use of upper field • development of an Interpretation Plan for the Museum • Review library space 		
<p>Develop an ancillary income Develop the existing streams of ancillary income</p> <ul style="list-style-type: none"> • continued development of the coffee shop with new products • continued development of the gift shop with new products for a local and tourist spend – inclusion of ‘pop-up’ shops at events • develop the use of the museum grounds for theatrical events and festivals • occasional opening on winter weekends . develop room hire service 	<p>All</p>	
<p>Develop new funding opportunities Follow and deliver the fundraising strategy</p> <ul style="list-style-type: none"> • apply for grant aid (where appropriate) to deliver elements of the forward plan . investigate sponsorship for specific projects • investigate initiatives, such as corporate market, hire, short courses etc . develop the market for adult short courses eg textile, pottery and archaeology (as above) . implement the pilot 4H streams to women’s groups, youth 	<p>All</p>	

groups and corporate		
<p>Develop publicity opportunities Review the current marketing strategy and develop potential for more positive coverage of the museum and its service</p> <ul style="list-style-type: none"> • develop the web-site to be attractive and informative to all potential audience . develop social media activity through Facebook, Twitter, Instagram and blog • pursue joint leaflet and promotional opportunities 	All	
<p>Develop partnership opportunities with internal and external stakeholders Work in collaboration with other organisations to maximise numbers and reduce spend.</p> <p>Development of partnership hub (from Resilience funding) for creation of a new 'destination' including</p> <ul style="list-style-type: none"> • Hednesford Park • Cannock Chase • Tolkien initiative • Staffordshire Museums Network • Cannock Chase Council <p>Continued resilient development of the 6 visitor centres to generate joint initiatives and marketing</p> <p>Development of health and well-being partnerships and products including</p> <ul style="list-style-type: none"> . Cannock Chase and South Staffs Dementia network . Age friendly organisations . CASS and carers groups . Midlands deaf associations . Blind and partially sighted groups . Wellness week - September 	All	

<ul style="list-style-type: none"> . Stress relief/ mindfulness/ relaxation . Autism. 		
<p>Delivery and maintenance of museum collections care</p> <ul style="list-style-type: none"> • Continue inputting information into Ad Lib . Rolling programme of storage and conservation improvement • Train volunteers to assist the collections officer with digitalisation 	Yvonne Cooper	Visitor numbers Use of collection Number of volunteers / volunteer hours
<p>Increase volunteer opportunities</p> <p>Review and improve the volunteer recruitment procedure and paperwork to increase numbers to assist with the development of service delivery.</p>	Alisa Bellingham /Nicola Bannister	Increased visitor numbers Number of volunteers / volunteer hours
<p>Awards</p> <ul style="list-style-type: none"> • Museum Accreditation return • VAQAS • Sandford Award 	All	Accreditation secured
<p>Exhibitions 2019</p> <ul style="list-style-type: none"> • John and Eleanor Cathcart • Kate Findley • Childhood • Matt Sayers • Wild About Staffordshire 	AB	Visitor numbers
<p>Events 2019</p> <ul style="list-style-type: none"> • Horrible Histories Workshop • Horrible Histories Drop-In • Emerge Cannock Chase • V E Day • Sensory Experiences – Dementia Awareness Week • Enchanted Forest workshop • Comic Con Drop-in • Sew Crafty Festival • Archaeology for All • 30th Birthday Summer Family Day • World War 2 • Stitched Postcards • Chase Bookfest • Winter Wonderland • Christmas Family Day 	All	Overall visits Junior visits

<p>Projects 2019</p> <ul style="list-style-type: none"> • Cannock Chase Cultural Hub events • Dementia Friendly Workshops • Viva Valley – Social Inclusion Project • Developing Men’s Shed 	<p>Mal Dewhurst / SD / AB</p>	<p>Increased visits</p>
<p>Training Needs 2019</p> <p>Formal</p> <ul style="list-style-type: none"> • Asbestos Awareness (5 staff) • Accident reporting (1 staff) • Age Friendly (22 staff) • Autism Awareness (10 staff) • Bomb Threats (16 staff) • Deaf awareness (10 staff) • Dementia Friendly (4 staff) • Fire Safety (2 staff) • First Aid Refresher (3 staff) • IOSH Managing Safely (2) • IOSH Working Safely (5 staff) • Managing Difficult Situations (10 staff) • Ladder Training (8 staff) • Legionella Training (5 staff) • Lone Working (14 staff) • Manual Handling (6 staff) • Permit to Work (1 staff) • Safeguarding Refresher (16 staff) • Visually Impaired (5 staff) <p>Informal</p> <ul style="list-style-type: none"> • Educators and front of house on the job training 	<p>SD</p>	

4.0 Corporate

4 members of staff were enrolled on learning programmes during the year.
Promotion is ongoing to offer and develop apprenticeship opportunities.

Performance Indicator Name & Frequency	2018/19 Performance			Comments	Annual Target
	Target	Actual	Status		
Promote concessionary membership scheme to areas of inactivity / deprivation	1% increase	4,555 (10% increase)	★		1% increase
Complaints Ratio: No complaints per 1,000 visits (Monthly)	<0.5	0.06	★		<0.5
% of Customer Complaints responded to in timescales (Monthly)	95.0	100%	★	All complaints were responded to within agreed timescales. 68 complaints were received during the year.	95.0
No compliments per 1,000 visits	-	0.18	-		Data Only
Accidents Ratio: No accidents per 1,000 visits (Monthly)	<1.0	0.06	★	72 accidents in the year.	<1.0
Number of volunteers	-	77	-		Data Only
Number of volunteer hours delivered	-	5448.75	-		Data Only

4.1 Investment Schedule

The major project at Chase Leisure Centre to convert the indoor bowling green into a cycle studio, functional studio and multipurpose room, alongside the refurbishment of the existing studio and gym was successfully delivered on budget and within the allocated programme. The gym was completed and relaunched in mid-January whilst the new studios were launched on a member open day on 30th March. The project was delivered through a Development Management agreement and Fitness Facility Management agreement (FFMA) with Alliance Leisure with CCDC acting as guarantor for the FFMA.

Investment at Rugeley Leisure Centre is now planned and committed for 2019/20. The extent of the investment is under review however as a minimum and to meet the contractual requirement the gym equipment will be replaced. An assessment considering the conversion of the outdoor changing rooms into a studio aimed at enhancing the group exercise offer is underway with the aim of concluding the business planning and reaching a key decision so that the investment irrespective of its scale can be delivered in readiness for a January 2020 launch.

With regards to planned maintenance the works outlined below have been completed within 2017/18. In addition a comprehensive programme of pre-planned maintenance covering the servicing and statutory inspections has been delivered for each site :-

Prince of Wales Theatre

- Auditorium heating repairs
- Passenger lift safety edges replacement
- External door replacement

Museum of Cannock Chase

- Lamp room (outbuilding) toilet refurbishment /damp / decoration
- Roadway repairs and various potholes (50% contribution? and various repairs at the front of the building
- Emergency lighting repairs

Chase LC

- Numerous HSE L8 Legionella remedial repairs and pipework
- Emergency lighting repairs
- Window Replacement
- Pool plant drives replacement
- Decoration – various areas
- Replacement pool plant pressure vessel
- Air conditioning repairs

Rugeley LC

- Roof and gutter repairs
- Building Maintenance System repairs
- Lighting replacement
- Boiler repairs

4.2 Safeguarding

For the financial year 2018/19, there were 3 safeguarding incidents involving children and 1 involving a vulnerable adult.

4.3 Policy Development Plan Actions

Opportunities for healthy and active lifestyles Working with our leisure partners to facilitate initiatives and projects to encourage people to participate in healthy activities To provide a range of culture and leisure facilities that are accessible for everyone (all ages and abilities)	Target 2018/19	2018/19 Actual
Development of new facilities at Chase Leisure Centre	Key Milestones Q1 – Design, development, procurement Q2 – Contract award and mobilisation Q3 – Phase one construction programme - studio refurbishment, formation of temporary gym and gym refurbishment Q4 – Phase two construction programme – completion of gym refurbishment and equipment installation, conversion of bowling green area into indoor cycling, functional and multipurpose spaces	The programme of development works at Chase Leisure Centre was completed on 30th March with the launch of the cycling and functional studios within the former bowling green area. This follows on from the refurbishment of the gym that was completed on 11th January and the existing studio on 26 th November 2018
Deliver inclusive cycling scheme at the Stadium	Key Milestones Q2 – Set up infrastructure and container on site Q3 – Commence cycling programmes	10 members of staff undertook Inclusive Cycling training in February. This will enable a variety of sessions to be delivered, commencing in summer 2019.

Ahead of 2018/19 the Priority Development Plan actions were reviewed by Cannock Chase Council and new priority areas identified. The first of these was successfully delivered and met the key milestones, with the new facilities at Chase Leisure Centre launched in March 2019. Develop of the Inclusive Cycling offer will continue into 2019/20.

4.4 Staffing and Resources

A total of 146 employees transferred from Cannock Chase Council to WLCT on the 1 April 2012 - the year end total (2018/19) shows a total of 147 salaried employees are currently employed.

The year to date total staff absence is 3.92%, below the 4.5% corporate target and representing an improvement on the previous year's performance.

4.5 Complaints: April 2018 – March 2019, Summary

SECTION:	Complaint Category					Summary		
	Customer Care Issues	Service Issues	Delay in Service Delivery	Resource Issues	Out of Trust Control	TOTAL	No. responded to within time scale	% Responded to within time scale
Chase Leisure Centre	2	21 (10)			1	24 (10)		
Rugeley Leisure Centre	6	31 (12)				37 (12)		
5s Pavilion	1					1		
Cannock Park Golf Course	1					1		
Museum of Cannock Chase		2 (1)				2 (1)		
Prince of Wales Theatre		1			2	3		
Community Wellbeing: Sports								
Community Wellbeing: Arts								
TOTAL	10	55 (23)			3	68 (23)	68	100%

Definitions of the complaint categories are detailed below:

Category 1 - Customer Care Issues - This category relates directly to the attitude or behaviour of staff and other visitors/users.

Category 2 - Services - This type of complaint can be defined as any issues relating to the day to day operation of services. It also includes proposed service improvements that are being reviewed or in the process of being implemented.

Category 3 - Delay in Delivering Service - This complaint can be defined as a service failing to meet a specific day, time, date for the completion of a service/task as promised.

Category 4 - Resource Issues - This category relates to the funding of specific issues raised by the complaint. Acknowledgement that a service improvement maybe achieved but financial restrictions dictate that the section cannot afford to implement.

Category 5 - Out of our Control - This category can be used for complaints that do not relate to or are beyond the control of the Trust.

4.6 Health and Safety

Quarter 1	Chase Leisure Centre			Rugeley Leisure Centre			5s Pavilion			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun	Apr	May	Jun
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	8	1	4	0	0	0	0	1	0	1	3	0	1	0	0	0	0	0	0	0	0
Incidents	5	0	4	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	13	1	8	3	4	0	0	1	0	1	3	0	1	0	0	0	0	0	0	0	0
Grand Totals	22			7			1			4			1			0			0		

Quarter 2	Chase Leisure Centre			Rugeley Leisure Centre			5s Pavilion			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	2	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Incidents	1	3	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	3	4	4	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Totals	11			4			0			0			0			0			1		

Quarter 3	Chase Leisure Centre			Rugeley Leisure Centre			5s Pavilion			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	9	4	6	0	0	0	0	0	0	2	0	1	0	0	1	0	0	0	0	0	0
Incidents	0	0	0	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Total	9	4	6	1	2	1	0	0	0	2	0	1	0	0	1	0	0	0	0	1	0
Grand Totals	19			4			0			3			1			0			1		

Quarter 4	Chase Leisure Centre			Rugeley Leisure Centre			5s Pavilion			Museum of Cannock Chase			Prince of Wales Theatre			Cannock Park Golf Course			Wellbeing teams		
	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar	Jan	Feb	Mar
RIDDOR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accidents	7	0	8	2	0	4	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0
Incidents	1	2	1	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	8	2	9	6	2	6	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0
Grand Totals	19			14			0			1			1			0			0		

During 2018/19 there have been 0 'RIDDOR' reportable accidents. A total of 72 accidents and 42 incidents have occurred during the period, a breakdown of accidents/incidents across the facilities and services is provided above.

Full health and safety audits have now been completed across all sites. Details of the site audits and prioritised remedial actions have been developed with sites and shared with WLCT's Executive Group and key officers. A copy of the audits has been provided to CCDC.

5.0 Summary and Conclusion

Inspiring healthy lifestyles has a clear vision to inspire people to choose healthier, more active and creative lifestyles. We aim to achieve this through the provision of a wide range of leisure and cultural opportunities - maximising the impact that can be made to the most disadvantaged individuals, families and hard to reach groups across the District.

The partnership established between Inspiring healthy lifestyles and CCDC continues to go from strength to strength. Participation rates at all bar one of the sites exceeded target and represented an upturn – in some cases significant – from the previous year's performance. In particular it should be noted that health and fitness visits to the two leisure centres arrested the trend of recent times and performed strongly during the year. The breadth and diversity of offers available across the services contributed strongly to this continued positive performance, with the Theatre exploring a range of new productions during the year and seeing participation figures continue their upward trajectory. The Wellbeing team underwent a restructure and refocus during the year which has seen the continued positive direction in engaging with hard to reach groups and with the securing of Big Lottery Funding for the Chase Up project. Strong work between Wellbeing and sports and leisure saw 5s Pavilion achieve and exceed its capacity utilisation target. A significant highlight in the year across all service areas was the collaboration to deliver a fitting and memorable series of events to mark the centenary of the World War I Armistice. A key priority identified in 2017/18 was to increase uptake of the concessionary membership offer and this has resulted in a positive direction of travel with a 10% increase in uptake.

It is recognised that there are challenges, with school usage at Rugeley Leisure Centre and club usage at Chase Leisure Centre continuing their downward trend, whilst increasing participation at the Golf Course remains a critical priority for the forthcoming year. In addition the year ahead offers new opportunities with the commencement of the Chase Up programme, the continuation of the Inclusive Cycling programme at the Stadium and the acquisition of Rugeley Power Station artefacts by the Museum.

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	Ext 4416
Portfolio Leader	Culture and Sport
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
REVIEW OF LEISURE CONCESSIONS TO SERVING MEMBERS OF THE
ARMED FORCES 2019-2020

1 Purpose of Report

- 1.1 To review the leisure concessions scheme first introduced by Cabinet on 30 June 2012 for serving members of the armed forces who are resident in Cannock Chase District.

2 Recommendations

- 2.1 That Cabinet note the content of the report.
- 2.2 That Cabinet determine to continue with the leisure concessions scheme for serving members of the armed forces who are resident in the district for the financial year 2019-20, in accordance with the proposals set out in this report.

3 Key Issues and Reason for Recommendations

Key Issues

- 3.1 Cabinet on 21 June 2012 resolved that leisure concessions be introduced for serving members of the armed forces who are resident in the District from 30 June 2012 for an initial one year period. (Minute 8)
- 3.2 Following subsequent annual reviews by Inspiring healthy lifestyles ('the Trust') of operation of the scheme, the scheme has continued each year.
- 3.3 Having assessed the impact of the operation of the scheme during 2018-19, the Trust have agreed to continue with the scheme for the financial year 2019-20, subject to an annual review and subject to there not being a negative financial impact upon the contract in the future.

- 3.4 Inspiring healthy lifestyles will continue to monitor and assess the scheme to determine the costs and benefits associated with making such a concession.

Reason for Recommendations

- 3.5 Cabinet are recommended to continue with this offer for 2019-20 in recognition of the commitment made by armed forces men and women to this country in their service throughout the world.

4 Relationship to Corporate Priorities

- 4.1 The Council seeks to increase access to physically active and healthy lifestyles as a way of contributing to improving health and wellbeing of all those who participate. Any concessions or discounts that encourage access and use of leisure and culture facilities will assist in contributing to increasing participation in physical activity.
- 4.2 Cabinet on 20th December 2012 resolved and delegated authority to the Chief Executive to sign the Armed Forces Community Covenant (Minute 103A) and that the Council's actions in respect of the Armed Forces Community Covenant, and associated matters be reflected in the Council's Priority Delivery Plans.

5 Report Detail

Background

- 5.1 Following a request from the Culture and Sport Policy Development Committee on 17 April 2012, Cabinet on 21 June 2012 resolved that leisure concessions be introduced for serving members of the armed forces who are resident in the District from 30 June 2012 for an initial one year period. Cabinet also resolved to meet the one off cost associated with the production of the lifestyle cards during this period. (Minute 8)
- 5.2 From 1st April 2012 the Council's culture and leisure services are operated by Inspiring healthy lifestyles (previously Wigan Leisure & Culture Trust prior to 2015/16 rebranding) and under the contract arrangements although the cost of the current concessions scheme is contained within the management fee, the free concessions determined by Cabinet for armed forces personnel is not.
- 5.3 The Trust agreed to provide the free concessions for an initial one year period at nil cost, after which they reserved the right to introduce a contract cost increase to the Council for the second and subsequent years, depending upon the impact upon the contract.
- 5.4 Following subsequent annual reviews by the Trust of operation of the scheme, the scheme has continued each year.
- 5.5 Cabinet on 14th June 2018 resolved to continue with the scheme for a further 12 months (Minute 11B).

Concession Scheme for Armed Forces Personnel

- 5.6 The scheme only relates to people who are serving in the Armed Forces, including active TA reservists and who are resident in the Cannock Chase District.
- 5.7 The free membership to Chase and Rugeley Leisure Centres only includes the following activities:
- Use of Fitness Suites
 - Use of Swimming Pools
 - Participation in various group activities and fitness classes (e.g. aerobics)

The free concession does not cover activities including sports hall bookings (badminton etc) and meeting room bookings.

- 5.8 Applicants are required to:
- Apply for a Lifestyle Membership and Card (variable annual fees apply per card to be covered by the Council within existing budgets);
 - Provide proof of residency within the district (e.g. Council Tax or Utility bill);
 - Provide proof that applicant is a serving member of the armed forces (e.g. Armed Forces Identification card or Certificate);
 - Renew Membership and provide supporting proof annually.
- 5.9 The concession is not available to veterans or wives and husbands or children of Armed Forces personnel.

Outcome of the scheme from 30th June 2018

- 5.10 Inspiring healthy lifestyles have continued to monitor the take up of the free concessions scheme and assess and evaluate the impact upon the contract. The findings are outlined below:-
- There are currently 145 Armed Forces Members
 - 83 Armed Forces Members are registered at Chase Leisure Centre and 62 at Rugeley Leisure Centre
 - 36 held some form of membership prior to the introduction of the free concession scheme
 - 25 Family relatives have taken up membership as a result of the offer of which 10 are corporate members, 1 Well at Work, and 8 adult memberships and 6 concessionary memberships.
 - Overall the number of Armed Forces Members has decreased by 10 during 2018-19

- 5.11 The direct cost and income arising from the introduction of this scheme is as follows. 109 of the 145 existing members who took up the Armed Forces offer didn't previously hold a gym membership:

Cost	£
11 x Concessionary Members x £192	£2112.00
6 x Corporate Membership x £312	£1872.00
7 x Fitcrew x £192	£1344.00
10 x Adult gym members x £384	£3840.00
2 x Well at Work members x £180	£360.00
Total Cost	£9,528.00
Income	£
6 x Concessionary Members x £192	£1152.00
8 Adult gym Members x £384	£3072.00
10 x Corporate membership x £312	£3120.00
1 x Well at Work member x £180.00	£180.00
Total Income	£7,524.00
Net Deficit	£2004.00

- 5.12 This reflects the position of the initial two years of the offer and reverses the trend observed with the surplus generation in 2015/16. It further doesn't take into account other costs arising from operating this offer such as, free memberships for 109 new adult gym memberships (£43,055) inclusive of inductions (£11 / induction) for all members, the accelerated wear and tear of equipment, the issue and replacement of membership cards/ Technogym keys and the potential lost income opportunity.
- 5.13 Non-monetary benefits should also be recognised when reviewing the scheme including increased secondary spend, rises in participation levels, the enhanced reputation of the service and a genuine social recognition of the selfless contribution armed forces personnel make.
- 5.14 Following the review of the Armed Forces Concession Scheme Inspiring healthy lifestyles have expressed their support for its continuation and have committed to providing the scheme, free of charge, for a further year (2019-20). The Trust does however wish to continue to review the position on an annual basis.
- 5.15 The Trust have also confirmed that the impact upon the contract is likely to take effect when Memberships numbers reach capacity and the number of armed forces members prevents the Trust from selling other full price or 50% concessionary memberships. This will either result in a loss of income or require capital investment to purchase additional equipment and to possibly provide additional space in order to sustain the free offer.

6 Implications**6.1 Financial**

- 6.1.1 The current concessionary scheme provision is contained within existing management fee paid to Inspiring healthy lifestyles.
- 6.1.2 No budgetary provision exists within the concessions to pay for the additional provision to serving Members of the armed forces.
- 6.1.3 Inspiring healthy lifestyles have again agreed to support the scheme at nil cost to the Council for the financial year 2019-20, after which a review will be undertaken to assess the cost and benefits associated with the offer.
- 6.1.4 Should the Trust determine that a charge for the provision of this concession is applicable in future years then, Cabinet may need to consider this as a policy option as part of the budget process, 2020-21 to 2022-23.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

- 6.7.1 The risk associated with this scheme if withdrawn is potential reputational damage for the Council.

6.8 Equality & Diversity

- 6.8.1 The Leisure Concessions scheme proactively assists in reducing inequalities through actively targeting and engaging with under-represented groups. It does this through positive discrimination and current pricing policies to encourage usage to assist in reducing health inequalities and improve health. Continuation of the granting of free access to the Council's Leisure centres to

serving armed forces personnel has a positive impact and enables the Council to make a small gesture to recognise the commitment made by these individual men and women to this country in their service throughout the world. There are no identified negative impacts.

6.9 Best Value

6.9.1 There are no identified best value implications as result of this report.

7 Appendices to the Report

7.1 None

Previous Consideration

Review of Leisure Concessions to Serving Members of the Armed Forces 2018/19	Cabinet	14 June 2018
Review of Leisure Concessions to Serving Members of the Armed Forces 2017/18	Cabinet	15 June 2017
Review of Leisure Concessions to Serving Members of the Armed Forces 2016/17	Cabinet	16 June 2016
Review of Leisure Concessions to Serving Members of the Armed Forces 2015/16	Cabinet	25 June 2015
Review of Leisure Concessions to Serving Members of the Armed Forces 2014/15	Cabinet	17 July 2014
Review of Leisure Concessions to Serving Members of the Armed Forces 2013/14	Cabinet	20 June 2013
Leisure Concessions to Serving Members of the Armed Forces	Cabinet	21 June 2012

Background Papers

None

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Mike Edmonds
Telephone No:	01543 464416
Portfolio Leader:	Culture and Sport Portfolio Leader
Key Decision:	Yes
Report Track:	Cabinet: 13/06/19

CABINET
13 JUNE 2019
INDOOR AND BUILT SPORTS FACILITIES STRATEGY AND PLAYING PITCH STRATEGY 2019 - 2036

1 Purpose of Report

- 1.1 To present to Cabinet for adoption the Council's Indoor and Built Sports Facilities Strategy and Playing Pitch Strategy 2019 – 2036.

2 Recommendation(s)

2.1 That Cabinet:

- (i) approve the adoption of Cannock Chase Council's Indoor and Built Sports Facilities Strategy and Action Plan 2019-2036;
- (ii) approve the adoption of Cannock Chase Council's Playing Pitch Strategy and Action Plan 2019 -2036;
- (iii) authorise the Head of Environment and Healthy Lifestyles in consultation with the Culture and Sport Portfolio Leader to review, amend and prioritise actions in the these documents in line with the expectations of the Council, Sport England and NGBs, available funding and project sustainability and delivery
- (iv) note that any capital investment required to deliver any actions in these documents will be subject to further Cabinet approval.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Council's previous Indoor and Built Sports Facilities Strategy and Playing Pitch Strategy were compiled in 2009. As documents for informing the current

demand for sports facilities and outdoor community sports facilities in Cannock Chase, these are now out of date.

- 3.2 These Strategies do not comply with current Sport England methodology and guidance and therefore do not enable the Council to be eligible to apply for national funding regimes to improve or increase its current sports provision in the District.
- 3.3 The Council is currently undertaking a full review of the Local Plan and it is key that this plan is based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area.
- 3.4 The closure of Rugeley Powers Station resulting in the loss of a number of sporting pitches and facilities and the wider context around the housing market also necessitated the need for the Council to review these documents.

Reasons for Recommendations

- 3.5 Having up to date strategies will contribute to the Council's Local Plan Review, provide the evidence required to help protect existing facilities (indoor and outdoor), inform funding submissions to improve sporting provision to meet identified community need and ensure appropriate provision is secured from developers towards new and improved facilities to address the impact of new development schemes.
- 3.6 Details within the Assessment Reports and Action Plans can quickly change due to variety of factors such as sports clubs moving or ceasing or improvements to sites and facilities being made. As a guide, if no review and subsequent update has been carried out within 3 years of the documents being signed off by the Steering Group, then Sport England and the NGBs would consider these documents and the information on which they are based to be out of date.
- 3.7 It is therefore important that there is a regular annual monitoring and review of these strategies, priorities and actions in accordance with the expectations of the Council, Sport England and NGBs, available funding and project sustainability and delivery. Consequently, they should be treated as "live" documents and subject to change. By keeping them up to date, their useful timeframe can be extended to five years.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
 - (i) the production of an evidence base for indoor and outdoor sports facilities is an approved priority in the Priority Delivery Plan for Improving Community Wellbeing (Health, Culture and Sport).
 - (ii) promoting and providing opportunities for active and healthy lifestyles is a key strategic priority in the Council's Corporate Plan 2018 – 2023.

5 Report Detail**Background**

- 5.1 In November 2017 the Council appointed consultants Knight, Kavanagh & Page Ltd (KKP) to undertake a full assessment of the District's indoor and outdoor built sports facilities and playing pitch provision and to develop associated Strategies and Action Plans to meet the current and future demand for community sport in Cannock Chase.
- 5.2 During 2017-18 and 2018-19 the Consultants engaged with Sport England, a range of sports National Governing Bodies, local community sports clubs, providers and other stakeholders regarding the status of current outdoor and indoor sports facilities and what will be required to meet future needs. This involved collecting information about existing facilities across the district in terms of the specific sports facilities they offer, their usage and their condition. This has been a time consuming process.
- 5.3 There are two parts to each strategy – an Assessment Report and an Action Plan.
- 5.4 The Assessment Reports set out up-to-date supply and demand information. They also consider the demands arising from the planned level of housing development and population growth in the Council's Local Plan Strategy to 2036.
- 5.5 The Action Plans respond to the issues arising from the Assessment Reports. This includes promoting quantitative and/or qualitative improvements in provision where local facilities are not adequately meeting local needs.
- 5.6 As well as guiding planning decision-making, the strategies will help to inform investment decisions by the wide range of bodies that seek to provide high quality sports facilities across the district. This will include providing evidence to support funding bids.
- 5.7 The Strategies have been prepared in line with Sport England best practice and guidance and developed through a joint steering group of Council officers from planning and parks and open spaces, Sport England and representatives of the National Governing Bodies for Sport (NGB's).

Scope

- 5.8 The following type of indoor and outdoor sports facilities are included in the Assessment Reports and Strategies:

Table 1

Outdoor Facilities	Associated Sports
Grass Pitches	Football, Rugby Union, Cricket, Hockey
Artificial Grass Pitches (AGPs)	As grass pitches above
Athletics Tracks	Athletics
Golf Courses	Golf
Bowling Greens	Bowls
Tennis Courts	Tennis

Table 2

Indoor and Built Sports Facilities	Associated Sports
Sports Halls	Gymnastics, Badminton, Basketball, Handball, Netball, Football
Swimming Pools	Swimming
Health and Fitness Suites	Health and Fitness, Dance Studios
Indoor Bowls	Bowls
Indoor Squash	Squash
Athletics	Athletics
Village Halls/Community Centres	Variety of Physical Activities

Playing Pitch Strategy

Summary

- 5.9 The Assessment Report at Appendix 1 identifies that the existing position for all the specified sports in Table 1 above is either that demand is broadly being met or that there is a shortfall (albeit this is small in the case of football). In terms of the future position, current shortfalls are shown as exacerbating or new shortfalls emerging in respect of some sports in some areas. A current shortfall exists of one full size floodlit AGP (3G) in the North East area (Rugeley).
- 5.10 As such, there is a need to protect all existing outdoor sports provision or to deliver an equivalent or better quantity and quality of provision to offset any loss of provision prior to the loss taking place.

Strategic Recommendations

- 5.11 The following strategic recommendations at Appendix 2 have been developed from the key issues cutting across all playing pitch sports and are not specific to one sport:

1. To protect the existing supply of pitch facilities where it is needed for meeting current or future demand.

- a. Protect playing field sites through local planning policy
- b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.
- c. Maximise community use of education facilities where there is need to do so.

2. To enhance playing fields, pitches and ancillary facilities through improving quality and management of sites.

- d. Improve quality
- e. Adopt a tiered approach (Hierarchy of provision) for the management and improvement of sites.
- f. Work in partnership with stakeholders to secure funding.

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

- g. Rectify quantitative shortfalls in the current pitch stock.
- h. Identify opportunities to add to the overall stock to accommodate both current and future demand.

Indoor Built Facilities Strategy

Summary

- 5.12 The Assessment Report at Appendix 3 identifies that currently there is a good supply of health and fitness stations in the district and adequate sports hall provision (subject to schools spare capacity), squash and water space. In terms of the future position it is not clear as to whether an ageing population will lead to more or less demand on certain facilities such as sports halls and water space or lead to a more varied offer of provision. In conclusion, however, the Council still needs to “Protect”, “Enhance” and “Provide” sport and leisure facilities for the residents of Cannock Chase and to enable it to meet its wider objectives.

Strategic Recommendations

- 5.13 The following strategic recommendations at Appendix 4 build upon the conclusions identified in the Assessment Report as follows:

1. Protect the current stock of facilities in order to meet the sport and physical activity needs of local residents, by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.

2. **Enhance the district-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical, activity outcomes, based in identified strategic need.**
3. **Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Cannock Chase.**

Monitoring and Updating

- 5.14 Details within the Assessment Reports and Action Plans can quickly change due to variety of factors such as sports clubs moving or ceasing or improvements to sites and facilities being made. As a guide, if no review and subsequent update has been carried out within 3 years of the documents being signed off by the Steering Group, then Sport England and the NGBs would consider these documents and the information on which they are based to be out of date. It is therefore important that there is a regular annual monitoring and review of these strategies, priorities and actions and they are treated as “live” documents. By keeping them up to date, the timeframe can be extended to five years.

6 Implications

6.1 Financial

- 6.1.1 There are no direct financial implications arising from this report.
- 6.1.2 Any specific implications arising from the Strategies and Action Plans will be subject to further Cabinet approval.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

6.7.1 Having a robust evidence base for indoor and outdoor sports facilities should reduce the risk of inappropriate development and permit the authority to submit bids for appropriate funding. Building in annual reviews of the Strategies will also ensure the findings are up-to-date.

6.8 Equality & Diversity

6.8.1 Any actions or projects that arise out of the approval of these strategies will seek further approval at Cabinet, at which time Equality Impact Assessments will be completed accordingly.

6.9 Best Value

None.

7 Appendices to the Report

- Appendix 1: Cannock Chase Playing Pitch Strategy Assessment Report
- Appendix 2: Cannock Chase Playing Pitch Strategy and Action Plan 2019 - 2036
- Appendix 3: Cannock Chase Indoor and Built Sports Facilities Needs Assessment
- Appendix 4: Cannock Chase Indoor and Built Sports Facilities Strategy and Action Plan 2019 - 2036

Previous Consideration

None

Background Papers

None



CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

AUGUST 2018

QUALITY, INTEGRITY, PROFESSIONALISM

Knight, Kavanagh & Page Ltd

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**CANNOCK CHASE DISTRICT COUNCIL
PLAYING PITCH ASSESSMENT**

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**CANNOCK CHASE DISTRICT COUNCIL
PLAYING PITCH ASSESSMENT**

ABBREVIATIONS

3G	Third Generation (artificial turf)
AGP	Artificial Grass Pitch
BC	Bowls Club
CC	Cricket Club
CCDC	Cannock Chase District Council
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FIFA	Fédération Internationale de Football Association
FIT	Fields in Trust
FPM	Facilities Planning Model
GIS	Geographical Information Systems
HC	Hockey Club
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
LDF	Local Development Framework
LMS	Last Man Stands
NGB	National Governing Body
NPPF	National Planning Policy Framework
OAN	Objectively Assessed Need
ONS	Office for National Statistics
PGA	Professional Golfers Association
PPS	Playing Pitch Strategy
PQS	Performance Quality Standard
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106
SHMA	Strategic Housing Market Assessment
TC	Tennis Club
TGR	Team Generation Rate
U	Under
YFC	Youth Football Club

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

PART 1: INTRODUCTION AND METHODOLOGY

Knight, Kavanagh & Page Ltd (KKP) has been commissioned by Cannock Chase District Council (CCDC) to undertake a playing pitch strategy (incorporating outdoor sports facilities) and an indoor built facilities strategy. It is intended that these strategies will seek to support the Council and its partners in the creation of:

‘an accessible, high quality and sustainable network of sport pitches and other outdoor sports facilities that supports delivery of the Deal for the Future (promoting community self-reliance, increasing the health and wellbeing of residents and communities, providing opportunities for young people and fostering belief in the District) through increased participation by all residents, at all levels of play, from grassroots to elite.’

To achieve this strategic vision, the strategies reflect the following objectives to:

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

This report presents a supply and demand assessment of playing pitch and other outdoor sports facilities in accordance with *Sport England’s Playing Pitch Strategy Guidance: An approach to developing and delivering a playing pitch strategy*. It has been followed to develop a clear picture of the balance between local supply and demand.

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 Local Plan (Part 1) was adopted in 2014 and sets out the strategic framework for development in the District for the period 2006-2028. It contains the Core Strategy and the Rugeley Town Centre Area Action Plan. It was originally intended to supplement Part 1 with a Part 2 (site allocations) plan. However, the Council is now progressing a full review of the Local Plan instead which will allow it to incorporate significant changes which are being made to the planning system at a national level. This study will cover the period up to 2036 as a minimum, in line with the Council’s anticipated Local Plan review period.

This strategy will contribute to the Local Plan review, following advice from Sport England that the current evidence base is considered to be out of date (last updated in 2010).

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

It is key that the Local Plan must be based upon robust and up-to-date evidence to be found 'sound' at examination and be adopted by the Council. 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". A 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.

The main objectives for the PPS are identified as follows:

- ◀ Identify supply/demand issues for sport and recreation provision across the District.
- ◀ Identify priority sports for the area based on national governing body of sport (NGB) targets and local community needs.
- ◀ Enable the accompanying Infrastructure Delivery Plan (IDP) to be kept up to date and responsive to needs including developer contributions/informing CIL Regulation 123 List, where appropriate and in compliance with CIL Regulations.
- ◀ Support external funding bids to assist the delivery of sports and recreation facilities in the District where there is evidence of need and further investment.
- ◀ Contribute to achieving a sound Local Plan.
- ◀ Provide evidence in relation to Rugeley particularly related to the recent closure of the Power Station. This site, which straddles the boundary between Lichfield and Cannock Chase districts is now being promoted for mixed use development and the Council has jointly produced a Supplementary Planning Document for the site with Lichfield District Council.

Local context

Cannock Chase Corporate Plan: 2018-2023

The priorities for the new Corporate Plan are 'Promoting Prosperity' and 'Community Wellbeing'. These interlink and reinforce each other with a view to improving opportunities, wellbeing and quality of life of communities in Cannock Chase.

Promoting prosperity has seven key objectives which include:

- ◀ Creating a positive environment in which businesses in the District can thrive.
- ◀ Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the District.
- ◀ Improving housing choice.
- ◀ Increasing the skills levels of residents and the amount of higher skilled jobs in the District
- ◀ Creating strong and diverse towns centres to attract additional customers and visitors
- ◀ Increasing access to employment opportunities
- ◀ Commencing regeneration of the Rugeley Power Station site

The strategic priorities for improving health and wellbeing are:

- ◀ Opportunities for healthy and active lifestyle
- ◀ Sustaining safe and secure communities
- ◀ Supporting vulnerable people
- ◀ Promoting active and healthy lifestyles

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

This Corporate Plan is about looking ahead and identifying key priorities for the District over the next five year period (2018 - 2023). The new Corporate Plan is backed up by two new investment funds - the District Investment Fund for improving skills, infrastructure and business growth; plus the Housing Investment Fund to support a major expansion of high quality social housing in the District.

The Council, working with relevant public, private and voluntary sectors partners, will develop more detailed strategies and plans which will bring to life the priority commitments in this new Corporate Plan.

Health and Wellbeing in Cannock Chase

Chase Better Health is a partnership approach between Cannock Chase District Council, Staffordshire County Council and Cannock Chase Clinical Commissioning Group which seeks to shape and build Cannock Chase's healthy future, by supporting the improvement of health and wellbeing outcomes for residents of the District. In particular Chase Better Health seeks to strive for communities within Cannock Chase that are prosperous, healthy, independent, safe, thriving and cohesive. Its key priorities are identified below.

Areas for action	<ul style="list-style-type: none"> ◀ Start well ◀ Grow well ◀ Age well ◀ End well
Enable	Commissioning that supports people to keep healthy through their individual actions and through the support of people around them
Re-enable	Commissioned services to ensure the proportion of the population that experience episodes of poorer health or those that are at increased risk of becoming ill are given timely, proportionate and effective support to prevent an escalation of problems and ensure a return to wellbeing and independence
Public health priorities	<ul style="list-style-type: none"> ◀ Wider determinants ◀ Health improvement ◀ Health promotion ◀ Healthcare public health

The Mission for Chase Better Health is to embrace the big opportunity to shape and build Cannock Chase's healthy future by working together to support residents and communities to take control of their health and wellbeing.

The vision for the wider partnership is that Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity.

The goals are to:

- ◀ Reduce health inequalities through targeted intervention.
- ◀ Enable people to live independent lives.
- ◀ Empower people to make healthy life choices.
- ◀ Improve quality of life for vulnerable people.
- ◀ Improve communication and access to information, help and support.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

The future of Cannock Chase; Partnerships Communication Strategy

The Local Strategic Partnership for the District is The Chase Community Partnership. CCDC is committed to developing close and strong working relationships with partners and local communities to deliver high quality services. It has a proven track record of effective partnership working and has a key role to play in the Chase Community Partnership. This comprises 17 organisations across Cannock Chase and Staffordshire, all working together at a local level to deliver improved public services for all.

The Communications Strategy aims to enhance the Partnership's Vision which is that: *"Cannock Chase will be a place where people have improved opportunities to enhance their quality of life and achieve economic prosperity"*.

The three Partnership priorities are - to:

- ◀ Increase economic prosperity - more jobs, better skills, training and education.
- ◀ Improved health - better health status and healthier lifestyles.
- ◀ Community safety - more people feel safer.

The purpose for effective communications will help the people of Cannock Chase District understand the Partnership and the ambitions of the Local Partnership Plan.

A co-ordinated and comprehensive approach to communications will:

- ◀ Raise the profile of the Partnership working together and its associated work.
- ◀ Help to promote the area of Cannock Chase District as a whole.
- ◀ Gain community support for the work of the Partnership and help it meet its community involvement goals.
- ◀ Help to build community confidence/ reassurance and improve public perception.

All Partnership member organisations and individuals have a key role in supporting effective communications and in delivering key messages. It seeks to build on current communication activity that is already in place and aims to maximise on the effective inter-agency approach in driving the Partnership forward.

Rugeley Power Station

Rugeley Power Station closed operations in June 2016. It was the last functioning power station in the West Midlands. Cannock Chase and Lichfield district councils are the joint planning authorities for the land as it straddles both areas.

The sports and social club subsequently closed down and has been vacant from summer 2017 onwards. With regard to sport and leisure provision, the land within the Power Station contained:

- ◀ 1 x adult football pitch
- ◀ 1 x cricket pitch (nine grass wickets)
- ◀ 2 x tennis courts
- ◀ 1 x bowling green
- ◀ An 18 hole golf course

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed-use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space, sport and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 800 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

The loss of this provision would need to be re-provided, in line with both Sport England and National Planning Policy Framework.

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

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

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

Scope

The scope of the PPS will focus geographically on all local provision, including both public and private ownership and control in relating to club, education and industrial ownership, as follows:

- ◀ Cricket pitches
- ◀ Football pitches
- ◀ Artificial Grass Pitches (AGPs)
- ◀ Hockey AGPs
- ◀ Rugby union pitches

Pitch sports will be assessed using the guidance set out in Sport England's Playing Pitch Strategy Guidance: An approach to developing and delivering a playing pitch strategy.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Outdoor sports

- ◀ Tennis
- ◀ Bowls
- ◀ Athletics
- ◀ Golf

Outdoor sports will be assessed using Sport England's Assessing Needs and Opportunities Guidance (2014). Non-pitch outdoor sports require a different methodology to assess demand and supply to that used for pitch sports.

Management arrangements

A small 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, within the cost envelope and to the required quality standard to meet Sport England guidance.

Further to this, 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 NGBs.

Study area

Cannock Chase District covers over seven thousand hectares on the northern fringe of the West Midlands conurbation, extending through the Cannock Chase Area of Outstanding Natural Beauty (AONB) to the River Trent flood plain in the north. Walsall Metropolitan Borough Council and the Staffordshire Districts of Lichfield, Stafford and South Staffordshire border the District.

Since 2011, Cannock Chase has formed part of both the Greater Birmingham and Solihull Local Enterprise Partnership (along with Birmingham, Bromsgrove, East Staffordshire, Lichfield, Redditch, Solihull, Tamworth and Wyre Forest) plus the Stoke-on-Trent and Staffordshire Local Enterprise Partnership.

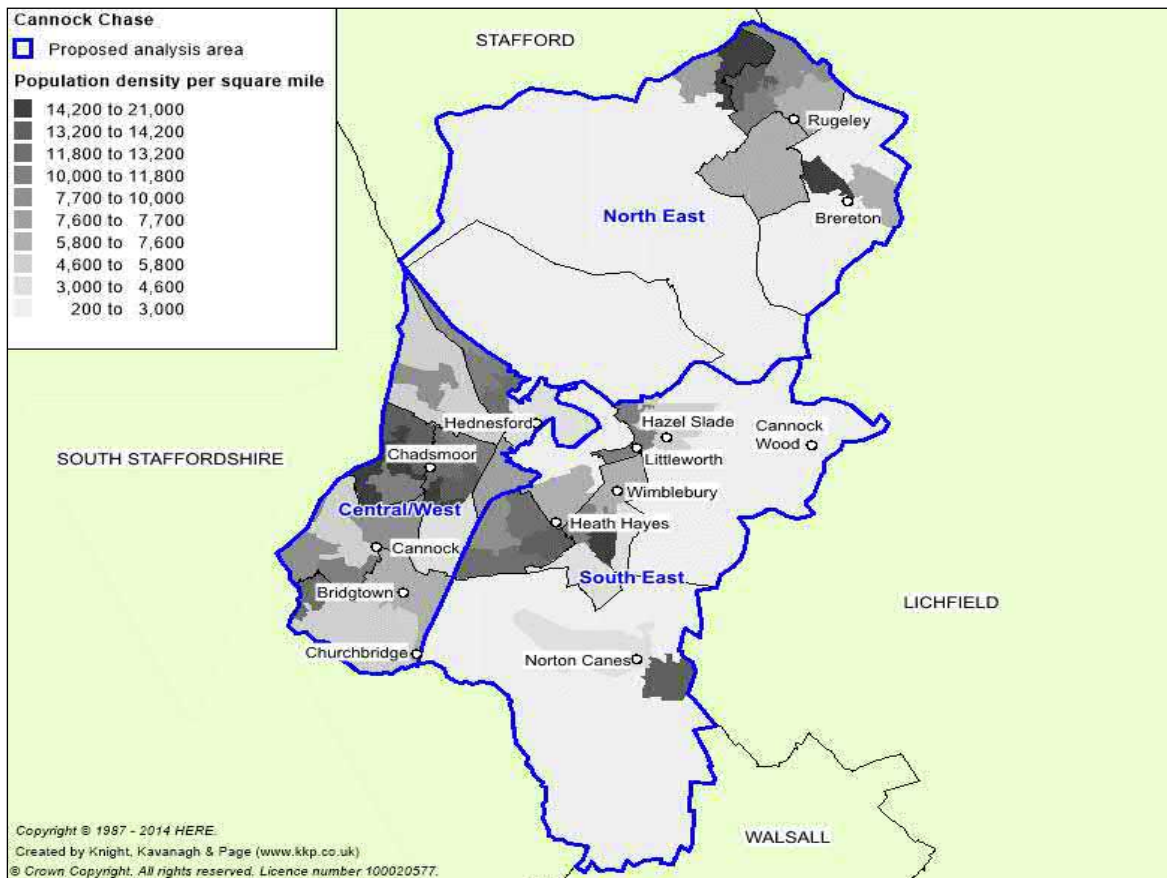
Given that 60% of the District is designated Green Belt, it is a crucial feature of the District's overall character. Cannock Chase is a designated Area of Outstanding Natural Beauty (AONB). As well as being an amenity for local people it also attracts many visitors. The Council provides a range of formal parks (four of which have achieved national (Green Flag) standard plus play areas and open spaces.

The study will report on a Districtwide basis and by three distinct sub-geographical catchment areas, generally reflecting the main urban areas in the North East (Rugeley), Central/West (Cannock and Hednesford) and South East (Norton Canes, Heath Hayes and Rural). However, these will only be applied as relevant to the sport and where demand warrants it, for example, for football due to its size and spread of facilities across the District.

It should be noted that settlements within analysis areas have been grouped in the natural movement of residents to access sporting provision; therefore residents in Norton Canes are considered more likely to travel to access provision in Heath Hayes, than to Cannock or Rugeley; and vice versa.

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Figure 1: Study area and catchment areas



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

A clear picture of supply and demand for outdoor sports facilities in Cannock Chase District needs to be provided to include an accurate assessment of quantity and quality and to direct the delivery of provision at the proposed sports hubs. This is achieved through consultation with key stakeholders to ensure that they inform the subsequent strategy. It informs current demand, adequacy, usage, future demand and strategies for maintenance and investment for outdoor sports facilities in Cannock Chase District.

Gather supply information and views – an audit of outdoor sports facilities

PPS guidance uses the following definitions of a playing pitch and playing field. These definitions are set out by the Government in the 2015 '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 that encompasses at least one playing pitch.

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

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Although the statutory definition of a playing field is the whole of a site with at least one pitch of 0.2ha or more, this PPS takes into account smaller sized pitches that contribute to the supply side, for example, 5v5 mini football pitches. 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 Cannock Chase 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

Where known, all outdoor sports facilities are included irrespective of ownership, management and use. 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. 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 outdoor sports facilities

Accessibility

Not all outdoor sports facilities 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:

- ◀ **Community use** - provision 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** - provision that is 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** - provision which as a matter of policy or practice is not available for hire or used by teams playing in community leagues. This should include professional club sites along with some semi-professional club sites where play is restricted to the first or second team.
- ◀ **Disused** – provision that is not being used at all by any users and is 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 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 96 of the National Planning Policy Framework).

In addition, there should be a good degree of certainty that the provision 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. This refers to pitches in community use and not lapsed/disused sites.

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Quality

The capacity of outdoor sports facilities 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 provision affects the playing experience and people's enjoyment of a sport. In extreme circumstances it can result in provision 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 provision itself which has an effect on its capacity but also the quality, standard and range of ancillary facilities. The quality of both the outdoor sports facility and ancillary facilities will determine whether provision is able to contribute to meeting demand from various groups and for different levels and types of play.

The quality of all outdoor sports facilities 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 facilities and sites, a quality rating is recorded within the audit for each outdoor sports facility. These ratings are used to help estimate the capacity of each facility 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 pitches are used) is important when undertaking a supply and demand assessment. Demand for provision in Cannock Chase tends to fall within the following categories:

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

In addition, unmet and displaced demand for provision is also identified on a sport by sport basis. Unmet demand is defined as the number of additional teams that could be fielded if access to a sufficient number of outdoor sport facilities (and ancillary facilities) was available. Displaced demand refers to teams that are generated from residents of the area but due to any number of factors do not currently play within the area.

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

A variety of consultation methods were used to collate demand information about leagues, clubs, county associations and national/regional governing bodies of sport. Face to face consultation was carried out with key clubs from each sport. This allowed for the collection of detailed demand information and an exploration of key issues to be interrogated and more accurately assessed.

For data analysis purposes an online survey (converted to postal if required) was utilised. This was sent to all clubs not covered by face to face consultation.

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Local sports development officers, county associations and regional governing body officers advised which of the clubs to include in the face to face consultation. 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.

The response rates of such consultation are as follows:

Sport	Total number	Number responding	Response rate	Methods of consultation
Football clubs	49	33	67%	Face to face/online survey/telephone
Football teams	180	143	81%	
Football leagues	4	3	75%	Face to face/telephone
Cricket clubs	3	3	100%	Online survey
Rugby union clubs	2	2	100%	Face to face/telephone
Hockey clubs	2	2	100%	Face to face
Tennis clubs	3	3	100%	Online survey
Athletics clubs	4	2	50%	Online survey
Golf clubs	2	0	0%	Online survey
Secondary schools	7	7	100%	Face to face/telephone
Primary/SEN schools	29	16	55%	Online survey/telephone
Parish/Town Council	8	6	75%	Online survey

Future demand

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

Population growth

The resident population in Cannock Chase is recorded as 98,534 (based on ONS 2016 mid-year estimates). By 2036 (in line with the Local Plan review period), the District's population is projected to increase by 5,558 or 6% to 104,092 (ONS 2014-based projections²).

For the purposes of the Assessment Report it has been agreed to use ONS figures to calculate population growth in Cannock Chase as this is the most accurate reflection of growth which is able to be broken down to the team generation rate age groups.

On this basis, ONS 2014-based projections have been used as the Government advised to revert to using the 2014 figures ONS-based projections when setting housing need as it better reflects the likely population growth than the most up to date figures (ONS 2016 based projections).

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 outdoor sports facilities that may arise from any population change in the study area.

² Data Source: ONS 2014-based projections 2014-2039. Released: 25 May 2016

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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 (unless otherwise stated) and is presented on a sport-by-sport basis within the relevant sections of this report.

Other information sources used to help identify future demand include:

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

Stage C: Assess the supply and demand information and views

In line with Sport England's Playing Pitch Guidance Stage C, an in-depth understanding of outdoor sports provision has been developed using the supply and demand information and by assessing views from stakeholders in light of local and national information. This stage should:

- ◀ Provide a clear understanding of the provision and management of outdoor sports facilities at individual sites.
- ◀ Develop the current and future picture of provision.
- ◀ Identify the key findings and issues

Understand the situation at individual sites

Qualitative ratings are linked to a capacity rating derived from NGB guidance and tailored to suit a local area. The quality and use of each playing pitch is assessed against the recommended capacity to indicate how many match equivalent sessions per week (per season for cricket) can be accommodated. This is compared to the number of matches actually taking place and categorised as follows:

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.	

For non-pitch sports, capacity is generally not determined by the amount of activity per week (or per season) but rather by membership.

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 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,

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removing sites with unsecured community use to demonstrate the impact this would have if these sites were to be decommissioned in the future. Scenario testing occurs in the strategy report and therefore does not form part of the assessment report.

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 outdoor sports provision in Cannock Chase District. 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 included outdoor sports facilities in Cannock Chase District. 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

The organisation primarily responsible for the development of football in Cannock Chase is Staffordshire FA, although some clubs in the District do affiliate to Birmingham FA. Both CFAs are responsible for the administration, in terms of discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, volunteers, 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.

Consultation

In addition to face to face consultation with key clubs, an electronic survey was sent to all football clubs playing in Cannock Chase. Consultation (either through a survey or face to face interview) represents a 67% club response rate and 81% team response rate. The results are used to inform key issues within this section of the report. The following clubs were consulted with face to face:

- | | |
|---------------------------------|-------------------------------|
| ◀ Brereton Lions FC | ◀ Heath Hayes Juniors FC |
| ◀ Brereton Social FC | ◀ Hednesford Town FC |
| ◀ Brereton Social Youth FC | ◀ Hednesford Town Girls FC |
| ◀ Cannock Town Juniors | ◀ Hednesford Town Newlands FC |
| ◀ Creswell Wanderers FC | ◀ Hednesford Town YDS |
| ◀ Creswell Wanderers (Adult) FC | ◀ Lea Hall Girls FC |
| ◀ Heath Hayes FC | ◀ Lea Hall Youth FC |

Local football leagues were also consulted with to gauge local football participation trends, as well as providing overviews of pitch/site quality. The following football leagues were also consulted with:

- ◀ Cannock Chase Sunday League
- ◀ Lichfield & District Recreational League
- ◀ Mid Staffs Junior League

2.2: Supply

The audit identifies a total of 72 grass football pitches across 40 sites in Cannock Chase, with 62 pitches across 33 sites identified as being available for community use on some level, whilst ten pitches at seven sites are unavailable for community use. Eighteen of the sites are considered single pitch sites³. The seven sites that are unavailable for community use are all education sites.

³ There is no additional grass pitch provision on site of either football or alternative sports.

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Table 2.1: Summary of grass pitches availability for community use

Availability for community use	Pitch type					Total
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	
Yes	25	9	12	13	3	62
No	-	-	1	8	1	10
Total	25	9	13	21	4	72

Most available pitches in Cannock Chase (40%) are adult sized which is, in part, due to youth 11v11 teams playing on adult pitches. This is not ideal for youth players at U13-U16 and is not in line with the FA Youth Review. Just nine available pitches are youth 11v11 sized representing 15% of the supply considered available for community use in Cannock Chase which is low in relation to the proportion of youth teams (31 teams – 22% of all teams) which should be playing matches on this sized pitch.

Table 2.2: Summary of grass pitches by analysis area (community use)

Availability for community use	Pitch type					Total
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	
Central/West	9	4	6	3	-	22
North East	8	4	3	5	-	20
South East	8	1	3	5	3	20
Total	25	9	12	13	3	62

Adult pitches are evenly distributed throughout Cannock Chase District with each analysis area having at least eight pitches available for community use. Conversely, the South East Analysis Area is the only area to have mini 5v5 pitches available for community use. Overall, however, the supply of grass football provision is even, with the Central/West Analysis Area having two more pitches available for community use (22 pitches) than the North East and South East analysis areas (20 pitches each).

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. Please refer to the table below for more detail on football pitch sizes:

Table 2.3: 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

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Future supply

It is reported that The Hart School (Lower School) site is due to close, which would result in the loss of three youth pitches (two youth 11v11 and one youth 9v9). These pitches are currently used by Lea Hall Youth FC and Lakeside FC. Should the site close and the pitches become unavailable, then current users of the site would be required to relocate to alternate local venues. This concern was reported by Lea Hall Youth FC, with the Club having three teams based at the site. It should be noted that discussions are ongoing regarding this matter.

Heath Hayes FC report aspirations to sell its current home ground; with a view to then use those funds to establish a full size 3G pitch on Heath Hayes Park, whilst also securing a long term lease agreement with the Council, which owns the site; for said pitch and multiple grass pitches that the Club would also maintain. It is understood that the current landowners of Heath Hayes FC would gift the funds to the Club to allow developments at Heath Hayes Park to take place.

Hednesford Town FC is exploring the possibility of installing a 3G pitch at Keys Park, in place of the current adult pitch contained within the stadium. The Club report that this is in early stages of discussion and comes as a consequence of Hednesford Town Newlands FC and Hednesford Town Girls FC having growing demand, which is difficult to accommodate within the local area. The Club reports that Birmingham FA, to whom the Club affiliates, has told it to provide greater proof of need and that match funding would be required.

Since 2016, flood defence system development at Hagley Playing Fields has meant the temporary loss of a two adult football pitches. The site is owned by Staffordshire County Council and previously had both rugby union and football pitches marked out. Reports are that the site should return to operation in time for the 2019/20 season, resulting the re-supply of two adult pitches.

As part of previous planning permission granted for the establishment of a full size 3G pitch at 5's Pavilion and Sports Ground, a youth sized grass pitch was also to be created on the site. Despite the establishment of the 3G pitch, the grass pitch has never been created, with insufficient space available on site for either a youth 9v9 or a youth 11v11 pitches. The area is also insufficient to accommodate a mini 7v7 pitch, but a mini 5v5 pitch could adequately fit on site.

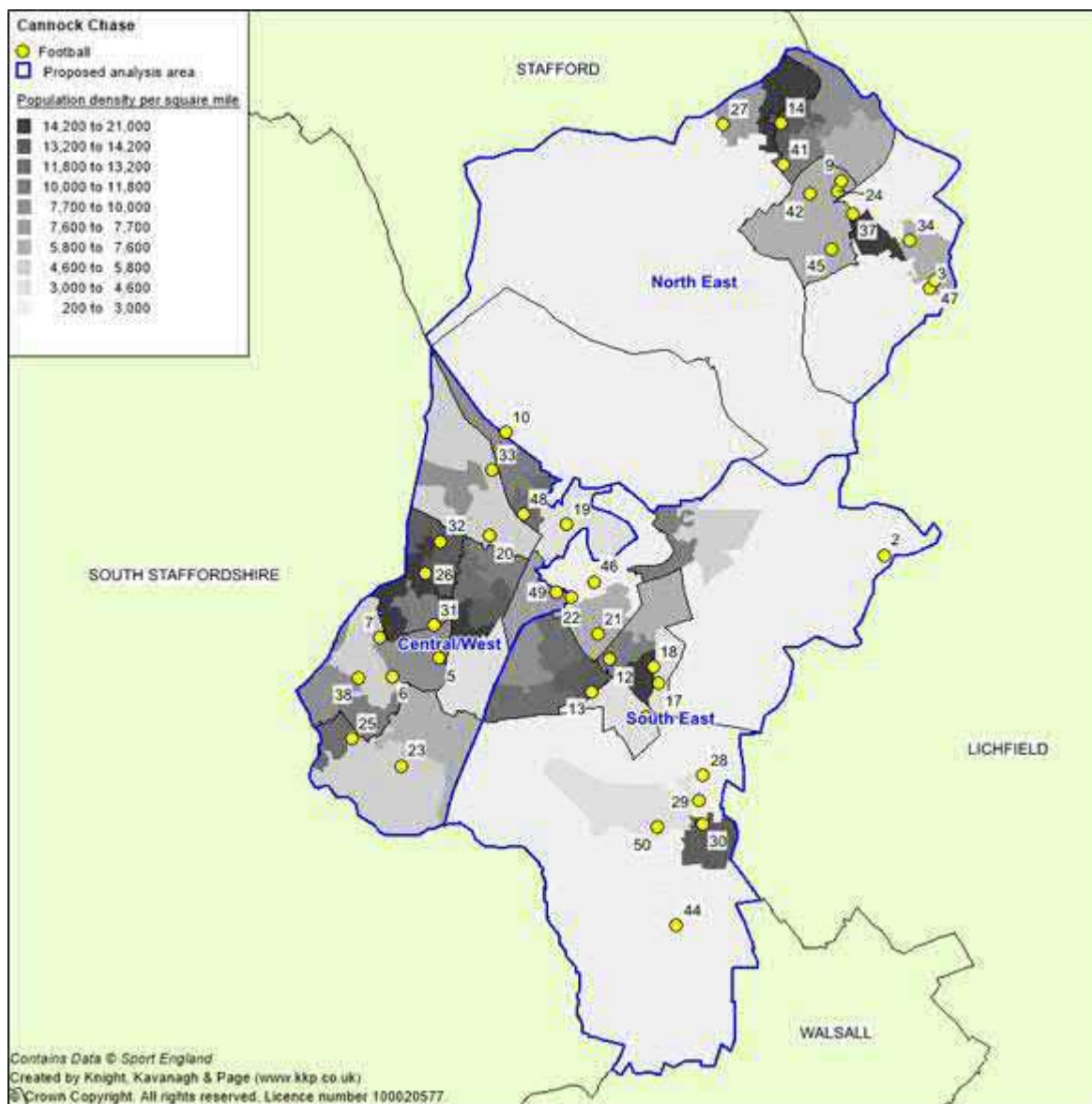
Upon the commencement of the 2018/19 season an additional adult pitch will be marked at Cannock Stadium. The pitch was provided in previous seasons, however, due to site developments it was decided that, for the long term benefit, the third pitch on site would not be marked for the 2017/18 season, providing the pitch the opportunity to receive required remedial work, preventing a decline in pitch quality. It is reported by the District Council that this pitch will return for community use.

Disused provision

The closure of Rugeley Power Station and its associated sports & social club in 2017, resulted in the loss of an adult, grass, football pitch. Following the closure of the site the pitch ceased to be maintained and became unavailable for community use. Any development of the site should seek to re-provide the pitch within its current locale, servicing local demand.

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Figure 2.1: Map showing grass football pitches in Cannock Chase District.



Pitch quality

The quality of football pitches in Cannock Chase has been assessed via a combination of non-technical assessments (as determined by The FA) user consultation and any available FA PIP reports to reach and apply an agreed rating. Percentage parameters used for the non-technical assessments were as follows;

- ◆ Poor = 0-49.9%
- ◆ Standard = 50-79.9%
- ◆ Good = 80%+

As such, each pitch within Cannock Chase has a quality rating of good, standard or poor. Pitch quality is primarily influenced by the carrying capacity of the site; often pitches are over used and lack the required routine maintenance work necessary to improve drainage and subsequent quality. Pitches which receive little to no ongoing repair or post-season remedial work will be assessed as poor, therefore limiting the number of games able to take place each week without it having a detrimental effect on quality.

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Conversely, well maintained pitches which 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.

Table 2.4: Summary of football pitch quality (community use pitches)

Pitch type	Good	Standard	Poor
Adult	1	15	9
Youth 11v11	-	8	1
Youth 9v9	-	9	3
Mini 7v7	-	13	-
Mini 5v5	-	3	-
Total	1 (2%)	48 (77%)	13 (21%)

The pitch quality ratings determined through a combination of non-technical assessments and user feedback show most pitches available for community use (77%) are rated as standard quality, with 21% rated as poor and only one pitch as good, equating to just 2%.

In general, club consultation indicates varying degrees of change in pitch quality over the previous three years. Of responding clubs, 68% report no significant difference, compared to 13% that report worsening pitch quality and 19% that report improving pitch quality.

The most common factors attributed to pitch improvements in Cannock Chase are the quality of maintenance being undertaken by either clubs or the Council, whilst poor drainage or significant unofficial use is true for pitches that of worsening in quality. Specific comments relating to pitch conditions at individual sites can be seen in the table below. The comments are from a combination of club feedback and site assessment information.

Table 2.5: Summary of pitch quality comments

Site ID	Site name	Analysis area	Comments
3	Brereton Sports and Social Club	North East	Poor site drainage.
10	Cotswold Road	Central/West	Uneven pitch that needs levelling, but generally the site is ok.
17	Heath Hayes Park	South East	Poor drainage and unofficial use of the site both contribute to the poor quality of pitches available.
19	Hednesford Park	Central/West	Broken glass on site is a regular occurrence, whilst the pitches also have poor drainage. The pitches would be standard quality if only maintenance was assessed.
21	Keys Park	South East	The pitch would be good quality but there are some issues with the drainage in one corner. This should be rectified prior to the 2018/19 season.
30	Norton Canes Recreation Ground	South East	Good maintenance but drainage and official use of the site lowers the quality.
41	The Hart School (Lower School)	North East	Poor drainage at times but the site is of better quality than the Upper School site.

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Nationally, private sites (e.g. sports clubs) typically offer better quality facilities than Council parks/playing fields and school pitches. In general, 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. However, in Cannock Chase there appears to be no noticeable difference between the quality of these two pitch ownership types. Private site hire is often at full cost recovery.

The cost of self-maintenance can be limited by funds or equipment available and consequently some clubs may not be able to carry out the required level of maintenance each year, instead targeting specific areas of the pitch or times of the year, sometimes not every season.

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). There are no reports of PIP inspections having taken place in Cannock Chase.

Ancillary facilities

Cannock Chase District Council manages and operates 12 football pitch sites, of which, seven are accompanied by changing provision. Changing facilities remain a key issue at football sites whether they are managed by the Council, sports clubs or community organisations. Some of the facilities are described as poor quality by users and some responding clubs state they do not have access or have demand for greater access to changing rooms or increased quantity to sufficiently cater for the number of pitches onsite. Clubs mention sites which are of poor quality having issues with the interior of the buildings rather than the exterior, with common references made to changing rooms needing modernisation and refurbishment.

Specific comments from clubs received relating to the ancillary facilities at these sites can be seen in the table below.

Table 2.6: Summary of ancillary facilities quality comments

Site ID	Site name	Management	Analysis area	Comments
3	Brereton Sports & Social Club	Sports Club	North East	Poor quality ancillary facilities that require significant refurbishment.
6	Cannock Park	Local Authority	Central/West	Three changing rooms of standard quality, with communal showers and toilets. The overall ancillary facilities require some refurbishment to modernise and improve the quality.
16	Heath Hayes FC	Sports Club	South East	Ancillary facilities on site meet minimum league requirements but are not considered fit for purpose, with insufficient electrical supply, inadequate car parking and no connection to main sewers.
17	Heath Hayes Park	Local Authority	South East	The number of changing rooms available is adequate to serve the number of pitches on

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Site ID	Site name	Management	Analysis area	Comments
				site, but the quality of both the interior and exterior of the changing rooms is poor quality and requires improvement.
21	Keys Park	Sports Club	South East	Good quality ancillary facilities but would ideally have an extra officials' changing room for female match officials. The stadium does not have mains utilities but will once a housing development is complete on part of the land.
24	Lea Hall Sports & Social Club	Community Organisation	North East	Changing rooms are considered adequate at present, given that mini and junior teams tend to not to use them, but they will require refurbishment in the future to improve quality.
27	Mount Road	Local Authority	North East	No changing rooms or toilets on site which can be an issue, but the car parking on site is considered adequate.
30	Norton Canes Recreation Ground	Local Authority	South East	The number of changing rooms is inadequate to serve all pitches on site as one is currently used for storage. The cost of hiring the changing rooms is steadily increasing without a caretaker maintaining or opening the building, with the clubs being provided with keys to then clean and open the site each week.
31	Old Fallow Road	Local Authority	Central/W est	No parking on site is inconvenient resulting in street parking.
44	Yates Sports & Social Club	Community Organisation	South East	Good quality ancillary facilities, the only thing that is missing is a dedicated medical room.

Car parking

Through consultation, only Old Fallow Road is identified as having inadequate car parking on site, with other sites considered to have appropriate car parking either on site or nearby.

FA's Safeguarding Operating Standards

Staffordshire FA (SCFA) is now required to comply with FA safeguarding operating standards. As part of this, SCFA 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 SCFA 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

The majority of teams in Cannock Chase play on Council managed pitches and are therefore considered to be secure for at least the next three years as part of the Council's continued sports and leisure provision offering. Of clubs responding to consultation, 14 note that pitches are rented from the Council for match demand.

Schools and academies generally state their own hire policies and are more likely to restrict levels of community use. The seven sites that are unavailable for community use are all education sites.

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Reasons for not allowing community use vary. The most common example is that the schools want to protect pitches for curricular and extra-curricular purposes due to existing quality issues. Other reasons may include staffing issues, health and safety issues and a lack of profitability. Moreover, some schools which allow community use do so without providing security of tenure, meaning they could cease to allow use at any point.

Some clubs in Cannock Chase either own the freehold or have long term lease agreements in place at their home venue. Lea Hall Youth & Girls FC and Brereton Social both own home venues due to being part of larger organisations.

Hednesford Town FC also has security of tenure, with the Club having a long term lease agreement with a holding company called Hednesford Town Football Club Limited, which it set up to secure both the Club and the site against potential financial difficulties, should they occur in the future. The lease agreement in place provides the Club with secure tenure at Keys Park.

Heath Hayes FC has a lease agreement in place with two landowners that own the Club's home ground. It is understood that the lease agreement is not formalised at this time but that all parties are seeking to change this imminently. Until the lease agreement is formalised the Club is not considered to have security of tenure. Minimum league requirements for clubs competing at Step 6 of the pyramid, as Heath Hayes FC does, states that clubs are required to have security of tenure at home venues. Despite this not being the case for Heath Hayes FC it is understood that the League accepts the terms of the current agreement.

Brereton Town FC rents its primary home venue from the Council on an annual basis but has a lease agreement in place for the footprint of the clubhouse facility. These two arrangements mean that the Club's use of the pitch is not secure but the ongoing use of the clubhouse will remain. During consultation the Club did note that it would be keen to lease the pitch from the Council, long term, provided that improvements could be made to the pitch quality, along with a potential perimeter fence to prevent unofficial use. This was caveated by the acknowledgement that given the pitch's presence within a public park the likelihood of a fence being erected would be minimal.

2.3: Demand

At the start of the 2017/18 season, there are a total of 140 teams identified as playing competitive football matches or training within Cannock Chase. This consists of 39 men's, one women's, 51 youth boys', six youth girls' and 43 mini soccer teams.

However, not all of these teams are considered to be based in the District for matches, with 52 teams utilising pitches outside of the District either as part of central venue leagues, or to access pitches in other local authorities. This is explored in detail further in the section.

Table 2.7: Summary of teams currently playing or training in Cannock Chase

Analysis area	No. of teams playing					Total
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5	
Central/West	16	15	10	9	6	56
North East	11	13	8	8	8	48
South East	13	3	8	4	8	36
Cannock Chase	40	31	26	21	22	140

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The majority of demand is based in the Central/West Analysis Area (56 teams), with the South East Analysis Area having the lowest demand figures (36 teams). The largest format of demand is from adult teams despite local adult leagues reporting that there has been a decline in the number of teams participating in respective leagues. Despite this, there has been a reported increase in participation amongst local, central venue, vets leagues.

Of the 88 teams identified as playing matches in Cannock Chase, 79 teams are recorded as consistently playing home matches on grass pitches during 2017/18 season. The remaining nine teams are recorded as playing on 3G pitches according to the FA affiliation data 2017/18 season and club consultation.

Table 2.8: Summary of football team demand in Cannock Chase

Age group	Number of teams playing on grass	Number of teams playing on 3G
Senior Men's (16-45) ⁴	40	2
Senior Women's (16-45)	1	-
Youth Boys (10-15)	30	1
Youth Girls (10-15)	5	-
Mini-Soccer Mixed	3	6
Total	79	9

Of the mini soccer played in Cannock Chase, most (66%) is played on 3G pitches, with two teams based at 5's Pavilion and Sports Ground and four at Cardinal Griffin Catholic College; 34 other mini teams access 3G venues outside of Cannock Chase as part of central venue leagues.

National League System

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 subject to meeting the required facilities criteria, 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 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.

In Cannock Chase, there are no professional clubs which play within the Football League system, however, there are two teams which play within the National League System.

Table 2.9: Summary of teams playing within the football pyramid structure

Team	League	Level
Heath Hayes FC	Midland Football League – Division One	Step 6
Hednesford Town FC	Evo-Stik League – Premier Division	Step 3

⁴ For the purposes of demand U17 and U18 teams are considered to require adult pitches, though it should be noted that these age groups affiliate to their respective County FA as junior teams.

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Competing just below the football pyramid structure, Brereton Social FC is one promotion away from competing at Step 7 and subsequently having to comply with minimum ground requirements; similarly, Cannock United FC is two promotions away from Step 7. At present only, the former would meet minimum ground requirements for that level, with Cannock United FC not having security of tenure in place.

A common issue for clubs entering the pyramid is changing facilities. For Step 7 football (ground grading H), changing rooms must be a minimum size of 18 square metres, exclusive of 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).

Hednesford Town FC competes at Step 3 of the football pyramid and fully complies with minimum ground requirements. The Club would not have an issue if it were to be promoted to National League North (Step 2), with Keys Park meeting minimum ground requirements for that level of football.

As mentioned earlier, Heath Hayes FC does meet minimum ground requirements for Step 6 of the football pyramid but would struggle to comply if the Club was to be promoted. It acknowledges that ground grading has been lenient in the past; hence the Club's aspirations to sell the ground and relocate to a purpose built facility.

Burton Junior Football League (BJFL)

The Burton Junior Football League (BJFL) is a large mini and youth football league which encompasses Cannock Chase and incorporates clubs in surrounding local authorities such as East Staffordshire, North West Leicestershire, Derbyshire Dales, South Derbyshire, Derby and Lichfield.

The League has grown in participation in the last three years and uses two locations (The Pingle Academy and John Port Spencer Academy) in South Derbyshire as central venues for its U10s age group. The remaining demand (U7s to U9s and U11 to U12s) is located at central venues in neighbouring authority East Staffordshire. Any team above U12s which is participating in the BJFL must be located at a club's 'home ground' in order to play home and away fixtures. Three teams from Cannock Chase participate in the BJFL, all representing Lakeside FC and playing at Shobnall Leisure Centre (East Staffordshire) as a central venue.

Mid Staffs Junior Football League (MSFL)

The Mid Staffs Junior Football League (MSJFL) was formed in 1996, having previously been called the Rugeley and District Boys League. The League encompasses mini and junior teams from Stafford, Cannock Chase, Stoke and Wolverhampton. It operates on a central venue basis for mini football, two of which, are within Cannock Chase (5's Pavilion and Sports Ground and Cardinal Griffin Catholic College); At both of these sites 3G pitches are utilised. Once teams are considered junior teams then, similarly to the BJFL, they must be located at a club's 'home ground' in order to play home and away fixtures. Six clubs, providing 19 teams are displaced as part of the League structure to central venues outside of Cannock Chase predominantly accessing sites in Walsall.

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Lichfield & District Recreation League (LDRL)

The Lichfield & District Recreational League caters for teams from U7 to U18, with a catchment area covering Bridgnorth, Wolverhampton, Cannock Chase, Lichfield and Walsall. Unlike the MSJFL and BJFL, it operates on a home and away basis, with the League assisting clubs with venues if they are unable to arrange their own. The League has a strong relationship with Lichfield Council which it utilises to provide some clubs with home venues, rather than the local authority that the Club is based in. 30 teams from Cannock Chase based clubs participate in the League, with 12 of those teams accessing pitches outside of the District. The League reports that a lack of youth 9v9 pitches in some areas, including Cannock Chase, means that it is helping clubs to access sites with this provision.

Walsall Junior Youth League (WJYL)

The Walsall Junior Youth League operate central venue sites for mini leagues, with junior football required to access provision on a home and away basis, arranged by each club. Cannock Chase based clubs have 21 teams playing in the League, 16 of which, are displaced outside of the District to access provision. Four of the 16 clubs access provision outside of the District out of choice, such as, Brereton Town Juniors, Cannock Town Juniors and Hednesford Town Newlands. The remaining 12 teams are all of mini ages and therefore attend central venue sites.

Midland Junior Premier League (MJPL)

The Midland Junior Premier League is an FA Charter Standard League operating in the Central region. The league consists of one division at each age group from U10 to U16, plus an U18 league. At the time of writing there are five Cannock Chase District based teams competing in the divisions. The League operates on a home and away basis, with cup competitions following the conclusion of the traditional league structure in April. As part of league rules clubs are required to provide match venues with separate, secure changing and washing facilities both teams and match officials; as well as, post-match hospitality for players, club officials and league representatives.

Unmet and 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. No clubs in Cannock Chase report any unmet demand present.

Latent demand is demand that evidence suggests may be generated from the current population should clubs have access to more or better pitches. Lakeside Juniors FC report that if there were more pitches available locally then it would be able to field an additional U8 (mini 5v5) and U9 (mini 7v7) teams. Other Rugeley based clubs, Lea Hall Juniors and Brereton Town Juniors also note that additional teams could potentially be created with an increase of youth 9v9 pitches in the Area but did not specify how many teams this could generate.

Displaced/exported demand

Displaced or exported demand refers to Cannock Chase 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.

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As previously stated, a number of Cannock Chase based clubs have teams accessing central venue league sites for match provision as part of league rules. In addition to the aforementioned mini and junior leagues, one team representing Brereton Social FC and one from Hednesford Town Girls FC, access central venue provision as part of the Staffs FA Vets League and the Staffordshire Girls and Ladies League, respectively.

Due to the nature of youth and mini teams being displaced as a result of league central venues, these teams have not been included in the following tables, as the same number of teams will continue to be displaced each season, due to the respective leagues locating outside of the study area.

In total 16 teams are displaced as a result a lack of provision in the District; nine utilising youth 11v11 pitches and seven accessing youth 9v9 provision. Accumulatively this equates to eight match equivalent sessions of match demand.

Table 2.10: Teams displaced due to a lack of provision

Club	Displaced demand	Match equivalent sessions per week
Abbot Bromley FC	Youth 11v11 x 2	1
	Youth 9v9	0.5
Hednesford Town Newlands FC	Youth 11v11	0.5
Huntington Harriers FC	Youth 11v11 x 2	1
	Youth 9v9	0.5
Milford Athletic FC	Youth 11v11 x 3	1.5
	Youth 9v9	0.5
Norton Canes FC	Youth 11v11	0.5
	Youth 9v9 x 4	2

Clubs also access provision outside of Cannock Chase for training demand, with 30 teams training at sites outside of the District. From consultation it is considered that these teams choose to access AGPs outside of the District out of preference with no clubs expressing an aspiration to return to Cannock Chase to access supply.

Almost half of those teams (14) represent Creswell Wanderers FC which is based at Cannock Cricket & Hockey Club in South Staffordshire although the vast majority of its players are from Cannock Chase District. Despite this, the Club is not considered displaced as teams utilise the site for both match and training demand and this is unlikely to change in the future.

Future demand

Future demand can be defined in two ways, through participation increases and using population forecasts. Team generation rates (TGRs) are used below as the basis for calculating the number of teams likely to be generated in the future based on population growth up to 2036⁵.

⁵ TGRs are based on population forecasts to 2028 which is in line with Cannock Chase Local Plan timeframe.

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Table 2.11: Team generation rates (District wide level)

Age group	Current population within age group	Current no. of teams	Team Generation Rate	Future population within age group	Predicted future number of teams (2036)	Additional teams that may be generated from the increased population
Senior Men's (16-45)	18,393	39	472	18,005	38.2	0
Senior Women's (16-45)	18,189	1	18189	17,221	0.9	0
Youth Boys' (12-15)	2,243	27	83	2,333	28.1	1
Youth Girls' (12-15)	2,059	4	515	2,146	4.2	0
Youth Boys' (10-11)	1,117	24	47	1,108	23.8	0
Youth Girls' (10-11)	1,053	2	527	1,022	1.9	0
Mini-Soccer Mixed (8-9)	2,311	21	110	2,117	19.2	0
Mini-Soccer Mixed (6-7)	2,322	22	106	2,125	20.1	0

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.

Applying TGRs to specific analysis areas in Cannock Chase District does not forecast the creation of any additional teams; with participation increases in each Analysis Area being assimilated within existing playing squads.

Team generation rates (TGRs) 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, TGRs 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 girl's football both within Cannock Chase and nationally which is likely to lead to more girls' teams in the future and therefore increased demand for pitches.

It is important to note that there has been a recent decrease nationally in participation at adult level and that the number of FA affiliated adult teams playing competitive football has dropped. Similarly, there has been a decline in the number of youth players making the transition from youth football to adult leagues.

Participation increases

A number of clubs highlight plans to increase the number of teams for next season, totalling a requirement for a further 7.5 match equivalent sessions across different pitch types.

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Table 2.12: Summary of future demand reported by clubs

Club	Analysis area ⁶	Future demand	Match equivalent sessions per week	Pitch type	Grass, 3G or displaced
Brereton Town Juniors FC	North East	2 x Mini (U7)	1	Mini 5v5	Displaced
		1 x Mini (U9)	0.5	Mini 7v7	Displaced
Brereton Town Ladies FC	North East	1 x Youth (U16)	0.5	Youth 11v11	Grass
Brereton Social FC	North East	4 x Mini (U7)	2	Mini 5v5	Displaced
Cannock Town Juniors FC	Central/West	1 x Mini (U7)	0.5	Mini 5v5	Displaced
Heath Hayes FC	South East	1 x Adult (Women's)	0.5	Adult	Grass
Hednesford Town FC	South East	1 x Adult (U21)	0.5	Adult	Grass
Hednesford United Girls	South East	1 x Mini (U7)	0.5	Mini 5v5	Displaced
Lakeside Juniors FC	North East	1 x Mini (U7)	0.5	Mini 5v5	Displaced
Lea Hall Juniors FC	North East	2 x Mini (U7)	1	Mini 5v5	Displaced

As seen in the table above, 5.5 match equivalent sessions of potential future mini 5v5 football will be created by clubs next season. Adding teams at this age group can be easier for clubs given the lower number of players required to form teams. This also helps create sustainability within the Club, introducing younger players each season.

Including both TGRs and club aspirations, the total amount of future demand across Cannock Chase District equates to one match equivalent session on adult pitches; 0.5 match equivalent sessions on youth 11v11 pitches; 0.5 match equivalent sessions on mini 7v7 pitches; and 5.5 match equivalent sessions on mini 5v5 pitch types; although much of this demand will be displaced out of the District as part of central venue leagues, as shown in Table 2.12.

Therefore, 1.5 match equivalent sessions of future demand will need to be accommodated on grass pitch provision, 0.5 of which will be on a youth 11v11 sized pitch.

It is important to note that TGRs are based on population figures and 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, the FA has committed to doubling women's and girl's football participation by 2020. In 2017 to assist in obtaining this goal, and in partnership with SSE, it has introduced SSE Wildcats Centres.

⁶ Analysis area refers to where respective clubs are nominally based, however, due to the location of central venue leagues some future teams will be displaced out of the District.

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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 2018. 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.

There are two Wildcat Centres in the District, located at 5's Pavilion and Sports Ground (3G) and Staffordshire University Academy (grass). The former centre is being led by Inspiring Healthy Lifestyles, whilst the latter is being run by Midland Soccer Academy.

In light of both 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.

2.4: 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 affects the playing experience and people's enjoyment of playing football. In extreme circumstances, it can result in the inability of the pitch to cater for all or certain types of play during peak and off-peak times. Pitch quality is often influenced by weather conditions and drainage.

As a guide, The FA 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 in Cannock Chase:

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 2.14 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

The level of pitch usage is recorded in match equivalent sessions per week (MES). For football, pitches relate to a typical week within the season and one match per week equates to one match equivalent session per week if it occurs every week or more typically 0.5

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match equivalent sessions per week if it occurs every other week (i.e. reflecting home and away fixtures).

Informal use

Where information is known, informal and unofficial use of pitches has been factored into current play. 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 and through retaining some spare capacity to protect quality.

Education sites

To account for curricular/extracurricular 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 2.14 shows community usage of available pitches. Where not overlaid as a result of community use, school sites are considered to have no spare capacity to accommodate further community use based on assumed curricular and extracurricular activity beyond the level of community use shown in Table 2.14. 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 with no formal community use or service level agreement (SLA) currently in place. No teams playing at school sites, either on grass or artificial pitches, are reported to have secure tenure through long term/formal community use agreements.

Table 2.13: Summary of youth and adult teams playing at school sites across Cannock Chase District

Site ID	Site name	Club	Level of demand	Grass or 3G?
5	Cannock Chase High School	Heath Hayes FC (Juniors)	0.5 MES (9v9)	Grass
			1.5 MES (11v11)	Grass
7	Cardinal Griffin College	Cannock Town Juniors	0.5 MES (9v9)	Grass
			0.5 MES (11v11)	Grass
		Hawkins Sports Juniors	0.5 MES (5v5)	3G
			0.5 MES (7v7)	3G
		Hednesford Town Newlands	0.5 MES (11v11)	Grass
			0.5 MES (Adult)	Grass
		Hednesford United Girls	0.5 MES (9v9)	Grass
		Stafford Rangers Juniors	0.5 MES (7v7)	3G
		Stafford Town Juniors	0.5 MES (7v7)	3G
			0.5 MES (9v9)	Grass
Wryley Vets	0.5 MES (Adult)	Grass		
Wryley Juniors	0.5 MES (9v9)	Grass		
22	Kingsmead School	Hawkins Sports Juniors	0.5 MES (11v11)	Grass
25	Longford School	Heath Hayes FC	0.5 MES (5v5)	Grass (7v7)

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Site ID	Site name	Club	Level of demand	Grass or 3G?
			1 MES (7v7)	Grass
			0.5 MES (9v9)	Grass
28	Norton Canes High School	Mocefa FC	0.5 MES (Adult)	Grass
33	Cannock Town Juniors	Pye Green Valley Primary	0.5 MES (9v9)	Grass
37	St Joseph's Catholic Primary School	Brereton Town Juniors	0.5 MES (9v9)	Grass
41	The Hart School (Lower School)	Lakeside	0.5 MES (9v9)	Grass
		Lea Hall Youth	0.5 MES (9v9)	Grass
		Lea Hall Youth	1 MES (11v11)	Grass
42	The Hart School (Upper School)	AFC Castle	0.5 MES (Adult)	Grass
		Lakeside	1 MES (11v11)	Grass (Adult)
47	Hob Hill CE/Methodist Primary School	Brereton Social Youth	0.5 MES (11v11)	Grass

Peak time

Peak time demand for adult and mini 7v7 football pitches is Sunday morning. Both youth 11v11 and youth 9v9 pitches have a peak time of Sunday afternoon, which negates any potential issues, such as kick-off time clashes on adult pitches which are over marked for junior and mini football, or child welfare issues at sites where there are not sufficient changing facilities to service all pitches, as junior and mini teams require exclusive changing and shower areas which need to be carefully coordinated and managed.

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Table 2.14: Football pitch capacity analysis

Site ID	Site name	Analysis area	Community use availability	Management	Security of tenure ⁷	Pitch type	Pitch size	No. of pitches	Agreed quality rating	Current play (MES)	Site capacity ⁸ (MES)	Capacity balance ⁹	Comments
2	Beadesert Sports Field and Recreation Ground	South East	Yes	Local Authority	Secure	Adult		1	Standard	0	2	-2	Pitch has two MES of potential capacity.
2	Beadesert Sports Field and Recreation Ground	South East	Yes	Local Authority	Secure	Mini	(7v7)	1	Standard	0	4	-4	Pitch has four MES of potential capacity.
3	Brereton Sports and Social Club	North East	Yes	Sports Club	Secure	Adult		1	Standard	2.5	2	0.5	Pitch is overplayed by 0.5 MES.
5	Cannock Chase High School	Central/West	Yes	School	Unsecure	Youth	(11v11)	2	Standard	3.5	4	-0.5	Pitch has 0.5 MES of potential capacity.
5	Cannock Chase High School	Central/West	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
6	Cannock Park	Central/West	Yes	Local Authority	Secure	Adult		1	Poor	0.5	1	-0.5	Pitch has 0.5 MES of potential capacity.
6	Cannock Park	Central/West	Yes	Local Authority	Secure	Youth	(11v11)	1	Poor	3	1	2	Pitch is overplayed by two MES.
7	Cardinal Griffin Catholic College	Central/West	Yes	School	Unsecure	Adult		1	Standard	2	2	-	Pitch is at capacity.
7	Cardinal Griffin Catholic College	Central/West	Yes	School	Unsecure	Youth	(11v11)	1	Standard	2	2	-	Pitch is at capacity.
7	Cardinal Griffin Catholic College	Central/West	Yes	School	Unsecure	Youth	(9v9)	1	Standard	3	2	1	Pitch is overplayed by one MES.
9	Churchfield Primary School	North East	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
10	Cotswold Road	Central/West	Yes	Local Authority	Secure	Adult		1	Standard	1	2	-1	Pitch has one MES of potential capacity.
12	Five Ways Primary School	South East	Yes	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
13	Gorsemoor Primary School	South East	Yes	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
13	Gorsemoor Primary School	South East	Yes	School	Unsecure	Youth	(11v11)	1	Standard	1	2	-1	Pitch has one MES of potential capacity.
14	Green Lane	North East	Yes	Local Authority	Secure	Adult		2	Poor	1	2	-1	Pitch has one MES of potential capacity.
14	Green Lane	North East	Yes	Local Authority	Secure	Youth	(9v9)	1	Poor	1	1	-	Pitch is at capacity.
16	Heath Hayes FC	South East	Yes	Sports Club	Secure	Adult		1	Standard	2.5	2	0.5	Pitch is overplayed by 0.5 MES.
17	Heath Hayes Park	South East	Yes	Local Authority	Secure	Adult		1	Poor	0.5	1	-0.5	Pitch has 0.5 MES of potential capacity.
17	Heath Hayes Park	South East	Yes	Local Authority	Secure	Youth	(9v9)	1	Poor	1	1	-	Pitch is at capacity.
18	Heath Hayes Primary Academy	South East	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
19	Hednesford Park	Central/West	Yes	Local Authority	Secure	Adult		1	Poor	1	1	-	Pitch is at capacity.
19	Hednesford Park	Central/West	Yes	Local Authority	Secure	Youth	(9v9)	1	Poor	0.5	1	-0.5	Pitch has 0.5 MES of potential capacity.
20	Hednesford Valley High School	Central/West	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
21	Keys Park	South East	Yes	Sports Club	Secure	Adult		1	Standard	1	2	-1	Pitch has one MES of potential capacity.
22	Kingsmead School	South East	Yes	School	Unsecure	Adult		1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
22	Kingsmead School	South East	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1	2	-1	Pitch has one MES of potential capacity.
23	Laburnum Avenue	Central/West	Yes	Local Authority	Secure	Adult		1	Standard	0	2	-2	Pitch has two MES of potential capacity.
24	Lea Hall Sports and Social Club	North East	Yes	Community Organisation	Secure	Mini	(7v7)	1	Standard	0	4	-4	Pitch has four MES of potential capacity.
24	Lea Hall Sports and Social Club	North East	Yes	Community Organisation	Secure	Youth	(11v11)	1	Standard	2	2	-	Pitch is at capacity.
25	Longford School	Central/West	Yes	School	Unsecure	Mini	(7v7)	1	Standard	2.5	4	-1.5	Pitch has 1.5 MES of potential capacity.
25	Longford School	Central/West	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
26	Moorhill Primary School	Central/West	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
27	Mount Road	North East	Yes	Local Authority	Secure	Adult		1	Standard	0.5	2	-1.5	Pitch has 1.5 MES of potential capacity.
28	Norton Canes High School	South East	Yes	School	Unsecure	Adult		2	Poor/Standard	2.5	3	-0.5	Pitch has 0.5 MES of potential capacity.
29	Norton Canes Primary Academy	South East	Yes	School	Unsecure	Mini	(5v5)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
29	Norton Canes Primary Academy	South East	Yes	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.

⁷ Unless local information suggests otherwise it can be assumed that the availability of all pitches in Council, town and parish Council and sports club ownership will be secure.

⁸ Based on pitch quality The FA recommends a maximum number of match equivalent sessions to be accommodate per pitch type. Please refer to Section 2.4 for the full breakdown.

⁹ Red indicates overplay, green indicates potential spare capacity and amber indicates at capacity.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Site ID	Site name	Analysis area	Community use availability	Management	Security of tenure ⁷	Pitch type	Pitch size	No. of pitches	Agreed quality rating	Current play (MES)	Site capacity ⁸ (MES)	Capacity balance ⁹	Comments
29	Norton Canes Primary Academy	South East	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1	2	-1	Pitch has one MES of potential capacity.
30	Norton Canes Recreation Ground	South East	Yes	Local Authority	Secure	Adult		1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
31	Old Fallow Road	Central/West	Yes	Local Authority	Secure	Adult		1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
32	Cannock Stadium	Central/West	Yes	Local Authority	Secure	Adult		2	Standard	2.5	4	-1.5	Pitch has 1.5 MES of potential capacity.
33	Pye Green Valley Primary	Central/West	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
34	Ravenhill Park	North East	Yes	Local Authority	Secure	Adult		1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
37	St Joseph's Catholic Primary School	North East	Yes	School	Unsecure	Mini	(7v7)	2	Standard	2	8	-6	Pitch has six MES of potential capacity.
37	St Joseph's Catholic Primary School	North East	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
38	St Luke's C of E Primary School	Central/West	Yes	School	Unsecure	Mini	(7v7)	2	Standard	2	8	-6	Pitch has six MES of potential capacity.
38	St Luke's C of E Primary School	Central/West	Yes	School	Unsecure	Youth	(9v9)	1	Standard	1	2	-1	Pitch has one MES of potential capacity.
41	The Hart School (Lower School)	North East	Yes	School	Unsecure	Youth	(11v11)	2	Standard	3	4	-1	Pitch has one MES of potential capacity.
41	The Hart School (Lower School)	North East	Yes	School	Unsecure	Youth	(9v9)	1	Standard	3	2	1	Pitch is overplayed by one MES.
42	The Hart School (Upper School)	North East	Yes	School	Unsecure	Adult		3	Poor	4.5	3	1.5	Pitches are overplayed by one MES.
44	Yates Sports and Social Club	South East	Yes	Community Organisation	Secure	Adult		1	Good	1	3	-2	Pitch has two MES of potential capacity.
45	Chase View Primary school	North East	Yes	School	Unsecure	Mini	(7v7)	2	Standard	2	8	-6	Pitch has six MES of potential capacity.
46	St Peter's CE Primary school	South East	Yes	School	Unsecure	Mini	(5v5)	2	Standard	2	8	-6	Pitch has six MES of potential capacity.
46	St Peter's CE Primary school	South East	Yes	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
47	Hob Hill CE/Methodist (VC) Primary school	North East	Yes	School	Unsecure	Youth	(11v11)	1	Standard	1.5	2	-0.5	Pitch has 0.5 MES of potential capacity.
48	West Hill Primary school	Central/West	No	School	Unsecure	Mini	(5v5)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
48	West Hill Primary school	Central/West	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.
48	West Hill Primary school	Central/West	No	School	Unsecure	Youth	(9v9)	1	Standard	1	2	-1	Pitch has one MES of potential capacity.
49	St Josephs Catholic primary	South East	No	School	Unsecure	Mini	(7v7)	2	Standard	2	8	-6	Pitch has six MES of potential capacity.
50	Jerome Primary School	South East	No	School	Unsecure	Mini	(7v7)	1	Standard	1	4	-3	Pitch has three MES of potential capacity.

CANNOCK CHASE 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 friendly matches and activities that take place but are difficult to quantify on a weekly basis.

Over marked pitches which are used and exhibit potential spare capacity have not been considered available to accommodate further play in order to protect pitch quality, given the nature of repeated and sustained use over a short period of time.

Where there is potential spare capacity exhibited at school sites beyond current community use, this has not been included due to the significant additional use during the week by schools for curricular, extracurricular and competitive sport.

Match equivalent sessions

Pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected. As the main usage of pitches is likely to be for matches, it is appropriate for the comparable unit to be match equivalent sessions but may for example include training sessions and informal use.

At this stage, match equivalent sessions do not equate to the number of pitches which are required/surplus. For example, an Analysis Area might show three match equivalent sessions of spare capacity but you would need to cross reference back to individual sites to determine where the spare capacity originates from. If it is spread across a number of sites then there is minimal spare capacity within the site which may be required to accommodate strategic reserve. If the spare capacity is on one pitch then it might indicate a need to create a different type of pitch to address a deficiency. This will be fully determined and recommendations will be made accordingly within the Strategy and Action Plan.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Table 2.15: Actual spare capacity

Site ID	Site name	Analysis area	Community use availability	Pitch type	Pitch size	No. of pitches	Security of tenure	Agreed quality rating	Site capacity (MES)	Capacity balance	Match equivalent sessions available in peak period	Comments
2	Beaudesert Sports Field and Recreation Ground	South East	Yes	Adult		1	Secure	Standard	2	-2	1	One MES of actual spare during the peak period.
2	Beaudesert Sports Field and Recreation Ground	South East	Yes	Mini	(7v7)	1	Secure	Standard	4	-4	1	One MES of actual spare during the peak period.
5	Cannock Chase High School	Central/West	Yes	Youth	(11v11)	2	Unsecure	Standard	4	-0.5	2	Actual spare capacity not considered due to the unsecure nature of the site.
5	Cannock Chase High School	Central/West	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-0.5	0.5	Actual spare capacity not considered due to the unsecure nature of the site.
6	Cannock Park	Central/West	Yes	Adult		1	Secure	Poor	1	-0.5	0.5	0.5 MES of actual spare during the peak period.
9	Churchfield Primary School	North East	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
10	Cotswold Road	Central/West	Yes	Adult		1	Secure	Standard	2	-1	0	No actual spare capacity during the peak period.
12	Five Ways Primary School	South East	Yes	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
13	Gorsemoor Primary School	South East	Yes	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
13	Gorsemoor Primary School	South East	Yes	Youth	(11v11)	1	Unsecure	Standard	2	-1	1	Actual spare capacity not considered due to the unsecure nature of the site.
14	Green Lane	North East	Yes	Adult		2	Secure	Poor	2	-1	1	One MES of actual spare during the peak period.
17	Heath Hayes Park	South East	Yes	Adult		1	Secure	Poor	1	-0.5	0.5	0.5 MES of actual spare during the peak period.
18	Heath Hayes Primary Academy	South East	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
19	Hednesford Park	Central/West	Yes	Youth	(9v9)	1	Secure	Poor	1	-0.5	1	One MES of actual spare during the peak period.
20	Hednesford Valley High School	Central/West	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
21	Keys Park	South East	Yes	Adult		1	Secure	Standard	2	-1	1	One MES of actual spare during the peak period.
22	Kingsmead School	South East	Yes	Adult		1	Unsecure	Standard	2	-0.5	0.5	Actual spare capacity not considered due to the unsecure nature of the site.
22	Kingsmead School	South East	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-1	1	Actual spare capacity not considered due to the unsecure nature of the site.
23	Laburnum Avenue	Central/West	Yes	Adult		1	Secure	Standard	2	-2	1	One MES of actual spare during the peak period.
24	Lea Hall Sports and Social Club	North East	Yes	Mini	(7v7)	1	Secure	Standard	4	-4	1	One MES of actual spare during the peak period.
25	Longford School	Central/West	Yes	Mini	(7v7)	1	Unsecure	Standard	4	-1.5	0	No actual spare capacity during the peak period.
25	Longford School	Central/West	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-0.5	1	Actual spare capacity not considered due to the unsecure nature of the site.
26	Moorhill Primary School	Central/West	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
27	Mount Road	North East	Yes	Adult		1	Secure	Standard	2	-1.5	0.5	0.5 MES of actual spare during the peak period.
28	Norton Canes High School	South East	Yes	Adult		2	Unsecure	Poor/Standard	3	-0.5	1.5	Actual spare capacity not considered due to the unsecure nature of the site.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Site ID	Site name	Analysis area	Community use availability	Pitch type	Pitch size	No. of pitches	Security of tenure	Agreed quality rating	Site capacity (MES)	Capacity balance	Match equivalent sessions available in peak period	Comments
29	Norton Canes Primary Academy	South East	Yes	Mini	(5v5)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
29	Norton Canes Primary Academy	South East	Yes	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
29	Norton Canes Primary Academy	South East	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-1	1	Actual spare capacity not considered due to the unsecure nature of the site.
30	Norton Canes Recreation Ground	South East	Yes	Adult		1	Secure	Standard	2	-0.5	0.5	0.5 MES of actual spare during the peak period.
31	Old Fallow Road	Central/West	Yes	Adult		1	Secure	Standard	2	-0.5	0	No actual spare capacity during the peak period.
32	Cannock Stadium	Central/West	Yes	Adult		2	Secure	Standard	4	-1.5	0	No actual spare capacity during the peak period.
33	Pye Green Valley Primary	Central/West	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-0.5	0.5	Actual spare capacity not considered due to the unsecure nature of the site.
34	Ravenhill Park	North East	Yes	Adult		1	Secure	Standard	2	-0.5	0	No actual spare capacity during the peak period.
37	St Joseph's Catholic Primary School	North East	Yes	Mini	(7v7)	2	Unsecure	Standard	8	-6	2	Actual spare capacity not considered due to the unsecure nature of the site.
37	St Joseph's Catholic Primary School	North East	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-0.5	0.5	Actual spare capacity not considered due to the unsecure nature of the site.
38	St Luke's C of E Primary School	Central/West	Yes	Mini	(7v7)	2	Unsecure	Standard	8	-6	2	Actual spare capacity not considered due to the unsecure nature of the site.
38	St Luke's C of E Primary School	Central/West	Yes	Youth	(9v9)	1	Unsecure	Standard	2	-1	1	Actual spare capacity not considered due to the unsecure nature of the site.
41	The Hart School (Lower School)	North East	Yes	Youth	(11v11)	2	Unsecure	Standard	4	-1	1.5	Actual spare capacity not considered due to the unsecure nature of the site.
44	Yates Sports and Social Club	South East	Yes	Adult		1	Secure	Good	3	-2	0	No actual spare capacity during the peak period.
45	Chase View Primary school	North East	Yes	Mini	(7v7)	2	Unsecure	Standard	8	-6	2	Actual spare capacity not considered due to the unsecure nature of the site.
46	St Peter's CE Primary school	South East	Yes	Mini	(5v5)	2	Unsecure	Standard	8	-6	2	Actual spare capacity not considered due to the unsecure nature of the site.
46	St Peter's CE Primary school	South East	Yes	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
47	Hob Hill CE/Methodist (VC) Primary school	North East	Yes	Youth	(11v11)	1	Unsecure	Standard	2	-0.5	0.5	Actual spare capacity not considered due to the unsecure nature of the site.
48	West Hill Primary school	Central/West	No	Mini	(5v5)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
48	West Hill Primary school	Central/West	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.
48	West Hill Primary school	Central/West	No	Youth	(9v9)	1	Unsecure	Standard	2	-1	1	Actual spare capacity not considered due to the unsecure nature of the site.
49	St Josephs Catholic primary	South East	No	Mini	(7v7)	2	Unsecure	Standard	8	-6	2	Actual spare capacity not considered due to the unsecure nature of the site.
50	Jerome Primary School	South East	No	Mini	(7v7)	1	Unsecure	Standard	4	-3	1	Actual spare capacity not considered due to the unsecure nature of the site.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

The table below summarises actual spare capacity by analysis area and by pitch type.

Table 2.16: Actual Spare capacity summary

Analysis area	Actual spare capacity (match equivalent sessions per week)				
	Adult	Youth 11v11	Youth 9v9	Mini 7v7	Mini 5v5
Central/West	1.5	-	1	-	-
North East	1.5	-	-	1	-
South East	3	-	-	1	-
Total	6	-	1	2	-

There are nine match equivalent sessions of actual spare capacity (i.e. at peak time) located across 10 sites and 12 pitches. Any actual spare capacity at unsecured sites has been discounted as the long-term existence of those pitches cannot be relied upon in the future.

The majority of the actual spare capacity is available on adult pitches, with youth 9v9 and mini 7v7 format pitches having one and two match equivalent sessions, respectively. There is no actual spare capacity available during the peak period on either youth 11v11 or mini 5v5 pitch types.

The South East Analysis Area has the largest amount of actual spare capacity (four match equivalent sessions), whilst both the Central/West and North East analysis areas have 2.5 match equivalent sessions of actual spare capacity respectively.

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). Overplay on football pitches in Cannock Chase amounts to 6.5 match equivalent sessions over six sites and eight pitches. Overplay on adult pitch amounts to 2.5 match equivalent sessions of the total, with youth 11v11 and youth 9v9 pitches both having two match equivalent sessions of overplay each. Overplay can also be as a result of training sessions which take place on the pitches during the week, which can also cause damage to the pitch and reduce spare capacity.

Table 2.17: Overplay on football pitches

Site ID	Site name	Analysis area	Pitch type	No. of pitches	Match equivalent sessions per week
3	Brereton Sports and Social Club	North East	Adult	1	0.5
6	Cannock Park	Central/West	Youth 11v11	1	2
7	Cardinal Griffin Catholic College	Central/West	Youth 9v9	1	1
16	Heath Hayes FC	South East	Adult	1	0.5
41	The Hart School (Lower School)	North East	Youth 9v9	1	1
42	The Hart School (Upper School)	North East	Adult	3	1.5
			Total	8	6.5

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Three of the overplayed sites are education sites, with curricular and extra-curricular demand contributing to the use of pitches. Notably, only one council owned/managed site is considered overplayed, by a total of two match equivalent sessions. The two remaining sites are both privately owned and managed.

Overplay is most prevalent in the North East Analysis Area, with five pitches overplayed by a combined three match equivalent sessions. The Central/West Area has three match equivalent sessions of overplay across two pitches, whilst the South West has one pitch overplayed by 0.5 match equivalent sessions.

2.5: 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 types, based on match equivalent sessions. Future demand is based on Team Generation Rates (TGRs) which are driven by population increases and club development plans (shown in Table 2.12).

Table 2.18: Supply/demand balance of adult pitches

Analysis area	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand	Future total
Central/West	1.5	-	1.5	-	1.5
North East	1.5	2	0.5	-	0.5
South East	3	0.5	2.5	1	1.5
Total	6	2.5	3.5	1	2.5

Across Cannock Chase District there is available capacity of 3.5 match equivalent sessions per week on adult pitches, although the North East Analysis Area does show a current shortfall of 0.5 match equivalent sessions.

When future demand is considered, the current available capacity reduces to 2.5 match equivalent sessions, with the in the South East Analysis Area reduced to accommodate two additional senior teams. The shortfall displayed in the North East Analysis Area is not exacerbated.

Table 2.19: Supply/demand balance of youth 11v11 pitches

Analysis area	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand	Future total
Central/West	-	2	2	-	2
North East	-	-	-	0.5	0.5
South East	-	-	-	-	-
Total	-	2	2	0.5	2.5

There is a current shortfall totalling two match equivalent sessions on youth 11v11 pitches in Cannock Chase District. This shortfall is evident in the Central/West Analysis Area only with the North East and South East areas both displaying equilibrium between supply and demand. This does not remain the case when future demand is considered, with the overall shortfall increasing to 2.5 match equivalent sessions per week; and a shortfall developing in the North East Analysis Area. Supply in the South East remains sufficient although to actual spare capacity is evident.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Table 2.20: Supply/demand balance of youth 9v9 pitches

Analysis area	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand	Future total
Central/West	1	1	-	-	-
North East	-	1	1	-	1
South East	-	-	-	-	-
Total	1	2	1	-	1

Across Cannock Chase District, there is a shortfall of one match equivalent session on youth 9v9 pitches, with both the Central/West and North East analysis areas displaying current overplay. The actual spare capacity in the Central/West Analysis Area negates this overplay, resulting in the Area being at capacity.

With neither TGRs nor clubs reporting the future creation of youth 9v9 teams it is likely that the current situation will remain, with a shortfall of one match equivalent sessions.

Table 2.21: Supply/demand balance of mini 7v7 pitches

Analysis area	Actual spare capacity	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand	Future total
Central/West	-	-	-	-	-
North East	1	-	1	-	1
South East	1	-	1	-	1
Total	2	-	2	-	2

There are currently two match equivalent sessions of actual spare capacity on mini 7v7 pitches in Cannock Chase District. Both the North East Analysis Area and South East Analysis Area provide this; with none of the analysis areas having any overplay.

The current status remains when future demand is considered, with the one mini 7v7 team that clubs aspire to establish likely to be displaced outside of the District to access central venue leagues.

Current supply of mini 5v5 pitches is considered sufficient throughout the District, in all analysis areas. This remains intact when future demand is considered, with any future demand likely to be displaced out of the District as part of central venue leagues.

The current shortfalls on youth 9v9 and youth 11v11 pitches will be exacerbated if The Hart School (Lower School) site does close resulting in the loss of two youth 11v11 pitches and a youth 9v9 pitch, all of which are standard quality. This would then increase future shortfalls by one match equivalent session on youth 11v11 pitches and two match equivalent sessions on youth 9v9 pitches.

However, there is potential to resolve this via the reconfiguration of some sites; particularly is mini football continues the national trend to move towards increased utilisation of 3G pitches and central venues.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Football – grass pitch summary

- ◀ **Current and future supply of football pitch provision can sufficiently accommodate demand in Cannock Chase across adult, mini 7v7 and mini 5v5 pitch, with a current shortfall for both youth 11v11 and youth 9v9 pitches.**
- ◀ **When accounting for future demand shortfalls are exacerbated on youth 11v11 and youth 9v9 pitches.**
- ◀ The audit identifies a total of 72 grass football pitches across 40 sites in Cannock Chase, with 62 pitches across 33 sites identified as being available for community use on some level. The ten pitches, across seven sites that are unavailable for community use are all located at education sites.
- ◀ Most available football pitches in Cannock Chase (39%) are adult sized, in part due to youth 11v11 teams playing on adult pitches.
- ◀ The potential closure of The Hart (Lower School) site could result in the loss of two youth 11v11 pitches and a youth 9v9 pitch.
- ◀ Both Heath Hayes FC and Hednesford Town FC have aspirations to establish 3G pitches on sites in the District.
- ◀ The pitch quality ratings determined through a combination of non-technical assessments and user feedback show most (77%) pitches available for community use are rated as standard quality, with 21% rated as poor and only one pitch as good, equating to just 2%.
- ◀ Cannock Chase District Council manages and operates 11 football pitch sites, of which, seven are accompanied by changing provision.
- ◀ Through consultation, clubs indicate that car parking at Old Fallow Road is inadequate with other sites considered to have appropriate car parking either on site or nearby.
- ◀ Brereton Town FC reports aspirations to acquire a long-term lease of its home pitch in line with the current lease agreement it has for the ancillary facilities on the same site.
- ◀ In total there are 140 teams identified as playing competitive football matches or training within Cannock Chase. This consists of 39 men's teams, one women's team, 51 youth boys' teams, six youth girls' teams and 43 mini soccer teams.
- ◀ Due to the presence of a number of central venue mini and junior leagues to which Cannock Chase clubs affiliate, the majority of displaced demand will remain consistent in the future. There is, however, 6.5 match equivalent sessions of actual spare capacity of displaced demand that would prefer to be based within the District.
- ◀ Including both TGRs and club aspirational the total amount of future demand across Cannock Chase equates to one match equivalent session on adult pitches, 0.5 match equivalent sessions on mini 7v7 pitch type and 5.5 match equivalent session on mini 5v5 pitches.
- ◀ There are nine match equivalent sessions per week of actual spare capacity (i.e. at peak time) located across ten sites on 12 pitches. Any actual spare capacity at unsecured sites has been discounted from any totals as the long-term existence of those pitches cannot be relied upon in the future.
- ◀ Overplay on football pitches in Cannock Chase amounts to 6.5 match equivalent sessions per week over six sites and eight pitches.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

PART 3: CRICKET

3.1: Introduction

Staffordshire Cricket (SC) serves as the governing and representative body for cricket across Cannock Chase. 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 number of cricket leagues which service teams in Cannock Chase. Some of the main senior leagues include:

- ◀ South Staffs County League (SSCL)
- ◀ Birmingham & District Premier Cricket League (BDPCL)
- ◀ Lichfield Sunday Cricket League (LSCL)

The youth league structure in Cannock Chase 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 matches in the afternoon. The main leagues for junior cricket are the Staffordshire County Youth Cricket League

Consultation

There are three cricket clubs servicing Cannock Chase District; each was given the opportunity for consultation via an online survey, with all clubs completing the survey and therefore representing a 100% response rate.

3.2: Supply

In total, there are two grass cricket squares located in Cannock Chase across two sites. In addition, there are two squares located at Cannock Cricket and Hockey Club, in neighbouring South Staffordshire but servicing demand from Cannock Chase. All squares are available for community use and are currently used by local clubs.

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 campaign¹⁰ 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.

¹⁰ <http://getthegameon.co.uk/>

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Table 3.1: Summary of NTPs

Site ID	Site	Number of NTPs	Position
4	Cannock and Rugeley Colliery Cricket Club	1	Square
29	Norton Canes Primary Academy	1	Standalone
38	St Luke's C of E Primary School	1	Standalone
46	St Peter's CE Primary School	1	Standalone
53	Cannock Cricket and Hockey Club (South Staffordshire)	3	Square
59	Rugeley Cricket Club	1	Square

In total, there are eight non-turf pitches (NTPs) servicing Cannock Chase. Of which, four are located accompanying natural turf squares at club sites and three are standalone based at school sites.

It should be noted that those education sites with NTPs are all primary school sites and are subject to minimal educational demand. The NTP at Norton Canes Primary Academy is considered poor quality by the School.

Table 3.2: Summary of cricket provision

Site ID	Site	Number of squares	Community use?	Number of wickets	
				Grass	Non-turf
4	Cannock and Rugeley Colliery Cricket Club	1	Yes	12	1
53	Cannock Cricket and Hockey Club (South Staffordshire)	2	Yes	22	2
				13	1
59	Rugeley Cricket Club	1	Yes	12	1

Future supply

Rugeley CC reports that it has been granted planning permission for change of use for a field adjacent to its home ground. This will convert the field to a second cricket square, which the Club will then lease from the private land owner.

Disused provision

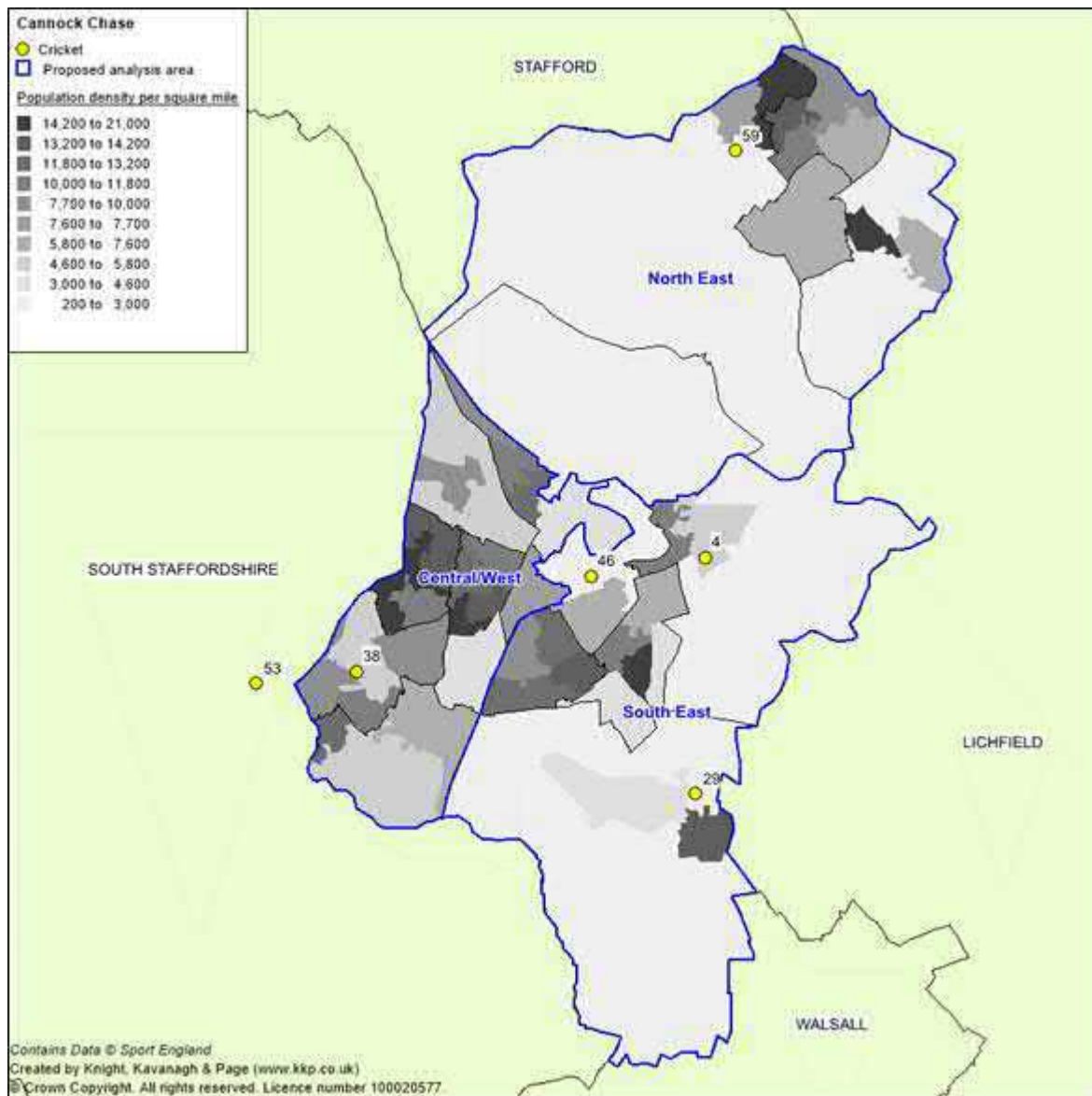
Beaudesert Sports Field and Recreation Ground was previously accessed by, the now folded, Cannock Wood CC, as recently as 2016, meaning that there was previously a cricket square maintained on the site. The site is owned by Cannock Chase District Council and is protected by Fields in Trust, to be retained as playing fields.

Cannock Wood CC was still operating as a club as recently as 2017 but did not host any fixtures at its home venue during this season. Since, the Club has ceased to operate and the maintenance of the site as a cricket pitch has also halted.

It should be noted that prior to the closure of the site, there was a grass turf cricket square at Rugeley Power Station consisting of nine wickets. This supply was available for community use, along with accompanying clubhouse and changing facilities.

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Figure 3.1: Map showing cricket pitches servicing Cannock Chase District demand.



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. To obtain a full technical assessment of wicket and pitches, the ECB recommends a Performance Quality Standard (PQS) assessment. The PQS looks at a cricket square to ascertain whether the pitch meets the Performance Quality Standards which are benchmarked by the Institute of Groundsmanship (IOG).

Pitch quality ratings determined by non-technical quality assessments and user feedback found that all squares accessed by Cannock Chase clubs are considered good quality.

Despite all pitches considered to be good quality overall; each club does report issues with respective home venues. C&R Hawks CC reports that there are frequent issues with dog fouling and litter on the outfield which the Club have to take time to clear up prior to each session.

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All three clubs also report that outfield is generally uneven as a result of either insect infestations; or, in the case of Cannock CC, from football pitches being marked on throughout the winter months adversely impacting on the evenness of the site.

All three clubs in Cannock Chase report that sites are maintained by the clubs and that this is not considered to be an issue in relation to sustaining pitch quality.

Security of tenure

Cannock CC which forms part of the overarching Cannock Cricket and Hockey Club owns its home ground and the freehold to the site meaning it has secure tenure. It should be noted that the overarching sports club is now insolvent and is in the process of being wound up. In order to clear outstanding debts, the Club is seeking to sell the clubhouse facility for the development of apartments¹¹. Remaining funds would then be reinvested back into facilities for each sport. The tenure of Cannock CC is not expected to be affected by the proposed developments. Given the financial issues facing the overarching sports club (Chase Park) then the site should be considered at risk, potentially leaving Cannock CC without a home venue, requiring provision within Cannock Chase District.

Both C&R Hawks CC and Rugeley CC lease their home venues; with the latter not considered to have security of tenure at present.

C&R Hawks CC leases its home venue from the Coal Industry Social Welfare Organisation (CISWO), with the length of the agreement having 25 years remaining. In the terms of the agreement the Club is responsible for both the management and maintenance of the site.

Rugeley CC leases its home venue but is not considered to have security of tenure. The Club's lease agreement is with a private land owner and is a one year rolling agreement and as such this does not provide the Club with long term security of tenure. The Club recently agreed a new lease agreement, the terms of which are currently unknown. It is reported by Rugeley CC that the agreement will be a 15 year rolling lease which will provide it with security of tenure, enabling the Club to secure ECB funding. The higher the amount the longer the required lease agreement. Considering this the ECB notes that a 25 year agreement would be ideal. The new lease agreement will also incorporate the new cricket pitch in the field adjacent.

Ancillary facilities

Quality and access to required match day ancillary facilities varies between times of play; for example, senior teams playing at weekends typically need to access clubhouse and kitchen facilities to provide teas, whereas for junior and senior matches played midweek this is often not required and more emphasis is on access to suitable changing facilities.

Two clubs rate the ancillary facilities they use to be good quality, whilst Cannock CC reports ancillaries to be of standard quality; however, each site does have some issues.

It is understood from consultation that the clubhouse at Cannock Cricket and Hockey Club is due to be sold, with a new clubhouse facility to be built; which will have an adequate number of changing rooms to serve all pitches on site; as well as a large social space for pot-match functions. Current car parking on site is considered adequate, whilst

¹¹ At the time of this report planning permission has not been granted for this by South Staffordshire District Council.

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there have been no reported incidents of vandalism. The proposal includes extending the existing cricket pavilion on site, whilst a new hockey clubhouse would be established on site.

C&R Hawks CC report that the ancillary provision at its home ground is of good quality, with adequate changing and car parking provision throughout busy periods.

There are no reported issues at Rugeley CC, with the Club considering ancillary provision to be of good quality.

Training facilities

Access to training facilities is important, particularly for pre-season/winter training. Only Rugeley CC reports demand for fixed cricket nets to allow training to take place away from the match square.

Both C&R Hawks CC and Cannock CC are currently satisfied with training facilities available to each club. Rugeley CC, however, reports ambitions to have fixed location cricket nets onsite to allow training to take place away from the match square.

3.3: Demand

Demand at cricket clubs in Cannock Chase is substantial with all clubs fielding at least two senior teams and a minimum of two junior teams.

Table 3.4: Summary of team demand in Cannock Chase

Club name	Number of competitive teams			
	Senior men	Senior women	Junior boys	Junior girls
Cannock CC	6	-	8	-
C&R Hawks CC	4	-	3	-
Rugeley CC	4	1	3	-
Total	14	1	14	-

There are 15 senior and 14 junior teams playing competitive matches across the three clubs, totalling 29 cricket teams.

Women's and girls' cricket are a national priority and there is a target to establish two girls' and one women's team 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 ID. Rugeley CC currently has the only women's team in the District, whilst none of the three clubs has a dedicated junior girls' teams.

Up until the end of last season there was an additional club operating in Cannock Chase District. Cannock Wood CC was based at Beaudesert Sports Field and Recreation Ground, fielding one senior men's team in its final season. It is believed that the remaining demand from this club has been assimilated within the playing squads of other remaining clubs.

Participation trends

The National Player Survey (NPS) conducted over the past three years by the ECB reveals that the nature of participation in traditional league cricket is currently suffering a

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decline, although this is being offset by a rapid increase in non-traditional formats (such as LMS and T20 competitions), which are shorter, quicker formats of the game and are referenced further on in this report.

This trend in Cannock Chase is contrary to national findings as there is evidence of stability for men's open age and substantial growth in junior teams.

Table 3.5: Change in the number of teams over the previous three years

Team type	Clubs response		
	Increased	Decreased	Stayed the same
Men's open age	-	33%	67%
Women's open age	33%	-	67%
Junior	67%	-	33%

Future demand

Team generation rates (TGRs) are used as the basis for calculating the number of teams likely to be generated in the future based on population growth. However, in this instance, TGRs do not forecast the likely creation of any additional teams in Cannock Chase.

Further to TGRs there are also plans and strategies to increase the number of teams at some formats beyond what current population trends suggest. For example, female growth at women's and girls' age groups is relatively small, however there are planned increases in activity around female participation through both Allstars Cricket and a programme of softball cricket which are likely to reflect in growth above levels shown through TGRs.

Table 3.6 shows a summary of quantified club aspirations for future demand. Cannock CC reports that there are no formal club plans to establish new teams, however, should participation increase then that will be accommodated within existing playing squads.

Table 3.6: Summary of future demand (club aspirations)

Club	Future demand (teams)			
	Senior men	Senior women	Junior	Total
Cannock CC	-	-	-	-
C & R Hawks CC	-	-	-	-
Rugeley CC	1	1	2	4
Total	1	1	2	4

Senior men's teams competing at peak time (Saturday) currently play an average of ten home matches each season, so on the basis that new teams will participate at peak time this increase equates to a requirement for approximately ten additional adult match sessions per season (0.5 additional match sessions per week at peak time) to accommodate a new team.

For senior women's teams the average number of home matches representing six match sessions per season to accommodate a new women's team, with peak time considered to be Sunday.

Junior boys' teams play an average of five home matches per season representing a further requirement for approximately ten junior boys' match sessions per season to

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accommodate proposed new teams junior cricket takes place midweek and can therefore take place over a number of evenings.

Overall there is predicted future demand totalling 26 match equivalent sessions per season to be accommodated at Rugeley CC as the only club to report aspirations to grow; neither Cannock CC nor C&R Hawks CC aspire to create additional teams.

All Stars Cricket

In partnership with the ECB and Chance to Shine cricket clubs in Cannock Chase can register to become an ECB All Stars Cricket Centre. 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

All three cricket clubs servicing Cannock Chase District demand ran All Stars Cricket sessions in both 2017 and 2018. Cannock CC has 41 participants, C&R Hawks had 12 and Rugeley CC had ten participants.

Chance to Shine

Chance to Shine is a national charity which aims to educate young people and teach them vital life skills through cricket. Since 2005 the Charity's school programme has helped combat the decline of participation in cricket, especially in state schools. In Cannock Chase, it works in partnership with local schools to engage both girls and boys to play and learn through engagement. This is achieved through but not limited by teacher training, club/school partnership and curricular/extracurricular coaching. These schools currently participate in the Chance to Shine Programme:

- ◀ Bridgtown Primary School
- ◀ Cannock Chase High School
- ◀ Chadsmoor Community Infants and Nursery School
- ◀ Churchfield CofE Primary School
- ◀ Five Ways Primary School
- ◀ Gorsemoor Primary School
- ◀ Hednesford Valley High School
- ◀ St Luke's CofE Primary School
- ◀ St Peter's CofE Primary School

Displaced demand

Displaced or exported demand refers to Cannock Chase 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 into the District.

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Although Cannock CC is based outside of the District, the majority of its playing members are Cannock Chase residents and as such it is considered a Cannock Chase club. Given the Club's ownership of its home venue in South Staffordshire, the Club is happy with this arrangement and it is unlikely to change for the foreseeable future and is therefore not considered to be displaced.

A senior men's team representing C&R Hawks CC also plays out of the District for home games due to a lack of peak time capacity at the Club's home venue. The team utilises a square at Hawkins Sports and Social Club (South Staffordshire), with the site considered the Club's secondary venue. Again, the Club is happy with this arrangement and it is unlikely to change for the foreseeable future and is therefore not considered to be displaced.

Similarly, Rugeley CC also has a senior men's team displaced out of the District, with the Club's 3rd XI men's team accessing provision at Longdon Cricket Club (Lichfield) for pitch provision on Saturdays. The Club will be unable to access Longdon Cricket Club in 2019 but will have a second square available at its home venue in a few seasons, subject to finances, given that planning permission has been granted for change of use of an adjacent field. Given this, the ECB reports that it is likely that, unless an alternative secondary venue can be found, Rugeley CC will lose its 3rd XI men's team.

Unmet demand

Unmet demand is existing demand that is not able to access sufficient 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. There is no recorded unmet demand for cricket in Cannock Chase.

Peak time demand

An analysis of match play identifies peak time demand for senior cricket as Saturdays, with ten senior teams (67%) playing on this day. There is a level of demand for Sunday cricket, with five teams (33%) playing on this day, however, this is minimal.

For junior cricket, peak time demand is considered to be midweek, although four teams (29%) 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, in units of match equivalent sessions (MES) per season. 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.

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To help calculate square capacity, the ECB suggests that a good quality natural turf 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

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 and the number of grass cricket pitches onsite.

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Table 3.7: Grass cricket square capacity

Site ID	Site name	Security of tenure	Community use availability	Teams/groups accommodated	Quality rating ¹²	Number of pitches	Number of natural turf wickets	Actual play (MES per season)	Capacity (MES per season) ¹³	Capacity rating (MES per season)
4	Cannock and Rugeley Colliery Cricket Club	Secure	Yes	C&R Hawks CC	Good	1	12	46	60	14
53	Cannock Cricket and Hockey Club	Secure	Yes	Cannock CC	Good	2	35	133	175	42
59	Rugeley Cricket Club	Secure	Yes	Rugeley CC	Good	1	12	51	60	9

¹² As derived from the non-technical site assessments (undertaken during the 2018 season).

¹³ Some squares may have wickets which cannot accommodate adult cricket due to distance from the boundaries, therefore junior use of end wickets is advocated where this may be a restrictive issue.

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Spare capacity

The next step is to ascertain whether or not any identified 'potential capacity' can be deemed 'actual spare capacity' by which it is available at peak time. 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.

In order to fully establish actual spare capacity, the peak period needs to be established. An analysis of match play identifies that peak time demand for grass cricket squares for senior cricket is Saturday (ten teams).

Those sites which display potential capacity of less than 10 matches per season have been excluded from the capacity analysis on the basis that they do not exhibit enough spare capacity to accommodate another senior men's club team, based on an average of 10 home matches per team each season.

Of those sites with existing community use, there are two sites which show potential spare capacity on senior grass cricket squares, totalling 56 match sessions per season.

Table 3.8: Actual square capacity on grass cricket squares at senior peak time

Site ID	Site name	No. of squares	Capacity rating (MES per season)	MES available (Saturday)	MES available (Sunday)	Comment
4	Cannock and Rugeley Colliery Cricket Club	1	14	0	0.5	No actual spare capacity available during the peak period (Saturday) but there is capacity on Sunday for additional demand.
53	Cannock Cricket and Hockey Club	2	42	0	1	No actual spare capacity available during the peak period (Saturday) but there is capacity on Sunday for additional demand.
			56	0	28	Total

In practice, although two sites display potential spare capacity, there is no actual spare capacity available during the peak time for senior play (Saturday). The table does show that there is actual spare capacity on Sunday, with sufficient supply to accommodate a total of 28 match sessions per season.

Actual spare capacity at Cannock Cricket and Hockey Club, although currently available, may become unavailable at short notice given the Club's financial insecurity. If the site does become unavailable then actual spare capacity on Sunday will reduce to seven match equivalent sessions. It should also be noted that if the site does close then there would be a need to accommodate senior cricket demand on Saturdays (four senior men's teams) and Sundays (two senior men's teams); as well as the Club's eight junior teams playing across midweek and Sunday mornings.

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Overplay

There are no cricket squares that are considered to be overplayed beyond their recommended playing capacity.

3.5: Supply and demand analysis

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

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 (10 matches for senior men and six matches for senior women). 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 aspirations to increase the number of junior teams.

Table 3.9: Capacity of grass cricket squares (Saturday)

Analysis area	Total spare capacity (match sessions)	Demand (match sessions per season)				
		Overplay	Current total	Displaced demand	Future demand (senior)	Total
Cannock Chase	-	-	-	11 ¹⁴	16	-27

At present all current demand is being adequately accommodated on existing supply. Rugeley CC reports that its displaced demand wishes to return to the District meaning that this will impact the future total.

When future demand is also considered there will be a shortfall of 27 match sessions per season associated to Rugeley CC. However, it should be noted that part of this future demand is for the creation of a senior women's team, for which, peak time is on Sundays, when there is 0.5 match equivalent sessions of actual spare capacity expressed at the site.

Although there is no actual spare capacity available on Saturdays for additional demand to be accommodated, the presence of a senior Sunday league in the District means that any new team would need to participate at this time in order to be accommodated on existing provision.

If Cannock Cricket and Hockey Club becomes unavailable due to closure, then actual spare capacity on Sunday reduces to seven match equivalent sessions (currently 28 match equivalent sessions); and current demand (133 match equivalent sessions per season) will become unmet demand requiring access to provision within the District¹⁵.

3.6: Conclusion

¹⁴ This is the number of home matches per season by Rugeley 3rd XI; with the Club aspiring to return the team to Cannock Chase District.

¹⁵ This is of the understanding that the majority of Cannock CC members are Cannock Chase District residents.

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In summary, there is sufficient supply of cricket provision to cater for current demand; however, a shortfall is created once future and displaced demand are considered (specifically at Rugeley CC). In order for this to be accommodated on existing provision all future senior demand would need to take place outside of the peak period for senior men's cricket (Saturday). Any peak time future demand would require access to more provision, however, should the second square be developed adjacent to Rugeley CC and secure for the Club's use this would fully address the shortfall identified.

Whilst the aforementioned second square is developed at Rugeley CC, the Club's current 3rd XI and potential 4th XI will be without a dedicated home venue as neither team could be accommodated at Rugeley CC on Saturday afternoons. A solution to this is imperative to support the Club's continued growth.

Cricket summary

- ◀ **There is sufficient supply of cricket provision to cater for current demand, however, a shortfall is created once displaced and future demand is considered.**
- ◀ **In order for this to be accommodated on existing provision all future senior demand would need to take place outside of the peak period for senior men's cricket (Saturday). Any peak time future demand would require access to more provision, however, should the second square be developed adjacent to Rugeley CC and secure for the Club's use this would fully address the shortfall identified.**
- ◀ In total, there are two grass cricket squares in Cannock Chase located across two sites. In addition, there are two squares located at Cannock Cricket and Hockey Club, in neighbouring South Staffordshire but servicing demand from Cannock Chase. All grass squares are available for community use and used.
- ◀ In total, there are eight non-turf pitches (NTPs) servicing Cannock Chase demand. Of which, five are located accompanying natural turf squares at club sites and three are standalone based at school sites.
- ◀ Rugeley CC has been granted permission for a change of use of an adjacent field which will result in the creation of a second square to then be leased by the Club.
- ◀ Pitch quality ratings determined by non-technical quality assessments and user feedback found that all natural grass squares are of good quality.
- ◀ Both Cannock CC and C&R Hawks CC are considered to have security of tenure. There is a need to ensure that a long term lease agreement is signed by Rugeley CC to give the Club security of tenure.
- ◀ Consultation reports that the clubhouse facility at Cannock Cricket and Hockey Club is due to be sold, with a purpose built facility built elsewhere onsite.
- ◀ There are 15 senior cricket teams, one of which is a women's team; and 14 junior teams playing competitive matches across the three clubs, totalling 29 cricket teams.
- ◀ Both Rugeley CC and C&R Hawks CC have senior men's teams displaced to secondary venues outside of the District. C&R Hawks CC does not report aspirations to return its displaced team to the District. Rugeley CC, however, does plan to return its displaced senior team.
- ◀ Despite two sites having potential capacity totalling 56 match sessions per season, there is no actual spare capacity available during the peak period for senior men's play (Saturday).
- ◀ No pitches are considered overplayed in Cannock Chase District.

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PART 4: RUGBY UNION

4.1: Introduction

The Rugby Football Union (RFU) is split into six areas across the country with a workforce team that covers development, coaching, governance and competitions. Cannock Chase falls within Area Five (covering much of the North West and West Midlands), with a Rugby Development Officer (RDO) and a team of Community Rugby Coaches (CRC) that deliver core programmes in schools and clubs.

Its variety of programmes, which include 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.

Club consultation

There is one rugby union club based in Cannock Chase, Rugeley RFC, whilst Cannock RFC is based just outside of the District, with the majority of its demand coming from Cannock Chase residents. Both clubs were consulted with either face to face or via telephone representing a response rate of 100%. The results are used to inform key issues within this section of the report together with additional information provided by the RFU Development Officer for the area.

4.2: Supply

In total there are six rugby union pitches in Cannock Chase across five sites, four of which are senior sized, with the other two of junior size. In addition there are two senior pitches and a junior pitch located at Cannock RUFC, which also contribute to the local supply. There are no dedicated mini pitches in Cannock Chase. All the pitches are available for community use, but those at education sites are not currently used by community clubs.

At present, there are no World Rugby (WR) compliant 3G pitches in Cannock Chase, with the nearest pitches located at Walsall RUFC (Walsall), the University of Wolverhampton (Walsall) and Keele University (Newcastle Under Lyme). This pitches are available to local rugby union clubs and could potentially support some demand from Cannock and Rugeley rugby clubs.

The audit only identifies dedicated, line marked pitches. For rugby union pitch dimension sizes please refer to Table 4.1 below.

Table 4.1: Summary of RFU recommended pitch sizes by age group

Age	Pitch type	Maximum Pitch Dimensions (Metres)
U7	Mini	20x12
U8	Mini	45x22
U9	Mini	60x30
U10	Mini	60x35
U11	Mini	60x43
U12	Mini	60x43
U13	Junior	90x60 (Girls 60x43)
U14-U18	Senior	100x70

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Age	Pitch type	Maximum Pitch Dimensions (Metres)
Senior	Senior	Recommended run off area 5m. Minimum in-goal length 6m.

Table 4.2: Supply of rugby union pitches (in the District)

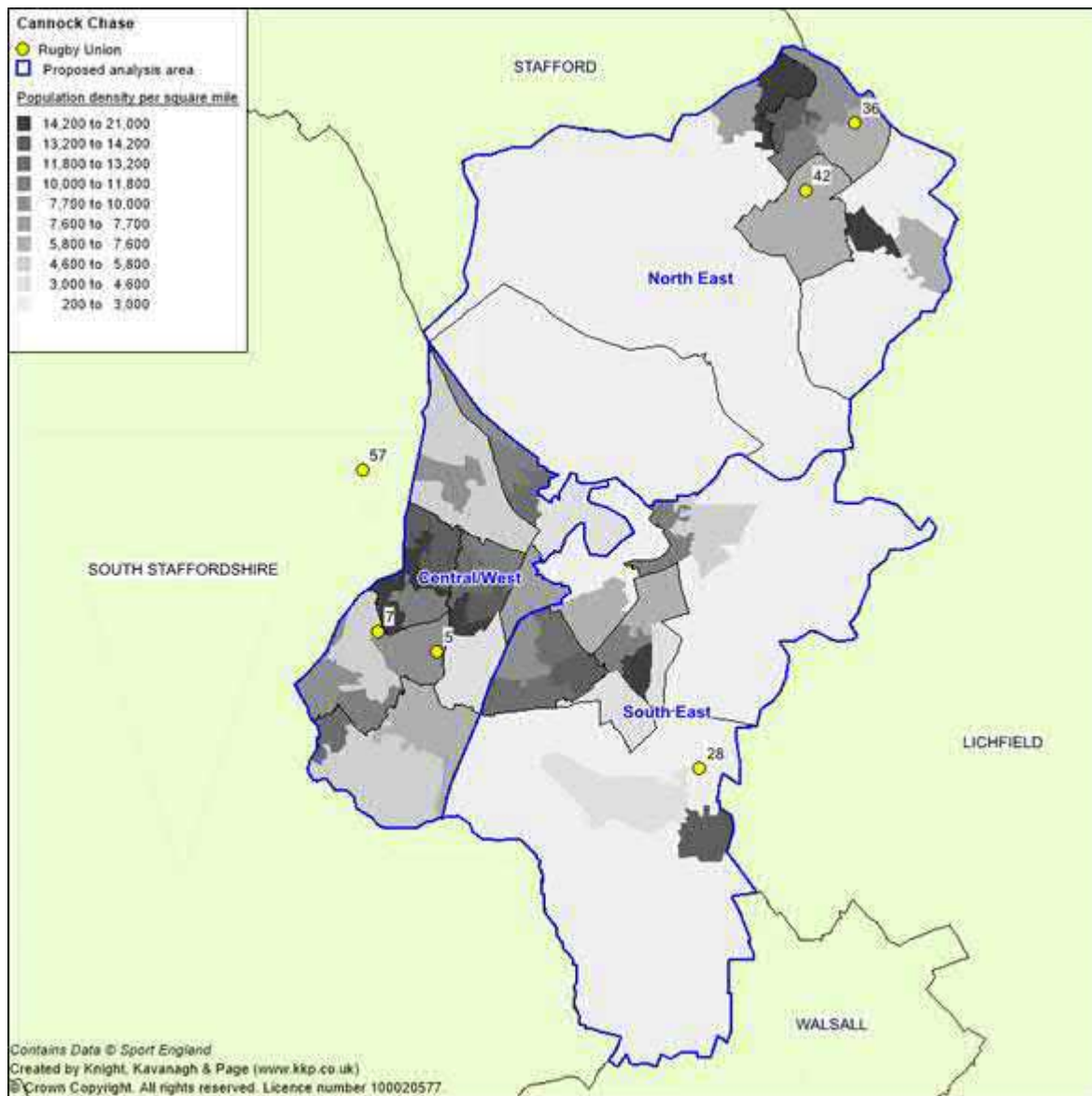
Pitch type	Availability			Total
	Yes	Yes - unused	No	
Senior	1	3	-	4
Junior	-	2	-	2
Mini	-	-	-	-
Total	1	5	-	6

Future supply

Since 2016, flood defence system development at Hagley Playing Fields has meant the temporary loss of a senior rugby union pitch which was accessed by Rugeley RFC. The site is owned by Staffordshire County Council and previously had both rugby union and football pitches marked out. Rugeley RFC reports that it should regain access to the site from the 2019/20 season, with a temporary pitch provided at The Hart School for its use for the duration of the development under the terms of the planning permission granted to the Environment Agency's work. The Club notes that if its mini and junior section continues to grow then it will require more than one rugby union pitch to be remarked on Hagley Playing Fields when it returns to use.

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Figure 4.2: Map showing rugby union pitches servicing Cannock Chase District demand.



Ownership/management

St Augustine's Field, the home venue of Rugeley RFC, is owned by Rugeley Open Spaces Association (ROSA), a charity and limited company. The clubhouse facility on site is leased to Rugeley RFC until 2022, however, it is understood that under the terms of the agreement this should be protected for a further ten years. Also, within the terms of the lease agreement, the Club is provided with a licence to use the field as and when it wishes. Community use of the site by the Club is considered secure, however, long term security of tenure that would enable the Club to be granted NGB funding is not evident in the terms of the current agreement.

Rugeley RFC is responsible for the management and maintenance of the site but does back charge ROSA for some of the work. The Club has received assistance from the RFU in the form of groundsmen courses and £1,000 from Staffordshire RU for ground work done to enable the site to be able to accommodate all match demand.

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Cannock RUFC leases its home venue from the Coal Industry Social Welfare Organisation (CISWO). The lease agreement has 17 years remaining meaning that the Club is considered to have security of tenure. The Club is aware that there have been two previous attempts to develop the site for housing and would seek to extend the current lease agreement if possible to secure the Club's long-term residence on the site; as well as to enable the Club to successfully apply for NGB funding. Under the terms of the Club's agreement it is responsible for the management and maintenance of the site.

The Club reports that ownership and management of the main access road to the site is disputed. With significant maintenance required to repair pot-holes, the Club has contacted Staffordshire County Council, CISWO and the Highways Agency to establish which party should fund the repairs.

Pitch quality

The criteria 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 below:

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

All of the pitches assessed are considered poor quality, with low maintenance regimes inhibiting overall pitch quality. Drainage is noted not to be an issue on any of the pitches, with all sites having natural adequate drainage (D1).

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Table 4.6: Summary of rugby union pitch quality (in the District)

Pitch type	Pitch quality		
	Good	Standard	Poor
Senior	-	-	4
Junior	-	-	2
Mini	-	-	-
Total	-	-	6

Rugeley RFC reports that the Club spends £1,000 per annum on pitch maintenance, but notes that double or triple this is required to significantly improve the pitch to a level to accommodate all of the Club's match demand. Similarly, Cannock RUFC noted that the cost of maintaining the pitches is significant, with the Club requiring new equipment to enable maintenance to improve. The Club highlighted aspirations for a new mower, tractor and spiker which is would willingly share with other local clubs; should the funds be available.

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Table 4.7: Rugby union pitch quality ratings

Site ID	Site name	Management	Community use?	Pitch type	Non-technical assessment rating	Quality rating	Number of pitches	Comments
5	Cannock Chase High School	School	Yes - unused	Senior	M0/D1	Poor	1	A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage.
7	Cardinal Griffin Catholic College	School	Yes - unused	Senior	M0/D1	Poor	1	A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage.
28	Norton Canes High School	School	Yes - unused	Senior	M0/D1	Poor	1	A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage.
36	St Augustine's Field	Sports Club	Yes	Senior	M0/D1	Poor	1	A poor quality pitch which is the home venue for Rugeley RFC, accommodating all the Club's match demand. The Club provides basic maintenance of the site due to cost, with no reported drainage issues.
42	The Hart School (Upper School)	School	Yes - unused	Junior	M0/D1	Poor	2	Two poor quality school pitch which are available for community use but is unused. The pitches were provided as agreed with in the terms of the flood defence development work at Hagley Playing Fields with a view that Rugeley RFC would use the site, however, the Club reports little to no maintenance of the pitches occurs rendering them unsuitable.
57	Cannock Rugby Club (OUTSIDE)	Sports Club	Yes	Senior	M0/D1	Poor	2	Two poor quality pitches which are the home venue for Cannock RUFC, accommodating some of the Club's match demand. The Club provides basic maintenance of the site due to cost and a lack of equipment, with no reported drainage issues.
57	Cannock Rugby Club (OUTSIDE)	Sports Club	Yes	Junior	M0/D1	Poor	1	A poor quality pitch which is the home venue for Cannock RUFC, accommodating some of the Club's match demand and all of training demand. The Club provides basic maintenance of the site due to cost and a lack of equipment, with no reported drainage issues.

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Ancillary facilities

Ancillary facilities at St Augustine's Field are of poor quality, but Rugeley RFC considers the facility acceptable for the size of the Club. The clubhouse is a wooden building, built in the 1960s or 70s, which has had work done over the years to repair any issues. There are two small changing rooms which were previously one, but a partition wall was installed, reducing the overall size but increasing the total. Communal showers serve both the players' and officials' changing rooms, of which there is one. A bar facility exists in a hall way, with toilets on site shared between players, officials and spectators. There is no car parking on site with site users parking along the edge of the field as well as on Station Road. The Club notes that car parking is required to help the Club to grow.

Overall, Rugeley RFC's ancillary facilities require significant improvement, with the changing rooms not meeting RFU or SE standards.

Changing facilities at Cannock RUFC are of a good quality, having recently been refurbished with funding from both SE and the RFU. The site has a clubhouse; dedicated player and officials' changing rooms, with toilets; storage; and spectator toilets. Overall the facility is good quality. The Club does have ambitions to formalise the car parking; as well as aspirations to create two additional changing rooms on site if possible. It is reported by the RFU that the floodlighting on site requires improvement to enhance training sessions taking place. The lighting is fails to meet minimum specifications required to accommodate match play demand.

4.3: Demand

Competitive play

Cannock and Rugeley rugby clubs provide a total of 19 teams, only one of which is a women's team whilst there are no dedicated girls' teams in the District. There are five senior men's teams, four of which compete regularly in leagues; seven junior boys' team, with Rugeley RFC colts team the sole league participant; and six mini squads.

Cannock RUFC reports that it previously had a training group of U13 girls that moved club to Tamworth RFC at U15 age to participate in formal matches. Although there are currently no dedicated girls' team mini squads are typically mixed sex and often field several small sided teams playing a number of matches depending on availability and player numbers on match days.

Table 4.8: Summary of rugby union demand

Club	Number of rugby union teams (age groups)					
	Senior		Junior (13-17)		Mini (6-12)	Total
	Men (19+)	Women (19+)	Boys	Girls		
Cannock RUFC	3	1	5	-	3	12
Rugeley RFC	2	-	2	-	3	7
Total	5	1	7	-	6	19

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Table 4.9: Summary of overall demand

Team play	No. of rugby union teams		
	Senior	Junior	Mini
Club leagues	5	1	-
Club friendlies/infrequent	1	6	6
University leagues	-	-	-
Total	6	7	6

Training

The junior pitch at Cannock RFC accommodates all of the Club's training demand as it is the only floodlit pitch available on site. Training totals five match equivalent sessions per week from all squads.

Rugeley RFC, however, do not have a floodlit pitch or training area on site which means that its teams hire the small sized 3G pitch at Rugeley Leisure Centre for four hours per week, which the Club reports is sufficient. As these pitches are not World Rugby compliant no contact session can take place, limiting the quality of the training sessions undertaken by the Club. At the start and ends of the season, as well as during pre-season, the Club utilises St Augustine's Field for training when daylight allows, however, this is less frequent in adverse weather.

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. Neither Cannock RUFC nor Rugeley RFC currently host touch rugby or O2 touch rugby sessions, with the nearest session of the latter located at Walton High School (Stafford) which is open to anyone over the age of 16.

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 7: Third Generation Artificial Pitches.

In December 2015, 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.

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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.

At present, there are no World Rugby (WR) compliant 3G pitches in Cannock Chase, with the nearest pitches located at the University of Wolverhampton (Walsall) and Keele University (Newcastle Under Lyme).

Future demand

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 up to 2036. However, in this instance, there are no teams forecasted to be created within any category, with any participation increases being accommodated within 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 coaching activity within schools linking to local clubs or NGB aims as part of the Targeted Work Programmes.

The RFU is actively exploring opportunities to assist with the transition between late junior years and senior rugby. This area has a strategic focus from the RFU and is being facilitated by encouraging casual play and midweek senior matches. 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 focused on developing junior participation, 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.

Participation increases

Future demand reported by Rugeley RFC indicates that it will re-establish a 3rd XV next season as the current colts' team exceeds the age boundary. The Club also aspires to establish two additional junior squads over the forthcoming seasons, whilst sustaining its mini section with new participants each season. Its demand will therefore increase by 1.25 match equivalent sessions for next season.

Cannock RUFC noted aspirations to add an additional mini squad next season, probably at the U7 age group. The Club also indicated that the current U17 squad will become a colts' team next season, run in conjunction with Barton under Needwood RUFC, with the team playing at Cannock RFC once every four weeks, reducing match demand to 0.25 match equivalent sessions per week. Overall demand on the pitches at the Club's home venue will remain static next season.

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Unmet, latent and displaced 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. Neither Cannock nor Rugeley rugby clubs report the existence of any unmet or latent demand.

Displaced demand refers to existing demand which is exported outside of the study area; whilst it also refers to any imported demand from neighbouring districts that accesses facilities within the Cannock Chase study area due to a lack of available facilities in other local authorities where such team or club is based. Although the majority of demand for Cannock RUFC is from Cannock Chase District, this demand is not considered displaced given the geographical location of the Club; along with the fact that the site is not liable to alter in the near future. Therefore, no displaced demand exists in Cannock Chase.

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 which aims to increase the number of secondary state schools playing rugby union. These schools link to a local team of RFU rugby development officers (RDOs) which deliver coaching sessions and support schools to establish rugby union as part of the curricular and extracurricular programme.

Rugby within schools in Cannock Chase is minimal with some extra-curricular activity at both Cardinal Griffin Catholic College and The Hart School. Rugby union at The Hart School is reported to be minimal, with local RFU Community Rugby Coaches providing some sessions for students. The School has participated in some match activity although these were very structured games allowing students to match experience. Training activity at Cardinal Griffin Catholic College is slightly higher, with the school hosting more extra-curricular sessions, without forming formalised teams.

No extra-curricular rugby union activity occurs at Cannock Chase High School, Norton Canes High School, Kingsmead School or Staffordshire University Academy.

RFU priorities

The RFU actively works with all affiliated clubs to support growth and development of both participation and facilities. Within Cannock Chase, all clubs are supported by an area RDO. The RFU identifies the following priorities for future development of the respective clubs.

Table 4.10: Summary of RFU club priorities

Club	RFU priority
Cannock RUFC	<p>Support the Club's summer engagement with new and returning players by providing touch rugby.</p> <p>The RFU will also provide coaching support for next year's colts team, which will be shared with Barton under Needwood RUFC.</p> <p>To improve the quality of the floodlighting on site to enhance training sessions.</p>

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Club	RFU priority
Rugeley RFC	Support the Club's summer engagement with new and returning players by providing touch rugby. Assist the Club's work throughout the summer period to fully establish its mini section.

In all instances where support for mini, junior and colts' rugby union teams has been identified, the RFU and the respective clubs are exploring options to provide sessions and fixtures within local schools and community organisations to further aid development

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.

4.5: 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 affect the playing experience and people's enjoyment of playing rugby. In extreme circumstances, it can result in the inability of the 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 rugby union activity (regardless of whether this is secured community use) are included in the supply.

All competitive play takes place on senior sized pitches as there are no mini pitches in the District.

From U14 upwards, teams play 15 v15 and use a full pitch. Where mini pitches are not provided, mini (U7-12) teams play on half of a senior pitch i.e. two teams per senior 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, play per week is set at 0.25 for each match played across half of one senior pitch, based on all teams operating on a traditional home and away basis.

All male adult club league rugby takes place on a Saturday afternoon. U13-18 rugby generally takes place on a Sunday morning. Training that takes place on club pitches is reflected by the addition of team equivalents. Team equivalents have been calculated on the basis that 30 players (two teams) train on the pitch for 90 minutes (team equivalent of one) per night.

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As a guide, the RFU has set a standard number of matches that each pitch should be able to accommodate. Capacity is based upon a basic assessment of the drainage system and maintenance programme ascertained through a combination of the quality assessment and the club survey as follows:

Table 4.11: 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 or Pipe Drained (D1)	1.5	2	3
	Pipe Drained (D2)	1.75	2.5	3.25
	Pipe and Slit Drained (D3)	2	3	3.5

This guide should only be used as a very general measure of potential pitch capacity and does not account for specific circumstances at time of use and assumes average rainfall and an appropriate end of season rest and renovation programme.

The figures are based upon a pipe drained system at 5m centres that has been installed in the last eight years and a slit drained system at 1m centres completed in the last five years.

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Table 4.12: Rugby union provision and level of current use within Cannock Chase

Site ID	Site name	Available for community use?	Security of tenure	Pitch type	Quality rating	Number of pitches	Floodlit?	Match equivalent sessions (per week)	Site capacity (sessions per week)	Capacity rating	Comments
5	Cannock Chase High School	Yes-unused	Unsecure	Senior	Poor (M0/D1)	1	No	1	1.5	-0.5	The pitch has 0.5 MES of potential spare capacity.
7	Cardinal Griffin Catholic College	Yes-unused	Unsecure	Senior	Poor (M0/D1)	1	No	1.5	1.5	-	The pitch is at capacity from curricular & extra-curricular use.
28	Norton Canes High School	Yes-unused	Unsecure	Senior	Poor (M0/D1)	1	No	1	1.5	-0.5	The pitch has 0.5 MES of potential spare capacity.
36	St Augustine's Field	Yes	Secure	Senior	Poor (M0/D1)	1	No	2.75	1.5	1.25	The pitch is overplayed by 1.25 MES, accommodating all Rugeley RFC match demand.
42	The Hart School (Upper School)	Yes-unused	Unsecure	Junior	Poor (M0/D1)	1	No	1.5	1.5	-	The pitch is at capacity from curricular & extra-curricular use.
42	The Hart School (Upper School)	Yes-unused	Unsecure¹⁶	Junior	Poor (M0/D1)	1	No	1	1.5	-0.5	The pitch has 0.5 MES of potential spare capacity.
57	Cannock Rugby Club	Yes	Secure	Senior	Poor (M0/D1)	1	No	2.5	1.5	1	The pitch is overplayed by one MES, accommodating some match demand from Cannock RUFC.
57	Cannock Rugby Club	Yes	Secure	Senior	Poor (M0/D1)	1	No	2.25	1.5	0.75	The pitch is overplayed by 0.75 MES, accommodating some match demand from Cannock RUFC.
57	Cannock Rugby Club	Yes	Secure	Junior	Poor (M0/D1)	1	Yes	5	1.5	3.5	The pitch is overplayed by 3.5 MES, accommodating all Cannock RUFC training demand.

Most mini and junior play takes place on adult pitches and this has been added where applicable to calculate the actual play on sites. Match equivalent sessions per week for training sessions taking place on match pitches have also been added.

¹⁶ The pitch is considered unsecure, despite a formal community use agreement being in place, as its presence is not guaranteed for the minimum three years. The pitch was initially supplied as mitigation for flood defence work at Hagley Playing Field which resulted in the temporary loss of a junior rugby union pitch. The current community use agreement in place ends once the pitch at Hagley Playing Field is re-provided on site following the conclusion of development works prior to the 2019/20 season.

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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 subsequent analysis, 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 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. As a consequence of this, despite three pitches showing an accumulative potential spare capacity of 1.5 match equivalent sessions per week there is no actual spare capacity on rugby union pitches of any type in Cannock Chase.

Overplay

Four pitches across two sites are overplayed, totalling 6.5 match equivalent sessions per week.

Table 4.13: Overplay summary (pitches used by community teams)

Site ID	Site name	Overplay (match equivalent sessions per week)
36	St Augustine's Field	1.25
57	Cannock Rugby Club (OUTSIDE)	5.25
Total		6.5

The majority of overplay derives from Cannock RFC, home venue of Cannock RFC, with all three pitches on this site being overplayed. Two of those pitches accommodate all of the Club's match demand whilst the junior floodlit pitch is used exclusively for training.

St Augustine's Field is used by Rugeley RFC for all match demand, with training demand taking place off site at Rugeley Leisure Centre. If this training demand was to return to the one pitch on site the overplay would be exacerbated accumulating in a shortfall of 5.25 match equivalent sessions on the site. It should be noted that the Club elects to utilise the site for all match demand, despite having access to a junior pitch at The Hart School (Upper School) which was provided as mitigation for the temporary loss of a junior pitch at Hagley Playing Fields for the duration of site development works.

The poor quality and subsequent low carrying capacity of all overplayed pitches contributes to the level of overplay, with maintenance across all sites notably low (M0).

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4.4: 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 (TGRs) which are driven by population increases, as well as reported club development plans. Displaced demand is also considered as in the future that demand may wish to return to the District.

Table 4.14: Summary of supply and demand balance on rugby union pitches (Cannock Chase District)

Analysis area	Actual spare capacity ¹⁷	Demand (match equivalent sessions)			
		Overplay	Current total	Future demand ¹⁸	Future total
Senior	-	1.25	1.25	1.25	2.5
Junior	-	-	-	-	-
Mini	-	-	-	-	-
Cannock Chase	-	1.25	1.25	1.25	2.5

Overall there is a requirement for 1.25 match equivalent sessions per week to eliminate current shortfalls in the District, which will increase to 2.5 match equivalent sessions if future demand is realised. All rugby union shortfalls in the District are on senior rugby union pitches given that this pitch type accommodates all match demand. There is no actual spare capacity available in the District, with potential capacity all located at unsecure education sites.

When future demand, of 1.25 match equivalent sessions, is considered the shortfall is exacerbated; with this demand coming from Rugeley RFC, which solely accesses St Augustine's Field for match demand; and therefore, has been allocated to a senior pitch.

Overplay at Cannock Rugby Club has been discounted from Table 4.14 given that it is located outside of the District. However, the site is overplayed by 5.25 match equivalent sessions per week; with all three of the pitches on site overplayed. Future demand of new teams for Cannock RFC equals the reduction in match demand at the Club's site once the current U17 team forms a colts' team with Barton under Needwood RFC and therefore does not contribute additional future demand.

4.5: Conclusion

The requirement for additional match equivalent sessions per week and accumulated overplay on pitches across rugby union sites can be attributed to the low carrying capacity of pitches in the District due to poor pitch quality. Drainage on pitches is not a noted concern of community clubs or schools, with basic maintenance regimes being the more pressing concern. Cannock RFC teams training on the Club's one floodlit pitch solely contributes to its overplay; whereas no training demand takes place on St Augustine's Field, with the site accommodating all match demand from Rugeley RFC.

¹⁷ In match equivalent sessions per week

¹⁸ Where teams currently use a specific pitch type, this has been allocated to the same pitch type ie. Mini or junior demand on a senior pitch.

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Improvements to maintenance regimes for by both clubs along with access to improved equipment would help both overplayed sites improve pitch quality and increase capacity. Of additional concern to Rugeley RFC is the quality of its ancillary facilities, which require significant improvement to allow the Club to continue to develop. A potential solution to the issues facing Rugeley RFC could be securing a long term lease agreement at Hagley Playing Fields, once the site returns to being operational; and if planning permission for a purpose built clubhouse could be gained then the site presents as a possible venue for a relocation. This would be subject to the two football pitches on the site being re-provided elsewhere within the locality of the site.

Both Cannock RUFC and Rugeley RFC would benefit from an increase and improvement in the number of floodlit pitches available to assist each club's growth ambitions.

Rugby union summary

- ▶ **Current supply is not sufficient to cater for the level of demand expressed in Cannock Chase at present, totalling a need for a further 1.25 match equivalent sessions on pitches. This is further exacerbated to create a future requirement for 2.5 match equivalent sessions.**
- ▶ In total, there are six rugby union pitches in Cannock Chase across five sites, of which four are senior sized and two junior size. In addition, there are two senior pitches and a junior pitch located at Cannock Rugby Club, which also contribute to the local supply. All pitches are available for community use in some capacity.
- ▶ At present, there are no World Rugby (WR) compliant 3G pitches in Cannock Chase, with the nearest pitches located at the University of Wolverhampton (Walsall) and Keele University (Newcastle Under Lyme).
- ▶ The Floodlit provision across the District is low. To support participation growth both clubs should have access to high quality floodlighting to allow them to train and play matches in a safe environment.
- ▶ All pitches are of poor quality, rated (M0/D1). Maintenance of pitches is considered basic, whilst drainage is not a reported issue on any of the sites.
- ▶ Ancillary facilities for Rugeley RFC are considered poor quality, whilst those servicing Cannock RUFC are of good quality, with minor issues relating to informal car parking and ownership of the access road.
- ▶ Cannock and Rugeley rugby clubs provide a total of 19 teams, only one of which is a women's team whilst there are no dedicated girls' teams in the District.
- ▶ Both clubs are considered to have security of tenure via lease agreements in the short term, although Rugeley RFC's agreement does not provide long term security of tenure which is required for NGB funding.
- ▶ None of Rugeley RFC's training demand takes place on the match pitch due to a lack of floodlighting with training relocated to the small size 3G pitch at Rugeley Leisure Centre; whilst all of Cannock RUFC's training is accommodated on the Club's one floodlit pitch.
- ▶ Future demand from both TGRs and participation growth contribute an additional 1.25 match equivalent sessions per week on pitches in the District.
- ▶ There is no actual spare capacity on rugby union pitches in the District with all potential capacity located at unsecure education sites.
- ▶ There are four pitches across two sites which are overplayed totalling 6.5 match equivalent sessions. Three of these are located at Cannock Rugby Club which is outside of Cannock Chase District; and is overplayed by 5.25 match equivalent sessions.

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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 Staffordshire 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 EH competitions for clubs and schools (excluding domestic national league)
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	Desirable
England Hockey Category 4	All 3G surfaces	Essential None	Desirable Lower level hockey (Introductory level) when no category 1-3 surface is available.

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For senior teams, a full sized 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 63 metres though a minimum overall area of 97.4 x 59 metres is accepted.

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

Club consultation

Although no hockey clubs are based within Cannock Chase District, it is considered that clubs based in neighbouring areas, namely Cannock HC and Lichfield HC service Cannock Chase and therefore, both clubs were consulted with via telephone consultation representing a 100% club response rate.

5.2: Supply

There are no hockey suitable AGPs located in Cannock Chase District, either full or small sized. The sites accessed by the two hockey clubs (Cannock HC and Lichfield HC), which accommodate the District's hockey demand are based in South Staffordshire and Lichfield respectively.

It is understood that there are no plans to establish any new hockey suitable AGPs in the District as local demand is being met by provision in neighbouring authorities.

Disused supply

In addition to the two water based pitches at Cannock Cricket and Hockey Club (South Staffordshire) there is a disused, full size, sand based AGP which has not been used for several years.

Quality

Table 5.2 Summary of full size hockey AGP quality accommodating demand from Cannock Chase

Site ID	Site	Number of AGPs	Surface	Quality	Year built (refurbished)
53	Cannock Cricket and Hockey Club (South Staffordshire)	2	Water based	Good	2007/2008
58	Lichfield Sports Club (Lichfield)	1	Sand dressed	Good	2008

All hockey suitable AGPs accessed by Cannock Chase demand are of good quality, with Cannock Cricket and Hockey Club having two full size pitches on site, both of which are water based. There is a full size hockey suitable AGP located at Lichfield Sports Club which is sand

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dressed. Despite the good quality of all three of the pitches, they all either exceed or are nearing their recommended ten year lifespans.

It is considered that the carpet of an AGP usually lasts for approximately 10 years (depending on levels of use), though its lifespan can be prolonged in some cases where maintenance is of particularly high quality and rigor. This is evident with both pitches at both sites, with pitches which have received dedicated levels of maintenance by the clubs that has meant they are still good quality despite their age.

Ownership/management

Cannock HC owns its home ground as part of its membership of Cannock Cricket and Hockey Club. The overarching organisation owns the site with the member clubs then agreeing to the terms of use for the site. As Cannock HC is one of the founders of the ownership model for the site the Club currently has secure tenure, however, this would change should outstanding debts be called in and access is restricted.

Security of tenure is also secure for Lichfield HC, which leases its home ground as part of Lichfield Sports Club. Similar to Cannock HC, Lichfield HC is a member of a wider sports club which has a long term lease agreement in place with St John's Trust. The current lease agreement has 45 years remaining.

Although both clubs are currently based outside of the District, without a requirement for provision within Cannock Chase; there would be demand for provision in Cannock Chase, should tenure for Cannock HC become unsecure given the Club's financial issues; risk of debt being called in; and access to Cannock Cricket and Hockey Club being restricted. Lichfield HC is not considered likely to require access to provision within the District in the near future.

Ancillary provision

Cannock HC reports that ancillary facilities on site are of poor quality and have become poorer of the last few seasons; with poor changing facilities and improved lighting required. Car parking on site is deemed adequate, although there can be issues at the beginning and ends of the season due to cricket simultaneously using the site. The Club has submitted plans to South Staffordshire Council, the local authority in which the site is located, for a new clubhouse to be built; this would be funded via the sale of the previous clubhouse facility. It should be noted that Cannock Ladies HC requires suitable clubhouse and changing provision if the team is to achieve promotion from its current league. This requirement should be met by any site development.

Lichfield HC also reports ancillary provision at its home venue to be of poor quality, with a need for an increased number of changing rooms and car parking spaces required given the multi-sport nature of the site. The Club also reports that the changing facilities require refurbishment, having been poor quality for a number of years.

5.3: Demand

Cannock HC reports that the majority of its demand travels over five miles for home matches, with the centre of the District approximately that distance from the Club's home venue.

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Demand representing Lichfield HC travels a shorter distance for home fixtures. It is therefore deduced that the majority of the hockey demand within the District is accommodated at Cannock HC, with a small proportion representing Lichfield HC.

Cannock and Lichfield hockey clubs provide a total of 46 teams as summarised in the table below. Cannock HC has 220 playing members which is less than half of the number of members that Lichfield HC has (556 members).

Lichfield HC has seen a significant increase in the number of junior members representing the Club, with multiple junior teams being entered in to local competitions. The primary club coach also provides sessions at local schools and this has resulted in a significant increase in junior participation. Senior membership at the Club has also increased, resulting in the formation of an additional women's team.

Conversely, membership at Cannock HC has reportedly decreased, with the Club reducing its number of senior teams by one. Junior membership has generally remained consistent with 66 junior members of the Club. The decrease in membership is considered to be linked to the ongoing concern for the future of the Club and the uncertain future that it faces.

Table 5.3: Summary of teams playing in Cannock Chase

Name of club	Men's	Women's	Mixed	Juniors	Members
Cannock HC	4	5	1	1	220
Lichfield HC	7	7	3	18	556
Total	11	12	4	19	776

Lichfield HC reports that due to its number of members, the Club requires access to a secondary pitch. The Club aspires to establish a second hockey suitable AGP on site, but at present this remains an aspiration.

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, a 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 DCs to Cannock Chase District are located at Cannock Hockey and Cricket Club (South Staffordshire) and Lichfield Sports Club

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(Lichfield). These centres cover the South West and South East of Staffordshire respectively and are centres for both boys' and girls' development centres.

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Displaced demand

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

Although hockey participants from the District access supply outside of Cannock Chase, given the permanence of the two nearest clubs being based outside of the District this demand is not considered displaced.

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. Neither Lichfield nor Cannock hockey clubs identify any latent demand.

Future demand

Given that the two hockey clubs servicing Cannock Chase are located in neighbouring authorities it is not appropriate to use population data alone to calculate need.

Further to this, team generation rates 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, nationally, since 2012, hockey has seen a 65% increase in juniors taking up the sport within the club environment. This increase is expected to continue across all age groups in the future, especially given the success of Great Britain's women's team in the 2016 Rio Olympics and the anticipated legacy impact.

Though there remains a desire from EH to increase participation within the club/league based game, not all future demand may be realised entirely as new formalised teams playing at peak time. Some clubs may decide to offer pay and play opportunities to participants or offer small sided formats such in a bid to increase participation and club memberships by providing a different hockey offer.

Lichfield HC has plans to increase the number of teams representing the Club by six, with the creation of one additional senior men's team; two junior boys' teams and three junior girls' teams. The Club reports that the additional teams will play fixtures at either the Club's home venue or at local school sites.

Cannock HC did not report any aspirations to create additional teams, with any increase in participation being accommodated within the existing playing squads.

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Availability and usage

Sport England's Facilities Planning Model (FPM) applies an overall peak period for AGPs of 34 hours per week (Monday to Thursday 17:00-21:00; Friday 17:00-19:00; Saturday and Sunday 09:00-17:00). Using this calculation, Cannock Chase District does not have any full sized hockey suitable AGPs, but those utilised by Cannock and Lichfield hockey clubs as home venues are fully available within the peak period.

Table 5.4: Usage of hockey suitable AGPs (available for community use)

Site ID	Site	Number of AGPs	Floodlit	Community use hours in the peak period (per AGP)	Clubs/groups using the pitch (teams)	Midweek/training capacity	Match capacity	Comments
53	Cannock Cricket and Hockey Club	2	Yes	Weekday: 18 hours Weekend: 16 hours Total: 34 hours	Cannock HC	All Club training demand is accommodated on site with each of the pitches being utilised. The pitches are also subject to ad-hoc use by local football teams for midweek training demand.	All match demand for Cannock HC is accommodated on site, with no issues regarding access reported. The Club's ambitions to increase participation will not affect access issues in the future, given the number of hockey suitable AGPs on site.	Cannock HC reports that it has demand to access the site more frequently, but it is also aware that the income generated from external lets helps fund the site's ongoing maintenance.
58	Lichfield Sports Club	1	Yes	Weekday: 18 hours Weekend: 16 hours Total: 34 hours	Lichfield HC	All training demand from Lichfield HC is based at the site, with the Club reporting that it has demand to access any additional capacity on site. However, the pitch is also available for community lets, meaning that occasional use by local football teams for training demand does limit the Club's ambitions to increase use at this time.	The venue is used to accommodate all home fixtures for the Club on both Saturdays and Sundays; whilst junior tournaments are also hosted by the Club on Sundays. The Club reports that it requires additional capacity to accommodate all of its growing match demand.	The Club reports that it has demand to access a second hockey suitable AGP to accommodate increased match demand. Ideally the Club would prefer a second AGP on site but will utilise pitches at education sites as required.

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Peak time demand

Most hockey teams from the two clubs currently play on a Saturday, therefore this is considered to be the peak time for use of AGPs for competitive play. This is due to the number of senior teams that both clubs have; along with the fact that most junior teams for both clubs attend festivals at a variety of locations for match demand. Though peak time for match play is at the weekend, use for midweek training is also significant.

5.4: Supply and demand analysis

Cannock HC is considered to have sufficient supply to accommodate all its current match and training demand, with additional capacity available for both future club growth and continued external lets by other sports clubs.

Lichfield HC requires additional supply to accommodate current levels of demand, with 17 senior teams and 18 junior teams utilising the site as a home venue. Based on the 14 single-gender based teams requiring a pitch at peak time (Saturday), there is a requirement for two (rounded up from 1.75) full size, floodlit, hockey suitable AGPs based on teams playing home and away and based on a floodlit AGP being able to accommodate a maximum of four matches (eight teams) on one day.

This remains the same when accounting for the one additional senior men's team forecasted by the Club. For junior hockey, the requirement for pitches is likely to be less given that teams generally participate in hockey festivals at various locations on Sundays. Therefore, current supply of hockey suitable AGPs is considered insufficient to accommodate the current level of hockey at both peak time and midweek training demand for this club.

5.5: Conclusion

The overall supply of hockey suitable AGPs outside of the District is considered sufficient to accommodate the current level of hockey demand for both peak time matches and training requirements. Although in reality this would mean that some demand from Lichfield HC would have to access supply at Cannock HC which may not be wholly realistic.

In practical terms there is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs considered to have security of tenure at their home venues in neighbouring authorities¹⁹. There would be demand for provision in Cannock Chase, should tenure for Cannock HC become unsecure given the Club's financial issues; risk of debt being called in; and access to Cannock Cricket and Hockey Club being restricted. Lichfield HC is not considered likely to require access to provision within the District in the near future.

The resurfacing of the hockey suitable AGPs is required in the near future, given their age; and to prevent a decline in quality.

The quality of ancillary facilities is a concern for Cannock HC, although the Club is progressing plans to establish new facilities of a good quality, capable of serving all pitches simultaneously. The number of changing rooms is an issue at Lichfield Sports Club, with the site's multi-sport offering meaning that access to changing provision is not

¹⁹ Security of tenure for Cannock HC may be removed should outstanding debts be recalled and access restricted.

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guaranteed. Lichfield HC also requires access to an additional hockey suitable AGP to accommodate all current and future demand for both weekend and midweek use.

All hockey suitable AGPs accessed by the two clubs should be protected for continued hockey use.

Hockey summary

- ◀ **The current supply of hockey suitable AGPs is considered sufficient to accommodate the current level of hockey demand for both at peak time and training requirements. Although in reality this would mean that some demand from Lichfield HC would have to access supply at Cannock HC which may not be wholly realistic.**
- ◀ **There is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs considered to have security of tenure at their home venues in neighbouring authorities.**
- ◀ **Resurfacing of the hockey suitable AGPs is required in the near future, given their age; and to prevent a decline in quality.**
- ◀ There are no hockey suitable AGPs located in Cannock Chase District, either full or small sized. The sites accessed by the two hockey clubs, which accommodate the District's hockey demand are based in South Staffordshire and Lichfield respectively.
- ◀ All hockey suitable AGPs accessed by Cannock Chase demand are of good quality, however, all three pitches have either exceed or are nearing their recommended ten year lifespans.
- ◀ Both clubs servicing demand from Cannock Chase are considered to have security of tenure either through site ownership or leasehold.
- ◀ Combined, the two clubs provide a total of 46 teams with Cannock HC having 220 members and Lichfield HC having 556 members.
- ◀ Lichfield HC has plans to increase the number of teams representing the Club by six, with the creation of one additional senior men's team; two junior boys' teams and three junior girls' teams. Cannock HC did not report any aspirations to create additional teams.

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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 sized 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 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 sized World Rugby compliant 3G pitches feature on the RFU register, including expiry dates of certification²⁰. Upon registration, World Rugby compliancy is valid for two years before renewal and retesting is required.

6.2: Supply

²⁰<http://www.englishrugby.com/governance/club-support/facilities-kit-and-equipment/artificial-surfaces/artificial-grass-pitches>

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For the purposes of the PPS, full sized 3G pitches are considered as meeting minimum dimension criteria for adult football (90x45 metres not including run off areas). 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 sized 3G pitches in Cannock Chase, both of which have floodlighting and are available for community use at Cardinal Griffin Catholic College and 5's Pavilion and Sports Ground. There is also a smaller sized 3G pitches located at Rugeley Leisure Centre that is floodlit and available for community use.

Both full size 3G pitches are FA certified and can therefore be used for both match and training demand.

Table 6.2: Full sized 3G pitches in Cannock Chase

Site ID	Site name	Management	Floodlit	Dimensions ²¹ (metres)	Certification	Renewal date
1	5's Pavilion and Sports Ground	Commercial	Yes	100 x 64	FA	6/1/2020
7	Cardinal Griffin Catholic College	School	Yes	100 x 64	FA	24/8/2018

Future plans for provision

Though full sized 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 6.3: 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

²¹ Excluding run off areas. FA/FIFA Performance Standard Testing Criteria requires 3m run off areas in each direction. Some pitches of or close to minimum dimensions though compliant may not be considered to be of sufficient size to accommodate adult football matches.

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Current proposals

As detailed in Part 2: Football, Hednesford Town FC and Heath Hayes FC both report aspirations to establish 3G pitches, either on their current home venues (Hednesford Town FC) or at new sites (Heath Hayes FC).

There are also plans to create a full size 3G pitch at Rugeley Leisure Centre in place of the small sized 3G pitch. This conversion will require resurfacing and an extension to the current footprint of the pitches. Both the Football Foundation and Staffordshire FA are exploring options with the District Council to help fund this extension.

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.

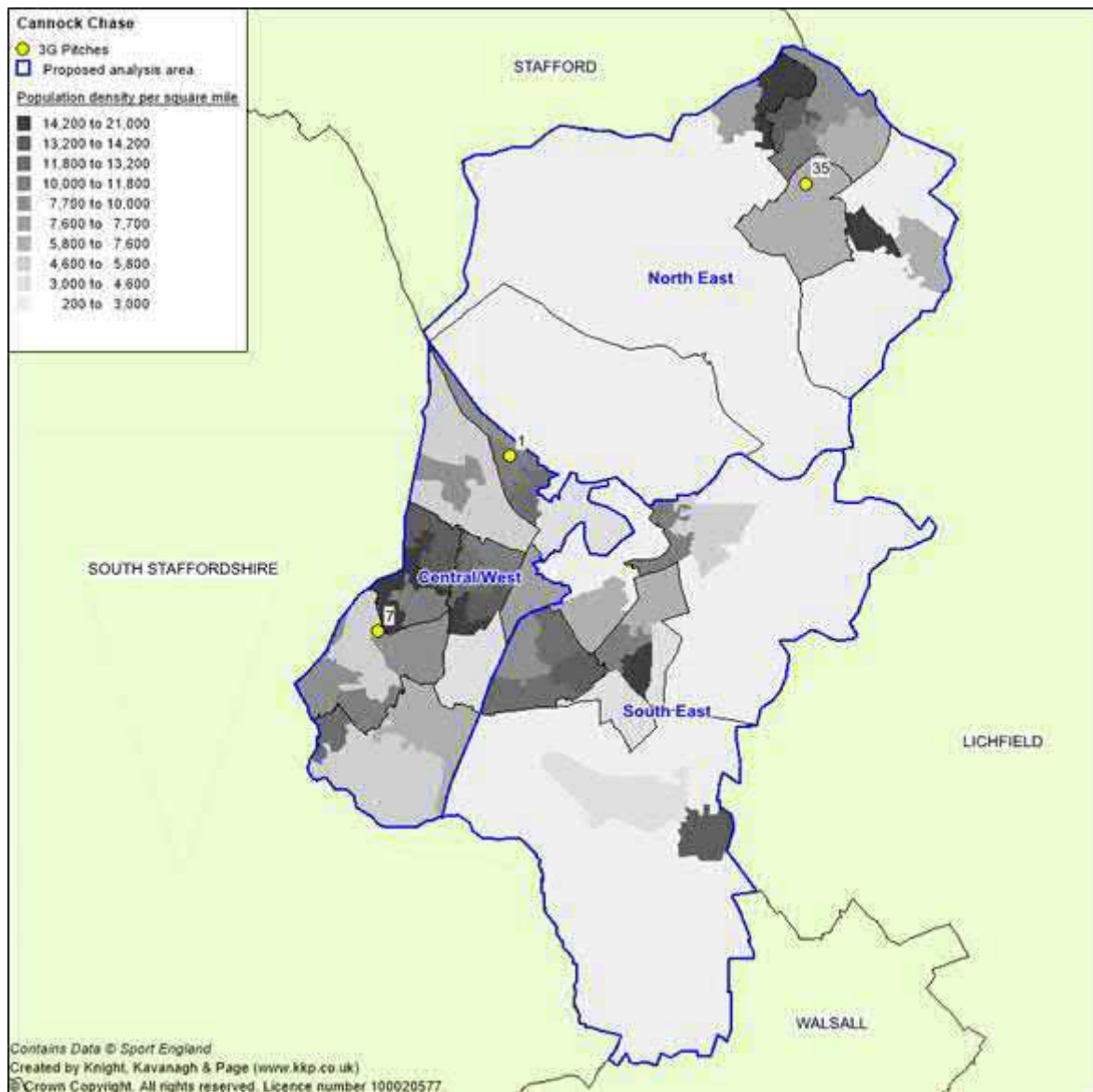
Due to its impact on hockey, it is appropriate to ensure that sufficient sand based AGPs are retained for the playing development of hockey. To that end, a change of surface will require a planning application and the applicants will need to show that there is sufficient provision available for hockey in the locality. Advice from Sport England and EH 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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Figure 6.1: Map showing 3G pitches in Cannock Chase District.



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.

Both full sized 3G pitches are rated as good quality and neither pitch exceeds the recommended lifespan; meaning that resurfacing is not required in the immediate future.

Table 6.4: Summary of full sized 3G pitch quality

Site ID	Site name	Year built (refurbished)	Quality
1	5's Pavilion and Sports Ground	2017	Good
7	Cardinal Griffin Catholic College	2012	Good

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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=Staffordshire>

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.

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 sized AGPs for community use in Cannock Chase. 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 6.5: Summary of 3G availability and usage

Site ID	Site name	Floodlit?	Quality ²²	Total number of hours available for community use during peak period	Football usage	Rugby union usage	Other sports club usage	Spare capacity
1	5's Pavilion and Sports Ground	Yes	Good	Weekday: 18 hours Weekend: 16 hours Total: 34 hours	85%	-	5%	10%
7	Cardinal Griffin Catholic College	Yes	Good	Weekday: 18 hours Weekend: 16 hours Total: 34 hours	85%	-	5%	10%
35	Rugeley Leisure Centre (small size)	Yes	Standard	Weekday: 18 hours Weekend: 16 hours Total: 34 hours	56%	12%	-	68%

Spare capacity

The table above indicates both full size pitches have available capacity to accommodate additional demand. The majority of spare capacity on each pitch is on Sunday (midday to 5pm) which is undesirable times for clubs to use for training but suitable for competitive match play and can be utilised; or one Friday evenings (5pm to 7pm) which is undesirable for training given its proximity to matches taking place.

There is also capacity available on the small sized 3G pitch at Rugeley Leisure Centre, however, the size of the pitch restricts its use by local football teams.

²² 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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6.4: Demand

Football

There are 52 Cannock Chase based teams which consistently play competitive club football on 3G pitches, representing 37% of all teams. Many mini teams play on 3G pitches as part of the various mini football leagues which clubs from the District participate in, where matches are played on a central venue basis on small sized pitches on full sized 3G pitches, including at both Cardinal Griffin Catholic College and 5's Pavilion and Sports Ground.

Access to affordable floodlit training facilities is a key issue for most clubs in Cannock Chase, 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 District and neighbouring authorities. Many pitches both full sized and small sized operate commercial small sided football leagues which limit availability for club training; the pitch at 5's Pavilion, for example, is utilised three times per week for a small sided leisure league.

The majority of clubs responding to the online survey report demand for additional training facilities. Of the 30 clubs that stated a demand for additional training facilities, 19 specifically stated a need for increased use of 3G pitches within Cannock Chase. Not only is it difficult for teams to access sufficient capacity but those at some large clubs are spread across a number of venues where they can manage to find available timeslots including on small sized 3G pitches.

Rugby union

Present use of 3G pitches for rugby union solely extends to training. Rugeley RFC utilise the small sized 3G pitch at Rugeley Leisure Centre for training demand. However, given the pitches lack of WR certification, training is limited to non-contact sessions.

Future demand

Population increases anticipated within the District are expected to generate additional demand for sports facilities, particularly 3G pitches which are used by a number of different sports for both matches and training. The PPS findings should be used to guide the development of any new sporting provision which may include the creation of additional pitches, new ancillary facilities or new sites to best accommodate both the newly generated demand and current requirements. Increases in population as a result of proposed housing growth and the subsequent equivalent demand generated for playing pitch provision are explored through scenario testing in the Stage D Strategy & Action Plan document.

The subsequent increased population will create a need for further infrastructure developments which may include additional or extended school provision. It is key to note that capacity a new 3G pitch creates is not considered double that of a grass pitch. This is the case for sports provision set out in BB103 Guidelines for Mainstream Schools which exclusively applies to school sites.

Future strategic planning should consider key areas in which 3G pitches can best meet demand for a number of sports where possible and appropriate and should in turn consider the optimal surface type for any potential new development in conjunction with NGBs as part of a joined up approach.

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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 Rule. 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. This is especially prominent in leagues that teams from Cannock Chase participate in; and the general format for mini and youth football up to older youth age groups is based on 3G pitches at central venues. 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 recent RFU strategy on investment in 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 as an essential tool in promoting coach and player development. The FA 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.

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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 sized AGP can service 38 teams.

It is considered that there are 140 teams which require access to train once per week on floodlit 3G surface. It should be noted this figure excludes imported demand and includes any exported demand. This equates to the need for three full sized 3G pitches to service this level of training demand across the District. At present, there are two available full sized 3G pitches across the District. Therefore, there is a shortfall of one full sized 3G pitch to meet training demand for football.

However, when considered by analysis area, there is only a shortfall evidenced in the North East Analysis Area, which the Central/West area has sufficient supply; and the South East Analysis Area does not have the requirement for a full size 3G pitch.

The table below considers the number of full sized 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 6.6: Current demand for 3G pitches in Cannock Chase for football training (38 teams per pitch)

Analysis area	Current number of teams	Current requirement	Current number of available 3G pitches	Current shortfall	Future number of teams ²³	Future shortfall
Central/West	56	1.47 – 1	2	-	56	-
North East	48	1.26 – 1	-	1	48	1
South East	36	0.95 – 0	-	-	36	-
Cannock Chase	140	3.68 – 3	2	1	140	1

When factoring in future demand, the shortfall, across the District, remains the same (one pitch), meaning that the current need warranting the creation of an additional 3G pitch remains the same. This is adjudged on the basis that there are no smaller sized 3G pitches or sand based AGPs in the Area to accommodate the increases in participation.

The model 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 sized 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.

The conversion of the small sized 3G pitch at Rugeley Leisure Centre will eliminate the current shortfall in the North East; as well as in the District as a whole.

²³ Based on increased demand forecasted from team generation rates

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

If the displaced demand referred to in Section 2: Football, continues to opt for training provision outside of the District; then demand to be accommodated for reduces from 140 to 110, also lowering the requirement of the number of full size 3G pitches from three to two.

6.5: Conclusion

In conclusion, based on the FA affiliated team training model there is insufficient current supply of full sized 3G pitches to meet current demand, with forecasted future demand sustaining this shortfall of one full sized 3G pitch in the District. This shortfall will be eliminated once the planned conversion of the small sized 3G pitch at Rugeley Leisure Centre to a full sized 3G pitch is completed.

Though there is spare capacity at some level on both pitches, in practice there is very little midweek capacity for evening training which is the peak time for use, with most capacity midweek available in 5-6pm timeslots which are undesirable as many club volunteers are likely to be commuting from work. Limitations on midweek capacity available and demand exported to neighbouring local authorities suggest that there may be case for additional full sized 3G pitch provision in future if considered financially sustainable.

3G pitches summary

- ◀ **In conclusion, based on the FA affiliated team training model there is an insufficient supply of full sized 3G pitches to meet current demand which will continue with forecasted future demand increases. However, this shortfall will be addressed once the conversion of the small sized 3G pitch at Rugeley Leisure Centre to a full size 3G pitch is completed.**
- ◀ There are two full sized 3G pitches in Cannock Chase, both of which have floodlighting and are available for community use.
- ◀ There is a small sized 3G pitches, at Rugeley Leisure Centre which is also floodlit and available for community use.
- ◀ The two full sized 3G pitches at Cardinal Griffin Catholic College and 5's Pavilion and Sports Ground are FA certified, therefore are both compliant for use for competitive matches.
- ◀ Both full size pitches are considered good quality with both being within the recommended ten year life spans, meaning that resurfacing will not be required in the short term.
- ◀ Both full size 3G pitches are used as central venues for mini and junior leagues in the area, meaning that they accommodate some imported match demand.
- ◀ Due to the site's proximity to the Cannock Chase District, AGPs at Cannock Cricket and Hockey Club are used to accommodate some football training demand.
- ◀ Staffordshire FA reports that both the CFA and the Football Foundation are exploring options with CCDC to help fund the resurfacing and extension of the small sized 3G pitch at Rugeley Leisure Centre to create a full sized 3G pitch on site.
- ◀ Of the 30 clubs that stated a demand for additional training facilities, 19 specifically stated a need for increased use of 3G pitches.
- ◀ It is considered that there are 140 teams which require access to train once per week on floodlit 3G surface. When applied on a district-wide level, this equates to the need for three full sized 3G pitches to service this level of training demand. At present, there are two available full sized 3G pitches across the District. Therefore, there is a shortfall of one full sized 3G pitch to meet training demand for football.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

PART 7: BOWLING GREENS

7.1: Introduction

All bowling greens in Cannock Chase are crown greens and the British Crown Green Bowling Association (BCGBA) is the governing body responsible for ensuring effective governance of the sport across the Country. The season for crown green bowling generally runs from April to September.

Consultation

Although several attempts were made to contact bowls clubs in Cannock Chase (following internet research) only C&R Hawks BC responded (playing at Cannock and Rugeley Colliery Cricket Club). Therefore, without sufficient response from clubs a clear picture of need cannot be provided.

7.2: Supply

There are ten identified crown bowling greens servicing Cannock Chase demand distributed across ten sites, with no double green sites. Nine of the sites are located within the District, with one green at Cannock Cricket and Hockey Club in South Staffordshire.

There are four disused crown bowling green in Cannock Chase, located at Hednesford Park, Cannock Park, Sycamore WMC and Hagley Playing Fields. The latter site is currently out of use due to ongoing flood defence development work.

It is understood that the Sycamore WMC site has since been acquired by a residential property developer, with the green ceasing to be maintained.

Table 7.1: Summary of bowling green provision

Site ID	Site name	Type of green	Quality ²⁴	Management
4	Cannock and Rugeley Colliery Cricket Club	Crown	Poor	Sports Club
24	Lea Hall Sports and Social Club	Crown	Standard	Sports Club
52	Bridgtown Social	Crown	Good	Community Organisation
53	Cannock Cricket and Hockey Club (South Staffordshire)	Crown	Good	Sports Club
54	Heath Hayes Cons Club	Crown	Poor	Community Organisation
56	Rugeley Progressive WMC	Crown	Good	Community Organisation
60	Chadsmoor Bowling Club	Crown	Good	Sports Club
62	Hednesford Ex-Service WMC	Crown	Standard	Community Organisation
63	The Rag	Crown	Standard	Commercial
64	High Green	Crown	Good	Community Organisation

²⁴ Determined by non-technical assessment and user consultation

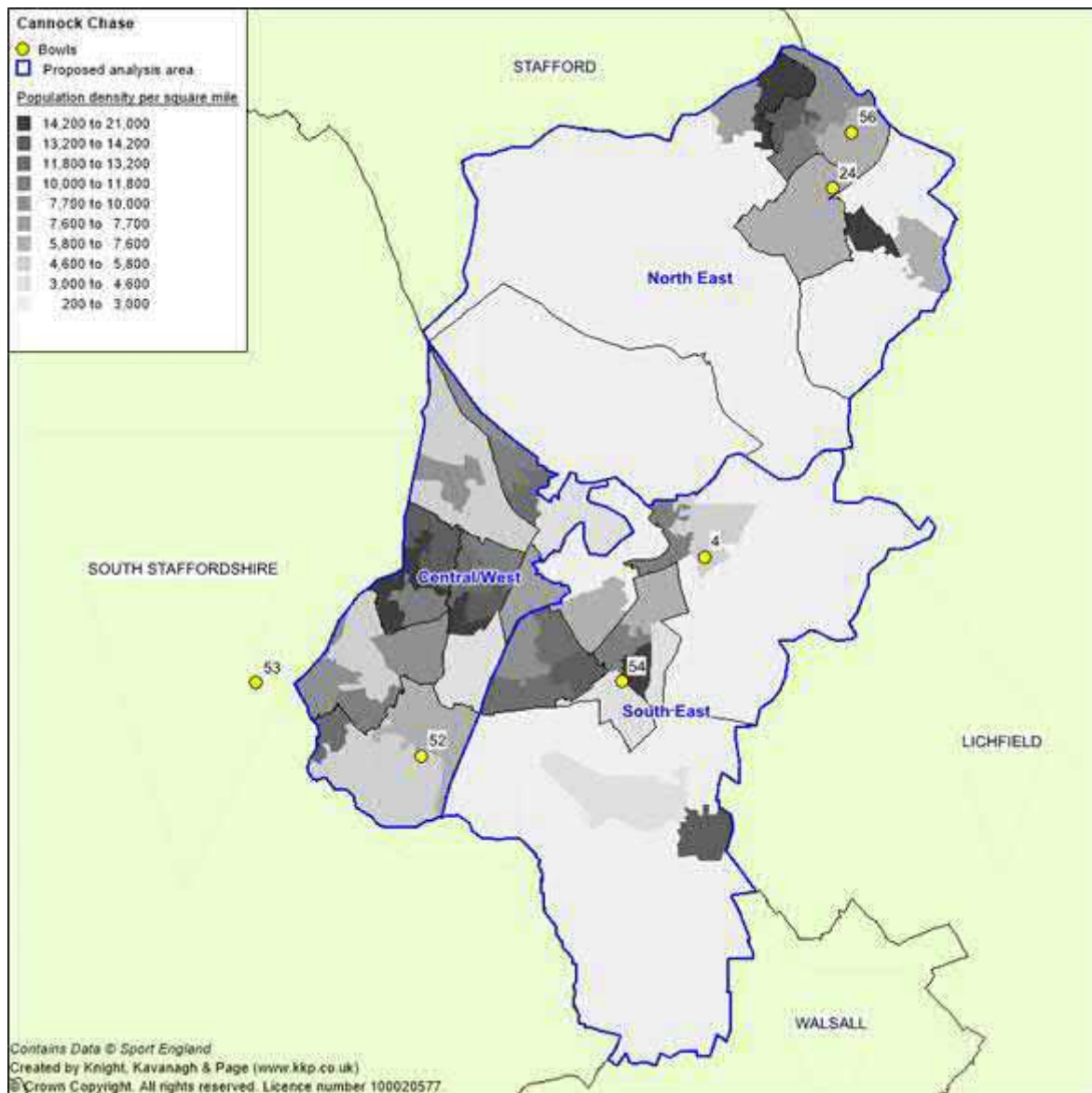
CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Disused provision

Given a lack of response from clubs in Cannock Chase District, it should be assumed that each club has capacity to accommodate additional demand. The closure of Rugeley Power Station and its associated sports & social club in 2017, resulted in the loss of a bowling green. The green ceased to be maintained and became unavailable for community use.

Given the assumption above, replacement of the green in the District may not be required; rather improvements made to existing provision and supporting ancillary facilities to encourage bowls participation. However, this is subject to housing development on the Rugeley Power Station site that, potentially, could generate sufficient demand to validate the need for re-provision. This should be addressed upon submission of any planning application for the site.

Figure 7.1: Map showing bowling greens in Cannock Chase District.



CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Quality

Non-technical site assessments indicate that half of the crown greens servicing Cannock Chase demand are good quality (five greens); whilst three greens are standard quality and two are poor.

The poor quality crown greens at Cannock and Rugeley Colliery Cricket Club and Heath Hayes Cons Club both have signs of significant wear on the surfaces, whilst the latter also appeared to be missing sideboards. The score for these greens could become standard quality if maintenance at each site was improved.

A consistent issue nationally regarding green maintenance revolves around the prohibitive cost of buying machinery required to aid continued green works. One way of resolving this issue may be for clubs to share equipment enabling all clubs and greens to benefit from more regular maintenance, provided that club volunteers can be found to undertake the work.

Ancillary facilities

All bowling greens in Cannock Chase have accompanying ancillary facilities, however, the quality and size of these facilities varies at each site. Lea Hall Sports and Social Club is considered to have good quality ancillary facilities, equipped with changing rooms, showers, a bar and a function room. Car parking on site is also sufficient for the Club, but there are issues on site with the path surrounding the green which requires some remedial work to take place.

The quality of paths surrounding greens is a recurring issue those at Heath Hayes Conservative Club and Cannock and Rugeley Colliery Cricket Club also requiring improvements to help make the greens more accessible. Disabled access is considered good at Bridgtown Social and Rugeley Progressive WMC, but requires improvement at Cannock Cricket and Hockey Club, Cannock and Rugeley Colliery Cricket Club, Heath Hayes Conservative Club and Lea Hall Sports and Social Club.

Issues affecting the quality of bowling greens and ancillary facilities nationally can be a lack of surrounding fencing prohibiting unofficial use; as well as vandalism and inappropriate use of greens such as riding bikes or playing football on sites causing damage. Vandalism of ancillary facilities is not considered an issue in Cannock Chase.

Ownership and management

The majority of greens in Cannock Chase operate as sports club sites on lease agreements or hold freehold status. There are no local authority owned and managed greens in operation in the District, with two of the disused greens managed and owned by the Council (Cannock Park and Hednesford Park). Hagley Playing Fields is also a disused site but is owned and managed by Staffordshire County Council.

There is one private green located at The Rag public house which is available for pay and play from the management. The green at High Green is secured via a Trust from 1896 which established that the land is to be retained as a bowling green, in perpetuity, provided that the Club has at least 15 members to maintain the site in an attractive condition.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

7.3: Demand

There are 14 bowling clubs in Cannock Chase, each with multiple teams playing various evenings and afternoons throughout the week. Sycamore WMC BC reportedly folded when the Club's venue, Sycamore WMC closed in 2016.

Bowls summary

- ◀ There are ten crown bowling greens in Cannock Chase, located across ten sites.
- ◀ There are no multiple green sites in Cannock Chase.
- ◀ There are four disused greens in the District, two of which are located at sites owned and managed by Cannock Chase District Council.
- ◀ Non-technical site assessments indicate that five greens in Cannock Chase are good quality; three are standard quality and two are poor.
- ◀ All clubs in the District are considered to have security of tenure at home venues either having long term lease agreements in place or from owning sites freehold.

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

PART 8: TENNIS

8.1: Introduction

The Lawn Tennis Association (LTA) is the organisation responsible for the governance of tennis and administers the sport locally across Cannock Chase. The LTA has recently restructured its strategic approach to targeting a number of national focus areas whilst has a current focus on developing tennis at park sites.

Consultation

There are two tennis clubs based in Cannock Chase both of which responded to consultation via an online survey (Lea Hall TC and Etching Hill TC). Further to this, Cheslyn Hay TC is based outside of the District in South Staffordshire, but much of its demand accesses courts at Hednesford Park as an activity provider for the Tennis for Free Scheme. As such the Club was included in the consultation and also provided a response to the online survey.

In addition, Cannock LTC is based at Cannock Cricket and Hockey Club in South Staffordshire, but the majority of its players are residents of Cannock Chase, therefore the Club is considered a Cannock Chase club. However, the Club did not respond to consultation requests and following internet research it is thought that it may have folded and the courts have fallen into disrepair.

8.2: Supply

Quantity

There is a total of 43 tennis courts identified in Cannock Chase located across ten sites, of which, 22 or 56% are considered to be available for community use. Those that are not available for community use are all located at school sites and are unavailable due to a lack of demand or access issues. Four of the courts in the District are junior size; all located at Hednesford Park.

Table 8.1: Tennis courts in Cannock Chase

Site ID	Site name	Management	Community use?	No. of courts	Floodlit?	Court type	Court quality ²⁵
6	Cannock Park	Local Authority	Yes	6	No	Tarmac	Poor
17	Heath Hayes Park	Local Authority	Yes	2	No	Macadam	Poor
19	Hednesford Park	Local Authority	Yes	4	No	Macadam	Good
				4 (junior)	No	Macadam	Good
22	Kingsmead School	School	No	4	No	Macadam	Standard
24	Lea Hall Sports and Social Club	Community Organisation	Yes	4	Yes	Macadam	Standard
28	Norton Canes High School	School	No	7	No	Tarmac	Poor

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

CANNOCK CHASE PLAYING PITCH STRATEGY ASSESSMENT REPORT

Site ID	Site name	Management	Community use?	No. of courts	Floodlit?	Court type	Court quality ²⁵
34	Ravenhill Park	Local Authority	Yes	1	Yes	Macadam	Poor
41	The Hart School (Lower School)	School	No	4	No	Tarmac	Poor
42	The Hart School (Upper School)	School	No	4	No	Tarmac	Poor
55	Etching Hill Tennis Club	Sports Club	Yes	3	Yes	Macadam	Good

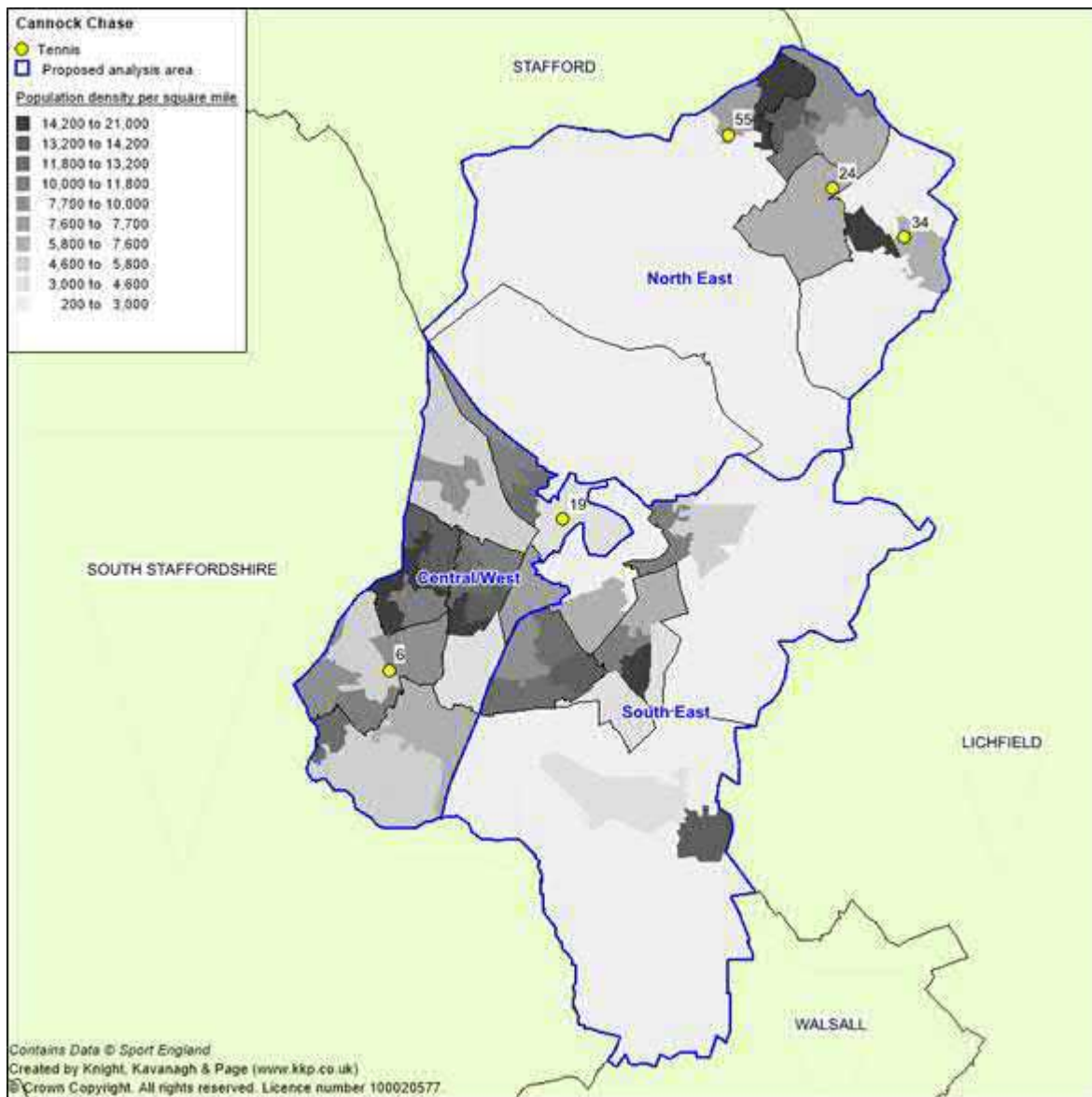
Disused provision

The closure of Rugeley Power Station and its associated sports & social club in 2017, resulted in the loss of tennis courts. The courts ceased to be maintained and became unavailable for community use.

Given that there is spare capacity in the North East Analysis Area (where the courts would most likely be replaced); there appears to be a greater requirement to improve the quality and accessibility of the existing provision in the North East Analysis Area, rather than replacing the courts. However, this is subject to housing development on the Rugeley Power Station site that, potentially, could generate sufficient demand to validate the need for re-provision. This should be addressed upon submission of any planning application for the site.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Figure 8.2: Map showing tennis courts in Cannock Chase District



CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Court type

Just over half of the courts in Cannock Chase have a macadam surface (51%), with the remaining 49% all being of tarmac surface type. It should be noted, however, that the majority of the tarmac tennis courts are located at school sites which are unavailable for community use; meaning that 75% (18 courts) available for community use in the District have a macadam surface.

The estimated lifespan of a macadam court is approximately ten years, dependent on levels of use and maintenance. To ensure courts can continue to be used beyond this time frame, it is recommended that a sinking fund is put into place for repair and eventual refurbishment. The LTA reports that this cost should amount approximately £1,200 a year per macadam court (which includes on-going maintenance costs).

Table 8.2: Summary of courts by surface type

Surface type	Available for community use	Unavailable for community use
Artificial Grass	-	-
Clay	-	-
Grass	-	-
Macadam	18	4
Tarmac	6	15
Total	24	19

Quality

Of available court provision, 11 courts (46%) are assessed as good quality; seven courts (38%) are assessed as poor quality and four courts are considered standard quality (16%).

Table 8.3: Quality of community available courts

	Good	Standard	Poor
Cannock Chase	11	4	9

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

- ✦ Etching Hill Tennis Club (three courts)
- ✦ Hednesford Park (eight courts)

Lea Hall TC reports that the quality of its home courts has decreased in quality in recent years due to a lack of maintenance. It suggests that the surface quality is becoming poor but the quality of the net, line markings and fencing are good quality; preventing the site from being considered poor quality overall.

Cheslyn Hay TC utilises the courts at Hednesford Park, noting that the quality of the surface is beginning to decline given the general wear of the surface and moss beginning to appear in places.

Conversely to other sites accessed by the Club, the courts at Etching Hill Tennis Club are good quality and have reportedly improved in recent seasons due to a good maintenance regime and repainting of the surfaces.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Eight of the Council managed courts are of good quality, all located at Hednesford Park. Four of these courts are junior size and therefore unsuitable for adult tennis to take place on. The remaining seven courts at Council managed sites are poor quality, with six located at Cannock Park; this is due to poor grip underfoot, loose gravel and evidence of litter, glass and moss. The maintenance of such courts is also considered to be basic and infrequent, as opposed to club maintained courts which tend to receive more specialised and dedicated work.

Improving park courts is a national priority for the LTA; however, it reports that unless tennis courts are supported by changing facilities, floodlighting and in some cases a café, it becomes more difficult to operate a sustainable tennis programme, which therefore makes it more difficult to generate external investment. The LTA also advocates that sites with a minimum of four courts are likely to be more sustainable.

Transforming British Tennis Together (TBTT)

In 2017 the LTA introduced its largest funding initiative, Transforming British Tennis Together, to make courts across the country more usable and accessible to everyone in the next ten years. It has committed £125 million to improve community facilities and plans to unlock a further £125 million through match funding. The funding will ensure barriers such as floodlighting; access systems (ClubSpark) and covering courts so they are more accessible throughout the year are overcome. Investment from the TBTT will transform facilities by working with clubs, parks, community venues and education sites.

Ownership/management

The table below highlights the management of courts. Most of the courts are located at school managed sites (44%) and these are all unavailable for community use. The majority of the courts available for community use are located at council managed sites (68%).

Table 8.4: Courts by ownership

Club courts	Private/commercial courts	Council courts	Trust courts	Education courts
7	-	17	-	19

Security of tenure

No clubs in Cannock Chase report issues regarding security of tenure. Cheslyn Hay TC is considered to have security of tenure at Hednesford Park courts as the Club provides tennis activity to the public as part of the Tennis for Free scheme.

Ethcing Hill TC reports that it has a long term lease agreement in place with the Village Hall providing the Club with security of tenure. The Club pays a nominal monthly fee as part of the terms of the agreement. However, the Club also reports issues with the Village Hall committee trying to impose a new tenancy agreement at an increased cost and liability, which the Club will not be able to afford. If this does happen then the Club may be forced to relocate to an alternative site, if possible, or close.

Lea Hall TC hires its court from Lea Hall Sports and Social Club at a cost of £60 per adult member per year. The Club considers itself a formal part of the overall club and therefore is considered to have security of tenure.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Floodlighting

Floodlit courts enable use throughout the year and are identified by the LTA as being particularly key for club development. There are eight floodlit courts in Cannock Chase, as found at the following sites:

- ◀ Etching Hill Tennis Club
- ◀ Lea Hall Sports and Social Club
- ◀ Ravenhill Park

All tennis clubs in Cannock Chase have access to floodlit courts. If a club does not have this provision it may impact on their ability to cater for demand as floodlit courts have greater capacity for use than non-floodlit courts and can be used all-year round.

Ancillary provision

All clubs playing in Cannock Chase report they have access to suitable ancillary facilities for their needs. The only issue highlighted by Cheslyn Hay TC is that the changing facilities at Hednesford Park are poor quality and therefore rarely used. It suggests that if these were improved it would help to attract more users.

The ancillary provision servicing non-club courts is also generally considered to be poor quality as sites either do not provide changing facilities or provide them too far away from courts to be used. Often, the facilities predominately service football users and therefore are not readily available or specifically suited to tennis users.

8.3: Demand

Competitive tennis

The two Cannock Chase based clubs (Etching Hill TC and Lea Hall TC) provide a total of 49 members.

Further to this, Cheslyn Hay TC has a total of 1,100 members (which covers members playing at Club's home venue in South Staffordshire and those playing at Hednesford Park in the Tennis for Free initiative).

Table 8.5: Summary of club membership

Name of club	Number of members	
	Seniors	Juniors
Cheslyn Hay TC	400	700
Etching Hill TC	35	8
Lea Hall TC	6	-
Total	441	708

Cheslyn Hay TC reports plans to grow its large membership numbers further with an aspiration for an additional 300 senior members and 100 junior members. Although these new members will likely play at both its home venue in South Staffordshire, the Club considers there to be issues growing the sport in Cannock Chase, given that other council owned park sites are of poor quality i.e. Cannock Park. Improvement to secondary or tertiary sites in the District, providing a similar offer to that at Hednesford Park would enable tennis participation to grow.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Etching Hill TC acknowledges that club membership has decreased in recent years, with senior membership decreasing by 40% over ten years, with fewer junior members replacing them. The Club does not report ambitions to increase current figures.

Similarly, Lea Hall TC reports that membership has decreased across both senior and junior sections of the Club. With only six members the Club will continue to play recreationally and is content to retain this level of participation.

Informal tennis

It is considered that all courts in Cannock Chase that are not accessed by clubs have spare capacity for a growth in demand, although this is difficult to quantify as use is not recorded due to the open access nature of some sites. The majority of current use is assumed to take place throughout the summer months following events such as Wimbledon.

The LTA has recently set up an initiative to change the way in which people access council courts. Instead of providing free access, some local authorities are now securing their courts as per a membership scheme that allows members access through the use of a fob system following payment of a small yearly fee. Not only does this deter unofficial use of courts but it also allows official use to be tracked, thus providing data on how well and how often courts are being accessed. Nevertheless, some investment may be required to bring courts up to standard before the initiative can be rolled out.

Tennis for Free

Tennis for Free is a charity that was established in 2004 to increase tennis activity, bringing the benefits of playing tennis and becoming engaged in sport to a wider community. The Charity works in partnership with local schools, tennis clubs and local authorities throughout the UK, providing access to community tennis courts, free coaching sessions and free to use equipment.

Hednesford Park is the local site for Tennis for Free sessions, every Sunday; and are supported by Cheslyn Hay TC. The Club provides coaching sessions are open to all with participants required to book in prior to each session. Sessions are then provided for all with players grouped with those of a similar quality.

Future demand

Of the clubs which responded to consultation, only Cheslyn Hay TC expressed any future demand to increase its membership. The Club reports plans to grow its large membership numbers further with an aspiration for an additional 300 senior members and 100 junior members. These new members will likely play at both the Club's home venue in South Staffordshire and on courts in Cannock Chase by expending the Tennis for Free initiative if the quality at council sites is improved, with adjoining ancillary provision also provided or refurbished.

It should be considered that an increase in membership is limited by the supply available to service this demand; therefore the Club's reported aspirations may prove unrealistic until an increased number of courts are provided.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Trends in Cannock Chase

Recent figures for tennis nationally have shown a recent upturn in regular players, however, the long-term trend has shown a decrease. Participation in Cannock Chase indicates it opposes the recent national trend of increased regular players with the majority of clubs stating a decrease in both senior and junior participation.

Table 8.6: Change in the number of teams over the previous five years

Membership	Clubs response		
	Increased	Decreased	Stayed the same
Senior	33%	67%	-
Junior	33%	67%	-

The LTA states that although Cannock Chase is not specifically on its strategic development plan, it is willing to support with any partners with are able to deliver transformational projects for tennis.

8.4: Supply and demand analysis

The LTA advises that a non-floodlit hard court can accommodate a maximum of 40 members, whereas a floodlit hard court can accommodate 60 members. Indoor courts can accommodate 200 members with air dome covered outdoor courts being able to host 100. As grass courts are only available for approximately 12 weeks of the year they are not included in membership numbers, though there are no grass courts within the District. Club membership and their home site capacity is summarised in the table below.

Table 8.7: Summary of supply and demand

Name of club	Total members	Site capacity
Cheslyn Hay TC	1,100	680 ²⁶
Etching Hill TC	43	180
Lea Hall TC	6	280

8.4: Conclusion

Using above figures, Lea Hall TC and Etching Hill TC are considered to have sufficient court capacity to accommodate current and future membership, with neither club reporting aspirations for future demand to increase participation.

In contrast, the Cheslyn Hay TC is considered to be operating over capacity. The courts used by the Club at both its home venue in South Staffordshire and Hednesford Park have a combined capacity for 680 members despite a current membership of 1,100 members. As such the Club requires access to additional good quality courts, supportive of its aspirations to improve court provision in the District.

As all remaining courts are deemed to have spare capacity, focus should be on improving quality to an adequate standard for informal play, particularly at publicly available sites that are assessed as poor or standard quality.

²⁶ Includes capacity at the Club's home venue which has six floodlit, macadam tennis courts; and the eight courts, four of which are junior size, available and used at Hednesford Park.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Tennis summary

- ◀ **Generally, there is sufficient supply of tennis courts in Cannock Chase to meet current demand. However, courts at Hednesford Park are likely overplayed by Cheslyn Hay TC.**
- ◀ **As such Cheslyn Hay TC requires access to additional court capacity, supportive of its aspirations to improve court provision in the District.**
- ◀ There is a total of 43 tennis courts identified in Cannock Chase located across ten sites, of which, 24 or 56% are as considered to be available for community use. Four of the courts are junior size, all located at one site, Hednesford Park.
- ◀ Of available court provision in Cannock Chase, 11 courts (46%) are assessed as good quality, four courts (16%) are assessed as standard quality and seven courts (38%) are assessed as poor quality.
- ◀ Most poor quality courts are located at council managed sites and in particular Cannock Park which accommodates six courts is considered to be a key site.
- ◀ There are two tennis clubs based in Cannock Chase (Lea Hall TC and Etching Hill TC). Further to this, Cheslyn Hay TC is based outside of the District in South Staffordshire, but much of its demand access courts at Hednesford Park as an activity provider for the Tennis for Free Scheme.
- ◀ Cannock LTC is based at Cannock Cricket and Hockey Club in South Staffordshire, but the majority of its players are residents of Cannock Chase, therefore the Club is considered a Cannock Chase club. However, the Club did not respond to consultation requests and following internet research it is thought that it may have folded and the courts have fallen into disrepair.
- ◀ The two Cannock Chase based clubs (Etching Hill TC and Lea Hall TC) provide a total of 49 members.
- ◀ Further to this, Cheslyn Hay TC has a total of 1,100 members (which covers members playing at Club's home venue in South Staffordshire and those playing at Hednesford Park in the Tennis for Free initiative).
- ◀ Lea Hall TC and Etching Hill TC are considered to have sufficient court capacity to accommodate current and future membership, with neither club reporting aspirations for future demand to increase participation.
- ◀ Cheslyn Hay TC is considered to be operating over capacity. The courts used by the Club at both its home venue in South Staffordshire and Hednesford Park have a combined capacity for 680 members despite a current membership of 1,100 members.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

PART 9: ATHLETICS

9.1: Introduction

As a Governing Body, UK Athletics is responsible for developing and implementing the rules and regulations of the sport, including everything from anti-doping, health and safety, facilities and welfare, to training and education for coaches and officials and permitting and licensing. Locally it is governed through England Athletics via a Club Support Manager covering the Staffordshire, Leicestershire and Derbyshire counties, within the NGB's athletics and running department.

Consultation

There are four athletics/running clubs based in Cannock Chase; all of which were provided the opportunity to respond to consultation via the completion of a survey. Two of the four clubs provided comment to inform the report, resulting in a 50% response rate. The clubs that did not respond to consultation are:

- ◀ Cannock & Stafford AC
- ◀ Chase Harriers

9.2: Supply

There are no permanent athletics tracks in Cannock Chase. There was historically a synthetic, eight-lane 400m track located at Cannock Sports Stadium, but the track was closed in 2008.

The closest stadium is located at Rowley Park Sports Stadium (Stafford Borough), a 400-metre floodlit eight lane synthetic track. The facility also provides a grass area for field events (including a throwing cage) and two sand pits for long jump and triple jump. It is managed by Freedom Leisure on behalf of Stafford Borough Council and is accessed by Cannock & Stafford AC.

9.3: Demand

There is one athletics club in Cannock Chase; Cannock & Stafford Athletics Club. In addition, there are running clubs as detailed in the sub-sections below.

Cannock & Stafford Athletics Club

The Club accesses Rowley Park Sports Stadium Athletics track every Monday, Tuesday, Wednesday, Thursday evenings and Sunday mornings; providing training and competition for all track, field and general running events.

Club membership ranges from junior members to veterans with the Club offering various membership prices, dependant on category, ranging from £20 to £55 with a family membership deal available on application.

The Club competes in various county, regional and national competitions including Staffordshire AAA Championships; Midland U20, senior and veterans championships; and England Athletics U20 and U23 Championships.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Running clubs

There are three running clubs which access sites within the District for training and competitive demand, these are:

- ◀ Chasewater Running Club
- ◀ Chase Harriers
- ◀ Rugeley Runners

Although running clubs within the District may be nominally based at certain sites, they frequently participate in road running; with courses and routes mapped out by leaders of individual groups. Therefore, the requirement for a specific running venue is not present, although consistent streetlighting and maintenance of paths is needed.

Chasewater Running Club

Chasewater Running Club is nominally based at Chasewater Country Park (Lichfield), but the Club report that much of the demand are considered residents of Cannock Chase District. The Club has a total membership of 650 members, with a recent increase in adult participation, which the Club report is the result of doubling the number of beginner running sessions.

Chasewater Country Park is the Club's primary venue throughout British Summer Time (BST), however, as the site is not floodlit the Club relocates to local roads during the winter months.

The Club is not affiliated to England Athletics, but is listed as a RunTogether group.

Chase Harriers

Chase Harriers caters for a full range of abilities ensuring that everybody as at least one other person to run with. The Club offers Sunday morning meets throughout the year commencing and finishing at the Cannock Chase Visitor Centre.

During the winter months the Club bases itself at Cannock Chase Leisure Centre, where participants can park their cars and then join their allocated group for road running. Throughout the summer the Club provides sessions on Tuesday and Thursday evenings from the White House car park, with participants again running in the group allocated to them based on ability.

Rugeley Runners

Initially founded as Rugeley & District Athletic Club, Rugeley Runners is now, solely, a running club based from Rugeley Cricket Club. The Club meets every Tuesday and Thursday evening, offering various groups which participants can join depending on the distance and speed that is being run. There are currently 105 members of the Club, with membership having increased in recent years.

Membership of the Club costs between £15 and £25 per year after a one month free trial.

The Club helps organise the Rugeley 10, a ten mile race across Rugeley and Brereton villages. The course is UK Athletic timed with each individual chip times. There is also a Rugeley Runners Challenge that the Club has created for its members consisting of a series of events throughout the year that participants aim to complete. Points are allocated depending on finishing place and time; with prizes awarded at the end of the year.

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The Club plans to develop a running path around the site of Rugeley Cricket Club. This route will follow the perimeter of the, now increased, site, including both the original and new cricket outfield.

Staffordshire Athletics Network

A group of local athletics and running clubs work together to deliver the widest possible support and training for coaches and athletes across Staffordshire, including Cannock Chase, known as the Staffordshire Athletics Network. The network focuses on club development and the attraction and retention of officials, coaches and volunteers.

The following clubs form the network:

- ◀ Tamworth Athletics Club
- ◀ Cannock & Stafford Athletics Club
- ◀ Burton Athletics Club
- ◀ Staffordshire Harriers
- ◀ Washlands Women Road Racing Club
- ◀ Newcastle Athletics Club
- ◀ Lichfield Running Club
- ◀ Trentham Running Club
- ◀ City of Stoke Athletics Club

Of these, Cannock & Stafford Athletics Club is based within Cannock Chase in some form. All remaining member clubs are based outside of the District in neighbouring local authorities.

Park Run

Park Run is a series of 5k runs held on Saturday mornings in areas of open space around the UK. They are open to all, free and are safe and easy to take part in. For those aged between 4 and 14, junior Park Run events are also available. In order to take part, runners must first register online in order to access a printed barcode that provides access to all Park Run events.

There is one Park Run event identified in Cannock Chase, based at Marquis Drive. The route is a single loop circuit with mixed terrain (tarmac and trail). The event is free to join and encourages participants to socialise together with a post-run drink at the Cannock Chase Visitor Centre Café.

There are no Junior Park Runs identified in Cannock Chase although there is one located approximately 4.5 miles away in neighbouring authority Walsall Metropolitan Borough at King George V Memorial Playing Fields (Bloxwich).

Run Together

Run Together (previously known as Run England) is an official England Athletics recreational running project that aims to get the whole nation running. The role of Run Together includes:

- ◀ Enabling people to join registered running groups.
- ◀ Supporting affiliated clubs and other partners in the provision of running groups for an increasing range of people.
- ◀ Training more people to qualify as running group leaders through the Leadership in Running Fitness qualification.

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- ◀ Signposting people to routes that have been created by local providers.

9.4: Supply and demand analysis

England Athletics guidance states that for a running track to be sustainable it should be accommodating at least 200 members. Given that Cannock & Stafford AC is currently accommodated within Stafford Borough there appears to be no demand, locally, to warrant the creation of new athletics facilities. Greater emphasis should therefore be placed on supporting the activity of the three local running clubs, potentially providing dedicated running routes that are well lit and maintained.

An England Athletics' facility priority is to encourage innovative approaches to the location and design of facilities for individual components of the sport in order to increase reach and create sustainability and viability. As part of this EA will:

- ◀ Support clubs in exploring improved environmental sustainability.
- ◀ Support the development of compact athletics facilities where there is a viable business case based on proven demand, good coaching and strong partnership working.
- ◀ Consider supporting facility innovations involving non-standard track shapes, designs and uses providing they are backed by a sound business case and do not negatively impact on the core market.
- ◀ Continue to lobby bodies with an influence over urban design, to ensure that the needs of runners are considered alongside those of cyclists and pedestrians.
- ◀ Continue to lobby for the free use of public parks and open spaces by runners and voluntary groups.
- ◀ Assist road running clubs that are looking for somewhere to meet by introducing them to sports clubs in the Area with suitable facilities.
- ◀ Produce guidelines on the key characteristics of a good running route and encourage future route providers to self-assess against this.

Considering this clubs should be encouraged to utilise the recently improved routes at Cannock Stadium. The site now has fully lit running routes of varying distances which are free to use.

Future options should be explored in relation to Run Together groups and routes given members of each club are travelling outside of the District to partake in such events.

Athletics summary

- ◀ **Priority should be focused on supporting the activity of local running groups given that Cannock & Stafford AC is currently accommodated in Stafford Borough.**
- ◀ Future options should be explored in relation to Run Together groups and routes given that none are currently in place.
- ◀ There are no dedicated athletics facilities within Cannock Chase, with the nearest track located at Rowley Park Sports Stadium (Stafford Borough).
- ◀ There is one athletics club in Cannock Chase; Cannock & Stafford Athletics Club which is based at Rowley Park Sports Stadium (Stafford Borough). Further to this there are also three running clubs which are based at sites throughout the District.
- ◀ There is one Park Run event in Cannock Chase, based from Marquis Drive; however, there are no junior Park Run events, with the closest located at King George V Playing Fields (Bloxwich).
- ◀ There are no Run Together groups in the District.

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PART 10: GOLF

10.1: 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.

The previous 18 hole golf course located at Rugeley Power Station (Lakeside Golf Course), which is partly located in Cannock Chase District, is subject to planning for potential housing development. There does not appear to be a requirement for a replacement facility, given the capacity at both courses in Cannock Chase District; and the availability of courses in neighbouring Lichfield District; it may be more beneficial to improve the quality and offering at local facilities to encourage and supporting growth in golf activity.

However, this is subject to housing development on the Rugeley Power Station site that, potentially, could generate sufficient demand to validate the need for re-provision. This should be addressed upon submission of any planning application for the site. No currently operational golf courses in Cannock Chase are considered to be at risk from development or change of use.

Consultation

Beau Desert Golf Club and Cannock Park Golf Club were both provided the opportunity to respond to consultation requests via an online survey. Neither club completed the aforementioned survey meaning with information regarding the clubs derived through online research and from information provided by England Golf.

10.2: Supply

There are two golf courses situated within Cannock Chase:

- ◀ Beau Desert Golf Club
- ◀ Cannock Park Golf Club

Beau Desert Golf Club is operated by the Club of the same name; whilst Cannock Park Golf Club is operated by a social enterprise, Inspiring Healthy Lifestyles, which manages the site on behalf of Cannock Chase District Council.

Lakeside Golf Course located on the site of Rugeley Power Station, is partly located within the Cannock Chase District boundary and was previously accessed by Cannock Chase demand prior to site closure. The site is subject to redevelopment, with both Cannock Chase District Council and Lichfield District Council working cooperatively to ensure any loss of sporting provision is re-provided in the locale.

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Course facilities

The range of facilities on offer varies between courses in Cannock Chase. Both courses offer 18-hole courses and putting greens; whilst Beau Desert Golf Club is accompanied by a ten-bay driving range.

Table 10.1: Summary of golf courses in Cannock Chase

Course name	Number of holes	Par	Yardage ²⁷
Beau Desert Golf Club	18	70	6,458
			5,897
			5,322
Cannock Park Golf Club	18	67	4,826

As mentioned above, both golf courses in Cannock Chase are traditional 18-hole courses.

Quality

Both courses are considered to be good quality, with a dedicated maintenance regime carried out at each facility.

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).

Beau Desert Golf Club host clubhouse facilities including showers, toilets, kitchen and changing rooms, whereas Cannock Park Golf Club does not have a dedicated clubhouse for members but does have an accompanying leisure complex offering changing rooms, a café and access to facilities for other sports.

Membership and costs

Access to Cannock Park Golf Club and Beau Desert Golf Club is available via both membership and pay and play, although at the latter pay and play is limited; throughout the winter months it is unavailable to non-members at the weekend; and only with limited availability throughout the summer.

Nationally, many clubs have begun to alter their pricing structure to allow for discounted rates following a decline in golf participation. For instance, some clubs now offer a six-day or five-day membership (whereby members can access the course on specific days but not on a Saturday and/or a Sunday), whilst others now provide discounts based on age that is no longer limited to junior players. Previously, many clubs throughout the country had a waiting list for membership but that is rarely the case in the present day.

Table 10.2: Summary of membership in Cannock Chase

Course name	Membership summary
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²⁷ White denotes Championship tees; yellow denotes men's tees and red denotes ladies tees.

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Course name	Membership summary
Beau Desert Golf Club	A full membership costs £1,092 per year whereas a five day membership costs £780. In addition to the cost there is also a £1,500 joining fee. Pay and play for 18-holes costs £40-75 per person during the week, depending on the month; and up to £80 at the weekends in the summer (subject to availability).
Cannock Park Golf Club	The course is available for use by both members and non-members. A full membership is £360 per year, with access 7-days a week. Junior membership (under 18's) is available for £70 per year. Non-members can play on a Monday-Friday for £14/round, increased to £16.50/round at weekends. Junior pay and play is £9.50/round on weekdays, increasing to £10.50/round at weekends. Chase Card holders receive a 50% discount on membership.

10.3: 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.

Table 10.3: 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.

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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 Cannock Chase 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 10.4: Summary of demand in Cannock Chase by segment

Segment no.	Segment name	Average number of people per affiliated facility (20 minute drive time)
1	Relaxed members	8,707
2	Older traditionalists	7,432
3	Younger Traditionalists	8,611
4	Younger fanatics	7,744
5	Younger actives	8,311
6	Late enthusiasts	7,682
7	Occasional time pressed	8,436
8	Social couples	8,001
9	Casual fun	7,591

In total, an average of 72,514 people are identified as current or potential users of each golf course within Cannock Chase. 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 10.5: Summary of demand per course by profile type

Course name	Segment no.								
	1	2	3	4	5	6	7	8	9
Beau Desert Golf Club	5,350	4,657	5,175	4,837	5,116	4,820	5,136	5,008	4,832
Cannock Park Golf Club	12,064	10,206	12,047	10,651	11,505	10,543	11,736	10,994	10,351

The table summarises that demand is likely to be the highest for Cannock Park Golf Club, which has 100,097 potential users²⁸, although it must be noted that the facilities offered may not appeal to certain club-based segments that would generally prefer not to access a standard 18-hole course. This number is significantly higher than at Beau Desert Golf Club, which has 44,931 potential users.

²⁸ In line with England Golf's preference for a 20 minute drive time.

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Current membership

The table below summarises recent and current membership for each course located in Cannock Chase.

Table 10.6: Summary of membership in Cannock Chase

Course name	Affiliated membership numbers			
	2015	2016	2017	Consultation (2018)
Beau Desert Golf Club	562	553	558	-
Cannock Park Golf Club	96	115	224	-

Current membership levels are unknown as neither club was responsive to consultation requests.

Golf Express

In partnership with England Golf, Golf Express promotes and creates availability for people to play nine-hole golf and other short formats of the sport. The nine-hole round is an offering to people who want to play the sport but do not have enough time to complete the traditional 18-hole round. A nine-hole round can be completed in half the time (estimated two hours) and is compatible with the rules of golf and the handicap system. It was introduced in 2015 as a way of increasing membership and participation in the sport. Neither course in Cannock Chase offers this as format.

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. Cannock Park Golf Club offers Footgolf on site from April to October. The course is available from 2.30pm-4pm on Saturdays and Sundays, with a UK Footgolf affiliated 18-hole course. Par for the course is 72, measuring 2,570 yards.

From April 2019, a nine-hole footgolf course will be established at Cannock Park Golf Club. The course will be available for community use and affiliated to UK Footgolf.

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

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Neither club in Cannock Chase participates in the national campaign.

Supply and demand analysis

The overall picture suggests that there is substantial demand for golf within Cannock Chase, 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.

Cannock Chase's supply of facilities does not meet all nine segments of demand, despite the introduction of Footgolf at Cannock Park Golf Club. Further developing the sites should be explored, enabling clubs to provide more than a standard 18-hole course, 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.

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

- ◀ **The overall picture suggests that there is significant demand for golf within Cannock Chase, meaning each course should be protected. Further to this, clubs should be supported to maximise their usage throughout the week.**
- ◀ There are two courses within Cannock Chase, Beau Desert Golf Club and Cannock Park Golf Club.
- ◀ Beau Desert Golf Club is operated by the named club, whilst Cannock Park Golf Club is operated by a social enterprise, Inspiring Healthy Lifestyles, that manages the course on behalf of the Council.
- ◀ Both courses of 18-hole courses and putting greens, whilst Beau Desert Golf Club also has a ten-bay driving range.
- ◀ Both courses are considered to be good quality.
- ◀ Both courses are available via both membership and pay and play.
- ◀ In total, an average of 72,514 people are identified as current or potential users of each golf course within Cannock Chase.
- ◀ Demand is likely to be highest for Cannock Park Golf Club, which has 100,097 potential users.
- ◀ Cannock Park Golf Club accommodates a dedicated UK Footgolf affiliated 18-hole course.

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APPENDIX 1: SPORTING CONTEXT

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

National context

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

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

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

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

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

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

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

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

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

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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.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

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.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

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

England Hockey has identified key areas across the country where there is a lack of suitable hockey provision and there is a need for additional pitches, suitable for hockey. There is an 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 new strategy is presented in a concise one page framework that includes key strategies relating to three participation "focus" areas, six participation "drivers" and three participation "enablers". To achieve success, the 12 strategy areas will need to work interdependently to stem the decline and unlock sustainable growth.

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

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

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

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

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

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

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

British Crown Green Bowling Association

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

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

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

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

The 2014 strategy helped achieve the following:

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

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

The objectives are:

- ◀ Being customer focussed
- ◀ Stronger counties and club
- ◀ Excellent governance
- ◀ Improve image
- ◀ More members and players
- ◀ Outstanding championships, competitions and events
- ◀ Winning golfers

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.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH ASSESSMENT

Key outcomes:

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



CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

MAY 2019

QUALITY, INTEGRITY, PROFESSIONALISM

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**CANNOCK CHASE DISTRICT COUNCIL
PLAYING PITCH STRATEGY & ACTION PLAN**

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CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

PART 1: INTRODUCTION

This is the Cannock Chase Draft Playing Pitch Strategy for the period 2018-2036. Recommendations are drawn from the Playing Pitch Assessment Report, researched and prepared initially between December 2017 and April 2018; and updated in December 2018; by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's Sport England's Playing Pitch Strategy Guidance: *An approach to developing and delivering a Playing Pitch Strategy* and in consultation with Cannock Chase District Council (CCDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Purpose

A 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. Planning Policy and other relevant sport related corporate strategies must be based upon a robust evidence base in order to ensure planning, local policies and sport development criteria can be implemented efficiently and effectively.

Cannock Chase both aspires and needs to consider its facilities planning, particularly in the context of future growth needs; the changing economic and demographic profile of the area and the potential change of circumstance following the closure of Rugeley Power Station and its surrounds.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of outdoor sport and leisure facilities that Cannock Chase requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

Scope

The following types of outdoor sports facilities are included in the Assessment and Strategy:

- ◀ Cricket pitches
- ◀ Football pitches
- ◀ Artificial Grass Pitches (AGPs)
- ◀ Hockey AGPs
- ◀ Rugby union pitches

Pitch sports were assessed using the guidance set out in Sport England's Playing Pitch Strategy Guidance: *An approach to developing and delivering a playing pitch strategy*.

Outdoor sports

- ◀ Tennis
- ◀ Bowls
- ◀ Athletics
- ◀ Golf

Outdoor sports were assessed using Sport England's Assessing Needs and Opportunities Guidance (2014). Non-pitch outdoor sports require a different methodology to assess demand and supply to that used for pitch sports.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Strategy structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within Cannock Chase to provide:

- ◀ A vision for the future improvement and prioritisation of outdoor sports facilities.
- ◀ A number of aims to help deliver the recommendations and actions.
- ◀ A series of sport by sport recommendations which provide a strategic framework for sport led improvements to provision
- ◀ A range of sport by sport and local authority wide scenarios to help inform policy recommendations and prioritisation of actions.
- ◀ A series of strategic recommendations which provide a strategic framework for the improvement, maintenance, development and, as appropriate, rationalisation of provision.
- ◀ A prioritised area-by-area action plan to address key issues.

The Strategy and Action Plan recommends a number of priority projects for Cannock Chase which should be implemented over the next ten years. It provides a framework for improvement and, although resources may not currently be in place to implement it, potential partners and possible sources of external funding (see Appendix Four: Funding Plan¹) have been identified.

Monitoring and updating

It is important that there is regular annual monitoring and review against the actions identified in the Strategy. This monitoring should be led by the Council and supported by the Steering Group. As a guide, if no review and subsequent update has been carried out within three years of the PPS being signed off by the Steering Group, then Sport England and the NGBs would consider the PPS and the information on which it is based to be out of date. If the PPS is used as a 'live' document, and kept up to date, the time frame can be extended to five years.

The PPS should be reviewed on an annual basis from the date it is formally signed off by the Steering Group. This will help to maintain the momentum and commitment that would have been built up when developing the PPS. Taking into account the time to develop the PPS this should also help to ensure that the original supply and demand information is no more than two years old without being reviewed. Part 8 of this strategy report contains a suggested process for carrying out the update and monitoring. The Steering Group will need to agree the process prior to adoption of this strategy.

Study area

Cannock Chase District covers over seven thousand hectares on the northern fringe of the West Midlands conurbation, extending through the Cannock Chase Area of Outstanding Natural Beauty (AONB) to the River Trent flood plain in the north. Walsall Metropolitan Borough Council and the Staffordshire Districts of Lichfield, Stafford and South Staffordshire border the District.

Since 2011, Cannock Chase has formed part of both the Greater Birmingham and Solihull Local Enterprise Partnership (along with Birmingham, Bromsgrove, East Staffordshire, Lichfield, Redditch, Solihull, Tamworth and Wyre Forest) plus the Stoke-on-Trent and Staffordshire Local Enterprise Partnership.

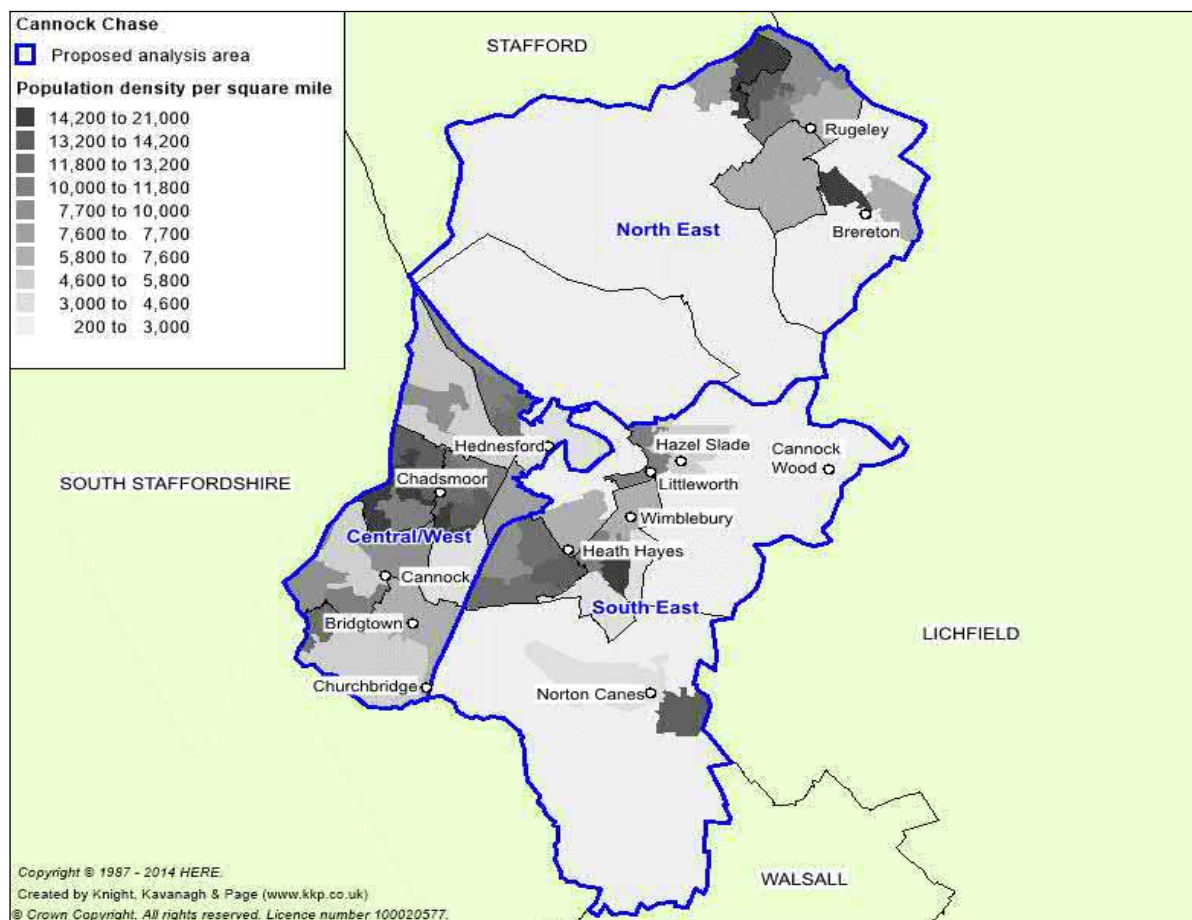
¹ Please note that Sport England funding streams will be subject to change throughout 2018/19.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Given that 60% of the District is designated Green Belt, it is a crucial feature of the District's overall character. Cannock Chase, to the north of the district, is a designated Area of Outstanding Natural Beauty (AONB). As well as being an amenity for local people it also attracts many visitors which must be carefully managed due to both landscape and ecological sensitivities. The Council provides a range of formal parks (four of which have achieved national (Green Flag) standard plus play areas and open spaces.

The study will report on a Districtwide basis and by three distinct sub-geographical (catchment areas), generally reflecting the main urban areas in the North East (Rugeley), Central/West (Cannock and Hednesford) and South East (Heath Hayes and Norton Canes). However, these will only be applied as relevant to the sport and where demand warrants it, for example, for football due to its size and spread of facilities across the District.

Figure 1.1: Analysis areas



CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Context

Population growth

The resident population in Cannock Chase is recorded as 98,534 (based on ONS 2016 mid-year estimates). By 2036 (in line with the Local Plan review period), the District's population is projected to increase by 5,558 or 6% to 104,092 (ONS 2014-based projections²).

The basis for identifying future demand within the PPS has been ONS 2014-based projections on the basis that the Government advised to revert to using the 2014 figures ONS-based projections when setting housing need as it better reflects the likely population growth.

The population is at its most dense around Cannock in the west and Rugeley in the north of the District. Cannock Chase has similar levels of deprivation to the rest of Staffordshire; 30% of the District population lives in areas covered by the country's three most deprived cohorts (national average;30%). In contrast to this, 20.7% live in the three least deprived groupings in the country; compared to a 'norm' of c.30%.

Planning context

The Government is changing the way in which housing need is calculated, using a new national standardised methodology. CCDC will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives CCDC a figure (which could still change) of 284 dwellings per year (for the period 2016-2026) compared to the current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, the performance of CCDC is also likely to be measured using a new Housing Delivery Test for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan so the Council will need to be mindful of this as it prepares the new plan.

CCDC is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area (GBHMA). Across this wider area, there is a significant housing shortfall of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report has recently been published which considers the following across the entire Housing Market Assessment area:

- ◀ Current capacity
- ◀ Potential for increasing densities
- ◀ Further supply on non-Green Belt sites
- ◀ Potential Green Belt opportunities utilising a strategic Green belt review

² Data Source: ONS 2014-based projections 2014-2039. Released: 25 May 2016

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

CCDC is not able to say how much growth it might be able to accommodate at present as it will need further evidence to see what capacity it might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). The Local Plan is being reviewed and, potentially, may need to explore some Green Belt options if sufficient urban capacity and brownfield options cannot be found to deliver the growth needed. This would require a range of evidence based work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).

In addition, CCDC's Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 800 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

National Planning Policy Framework July 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how 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.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

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 states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

It is, essential that CCDC, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

Headline findings

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	Central/ West	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity
	North East	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Youth 11v11 pitches at capacity ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Shortfall of 0.5 youth 11v11 MES ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
	South East	<ul style="list-style-type: none"> ◀ Spare capacity of 2.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ³	Study Area	◀ Shortfall of 1 full size, floodlit 3G pitch.	◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	◀ Shortfall of 1.25 senior MES	◀ Shortfall of 2.5 senior MES
Cricket	Study Area	◀ Current demand is being met.	◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/ water AGPs)	Study Area	◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.	◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	◀ Current demand is likely to be being met. However, quality needs addressing.	◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.

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

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Athletics tracks	Study Area	◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.	◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	◀ Current demand is being met by existing provision.	◀ Future demand can be met by current provision.

Note: MES = match equivalent sessions

Conclusions

The assessment report identifies that the existing position for all the specified sports is either that demand is broadly being met or that there is a shortfall (albeit this is small in the case of football). In terms of the future position, current shortfalls are shown as exacerbating or new shortfalls emerge in respect of some facility types in some areas.

As such, there is a need to protect all existing outdoor sports provision, or to deliver an equivalent or better quantity and quality of provision to offset any loss of facility prior to the loss taking place.

The only exception to the above would be in the case of sports provision being replaced by a different form of sports provision (e.g. a sand-based AGP being replaced by a 3G pitch) subject to no clubs/sports users being displaced without suitable alternative arrangements being in place, and also subject to overall sports benefits being achieved and proposals being agreed upon by Sport England in conjunction with appropriate NGBs.

In part, natural turf ('grass') overplay shortfalls expressed could be addressed by improving quality at some existing operational sites, particularly in the case of football pitches. However, the extent of increased capacity achievable through this route would clearly be dependent upon practical opportunities arising and funding being identified for delivering enhancements at specific sites, and also upon secure maintenance arrangements being put in place to sustain the higher quality standards in the long term.

Definitions

Match equivalent sessions

Pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected. As the main usage of pitches is likely to be for matches, it is appropriate for the comparable unit to be match equivalent sessions but may for example include training sessions.

Based on how they tend to be played this unit for football, rugby union and rugby league pitches relate to a typical week within the season for each sport. For cricket pitches it is appropriate to look at the number of match equivalent sessions (MES) over the course of a season.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Pitch capacity

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 affects the playing experience and people's enjoyment of playing football. In extreme circumstances it can result in the inability of the pitch to cater for all or certain types of play during peak and off peak times. Pitch quality is often influenced by weather conditions and drainage.

As a guide, each NGB 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):

Sport	Pitch type	Number of matches per week		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3	2	1
	Youth pitches	4	2	1
	Mini pitches	6	4	2
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season	N/A	N/A

Rugby union pitches		Maintenance rating		
		Poor (M0)	Adequate (M1)	Good (M2)
Drainage rating	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

Shortfalls

Please note that shortfalls are expressed in match equivalent sessions rather than as pitches as it is possible that shortfalls could be accommodated in various ways (e.g. through pitch improvements) and not just by providing more pitches. For a full Glossary of terms please refer to Appendix Four.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

PART 2: VISION

A vision has been set out to provide a clear focus with desired outcomes for the Cannock Chase PPS. It builds upon the conclusions identified in the Assessment Report (August 2018) and Sport England's five-year strategy 'Towards an Active Nation', which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Cannock Chase can be identified. The primary focus is to enable residents to gain access to outdoor sports facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes for all of the population that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2036.

To provide accessible high quality leisure and sports facilities in Cannock Chase that encourages an active lifestyle, increases participation and helps improve health and wellbeing

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

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

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

PART 3: AIMS

The following overarching aims are based on the three Sport England themes (see Figure 1 below). Delivery of the Strategy is the responsibility of and relies on, the Steering Group.

It is recommended that the following are adopted by the Council and its partners to enable it to achieve the overall vision of the Playing Pitch Strategy and Sport England's requirements.

Aim 1

To **protect** the existing supply of playing pitches where it is needed for meeting current and future needs

Aim 2

To **enhance** playing fields, pitches and ancillary facilities through improving quality and management of sites

Aim 3

To **provide** new playing pitches where there is current or future demand to do so

Figure 1: Sport England planning objectives - Protect, Enhance and Provide



Source: Sport England 2015

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

Recommendations detailed herein are not solely for the Council to action, nor do they imply an expectation that the Council will or can afford to make the necessary investments required. Rather, the purpose of the recommendations is to guide investment for any relevant bodies, including but not limited to Sport England and the NGBs for the sports the recommendations refer to.

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

Football pitches

Summary

- ◀ **Current and future supply of football pitch provision can sufficiently accommodate demand in Cannock Chase across adult, mini 7v7 and mini 5v5 pitch, with a current shortfall for both youth 11v11 and youth 9v9 pitches.**
- ◀ **When accounting for future demand shortfalls are exacerbated on youth 11v11 and youth 9v9 pitches.**
- ◀ The audit identifies a total of 72 grass football pitches across 40 sites in Cannock Chase, with 62 pitches across 33 sites identified as being available for community use on some level. The ten pitches, across seven sites that are unavailable for community use are all located at education sites.
- ◀ Most available football pitches in Cannock Chase (39%) are adult sized, in part due to youth 11v11 teams playing on adult pitches.
- ◀ The potential closure of The Hart (Lower School) site could result in the loss of two youth 11v11 pitches and a youth 9v9 pitch.
- ◀ Both Heath Hayes FC and Hednesford Town FC have aspiration to establish 3G pitches on sites in the District.
- ◀ The pitch quality ratings determined through a combination of non-technical assessments and user feedback show most (77%) pitches available for community use are rated as standard quality, with 21% rated as poor and only one pitch as good, equating to just 2%.
- ◀ Cannock Chase District Council manages and operates 11 football pitch sites, of which, seven are accompanied by changing provision.
- ◀ Through consultation, clubs indicate that car parking at Old Fallow Road and 5's Pavilion and Sports Ground is inadequate with other sites considered to have appropriate car parking either on site or nearby.
- ◀ Brereton Town FC reports aspirations to acquire a long-term lease of its home pitch in line with the current lease agreement it has for the ancillary facilities on the same site.
- ◀ In total there are 140 teams identified as playing competitive football matches or training within Cannock Chase. This consists of 39 men's teams, one women's team, 51 youth boys' teams, six youth girls' teams and 43 mini soccer teams.
- ◀ Due to the presence of a number of central venue mini and junior leagues to which Cannock Chase clubs affiliate, the majority of displaced demand will remain consistent in the future. There is, however, 6.5 match equivalent sessions of actual spare capacity of displaced demand that would prefer to be based within the District.
- ◀ Including both TGRs and club aspirational the total amount of future demand across Cannock Chase equates to one match equivalent session on adult pitches, 0.5 match equivalent sessions on mini 7v7 pitch type and 5.5 match equivalent session on mini 5v5 pitches.

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- There are nine match equivalent sessions per week of actual spare capacity (i.e. at peak time) located across ten sites on 12 pitches. Any actual spare capacity at unsecured sites has been discounted from any totals as the long-term existence of those pitches cannot be relied upon in the future.
- Overplay on football pitches in Cannock Chase amounts to seven match equivalent sessions per week over seven sites and nine pitches.

Scenarios

Improving pitch quality

Improving pitch quality on overplayed pitches (i.e. through increased maintenance or drainage improvements) to good quality will increase capacity and therefore help to accommodate expressed overplay. As can be seen in the table below, if quality was improved to good quality at some sites this would eradicate overplay and create spare capacity.

Please see the table below for a site-by-site breakdown of capacity rating should currently overplayed pitches be improved to good quality. As a reminder, the capacity rating for each type and quality rating is:

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

Overplay if all pitches were good quality

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current Capacity rating ⁴	Good quality capacity rating ⁵
3	Brereton Sports and Social Club	Adult	1	Standard	0.5	0.5
6	Cannock Park	Youth 11v11	1	Poor	2	1*
7	Cardinal Griffin Catholic College	Youth 9v9	1	Standard	1	1
16	Heath Hayes FC	Adult	1	Standard	0.5	0.5
41	The Hart School (Lower School)	Youth 9v9	1	Standard	1	1
42	The Hart School (Upper School)	Adult	3	Poor	1.5	1.5*

*Indicates where pitch quality has improved from poor to good quality, rather than just by one increment (poor to standard or standard to good).

⁴ Match equivalent sessions

⁵ Match equivalent sessions

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Where overplayed pitches are assessed as poor quality, it may be more feasible to increase to standard quality. Therefore, the table above shows the capacity rating if improved to standard rather than good. In one instance this will be enough to address overplay, at The Hart (Upper School); however, it would not eliminate overplay at Cannock Park, this would require improving the pitch quality to good, thus creating potential capacity of one match equivalent session.

Where, even after improving quality, overplay is still present, there is also a need to consider transfer of play to alternative pitches/sites in order to eradicate overplay.

Given the costs of improving pitch quality, alternatives also need to be considered that can offer a more sustainable model for the future of football. The alternative to grass pitches is the use of 3G pitches for competitive matches. Not only can this alleviate overplay of grass pitches but it can also aid quality improvements through the transfer of play and therefore reduced use.

Loss of access to unsecure sites

There are currently 52 match equivalent sessions per week across 16 sites taking place on pitches with unsecure tenure across Cannock Chase District. Of this, 37 match equivalent sessions are from curricular and extra-curricular demand; meaning that 15 match equivalent sessions of community use is taking place on unsecure pitches. These pitches are all located at education sites, with no form of community use agreements in place and accounting for approximately 37% of all community play taking place on pitches in Cannock Chase District.

In particular, Cardinal Griffin Catholic College accommodates match demand from 12 teams on both grass and 3G pitches with no secure tenure. A loss of access to the site would generate the need to re-accommodate six match equivalent sessions across Cannock Chase District.

Loss of pitches

It is reported that The Hart School (Lower School) site is due to close, resulting in the loss of its pitch provision for community use. Currently there are two youth 11v11 pitches and a youth 9v9 pitch on site; all of which are accessed by community clubs.

Youth teams representing both Lea Hall Youth FC and Lakeside FC access the site for match demand; and the loss of the pitches on this site would result in the requirement to relocated one match equivalent session of youth 9v9 demand and one match equivalent sessions of youth 11v11 demand in the North East Analysis Area.

Closure of The Hart School (Lower School)

At present, youth 11v11 pitches in the North East Analysis Areas are at capacity; meaning that the loss of the provision at The Hart School (Lower School) would result in a shortfall of one match equivalent sessions in the Analysis Area; increasing overall shortfall of three match equivalent sessions on youth 11v11 pitches throughout Cannock Chase District.

There is currently a shortfall of youth 9v9 pitches in the North East Analysis Area, of one match equivalent session; which is sustained when Cannock Chase District is considered. The loss of the youth 9v9 pitch at The Hart School (Lower School) site would require the relocation of the aforementioned one match equivalent session on youth 9v9 pitches, which would then result in a shortfall of two match equivalent sessions on youth 9v9 pitches in both North East Analysis Area and Cannock Chase District.

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Recommendations - football

- ◀ Protect existing quantity of pitches (unless replacement provision is agreed upon and provided).
- ◀ Ensure all teams are playing on the correct pitch sizes and explore reconfiguration to accommodate more youth 11v11 pitches where possible.
- ◀ Seek to increase use of 3G pitches in order to increase capacity available on grass pitches to address current and future shortfalls, particularly in the North East Analysis Area.
- ◀ Where pitches are overplayed and assessed as poor or standard quality, review maintenance regimes to ensure it is of an appropriate standard to sustain use and improve quality.
- ◀ Additional and correct types of grounds machinery should be invested in by clubs, private sites and the LA to ensure pitches can be maintained to a good level through more regular maintenance.
- ◀ Work to accommodate displaced and future demand at sites which are not operating at capacity or at sites which are not currently available for community use.
- ◀ Improve ancillary facilities at sites that are currently serviced by poor provision (e.g. car parking at Old Fallow Road and 5's Pavilion and Sports Ground).
- ◀ Aim to provide security of tenure for clubs using unsecure sites through community use agreements particularly those located at school sites.
- ◀ Consult and negotiate with school sites to encourage them to establish community use.
- ◀ Re-provide the football pitch that was lost following the closure of Rugeley Power Station. Any new pitch should be of adult size to address current and future shortfalls and should be linked to Key site developments in the District.

Third generation artificial grass pitches (3G pitches)

Summary

- ◀ **In conclusion, based on the FA affiliated team training model there is an insufficient supply of full sized 3G pitches to meet current demand which will continue with forecasted future demand increases. However, this shortfall will be addressed once the conversion of the small sized 3G pitch at Rugeley Leisure Centre to a full size 3G pitch is completed, the timescale for which is currently unknown.**
- ◀ There are two full sized 3G pitches in Cannock Chase, both of which have floodlighting and are available for community use.
- ◀ There is a small sized 3G pitches, at Rugeley Leisure Centre which is also floodlit and available for community use.
- ◀ The two full sized 3G pitches at Cardinal Griffin Catholic College and 5's Pavilion and Sports Ground are FA certified, therefore are both compliant for use for competitive matches.
- ◀ Both full size pitches are considered good quality with both being within the recommended ten year life spans, meaning that resurfacing will not be required in the short term.
- ◀ Both full size 3G pitches are used as central venues for mini and junior leagues in the area, meaning that they accommodate some imported match demand.
- ◀ Due to the site's proximity to the Cannock Chase District, AGPs at Cannock Cricket and Hockey Club are used to accommodate some football training demand.
- ◀ Staffordshire FA reports that both the CFA and the Football Foundation are exploring options with CCDC to help fund the resurfacing and extension of the small sized 3G pitch at Rugeley Leisure Centre to create a full sized 3G pitch on site.

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- Of the 30 clubs that stated a demand for additional training facilities, 19 specifically stated a need for increased use of 3G pitches.
- It is considered that there are 140 teams which require access to train once per week on floodlit 3G surface. When applied on a district-wide level, this equates to the need for three full sized 3G pitches to service this level of training demand. At present, there are two available full sized 3G pitches across the District. Therefore, there is a shortfall of one full sized 3G pitch to meet training demand for football.

Scenarios

Accommodating football training demand

As identified within the Assessment Report, there is an actual shortfall of one full size 3G pitch in Cannock Chase District to meet football training demand.

To alleviate this shortfall, consideration should be given to this being provided within the North East area, particularly given there are no full size 3G pitches in the Area. On the basis that according to The FA standard, one full sized 3G pitch can service 38 teams, there is enough demand in the Area for this to be feasible but would require further investigation works as to the best location to achieve this.

If the displaced demand referred to in the Assessment Report Section 2: Football, continues to opt for training provision outside of the District; then demand to be accommodated for reduces from 140 to 110, also lowering the requirement of the number of full size 3G pitches from three (3.7) to two (2.9). However, given a lack of small sized or sand based AGPs to accommodate residual demand; three full size 3G pitches would still be recommended.

Moving football match play demand to 3G pitches⁶

Moving match play to 3G pitches is supported by the FA. To further the use of 3G pitches for matches, the FA is particularly keen to work with local authorities to understand the potential demand for full size floodlit 3G pitches should all competitive matches that are currently played on council pitches be transferred. The following table therefore calculates the number of teams currently using council and parish/town council facilities in Cannock Chase for each pitch type at peak time.

Number of teams currently using council pitches

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	23
Youth	11v11	Sunday PM	6
Youth	9v9	Sunday PM	5
Total			34

Please note that there are no mini teams currently playing on council or parish/town council grass mini pitches in Cannock Chase.

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

⁶ Refer to Appendix One: FA 3G Pitch Scenarios for the programming model used.

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

Format	No teams per time (x)	No matches at PEAK TIME (y) = x/2	3G units per match (z)	Total units required formats (A)=(y)*(z)	3G pitches required B= (A)/64
Adult	23	11.5	32	368	5.75
11v11	6	3	32	96	1.5
9v9	5	5.5	10	55	0.86

Given that peak time for the youth pitch types (Sunday PM) is different to peak time for adult football (Sunday AM), transferring the majority of matches currently on council pitches would equate for the need for five full size 3G pitches. This would accommodate most of the adult match demand on 3G pitches, but retain some demand on local authority grass pitches.

If the pitch at Rugeley Leisure Centre is extended and resurfaced to a full size 3G pitch; and both Heath Hayes FC and Hednesford Town FC were successful in establishing full size 3G pitches then this would meet the above need, provided that all pitches were certified for competitive football and on the FA Register.

However, the establishment of these additional pitches may adversely impact the financial viability of all full size 3G pitches in the District, particularly in relation to the FA's training model, which suggests a current and future need for three full size 3G pitches. Business models should be considered before planning permission is approved for the development of the prospective pitches.

New provision

It is understood that the District Council and Football Foundation are currently exploring options to help fund an extension and resurfacing of the small sized 3G provision at Rugeley Leisure Centre, creating a full size 3G pitch on the site. Increasing the provision of full sized 3G pitches in the District, specifically in the North East Analysis Area, would meet the current shortfall demonstrated by the FA's training model for 3G pitches.

There are currently 36 teams based in the South East Analysis Area, two short of meeting the requirement for a full size 3G pitch. This may warrant a need for a new full size 3G pitch in the Analysis Area, meeting not only demand from the District but also cross-boundary (Lichfield, Walsall and Bloxwich districts). This should be considered as an option moving forward with the Norton Canes settlement the area with greatest potential given its proximity to bordering authorities and its distance from other larger settlements (Cannock and Rugeley) within Cannock Chase District. The population and development in this area should be considered as factors when assessing this.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Recommendations – 3G pitches

- ◀ Protect current stock of 3G pitches.
- ◀ As a priority, identify funding to extend and resurface the small sized 3G pitch at Rugeley Leisure Centre to a full size pitch.
- ◀ Ensure that the extended pitch is FA registered, whilst considering the value of making the pitch WR compliant.
- ◀ Encourage all current and future providers to put in place a sinking fund to ensure long-term sustainability.
- ◀ Encourage more match play demand to transfer to 3G pitches, where possible to help address overplay identified on grass pitches.
- ◀ Identify feasible sites to increase provision of full size 3G pitches to meet training and competitive demand, with North East being the priority analysis area.
- ◀ Consider the establishment of a full size 3G pitch in the South East Analysis Area, specifically in Norton Canes, to meet increasing demand in the settlement, as well as some demand from neighbouring authorities which could easily access provision.
- ◀ Ensure that all new 3G pitches are constructed to meet FA/RFU recommended dimensions and quality performance standards to meet performance testing criteria.

Cricket pitches

Summary

- ◀ **There is sufficient supply of cricket provision to cater for current demand, however, a shortfall is created once displaced and future demand is considered.**
- ◀ **In order for this to be accommodated on existing provision all future senior demand would need to take place outside of the peak period for senior men's cricket (Saturday). Any peak time future demand would require access to more provision, however, should the second square be developed adjacent to Rugeley CC and secure for the Club's use this would fully address the shortfall identified.**
- ◀ In total, there are two grass cricket squares in Cannock Chase located across two sites. In addition, there are two squares located at Cannock Cricket and Hockey Club, in neighbouring South Staffordshire but servicing demand from Cannock Chase. All grass squares are available for community use and used.
- ◀ In total, there are eight non-turf pitches (NTPs) servicing Cannock Chase. Of which, five are located accompanying natural turf squares at club sites and three are standalone based at school sites.
- ◀ Rugeley CC has been granted permission for a change of use of an adjacent field (CH/18/106) which will result in the creation of a second square to then be leased by the Club.
- ◀ Pitch quality ratings determined by non-technical quality assessments and user feedback found that all natural grass squares are of good quality⁷.
- ◀ Both Cannock CC and C&R Hawks CC are considered to have security of tenure⁸. There is a need to ensure that a long term lease agreement is signed by Rugeley CC to give the Club security of tenure.
- ◀ Consultation reports that the clubhouse facility at Cannock Cricket and Hockey Club is due to be sold, with a purpose built facility built elsewhere onsite.
- ◀ There are 15 senior cricket teams, one of which is a women's team; and 14 junior teams playing competitive matches across the three clubs, totalling 29 cricket teams.

⁷ When non-technical assessments were undertaken pitch quality at C&R Hawks was considered to be good quality. It has since been reported by the ECB that the quality of the pitch has since declined.

⁸ Tenure of Cannock CC will become unsecure if outstanding debt is called in and access to the site restricted. This would then result in a need for additional provision within Cannock Chase District given that club members are mainly from the District.

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- ◀ Both Rugeley CC and C&R Hawks CC have senior men's teams displaced to secondary venues outside of the District. C&R Hawks CC does not report aspirations to return its displaced team to the District. Rugeley CC, however, does plan to return its displaced senior team, however, it is predicted that this team will be lost until the second pitch at Rugeley Cricket Club is established in three to four seasons time.
- ◀ Despite two sites having potential capacity totalling 56 match sessions per season, there is no actual spare capacity available during the peak period for senior men's play (Saturday).
- ◀ No pitches are considered overplayed in Cannock Chase District.

Scenarios

Alleviating future overplay

Current demand can be sufficiently accommodated on existing provision; with all clubs also having security of tenure. However, should current provision remain the same there will be a future shortfall of 27 match equivalent sessions once displaced (11 match equivalent sessions) and future (16 match equivalent sessions) are considered, specifically at Rugeley CC.

In order for future demand to be accommodated on existing provision it would be required to take place outside of the peak time for senior men's cricket (Saturday). The presence of a senior Sunday League in the District means that this could be accommodated on existing provision.

Alternatively, the establishment of a second square at Rugeley CC could accommodate current displaced and future senior demand during the peak period (Saturday), without creating an overall shortfall.

It should be noted that whilst the aforementioned second square is developed at Rugeley CC, the Club's current 3rd XI and future 4th XI are without a dedicated home venue as neither could be accommodated at Rugeley CC on Saturday afternoons. Added to this the 3rd XI team, which is currently displaced, will no longer be able to access its displaced site after the conclusion of the 2018 season.

A solution may be that the 3rd XI team either obtains use of another venue outside of Cannock Chase District or participates in the senior Sunday league, utilising the pitch at Rugeley CC, until the new square is fully established. If alternative provision can not be found then it is likely that the team will be lost.

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

Recommendations – cricket⁹

- ◀ Existing quantity of cricket pitches to be protected.
- ◀ Seek to improve standard quality facilities for matches and training, such as identified at Cannock Cricket & Hockey Club.
- ◀ Support clubs with aspirations to improve and extend ancillary provision including access to external funding opportunities where possible and available.
- ◀ Sustain the current quality of pitches servicing Cannock Chase District demand; reducing the impact of unofficial use, dog fouling or overmarking.
- ◀ Continue to deliver All Stars Cricket and women & girls programmes and seek to increase junior and female participation as a result.
- ◀ Support the development of new cricket provision at Rugeley Cricket Club, enabling the Club's displaced team to return to the District whilst also increasing capacity for future growth. Additional changing facilities will also be required to support this second pitch.
- ◀ Support Rugeley CC 3rd XI to access alternative provision locally whilst the second square at Rugeley Cricket Club is established.
- ◀ Understand the impact of potential developments at Chase Park to the tenure and sustainability of Cannock CC.
- ◀ Support Cannock CC to develop its ancillary provision, improving the quality.
- ◀ Once the new second pitch at Rugeley CC is established (2020) there is no requirement for new cricket provision in the District.

⁹ Recommendations in relation to Cannock CC is subject to the Club retaining security of tenure to its current home venue. If tenure is lost due to outstanding debt being called in and, subsequently, access to the site is restricted, then feasibility should be undertaken to identify an appropriate site(s) to accommodate club demand given that the majority of the membership are Cannock Chase District residents.

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Rugby union pitches

Summary

- ◀ **Current supply is not sufficient to cater for the level of demand expressed in Cannock Chase at present, totalling a need for a further 1.25 match equivalent sessions on pitches. This is further exacerbated to create a future requirement for 2.5 match equivalent sessions.**
- ◀ **Also, there are current and future shortfalls totalling 5.25 match equivalent session at Cannock Rugby Club (South Staffordshire) which serves some demand from the Cannock Chase District population.**
- ◀ In total, there are six rugby union pitches in Cannock Chase across five sites, of which four are senior sized and two junior size. In addition there are two senior pitches and a junior pitch located at Cannock Rugby Club, which also contribute to the local supply. All pitches are available for community use in some capacity.
- ◀ At present, there are no World Rugby (WR) compliant 3G pitches in Cannock Chase, with the nearest pitches located at the University of Wolverhampton (Walsall) and Keele University (Newcastle Under Lyme). A new WR compliant 3G pitch is now full operational at Walsall RUFC as part of the RFU's Rugby365 programme.
- ◀ The Floodlit provision across the District is low. To support participation growth both clubs should have access to high quality floodlighting to allow them to train and play matches in a safe environment.
- ◀ All pitches are of poor quality, rated (M0/D1). Maintenance of pitches is considered basic, whilst drainage is not a reported issue on any of the sites.
- ◀ Ancillary facilities for Rugeley RFC are considered poor quality, whilst those servicing Cannock RUFC are of good quality, with minor issues relating to informal car parking and ownership of the access road.
- ◀ Cannock and Rugeley rugby clubs provide a total of 19 teams, only one of which is a women's team whilst there are no dedicated girls' teams in the District.
- ◀ Both clubs are considered to have security of tenure via lease agreements in the short term, although Rugeley RFC's agreement does not provide long term security of tenure which is required for NGB funding.
- ◀ None of Rugeley RFC's training demand takes place on the match pitch due to a lack of floodlighting with training relocated to the small size 3G pitch at Rugeley Leisure Centre; whilst all of Cannock RUFC's training is accommodated on the Club's one floodlit pitch.
- ◀ Future demand from both TGRs and participation growth contribute an additional 1.25 match equivalent sessions per week on pitches in the District.
- ◀ There is no actual spare capacity on rugby union pitches in the District with all potential capacity located at unsecure education sites.
- ◀ There are four pitches across two sites which are overplayed totalling 6.5 match equivalent sessions.

Scenarios

Improving pitch quality

As a guide, the RFU has set a standard number of matches that each pitch should be able to accommodate. Capacity is based upon a basic assessment of the drainage system and maintenance programme ascertained through a combination of the quality assessment and the club survey as follows:

Pitch capacity (matches per week) based on quality assessments

	Maintenance		
	Poor (M0)	Adequate (M1)	Good (M2)

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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

As shown overleaf, improving maintenance from poor (M0) to standard (M1) or standard (M1) to good (M2) at sites with secure tenure would create additional capacity of two match equivalent sessions (MES) per week across the four overplayed pitches.

Increasing maintenance by one increment

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current capacity rating ¹⁰	Improved quality	New capacity rating ¹¹
36	St Augustine's Field	Senior	1	M0/D1 (Poor)	1.25	M1/D1 (Standard)	0.75
57	Cannock Rugby Club	Senior	2	M0/D1 (Poor)	1.75	M1/D1 (Standard)	0.75
57	Cannock Rugby Club	Junior	1	M0/D1 (Poor)	3.5	M1/D1 (Standard)	3

Improving the maintenance regime by one increment at St Augustine's Field and Cannock Rugby Club would reduce overplay, however, all pitches would remain overplayed, meaning future growth would not be able to be accommodated.

Improving maintenance by two increments (M0 to M2) would eliminate overplay at St Augustine's Field, creating potential capacity for 0.25 match equivalent sessions on the site. Alternatively, installing pipe and slit drainage, along with improving the maintenance by one increment would also eliminate overplay at the site.

Similarly, maintenance improvements at Cannock Rugby Club by two increments (M0 to M2) would eliminate overplay on senior pitches at the site, whilst also creating 0.75 match equivalent sessions of potential capacity. An alternative would be improving the maintenance by one increment (M0 to M1) whilst also installing pipe drainage both pitches; which would result in 0.25 match equivalent sessions of potential capacity.

No amount of improvements to maintenance and/or drainage on the junior pitch at Cannock Rugby Club would fully eliminate overplay; with the pitch accommodating five match equivalent sessions of demand, including all of the Club's midweek training demand as the pitch is the only one on site with floodlighting.

One solution to removing all overplay from Cannock Rugby Club site, whilst retaining all demand on grass pitch provision would be to improve maintenance by two increments (M0 to M2) whilst also installing pipe drainage on all pitches (D1 to D2). This would provide the site with sufficient overall capacity to accommodate all demand from Cannock RFC, however, all pitches would also need to be floodlit to allow training demand to be distributed evenly across the three pitches.

The final solution would be for the Club to either access alternative grass provision in the locale or have access to a WR compliant 3G for all training and some match demand.

Creation of new rugby union pitch provision

¹⁰ Match equivalent sessions

¹¹ Match equivalent sessions

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Hagley Playing Field

Currently Hagley Playing Field is unavailable due to flood defence development work being undertaken. Provided on the site prior to the development was two grass football pitches and a senior rugby union pitch. Once the site returns to use from the 2019/20 season, the grass pitch provision should be re-established to provide a senior rugby union pitch.

If the returned pitch has a quality rating of M0/D1 and Rugeley RFC were provided with a community use agreement for the pitch; then this would eliminate overplay at St Augustine's Field without qualitative improvements being required. However, Rugeley RFC training demand would continue to take place on a non-WR compliant 3G pitch which is not conducive to player development.

Alternative options in the Analysis Area would be to re-mark football pitches accommodating little or no demand to rugby union pitches; whilst also ensuring that football demand is accommodated elsewhere within the locale. There are two sites in the North East Analysis Area which have potential spare capacity and could be considered to a change of sport, namely, Mount Road and Green Lane.

Mount Road currently has one, poor quality, adult football pitch which accommodates 0.5 match equivalent sessions per week. Whilst provision at Green Lane is of two, poor quality, adult pitches which accommodate one match equivalent sessions per week.

The latter of the two options would be the most feasible to re-purpose with the one match equivalent session able to be accommodated on a single adult pitch. This would then open the possibility of the second adult pitch being changed to a senior rugby union pitch.

Issues with either option would be the lack of ancillary provision; currently at Mount Road that has been highlighted as an issue in the PPS Assessment Report; and the current shortfall of 0.5 match equivalent sessions in the North East Analysis Area for adult football pitches; coupled with a future shortfall of 0.5 match equivalent sessions for youth 11v11 pitches in the same Area.

Should Rugeley RFC be relocated to an alternative site then floodlit provision should be provided on site to enable the Club to provide members with appropriate and safe midweek training.

Floodlit provision

At present there is minimum floodlit provision available to rugby union clubs accommodating rugby union demand from the District. Rugeley RFC does not currently have any adequate, grass floodlit provision, which is significantly prohibiting club growth. The Club is currently accessing a small size 3G pitch which is not WR compliant for some training demand; but would be more appropriately supported through the provision of a floodlit pitch or dedicated training area.

Cannock RUFC currently has one floodlit pitch, of junior size; but has a requirement for three floodlit pitches to accommodate training and match demand (coupled with pitch improvements). The quality of the current floodlighting at Cannock Rugby Club is also of a low quality and requires improvement to safely allow the Club to train and host midweek, evening matches.

Should floodlit provision in the District and at Cannock Rugby Club improve then this will allow Rugeley RFC and Cannock RUFC to deliver more to current and prospective club members; increasing overall rugby union participation.

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3G provision

Walsall RFC

Encourage use of the newly established WR compliant 3G pitch at Walsall RFC (Walsall) to relocate midweek training demand off match pitches; thus reducing overplay at home venues of Rugeley RFC and Cannock RUFC.

Also, ensure that any rugby union activity taking place on the 3G pitch at Rugeley Leisure Centre does not incorporate any contact or line-out sessions; as the pitch does not meet WR compliance and is therefore not certified.

Recommendations – rugby union

- ◀ Protect existing quantity of rugby union pitches.
- ◀ Reduce overplay at Cannock Rugby Club and St Augustine's Field through improved maintenance regimes to increase capacity and match/training options.
- ◀ Although there is still a short-term priority to ensure poor quality is addressed and overplay minimised, the need for new pitches needs to be addressed as a priority for the short, medium and long-term sustainability of the clubs.
- ◀ Support a relationship between The Hart School and Rugeley RFC, understanding why the pitch provided as mitigation for the Hagley Playing Field development is currently unused by the Club.
- ◀ Increase the amount of floodlit rugby union provision in the District and/or at Cannock RUFC to assist rugby union clubs to prosper. This is particularly important given that Rugeley RFC currently accesses a small size 3G pitch which is not WR compliant for training demand; which significantly limits the type of training that can take place.
- ◀ Floodlit provision should be a priority for Rugeley RFC should the Club's access to the 3G pitch at Rugeley Leisure Centre diminish if it is extended to full size with greater football use.
- ◀ Improve ancillary provision servicing Rugeley RFC, providing adequate changing provision and social space; in addition to on-site car parking.
- ◀ Assist Cannock RUFC to formalise car parking provision on site; whilst also understanding ownership/responsibility for maintenance of the access road.
- ◀ Should new rugby provision be provided to support the growth of Rugeley and Cannock rugby clubs then appropriate ancillary facilities should be provided.
- ◀ Consider making Hagley Playing Fields the home venue of Rugeley RFC, with three full senior pitches and appropriate ancillary provision, including floodlighting.

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Hockey pitches (AGPs)

Summary

- ◀ **The current supply of hockey suitable AGPs is considered sufficient to accommodate the current level of hockey demand for both at peak time and training requirements. Although in reality this would mean that some demand from Lichfield HC would have to access supply at Cannock HC which may not be wholly realistic.**
- ◀ **There is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs considered to have security of tenure at their home venues in neighbouring authorities.**
- ◀ **Resurfacing of two of the hockey suitable AGPs is required in the near future, given their age; and to prevent a decline in quality.**
- ◀ There are no hockey suitable AGPs located in Cannock Chase District, either full or small sized. The sites accessed by the two hockey clubs, which accommodate the District's hockey demand are based in South Staffordshire and Lichfield respectively.
- ◀ All hockey suitable AGPs accessed by Cannock Chase demand are of good quality, however, all pitches either exceed or are nearing their recommended ten year lifespans.
- ◀ Both clubs servicing demand from Cannock Chase are considered to have security of tenure either through site ownership or leasehold; however, Cannock HC's long term presence at its site is subject to financial sustainability.
- ◀ Combined, the two clubs provide a total of 46 teams with Cannock HC having 220 members and Lichfield HC having 556 members.
- ◀ Lichfield HC has plans to increase the number of teams representing the Club by six, with the creation of one additional senior men's team; two junior boys' teams and three junior girls' teams. Cannock HC did not report any aspirations to create additional teams.

Scenarios

Access to provision in neighbouring authorities

There is no demand for the creation of a full size hockey suitable AGP in Cannock Chase District, with both clubs (Cannock HC & Lichfield HC) having security of tenure¹² at their home venues in neighbouring authorities. It is considered that Cannock Chase demand is being serviced by the two clubs. Given the age of the hockey suitable AGPs accessed by the two clubs, despite quality, one pitch has exceeded the recommended lifespan, at Cannock Cricket & Hockey Club; whilst the two other pitches are nearing the end of respective lifespans.

It should be noted that given the uncertainty surrounding the long term sustainability of Chase Park (Outside), home to Cannock HC, then there may be a requirement in the future to provide hockey suitable provision in the District; particularly given that the majority of club members are Cannock Chase District residents. Further exploratory/feasibility work should be undertaken to ascertain the most appropriate venue for this if required.

¹² As Cannock HC part owns the Chase Park site it is considered that the Club has security of tenure. However, financial pressures surrounding the continued viability of Chase Park means that the Club's presence on the site could soon change.

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Recommendations – hockey

- ◀ Protect hockey suitable AGPs utilised by both Cannock HC and Lichfield HC.
- ◀ Understand the impact of potential developments at Chase Park to the tenure and sustainability of Cannock HC.
- ◀ Secure increased access to midweek and non-peak time capacity to allow for both growth in training demand and development and delivery of alternative hockey formats, such as short format matches/leagues and less formal participation based sessions.
- ◀ Resurface those pitches that have exceeded recommended lifespans; also ensuring that sinking funds are in place for future refurbishment/resurfacing.
- ◀ Further explore possible secondary venues for Lichfield HC to access as club demand increases.
- ◀ Continue to increase participation driven through community clubs and schools.
- ◀ Monitor growth in hockey activity at Lichfield HC; with the Club taking part in EH's Hockey Heroes initiative for five to eight year olds. An increase in membership may mean that the Club requires access to a second hockey suitable AGP.
- ◀ Improve ancillary provision available to Cannock HC¹³, whilst ensuring that Lichfield HC obtains guaranteed access to changing facilities for match demand.

Bowling greens

Summary

- ◀ There are ten crown bowling greens in Cannock Chase, located across ten sites.
- ◀ There are no multiple green sites in Cannock Chase.
- ◀ There are four disused greens in the District, two of which are located at sites owned and managed by Cannock Chase District Council.
- ◀ Non-technical site assessments indicate that five greens in Cannock Chase are good quality; three are standard quality and two are poor.
- ◀ All clubs in the District are considered to have security of tenure at home venues either having long term lease agreements in place or from owning sites freehold.

Recommendations – bowls

- ◀ Protect existing levels of bowling green provision.
- ◀ Improve green quality at sites assessed as poor or standard quality and sustain quality of sites assessed as good.
- ◀ Ensure clubs have access to appropriate quality ancillary facilities to meet the needs of the clubs.
- ◀ Support clubs to maximise membership through promotion of pay and play opportunities.
- ◀ Look to support clubs with a small membership base to ensure they are not at risk of folding.
- ◀ Due to a lack of response from clubs; there does not appear to be a local need to re-provide the bowling green that was previously lost following the closure of Rugeley Power Station. Investment would be better served improving the quality and sustainability of provision locally.

¹³ Support to improve facilities available to Cannock HC is subject to the Club retaining security of tenure at Chase Park. Should outstanding debt be called in and access to the site restricted then the Club will no longer have security of tenure; with a need for an alternative venue to support club demand.

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Tennis courts

Summary

- ◀ **Generally, there is sufficient supply of tennis courts in Cannock Chase to meet current demand. However, courts at Hednesford Park are likely overplayed by Cheslyn Hay TC.**
- ◀ **As such Cheslyn Hay TC requires access to additional court capacity, supportive of its aspirations to improve court provision in the District.**
- ◀ There is a total of 41 tennis courts identified in Cannock Chase located across nine sites, of which, 22 or 54% are as considered to be available for community use. Four of the courts are junior size, all located at one site, Hednesford Park.
- ◀ Of available court provision in Cannock Chase, 11 courts (50%) are assessed as good quality, four courts (18%) are assessed as standard quality and seven courts (32%) are assessed as poor quality.
- ◀ Most poor quality courts are located at council managed sites and in particular Cannock Park which accommodates six courts is considered to be a key site.
- ◀ There are two tennis clubs based in Cannock Chase (Lea Hall TC and Etching Hill TC). Further to this, Cheslyn Hay TC is based outside of the District in South Staffordshire, but much of its demand access courts at Hednesford Park as an activity provider for the Tennis for Free Scheme.
- ◀ Cannock LTC is based at Cannock Cricket and Hockey Club in South Staffordshire, but the majority of its players are residents of Cannock Chase, therefore the Club is considered a Cannock Chase club. However, the Club did not respond to consultation requests and following internet research it is thought that it may have folded and the courts have fallen into disrepair.
- ◀ The two Cannock Chase based clubs (Etching Hill TC and Lea Hall TC) provide a total of 49 members.
- ◀ Further to this, Cheslyn Hay TC has a total of 1,100 members (which covers members playing at Club's home venue in South Staffordshire and those playing at Hednesford Park in the Tennis for Free initiative).
- ◀ Lea Hall TC and Etching Hill TC are considered to have sufficient court capacity to accommodate current and future membership, with neither club reporting aspirations for future demand to increase participation.
- ◀ Cheslyn Hay TC is considered to be operating over capacity. The courts used by the Club at both its home venue in South Staffordshire and Hednesford Park have a combined capacity for 680 members despite a current membership of 1,100 members.
- ◀ Cannock Chase District has been identified by the LTA, as one of 72 optimal locations, across the Country, for indoor courts. The District is ranked 22nd nationally which highlights the level of demand for tennis locally. As such, the LTA is keen to increase the number of indoor tennis courts in the District in the coming years.

Scenarios

Increasing capacity

The LTA suggests that a non-floodlit hard court can accommodate a maximum of 40 members, whereas a floodlit hard court can accommodate 60 members.

Cheslyn Hay TC is considered to be operating over the recommended LTA capacity. Club membership stands at 1,100 members despite courts at Hednesford Park and the Club's home venue in South Staffordshire having a combined capacity of 680 members.

Providing the Club with a community use agreement at Cannock Park (six courts) whilst also improving the quality of those courts, from poor quality, would then increase the Club's

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capacity. Providing floodlighting at both Hednesford Park and Cannock Park would also increase capacity on both sites, to alleviate current overplay.

Recommendations – tennis

- ◀ Protect existing quantity of tennis courts, particularly those used by clubs.
- ◀ Review quality issues relating to poor quality courts and seek improvements, where possible.
- ◀ Support Cheslyn Hay TC's aspiration to increase tennis activity in the District by improving current provision.
- ◀ Improving the quality of courts at Cannock Park, alongside expanding the Free Tennis provision would increase tennis activity.
- ◀ Assist both Etching Hill TC and Lea Hall TC to increase membership levels to ensure that the courts at these site are sustainable.
- ◀ Improve ancillary provision at non-club sites to improve the casual tennis offer.
- ◀ Explore feasibility of creating a membership scheme at council courts via an access control system.
- ◀ Assist clubs in engaging with the County LTA to obtain advice and potential funding streams.
- ◀ Given that there are no capacity issues in the North East Analysis Area; re-provision of the two tennis courts that were lost following the closure of Rugeley Power Station, would not appear to best serve the District. Investment should be made to improve the quality of courts in the Analysis Area; whilst also encouraging participation in tennis with the development of LTA programmes such as Tennis for Free.
- ◀ These programmes, however, require quality provision available to be sustainable.

Athletics tracks

Summary

- ◀ **Priority should be focused on supporting the activity of local running groups given that Cannock & Stafford AC is currently accommodated in Stafford Borough.**
- ◀ Future options should be explored in relation to Run Together groups and routes given that none are currently in place.
- ◀ There are no dedicated athletics facilities within Cannock Chase, with the nearest track located at Rowley Park Sports Stadium (Stafford Borough).
- ◀ There is one athletics club in Cannock Chase; Cannock & Stafford Athletics Club which is based at Rowley Park Sports Stadium (Stafford Borough). Further to this there are also three running clubs which are based at sites throughout the District.
- ◀ There is one Park Run event in Cannock Chase, based from Marquis Drive; however, there are no junior Park Run events, with the closest located at King George V Playing Fields (Bloxwich).
- ◀ There are no Run Together groups in the District.
- ◀ The Council is exploring ways of increasing running routes, as shown through its development of three routes being provided in Cannock Stadium.

Recommendations – athletics

- ◀ Actively support local running groups in the District by providing safe off-road running routes; akin to that established at Cannock Stadium.
- ◀ Cannock Chase based clubs should remain actively engaged within the Staffordshire Athletics Network to provide participants will the widest possible support and training.
- ◀ Continue to run/promote Run Together groups and Parkrun routes in the District.

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Golf courses

Summary

- ◀ **The overall picture suggests that there is significant demand for golf within Cannock Chase which can be met by the two clubs currently in existence, meaning each course should be protected. Further to this, clubs should be supported to maximise their usage throughout the week.**
- ◀ There are two courses within Cannock Chase, Beau Desert Golf Club and Cannock Park Golf Club.
- ◀ Beau Desert Golf Club is operated by the named club, whilst Cannock Park Golf Club is operated by a social enterprise, Inspiring Healthy Lifestyles, that manages the course on behalf of the Council.
- ◀ Both courses of 18-hole courses and putting greens, whilst Beau Desert Golf Club also has a ten-bay driving range.
- ◀ Both courses are considered to be good quality.
- ◀ Both courses are available via both membership and pay and play.
- ◀ In total, an average of 72,514 people are identified as current or potential users of each golf course within Cannock Chase.
- ◀ Demand is likely to be highest for Cannock Park Golf Club, which has 100,097 potential users.
- ◀ Cannock Park Golf Club accommodates a dedicated UK Footgolf affiliated 18-hole course, with a nine hole course coming online from April 2019.
- ◀ There are a large number of non-golf commercial opportunities that could take place at golf clubs, ranging from weddings and conferences to fun runs, footgolf, walking and even cycling and running clubs. These activities could provide additional income streams and open up golf clubs to an entirely new customer base, including the more independent golfing segments.
- ◀ A golf course at Rugeley Power Station has closed; and is subject to loss through wider site developments.

Recommendations – golf

- ◀ Protect existing provision in order to continue to meet current and future need in Cannock Chase District.
- ◀ Support clubs to maximise their usage, encouraging clubs to offer a variety of golf formats; including Golf Express and Get in to Golf.
- ◀ Given the location of golf clubs in neighbouring Lichfield District; and those in Cannock Chase District, there does not appear to be a need to fully replace the 18-hole golf course that was lost following the closure of Rugeley Power Station. It may be that it would be more appropriate to provide funds to the two remaining golf course, enhancing the golfing offer available to Cannock Chase District residents; or by creating an alternative non-traditional provision in the Area to encourage golf participation.

Please note that given that all golf courses are assessed as good quality and have no reported issues, these are not included within the action plan.

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PART 5: STRATEGIC RECOMMENDATIONS

The strategic recommendations for the Strategy have been developed from the key issues cutting across all playing pitch sports and categorised under each of the Strategy Aims. They reflect overarching and common areas to be addressed which apply across outdoor sports facilities and may not be specific to just one sport.

Aim 1

To **protect** the existing supply of playing pitch facilities where it is needed for meeting current or future needs

Recommendations:

- a. Protect playing field sites through local planning policy
- b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.
- c. Maximise community use of education facilities where there is a need to do so.

Recommendation a – Protect playing field sites through local planning policy

The PPS Assessment shows that all currently used playing field sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Therefore, based on the outcomes of the PPS, local planning policy should reflect this situation.

Paragraph 97 of the Framework states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

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

Lapsed and disused – playing field sites that formerly accommodated playing pitches but are no longer used for formal or informal sports use.

- ◀ **Disused** – sites 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 sites 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 and Sport England would nonetheless challenge a proposed loss of playing pitches/playing field which fails to meet such criteria. It should be emphasised that the lawful planning use of a lapsed site is still that of a playing field.

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The PPS Assessment shows that all currently used playing field sites require protection and therefore cannot be deemed surplus to requirements because of shortfalls now and in the future. Lapsed, disused, underused and poor quality sites should also be protected from development or replaced as there is potential need for playing field land to accommodate more pitches to meet the identified shortfalls.

It is recommended that the Council allocates all disused/lapsed sites as playing field in the first instance until such time as the Council, NGB/Community group or a developer expresses an interest in the site. It is also recommended that the following priority order of options is adopted with regards to addressing disused/lapsed sites:

- 1) Firstly, explore the feasibility of bringing the site back into use. A feasibility study may show either:
 - a) The site can be brought back into sustainable use where funding is available and use is secured by the Council and relevant NGBs/Community Groups; or
 - b) The site is not in a sustainable location and in which case no amount of money will make it desirable.
- 2) The site could become public open space to meet a need identified in the Open Space Study; or
- 3) Redevelop the site for an alternative use but use the capital receipt to invest in existing sites in the locality

Each currently disused/lapsed site is included within the action plan together with a recommendation in relation to the need to bring the site back into use or mitigate the loss on a replacement site to address the shortfalls identified with the Assessment.

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

Development management - the PPS should be used to help inform Development Management decisions that affect existing or new playing fields, pitches and ancillary facilities. All applications are assessed by the Local Planning Authority on a case by case basis taking into account site specific factors. In addition, Sport England as statutory consultee on planning applications that affect or prejudice the use of playing field will use the PPS to help assess that planning application against paragraph 96 of the National Planning Policy Framework (NPPF) and its Playing Fields Policy¹⁴.

¹⁴<https://www.sportengland.org/media/3497/a-sporting-future-for-the-playing-fields-of-england-planning-policy-statement.pdf> updated March 2018

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Sport England will oppose the granting of planning permission for any development which would lead to the loss of, or would prejudice the use of:

- ◀ all or any part of a playing field, or
- ◀ land which has been used as a playing field and remains undeveloped, or
- ◀ land allocated for use as a playing field unless, in the judgement of Sport England,
- ◀ the development as a whole meets with one or more of five specific exceptions.

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

Exception 1:

'A robust and up-to-date assessment has demonstrated, to the satisfaction of Sport England, that there is an excess of playing field provision in the catchment, which will remain the case should the development be permitted, and the site has no special significance to the interests of sport.'

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

Exception 4:

'The area of playing field to be lost as a result of the proposed development will be replaced, prior to the commencement of development, by a new area of playing field:

- ◀ of equivalent or better quality, and
- ◀ of equivalent or greater quantity, and
- ◀ in a suitable location, and
- ◀ subject to equivalent or better accessibility and management arrangements'

Further to this, all playing fields should be protected or replaced up until the point where all satisfied demand has been met within the study area or each individual sports catchment areas within a sub area.

Local authorities wanting to dispose of school playing field land need consent under Section 77 of the Schools Standards and Framework Act 1998, but consent is now also required for disposal of any land used by a school or academy under Schedule 1 to the Academies Act 2010.

It should be noted that consent under Section 77 of the Schools Standards and Framework Act does not necessarily mean subsequent planning approval will be granted. Therefore, any application for planning permission must meet the requirements of the relevant policy, in this case paragraph 74 of the Framework, Local Plan Policy and Sport England Policy. Indeed, applicants are advised to engage Sport England before submitting applications. Robust implementation of the statutory obligation will ensure protection of school playing fields for use by pupils (and sometimes the community as a whole) to ensure receipt is ploughed back into sports education.

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

A number of school sites are being used in Cannock Chase for competitive play, predominately for football. In all cases use of pitches has not been classified as unsecure, however, use is not necessarily formalised and further work should be carried out to ensure an appropriate Community Use Agreement (CUA) is in place (including access to changing provision where required).

NGBs can often help to negotiate and engage with schools where the local authority may not have direct influence.

Sport England has also produced guidance, online resources and toolkits to help open up and retain school sites for community use and can be found at:

<http://www.sportengland.org/facilities-planning/use-our-school/>

Local sports clubs should be supported by partners including the Council, NGBs or the County Sports Partnership (CSP) to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership working. For example, support club development and encourage clubs to develop evidence of business and sports development plans to generate an income through their facilities. All clubs could be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)¹⁵. Clubs should also be encouraged to work with partners locally whether volunteer support agencies or linking with local businesses.

As well as improving the quality of well-used, local authority sites, there are a number of sites which have poor quality (or no) ancillary facilities. **The Council should further explore opportunities where security of tenure could be granted to the clubs playing on these sites (minimum 25 years as recommended by Sport England and most NGBs) so the clubs are in a position to apply for external funding to improve the ancillary facilities.**

Further to this there could be examples in Cannock Chase where long term leases could be put into place for the continued use of a site. Each club should be required to meet service and/or strategic recommendations. However, an additional set of criteria should be considered, which consider the quality of the club, aligned to its long-term development objectives and sustainability.

In the context of the Comprehensive Spending Review, which announced public spending cuts, it is increasingly important for the Council to work with voluntary sector organisations in order that they may be able to take greater levels of ownership and support the wider development and maintenance of facilities.

To facilitate this, the Council should support and enable clubs to generate sufficient funds to allow this.

¹⁵ <http://www.cascinfo.co.uk/cascbenefits>

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

Club	Site
<p>Clubs should have Clubmark/FA Charter Standard accreditation award.</p> <p>Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links.</p> <p>Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers.</p> <p>Ideally, clubs should have already identified (and received an agreement in principle) any match funding required for initial capital investment identified.</p> <p>Clubs have processes in place to ensure capacity to maintain sites to the existing, or better, standards.</p>	<p>Sites should be those identified as 'Club Sites' (recommendation d) for new clubs (i.e. not those with a District wide significance) but which offer development potential. For established clubs which have proven success in terms of self-management 'Key Centres' are also appropriate.</p> <p>As a priority, sites should acquire capital investment to improve (which can be attributed to the presence of a Clubmark/Charter Standard club).</p> <p>Sites should be leased with the intention that investment can be sourced to contribute towards improvement of the site.</p> <p>An NGB/Council representative should sit on a management committee for each site leased to a club.</p>

The Council can further recognise the value of NGB club accreditation by adopting a policy of prioritising the clubs that are to have access to these better quality facilities. This may be achieved by inviting clubs to apply for season long leases on a particular site as an initial trial.

The Council should establish a series of core outcomes to derive from clubs taking on a lease arrangement to ensure that the most appropriate clubs are assigned to sites. As an example, outcomes may include:

- ◀ Increasing participation.
- ◀ Supporting the development of coaches and volunteers.
- ◀ Commitment to quality standards.
- ◀ Improvements (where required) to facilities, or as a minimum retaining existing standards.

In addition, clubs should be made fully aware of the associated responsibilities/liabilities when considering leases of multi-use public playing fields.

Community asset transfer

The Council should continue to work towards adopting a policy which supports community management and ownership of assets to local clubs, community groups and trusts. This presents sports clubs and national governing bodies with opportunities to take ownership of their own facilities; it may also provide non-asset owning sports clubs with their first chance to take on a building.

The Sport England Community Sport Asset Transfer Toolkit is a bespoke, interactive web based tool that provides a step by step guide through each stage of the asset transfer process: <http://www.sportengland.org/facilities-planning/tools-guidance/asset-transfer/>

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Recommendation c – Maximise community use of education sites where there is a need to do so

Given the mix of provider in Cannock Chase, including for example, parish/town councils and private clubs, there is a need for the Council and NGBs to work with other partners to help maximise use of outdoor sports facilities and in particular grass pitches and AGPs.

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

A number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the school/college and the local clubs. Where appropriate, it will be important for schools to negotiate and sign formal and long-term agreements that secure community use.

It is not uncommon for school pitch stock not to be fully maximised for community use. Even on established community use sites, access to grass pitches for community use is limited.

In some instances, grass pitches are unavailable for community use due to poor quality and therefore remedial works will be required before community use can be established.

As detailed earlier, Sport England has also produced guidance, online resources and toolkits to help open up and retain school sites for community use and can be found at:

<http://www.sportengland.org/facilities-planning/use-our-school/>

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

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Aim 2

To **enhance** playing fields, pitches and ancillary facilities through improving quality and management of sites

Recommendation:

- d. Improve quality
- e. Adopt a tiered approach (hierarchy of provision) for the management and improvement of sites.
- f. Work in partnership with stakeholders to secure funding

Recommendation d – Improve quality

There are a number of ways in which it is possible to increase pitch quality and these are explored below. One way for improving quality on football sites is via the FA's pitch improvement programme.

The FA Pitch Improvement Programme (PIP)

The key principles behind the service are to provide football clubs with advice/practical solutions on a number of areas and discounts on machinery and materials to support improving the clubs' playing surface. The programme should be utilised in order to help any clubs that take on the management and maintenance of sites or which are currently managing and maintaining their own pitch site.

As subsidy is removed for pitch maintenance the PIP is an essential toolkit in supporting self-management/maintenance of sites, particularly on adult sites that have historically been maintained by the Council.

Addressing quality issues

Generally, where pitches are assessed as standard or poor quality and/or overplayed, review/improve maintenance regimes to ensure it is of an appropriate standard to sustain/improve pitch quality. Ensuring existing maintenance of good quality pitches continues is also important.

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

For the purposes of the Quality Assessments, this Strategy will refer to pitches and ancillary facilities separately as Good, Standard or Poor quality. In Cannock Chase, for example, some good quality sites have poor quality elements i.e. changing rooms or a specific pitch.

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

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

Poor quality refers to pitches that have, for example, poor levels of maintenance coupled with inadequate grass cover, uneven surface and damage. In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old dated interior. For rugby union, drainage is natural and inadequate.

Please refer to the Sport England/NGB quality assessments. Sites played beyond capacity may require remedial action to help reduce this.

In terms of ancillary facilities, poor quality refers to inappropriate size of changing rooms, no showers, no running water and old dated interior.

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

For improvement/replacement of AGPs refer to Sport England and the NGBs 'Selecting the Right Artificial Surface for Hockey, Football, Rugby League and Rugby Union' document for a guide as to suitable AGP surfaces:

www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/artificial-sports-surfaces/

Addressing overplay

In order to improve the overall quality of the playing pitches stock; it is necessary to ensure that pitches are not overplayed beyond recommended weekly carrying capacity. This is determined by assessing pitch quality (via a non-technical site assessment) and allocating a weekly match limit to each. Each NGB recommends a number of matches that a good quality grass pitch should take:

Sport	Pitch type	Number of match equivalent sessions per week		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week

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Sport	Pitch type	Number of match equivalent sessions per week		
		Good quality	Standard quality	Poor quality
Rugby union ¹⁶	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

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

Whilst it works both ways in so much as poor pitch condition is a symptom of pitches being over played, potential improvements may make sites more attractive and therefore more popular.

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

Increasing pitch maintenance

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

For example, the FA, ECB and RFL in partnership have recently introduced a Pitch Advisor Scheme and have been working in partnership with Institute of Groundmanship (IOG) to develop a Grass Pitch Maintenance service that can be utilised by grassroots football clubs with the simple aim of improving the quality of grass pitches. The key principles behind the service are to provide football clubs with advice/practical solutions on a number of areas, with the simple aim of improving the club's playing surface.

At local authority sites in Cannock Chase, maintenance of grass pitches is deemed to be basic and for football covers grass cutting and seeding only, resulting in many pitches being assessed as poor quality. Where local authority pitches are recommended for improvement within the action plan, carrying out additional regular work such as aerating, sand dressing, fertilising and/or weed killing will all improve quality. An improvement in post season remedial work is also recommended. It is recommended that the Council works with users and the Staffordshire County Football Association (SCFA) to fully determine the most appropriate pitch improvements on a site by site basis.

¹⁶ The RFU believes that it is most appropriate to base the calculation of pitch capacity upon an assessment of the drainage system and maintenance programme afforded to a site.

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In relation to cricket, 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. The ECB recommends full technical assessments of wickets and pitches available through a Performance Quality Standard Assessment (PQS). The PQS assesses a cricket square to ascertain whether the pitch meets the Performance Quality Standards that are benchmarked by the Institute of Groundsmanship. Please note that PQS assessments are also available for other sports, whilst the Groundsman's Association offers maintenance tips to local clubs as well as an onsite assessment service with subsequent report advising recommended maintenance actions.

Improving changing provision

There is a need to address changing provision at some sites in the District, including some local authority sites. It is recommended that a holistic view is taken in regard to improvements and provision on site.

Sites which predominantly accommodate adult and/or older junior age group sports should be prioritised for improvements, whilst there is a trend for younger junior age groups (particularly for football) not to require use of changing provision, with suitable male and female toilet provision for players and spectators considered to be of greater importance.

Further to the above, there may be potential for wider development of existing changing facilities and buildings to include spaces for wider community activity. For example, development of new changing facilities with toilets, social space and catering facilities would allow for local meetings, activity such as fitness classes or chair-based exercise, a base for community organisations or charities, whilst also acting as social space for the resident sports clubs and providing revenue generation opportunities through the sale of snacks and beverages. This may also be achievable at sites where this kind of infrastructure already exists, for example rugby union or cricket clubs which are largely asset owning or have long-term leasehold.

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

To allow for facility developments to be programmed within a phased approach the Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities. Please refer to Part 7: Action Plan for the proposed hierarchy.

Recommendation f – Work in partnership with stakeholders to secure funding

Partners, led by the Council, should ensure that appropriate funding secured for improved sports provision is directed to areas of need, underpinned by a robust strategy for improvement in playing pitch facilities.

In order to address the community's needs, to target priority areas and to reduce duplication of provision, there should be a coordinated approach to strategic investment. In delivering this recommendation the Council should maintain a regular dialogue with local partners and through the Playing Pitch Steering Group.

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

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Aim 3

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

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Recommendations:

- g. Rectify quantitative shortfalls in the current pitch stock.
- h. Identify opportunities to add to the overall stock to accommodate both current and future demand.

Recommendation g - Rectify quantitative shortfalls in the current pitch stock

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the Assessment Report and the sport by sport specific recommendations.

It is important that the current levels of grass pitch provision are protected, maintained and enhanced to secure provision now and in the future. For most sports, the future demand for provision identified in Cannock Chase can be overcome through maximising use of existing pitches through a combination of:

- ◀ Improving pitch quality in order to improve the capacity of pitches to accommodate more matches.
- ◀ The re-designation of pitches for which there is an oversupply.
- ◀ Securing long term community use at school sites.
- ◀ Working with commercial and private providers to increase usage.

While maximising the use of existing pitches offers scope to address the quantitative deficiencies for most sports, new or additional pitches may be required to meet the levels of demand identified for football and rugby both now and in the future.

There may be an opportunity to use some senior pitches to provide senior, junior or mini pitches (through different line markings/coning areas of the pitch). However, further work should be undertaken on this as an action for the Council/NGBs. Furthermore, the re-designation of adult pitches that are not currently used may lead to a deficiency of adult pitches in the medium to longer term as younger players move up the ages. It is likely that for some sports, particularly football, that the provision of new pitches and facilities will be required in the future to support the predicted future demand.

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

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

Likely future sport-by-sport demand trends

Sport	Future development trend	Strategy impact
Football	As a result of the FA Youth Development Review pitch demands are changing. This could also see changes in the seasonal demand of pitches (youth football).	Consider re-allocating leases to Community Charter Standard clubs with a large number of teams. Work with clubs to identify facility development opportunities.
	Demand for senior football is likely to be sustained based on current trends and the move to small sided football. County FA focus to maintain growth of youth football through to adults.	Sustain current stock but consideration given to reconfigure pitches if required.
	An increase in women and girls football following £2.4m investment from Sport England between 2014 and 2016 to increase the number of women and girls taking part in football sessions. Additionally, one of the major goals of The FA's 'Game Changer' strategy for Women's and Girls' football (2017-2020) is to double participation from the current 6,000 teams to 12,000.	A need to provide segregated ancillary facilities and the potential need for more pitches.
Cricket	Demand is likely to remain static for grass wickets for adult participation. The ECB targets participation increases at junior level through the Allstars Cricket Programme which may have a subsequent future impact on requirement for grass and non-turf cricket provision.	Isolated pockets of demand for access to additional facilities where pitches are operating at capacity. A need to encourage greater use of non-turf wickets particularly for junior use to help meet shortfalls.
	Women's and girls' cricket is a national priority and there is a target to establish two girls' and one women's team in every local authority over the next five years.	Support clubs to ensure access to segregated changing and toilet provision and access to good quality cricket pitches to support growth.
Rugby union	Locally, the RFU wants to ensure access to pitches that satisfies existing demand and predicted growth. It is also an aim to protect and improve pitch quality, as well as ancillary facilities including changing rooms and floodlights.	Clubs are likely to field more teams in the future. It is important, therefore, to work with the clubs to maintain the current pitch stock, support facility development where appropriate and increase the number of floodlit pitches where necessary.

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Sport	Future development trend	Strategy impact
AGPs	<p>Demand for 3G pitches for competitive football will increase. It is likely that future demand for the use of 3G pitches to service competitive football, particularly mini and youth will result in some reduced demand for grass pitches.</p> <p>Provision of 3G pitches which are World Rugby compliant will help to reduce overplay as a result of training on rugby pitches.</p>	<p>Ensure that access to AGP provision across the District is maximised and that community use agreements are in place.</p> <p>Utilise Sport England/NGB guidance on choosing the correct surface: http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf</p>
Hockey	Potential increase of participation, however, it is not thought this will create new teams.	Sinking funds in place to improve quality and ensure continued use of provision for current and future hockey demand.
Tennis	Membership of clubs is expected to increase, whilst casual play is expected to remain static.	<p>Increases in participation can be accommodated through existing court provision.</p> <p>An increase in casual play can be encouraged through adopting LTA initiatives such as the access control system.</p>
Bowls	No expected net increase in memberships although an increasing elderly population could change this.	Some greens already operating at or over capacity and should be monitored in terms of quality.
Athletics	Membership is expected to remain static.	Ensure membership stays above 200 to ensure that facilities are sustainable, with quality improvements encouraged.
	Expected increase in Park Run and Run Together Groups	Identify sites that can accommodate such facilities/demand.
Golf	Declining membership expected to 'level off'.	Clubs are likely to see a rise in membership by offering non-traditional formats.
	Non-traditional formats of play are becoming increasingly popular.	Clubs should tailor their offer towards non-traditional formats of play to attract new users.

Active aging

Within its Towards an Active Nation Strategy¹⁷, Sport England identifies a priority to reduce inactivity amongst particular populations, one demographic being older adults. The Strategy evidences that 42% per cent of people aged 55 and over are inactive compared to 26% of the adult population¹⁸. As such, this research shows that as people get older, they are far more likely to be inactive and do less than 30 minutes of physical activity each week.

Through its Active Aging Fund opened in December 2016, Sport England is investing ten million pounds in projects and schemes to get older people more active and increase opportunity in order to reduce levels of inactivity. The investment also includes attaining learning outcomes throughout, in order to better understand how older adults can be supported in physical activity and how behavioural and lifestyle changes can be made more likely to be sustained.

¹⁷ <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>

¹⁸ <https://www.sportengland.org/media/11410/active-ageing-prospectus.pdf>

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Recommendation h - Identify opportunities to add to the overall pitch stock to accommodate both current and future demand

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

Furthermore, any potential school sites which become redundant over the lifetime of the Strategy may offer potential for meeting community needs on a localised basis. Where schools are closed their playing fields may be converted to dedicated community use to help address any unmet community needs.

Some sites (or adjacent land) in Cannock Chase also have the potential to accommodate more pitches which may be a solution to meeting shortfalls identified, as is further explored within the action plan.

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PART 6: ACTION PLAN

Introduction

The site-by-site action plan list seeks to address key issues identified in the accompanying Assessment Report. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement.

It should be reviewed in the light of staff and financial resources in order to prioritise support for strategically significant provision and provision that other providers are less likely to make. Recommendation e below explains the hierarchy of priorities on the list. It is imperative that action plans for priority projects should be developed through the implementation of the strategy.

The Council should make it a high priority to work with NGBs and other partners to comprise a priority list of actions based on local priorities, NGB priorities and available funding.

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

To allow for facility developments to be prioritised and programmed within a phased approach a tiered model to for the improvement of playing pitch sites and associated facilities is useful.

The identification of sites is based on their strategic importance in a District-wide context i.e. they accommodate the majority of demand or the recommended action has the greatest impact on addressing shortfalls identified either on a sport by sport basis or across the District as a whole. Recommended tiered site criteria:

Hub sites	Key sites	Local sites	Reserve sites
Strategically located. Priority sites for NGB.	Strategically located within the Analysis Area.	Services the local community. Likely to include education sites.	Services the local community.
Accommodates three or more good quality grass pitches.	Accommodates two or more good quality grass pitches.	Accommodates more than one pitch.	Likely to be single-pitch site.
Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision.	Supports informal demand and/ or training etc.
Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in-house maintenance contract.	Basic level of maintenance i.e. grass cutting.
Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Good quality ancillary facility on site, with sufficient changing rooms and car parking to serve the number of pitches.	Appropriate access changing to accommodate both senior and junior use concurrently (if required).	No requirement for access changing to accommodation.

Hub sites are of Districtwide importance where users are willing to travel to access the range and high quality of facilities offered and are likely to be multi-sport. These have been identified on the basis of high impact on addressing the issues identified in the assessment.

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

It is considered that some financial investment will be necessary to improve the ancillary facilities at both Hub sites and Key Centres to complement the pitches in terms of access, flexibility (i.e. single-sex changing if necessary), quality and that they meet the rules and regulations of local competitions.

Local sites refer to those sites which are generally one and two pitch sites and may be Council owned hired to clubs for a season or are sites which have been leased on a long-term basis. However, they are also likely to be private club sites serving one particular sport.

The level of priority attached to them for Council-generated investment may be relatively low and consideration should be given, on a site-by-site basis, to the feasibility of a club taking a long-term lease on the site (if not already present), in order that external funding can be sought.

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

Management and development

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

- ◀ Financial viability.
- ◀ Security of tenure.
- ◀ Planning permission requirements and any foreseen difficulties in securing permission.
- ◀ Adequacy of existing finances to maintain existing sites.
- ◀ Business Plan/Masterplan – including financial package for creation of new provision where need has been identified.
- ◀ Analysis of the possibility of shared site management opportunities.
- ◀ The availability of opportunities to lease sites to external organisations.
- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Availability of funding for hub site development.
- ◀ Impact on all sports that use a site regardless of the sport that is the subject of enhancements.

Action plan columns

Partners

The column indicating Partners refers to the main organisation that the Council will liaise with in helping to deliver the actions. The next stage in the development of the action plan will be to agree a Lead Partner to help deliver the actions.

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Site hierarchy tier and priority level

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

It is recommended that as the Steering Group reviews and updates the action plan that medium and low priority sites are then identified as the next level of sites for attention. As a guide, it is recommended that:

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

Low priority sites generally have local specific importance and have been identified on a site by site basis as issues appertaining to individual sites but that may also contribute to addressing the issues identified in the assessment

Costs

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

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

These are based on Sport England's estimated facility costs which can be found at <https://www.sportengland.org/media/13346/facility-costs-q2-18.pdf>

Timescales

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

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

Aim

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

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Central/West Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	Central/West	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ Shortfall of 2 youth 11v11 MES ◀ Youth 9v9 pitches at capacity ◀ Mini 7v7 pitches at capacity ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ¹⁹	Study Area	◀ Shortfall of 1 full size, floodlit 3G pitch.	◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	◀ Shortfall of 1.25 senior MES	◀ Shortfall of 2.5 senior MES
Cricket	Study Area	◀ Current demand is being met.	◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.	◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	◀ Current demand is likely to be being met. However, quality needs addressing.	◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.	◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	◀ Current demand is being met.	◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ To meet the current and future shortfall of youth 11v11 football match equivalent sessions, a combination of reconfiguration of adult pitches with appropriate goals for youth 11v11 football (Laburnum Avenue) and pitch improvements should be undertaken in line with those identified as part of the scenarios (e.g. Cannock Park).
- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the

¹⁹ Based on accommodating 38 teams to one full size pitch for affiliated team training.

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establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
1	5's Pavilion and Sports Ground	Football	Local Authority	<p>A full sized 3G pitch which is of good quality. The pitch is currently on the FA register and hosts one of the District's two Wildcat centres.</p> <p>The pitch was built in 2017 and has 25% spare capacity, which is currently impacted by insufficient car parking. The site operates as a central venue for a mini league.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Ensure that sinking funds are in place for future refurbishment/resurfacing.</p> <p>Consider providing either user clubs or resident league, formal community use agreements giving security of tenure.</p> <p>Continue to make the pitch available for community use.</p> <p>Planning permission to extend the car parking on site was granted and the project is reportedly close to completion.</p>	FF SCFA	Key	M	L	M	Protect
4	Cannock & Rugeley Colliery Cricket Club	Bowls	Sports Club	<p>A poor quality crown green, which is the home venue of C&R Hawks BC. The green has significant signs of wear on the surface. There is limited disabled access on the site.</p>	<p>Explore funding opportunities to increase the green quality and where possible improve disabled access.</p>	BCGBA	Key	M	M	M	Protect Enhance
		Cricket		<p>A square consisting of 12 grass wickets, alongside an NTP. The site is the home venue of C&R Hawks CC, accommodating 46 match equivalent sessions per season.</p> <p>Despite the potential spare capacity, there is no actual spare capacity on Saturday, but there is 0.5 match equivalent sessions available on Sunday.</p> <p>The Club does have a displaced team; however, it is content with this arrangement and is not seeking to return to Cannock Chase.</p> <p>C&R Hawks CC has 25 years remaining on its lease agreement. Ancillary provision is considered good quality.</p> <p>When non-technical site assessments were undertaken the pitch was good quality. Since then, however, pitch quality has declined and is currently considered to be standard quality.</p>	<p>Sustain the quality of the ancillary provision by continuing with the current maintenance regime.</p> <p>Improve the maintenance programme of the square to increase quality from standard to good.</p>			ECB	L	L	
5	Cannock Chase High School	Football	School	<p>Two youth 11v11 pitches and a youth 9v9 pitch; all of which are standard quality. The pitches are available for community use and are used by Heath Hayes Juniors FC.</p> <p>Actual spare capacity of 2.5 match equivalent sessions has been discounted from the total due to the unsecure nature of pitch availability.</p>	<p>Improve quality as required and look to provide a community use agreement to secure club use.</p> <p>Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.</p>	FF SCFA	Local	M	M	L	Protect Enhance

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

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

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
		Rugby union		A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage (M0/D1). There is no extra-curricular rugby union activity on this pitch which has 0.5 match equivalent sessions of potential capacity.	Retain provision and improve pitch quality to increase capacity at the site. In particular for curricular and extracurricular demand.	RFU		L	L	L	
6	Cannock Park	Bowls	Local Authority	A disused crown bowling green.	Further work required to establish local demand for future use. Consider alternative uses.	CCDC	Key	L	S	L	Protect Enhance
		Football		One adult pitch and a youth 11v11 pitch, both of poor quality. The youth 11v11 pitch is overplayed by two match equivalent sessions, whilst the adult pitch has 0.5 match equivalent sessions of actual spare capacity. Ancillary provision on site consists of three changing rooms of standard quality, with communal showers and toilets. The overall ancillary facilities require some refurbishment to modernise and improve the quality.	Improve pitch quality from poor to good in order to increase capacity and reduce overplay at the site and in the Analysis Area. Explore funding opportunities to refurbish the changing rooms to an acceptable standard.	FF SCFA		M	M	M	
		Tennis		Six poor quality tarmac tennis courts which are available for community use but are not floodlit. The quality of the surface, as opposed to the netting and/or surrounding fencing lowers the quality of the courts.	Resurface the courts and improve the maintenance regime to increase court quality. If improvements are made consider providing Cheslyn Hay TC with a community use agreement to accommodate the Club's growing demand; as well as possibly extending the Free Tennis offer.	LTA		H	M	M	
7	Cardinal Griffin Catholic College	Football	School	An adult pitch, a youth 11v11 pitch and a youth 9v9 pitch; all of standard quality and available for community use. The youth 9v9 pitch is overplayed by one match equivalent session whilst the others are at capacity.	Improve pitch quality in order to increase capacity and reduce overplay at the site. Ensure community use is secured.	FF SCFA	Key	M	S	L	Protect Enhance
		Rugby union		A poor quality school pitch which is available for community use but is unused. The pitch receives basic maintenance but is considered to have adequate drainage (M0/D1). Although the School does not have a formal team the pitch does accommodate some extra-curricular activity. With this in mind the pitch is at capacity.	Retain provision and improve pitch quality to increase capacity at the site. In particular for curricular and extracurricular demand.	RFU		L	L	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim	
		Football		A full size, medium pile, 3G pitch which is good quality and available for community use. The pitch is on the FA register and operates as one of the central venues for the Mid Staffs Junior Football League. Resurfacing will be required in 2022 when the pitch has reached its recommended lifespan.	Sustain pitch quality by continuing with the current maintenance regime. Ensure that sinking funds are in place for future refurbishment/resurfacing. Continue to make the pitch available for community use. Provide current users with formal community use agreements to give security of tenure.	FF SCFA		M	L	M		
10	Cotswold Road	Football	Local Authority	A standard quality adult pitch which does not have any actual spare capacity available for community use. The pitch is uneven and needs levelling, but generally the site is adequate.	Given quality issues and as one pitch site investigate the need to retain this pitch and whether demand could be accommodated elsewhere i.e. Cannock Stadium.	FF SCFA	Local	L	M	L	Enhance	
19	Hednesford Park	Bowls	Local Authority	A disused crown bowling green.	Further work required to establish local demand for future use. Consider alternative uses.	CCDC	Key	L	S	L	Protect Enhance	
		Football		A poor quality adult pitch which is at capacity; and a youth 9v9 pitch of poor quality that has one match equivalent session of actual spare capacity. The site suffers from unofficial use with broken glass a regular occurrence, whilst the pitches also have poor drainage. The pitches would be standard quality if only maintenance was assessed.	Improve pitch quality in order to increase capacity leading to maximising use of the site. Explore opportunities to install measure to help reduce unofficial use.			FF SCFA	M	M		M
		Tennis		Eight good quality, macadam tennis courts, four of which are junior sized. The courts are available for community use but are not floodlit. The courts are beginning to show a decrease in quality due to wear of the surface and growing moss. The site is utilised by Cheslyn Hay TC that is considered to have security of tenure as the deliver partner for the Tennis for Free scheme. Changing facilities on site are considered poor quality and as such are rarely used. The courts are considered overplayed when Cheslyn Hay TC's total membership is considered.	Sustain the court quality by contributing with the current maintenance regime, removing moss growth. Consider resurfacing the courts should wear on site continue. Provide Cheslyn Hay TC with a formal community use agreement to give the Club formal security of tenure. Continue with the Tennis for Free scheme on site which has grown since its inception. Improve ancillary provision on site to encourage participation and link to other sporting uses of the site i.e. football.			LTA	M	M		L
20	Hednesford Valley High School	Football	School	One mini (7v7) pitch of standard with no community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect	
23	Laburnum Avenue	Football	Local Authority	One standard quality adult pitch with one match session of actual spare during the peak period.	Retain pitch for community use. Seek to increase quality by improving the current maintenance regime. Reconfigure the pitch as youth 11v11 size to help eliminate shortfalls of this format from the Analysis Area.	FF SCFA	Local	L	M	L	Enhance	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁰	Cost ²¹	Aim
25	Longford School	Football	School	One mini (7v7) and one youth (9v9) pitch both standard quality and used for community use. Although pitches have spare capacity this is discounted due to being unsecure use.	Improve quality as required and look to provide a community use agreement to secure club use. Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	FF SCFA	Local	L	S	L	Protect Enhance
26	Moorhill Primary School	Football	School	One mini (7v7) pitch of standard with no community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
31	Old Fallow Road	Football	Local Authority	One standard quality adult pitch with no actual spare capacity during the peak period. No parking on site is inconvenient resulting in street parking.	Investigate the need to maintain this pitch and whether demand could be accommodated elsewhere i.e. Cannock Stadium.	FF SCFA	Local	L	M	L	Enhance
32	Cannock Stadium	Athletics	Local Authority	Following site developments running routes around the site have been established. Free to use and fully floodlit, the venue could benefit local running and/or athletics clubs.	Promote use throughout Cannock in order to help maximise use of the site.	EA CCDC	Key	M	L	L	Protect Enhance Provide
		Football		Two standard quality adult pitches with no spare capacity. A third pitch will come in to use from the 18/19 season to increase capacity on site. No changing facilities servicing the site.	Maximise use of additional two pitches by accommodating demand from one pitch sites in the District. Explore funding options for creation of changing pavilion. Explore options and funding opportunities to increase the number of mini and junior pitches on site.			M	M	M	
33	Pye Green Valley Primary School	Football	School	One standard quality youth 9v9 pitch with unsecured community use. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
38	St Luke's C of E Primary School	Football	School	One mini 7v7 and two youth 9v9 with unsecured community use. All standard quality. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
48	West Hill Primary School	Football	School	One mini 5v5, one mini 7v7 and one youth 9v9, all standard quality. No community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
52	Bridgtown Social	Bowls	Community Organisation	One good quality bowling green. Disabled access is considered good. Membership unknown.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect
60	Chadsmoor Bowling Club	Bowls	Sports Club	One good quality bowling green. Membership unknown.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect
62	Hednesford Ex-Service Working Men's Club	Bowls	Community Organisation	One standard quality bowling green. Membership unknown.	Improve quality as required. Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect Enhance
64	High Green	Bowls	Community Organisation	One good quality bowling green. Membership unknown. Site secured via a Trust from 1896 which established that the land is to be retained as a bowling green, in perpetuity, provided that the Club has at least 15 members to maintain the site in an attractive condition.	Further establish membership numbers in order to determine future sustainability.	CDC	Local	H	S	L	Protect

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North East Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	North East	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Youth 11v11 pitches at capacity ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Shortfall of 0.5 adult MES ◀ Shortfall of 0.5 youth 11v11 MES ◀ Shortfall of 1 youth 9v9 MES ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ²²	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1 full size, floodlit 3G pitch. 	<ul style="list-style-type: none"> ◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	<ul style="list-style-type: none"> ◀ Shortfall of 1.25 senior MES 	<ul style="list-style-type: none"> ◀ Shortfall of 2.5 senior MES
Cricket	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality. 	<ul style="list-style-type: none"> ◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	<ul style="list-style-type: none"> ◀ Current demand is likely to be being met. However, quality needs addressing. 	<ul style="list-style-type: none"> ◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District. 	<ul style="list-style-type: none"> ◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	<ul style="list-style-type: none"> ◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium. 	<ul style="list-style-type: none"> ◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	<ul style="list-style-type: none"> ◀ Current demand is being met. 	<ul style="list-style-type: none"> ◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ To meet the current and future shortfall of adult and youth 9v9 football match equivalent sessions then pitch improvements in in line with those identified as part of the scenarios would be sufficient to address this.
- ◀ Future shortfalls of youth 11v11 provision should be addressed through a reconfiguration of some adult pitches with appropriate goals as no youth 11v11 pitches in the Analysis Area were identified for pitch quality improvements in the scenarios.

²² Based on accommodating 38 teams to one full size pitch for affiliated team training.

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- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
3	Brereton Sports and Social Club	Football	Sports Club	One standard quality adult pitch which is overplayed by 0.5 match sessions. Poorly drained pitches. Poor quality ancillary facilities that require significant refurbishment.	Explore funding options to improve pitch quality in order to address overplay and in the longer term to improve changing facilities.	FF SCFA	Local	L	M	H	Protect Enhance
9	Churchfield Primary School	Football	School	One mini 7v7 pitch of standard quality. No community use.	Retain provision as required for curricular and extracurricular demand.	CCDC	Local	L	L	L	Protect
14	Green Lane	Football	Local Authority	Two adult and one youth 9v9 pitch, all poor quality. Some spare capacity due to quality issues.	Explore options to improve quality and maximise use by accommodating demand from one pitch sites in the District. If football clubs do not prefer to access the site; then consider re-marking the pitches for alternative provision e.g. rugby union, to help address evident shortfalls.	FF SCFA RFU	Key	M	S	L	Protect Enhance
15	Hagley Playing Fields	Football	Local Authority	Currently unavailable due to flood defence work the site previously had two adult football pitches and a senior rugby union pitch on site, along with changing facilities.	These pitches should be re-established following the work (2019). Assessment identifies more demand to bring back into use for rugby. Consider as a potential new home venue for Rugeley RFC, with three pitches and a clubhouse. This would result in St Augustine's Field becoming a football pitch. This would also be subject to the 3G at Rugeley Leisure Centre being extended but not made World Rugby compliant.	FF SCFA RFU	Key	H	S	M	Protect Enhance Provide
		Rugby union									
24	Lea Hall Sports and Social Club	Bowls	Community Organisation	One standard quality bowling green. Membership unknown. Disabled access could be improved.	Explore funding opportunities to increase the green quality and where possible improve disabled access.	BCGBA	Local	M	M	M	Protect Enhance
		Football		One mini 7v7 and youth 11v11 pitch both standard quality. One match session of actual spare during the peak period. Changing rooms will require refurbishment in the future.	Explore funding options to improve pitch quality in order to address overplay and in the longer term to improve changing facilities.	FF SCFA		L	M	H	
		Tennis		Four floodlit macadam courts, all standard quality. Hired by Lea Hall TC which reports no specific issues.	Improve courts as required in order to sustain usage.	LTA		L	L	L	
27	Mount Road	Football	Local Authority	One standard quality adult pitch with 0.5 match sessions of actual spare during the peak period. No changing rooms or toilets on site which can be an issue, but the car parking on site is considered adequate.	As a one pitch site with no changing rooms investigate the need to maintain this pitch and whether demand could be accommodated elsewhere. The site will still need to be kept in reserve should demand in the District increase. Consider remarking the pitch for an alternative sport, e.g. rugby union; helping address demonstrated shortfalls.	FF SCFA	Local	L	M	L	Protect Enhance

²³ (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years)

²⁴ (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
34	Ravenhill Park	Football	Local Authority	One standard quality adult pitch with no actual spare capacity during the peak period. Brereton Town FC rents the pitch but has a lease agreement in place for the footprint of the clubhouse facility (poor quality). The Club would be keen to lease the pitch from the Council, however, pitch quality needs improving and unofficial use addressing.	Exploring funding options to improve grass pitch and refurbish changing facilities. In the longer term consider extending the existing lease to include the pitch and explore options for addressing unofficial use, for example, perimeter fencing.	FF SCFA	Key	H	S	M	Protect Enhance
		Tennis		One poor quality, floodlit macadam court.	No local demand in current state. Consider alternative sporting uses for example creation of a multi-use games area.			CCDC	M	M	
35	Rugeley Leisure Centre	Football Rugby	Local Authority	One small size 3G pitch, standard quality with capacity, however, the size of the pitch restricts its use by local football teams. There are plans to create a full size 3G in place of the small sized 3G pitch. This conversion will require resurfacing and an extension to the current footprint of the pitches. Both the Football Foundation and Staffordshire FA are exploring options with the District Council to help fund this extension. It is currently used for football and rugby union.	There is currently a shortfall of one full size 3G pitch within the District to service training demand, which will be eradicated by this development. Consider options to provide additional car parking provision as part of the 3G pitch development.	FF SCFA RFU	Key	H	S	H	Protect Enhance Provide
36	St Augustine's Field	Rugby union	Sports Club	Home venue of Rugeley RFC. The senior pitch rated M0/D1 is overplayed by 1.25 match equivalent sessions as a result of accommodating all club match demand. The Club leases the clubhouse facility from Rugeley open Spaces Association (ROSA) until 2022, although this should be protected for a further ten years; whilst the pitch is licenced under the same agreement. The Club is unable to install floodlighting on site due to land owner objections (ROSA); and ancillary facilities are poor quality. Training takes place off-site at Rugeley Leisure Centre 3G which is neither full size nor World Rugby compliant.	Provide the Club with access to better maintenance equipment to assist with pitch improvements. Improve the pitch quality to reduce current levels of overplay. Extend the current lease agreement for the ancillary provision whilst also extending this to include the pitch. Re-provide a clubhouse facility on site as the current provision is inadequate, with changing rooms not meeting either SE or RFU standards. Alternatively, explore options for relocation to Hagley Playing Fields with this pitch to be remarked as football.	RFU	Local	H	M	H	Protect Enhance Provide
37	St Joseph's Catholic Primary School	Football	School	Two mini 7v7 and one youth 9v9 with unsecured community use. All standard quality. Spare capacity discounted due to being unsecure.	Improve quality as required and look to provide a community use agreement to secure club use. Utilise actual spare capacity through the transfer of demand from overplayed sites or via future demand.	FF SCFA	Local	L	S	L	Protect Enhance

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim	
41	The Hart School (Lower School)	Football	School	It is reported that the site is due to close, which would result in the loss of three youth pitches (two youth 11v11 and one youth 9v9). These pitches are currently used by Lea Hall Youth FC and Lakeside FC. Pitches are standard quality and one is overplayed. It should be noted that discussions are ongoing regarding this matter.	Work to secure use of the site for current clubs or alternatively should the site close and the pitches become unavailable, then current users of the site would be required to relocate to alternate local venues.	FF SCFA	Key	H	S	L	Protect Enhance	
		Tennis		Four poor quality tarmac courts. No community use.	No local demand for use. Retain for curricular and extracurricular demand.			LTA	L	L		L
42	The Hart School (Upper School)	Football	School	Three poor quality adult pitches. Unsecure community use and overplayed by 1.5 match sessions.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Key	M	S	L	Protect Enhance	
		Rugby union		Two poor quality school pitches which are available for community use but is unused. One pitch is secure for use by Rugeley RFC but the Club declined use of the pitch due to it not being maintained appropriately by the School.	If Rugeley RFC remains at St Augustine's Field, consider improving quality in conjunction with the Club and securing community use. It is understood that a positive dialogue has opened up between the two parties with the Club looking to increase use of the site.			RFU	M	M		M
		Tennis		Four poor quality tarmac courts. No community use.	No local demand for use. Retain for curricular and extracurricular demand.			LTA	L	L		L
45	Chase View Primary school	Football	School	Two mini 7v7 pitches both standard quality with unsecure community use. Actual spare capacity not considered due to the unsecure nature of the site.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance	
47	Hob Hill CE/Methodist (VC) Primary School	Football	School	One youth 11v11 pitch, standard quality. Actual spare capacity not considered due to the unsecure nature of the site.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance	
55	Etching Hill Tennis Club	Tennis	Sports Club	Three good quality, floodlit macadam courts. Have reportedly improved in recent seasons due to a good maintenance regime and repainting of the surfaces. Etching Hill TC acknowledges that club membership has decreased in recent years. Provision is adequate for club needs.	Sustain court quality and promote spare capacity locally in a drive to increase membership. Also consider informal tennis opportunities.	LTA	Local	L	M	L	Protect	
56	Rugeley Progressive WMC	Bowls	Community Organisation	One good quality green membership unknown.	Further establish membership numbers in order to determine future sustainability.	BCGBA	Local	H	S	L	Protect	
59	Rugeley Cricket Club	Athletics	Sports Club	Rugeley Runners is based at the site as social space for both pre and post running activities.	Consider developing a running path around the site; accommodating Rugeley Runners on site.	EA	Local	L	M	L	Protect Provide	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
		Cricket		<p>One square consisting of 12 grass wickets alongside an NTP. The square is of good quality.</p> <p>The site is the home venue of Rugeley CC; and does not have any actual spare capacity on Saturdays, resulting in the Club displacing a senior men's team out of the District. The Club is looking for this team to return given that its current home will become unavailable.</p> <p>The Club has been granted a lease for an adjacent field, in which a second square will be established, meaning that the Club will be able to accommodate both displaced and future demand on site.</p> <p>Ancillary facilities on site are good quality.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Sustain ancillary quality through consistent maintenance.</p> <p>Once the second square is established on site, relocate the displaced demand to Cannock Chase District.</p> <p>Until the pitch is operational, a secondary venue for the 3rd XI must be sought otherwise the team will be lost.</p> <p>New changing provision will be required to support the second square once it is useable for match cricket.</p>	ECB		H	M	H	
	Rugeley Power Station (disused)	Bowls	Private	<p>A disused crown green, which was previously home to Rugeley Power Station Sports & Social Club. The green became disused in August 2017 following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>There does not appear to be a local need to re-provide the bowling green and on this basis, investment would be better served improving the quality and sustainability of provision locally.</p> <p>Provision located outside of the Cannock Chase District boundary, in the Lichfield District boundary needs to be assessed as part of the future Lichfield District Council PPS before decisions are made on the future of sporting provisions.</p>	BCGBA SE	Local	H	S	H	Provide Enhance
		Cricket		<p>A natural grass square, consisting of nine wickets. The square was previously used as part of Rugeley Power Station Sports & Social Club but became disused in August 2017 following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>Once the new second pitch at Rugeley CC is established there is no requirement for new cricket provision in the District, unless Cannock Cricket and Hockey Club closes, resulting in the relocation of Cannock CC to Cannock Chase District. However, from a Playing Field Policy point of view, there is a need to replace the playing field land to meet shortfalls identified for other pitch sports i.e. rugby and football. In order to fully establish how mitigation should be provided further discussions are required with the NBGs and should be linked to the football pitch provision identified below.</p>	ECB FF RFU SE					
		Football		<p>One adult pitch which was available as part of Rugeley Power Station Sports & Social Club. The pitch became disused following closure of the site. Supporting ancillary facilities on site were also available.</p>	<p>Ensure that the pitch is re-provided as part of any site development, supported by appropriate ancillary facilities.</p> <p>Any new pitch should be of adult size to address current and future shortfalls and should be linked to Key site developments in the District.</p>	FF SCFA SE					

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²³	Cost ²⁴	Aim
		Golf		An 18-hole golf course which became disused as part of the whole site closing in August 2017.	Given the location of golf clubs in neighbouring Lichfield District; and those in Cannock Chase District, there does not appear to be a need to fully replace the golf course. In terms of mitigation, seek to enhance the golfing offer available to Cannock Chase District residents; or by creating an alternative non-traditional provision in the Area to encourage golf participation.	EG SE					
		Tennis		Two macadam tennis courts which were available for community use but were not floodlit. The courts were available at part of Rugeley Power Station Sports and Social Club but became disused following closure of the site. Supporting ancillary facilities on site were also available.	Given that there are no capacity issues in the North East Analysis Area; re-provision of the two tennis courts that were lost following the closure of Rugeley Power Station, would not appear to best serve the District. Investment should be made to improve the quality of courts in the Analysis Area; whilst also encouraging participation in tennis with the development of LTA programmes such as Tennis for Free.	LTA SE					

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South East Analysis Area

Sport	Analysis area	Current picture in match equivalent sessions (MES)	Future picture by 2036 in match equivalent sessions (MES)
Football (grass pitches)	South East	<ul style="list-style-type: none"> ◀ Spare capacity of 2.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity 	<ul style="list-style-type: none"> ◀ Spare capacity of 1.5 adult MES ◀ At capacity for youth 11v11 ◀ At capacity for youth 9v9 ◀ Spare capacity of 1 mini 7v7 MES ◀ Mini 5v5 pitches at capacity
Football 3G pitches) ²⁵	Study Area	◀ Shortfall of 1 full size, floodlit 3G pitch.	◀ Future demand will be met through increased provision at Rugeley Leisure Centre.
Rugby union	Study Area	◀ Shortfall of 1.25 senior MES	◀ Shortfall of 2.5 senior MES
Cricket	Study Area	◀ Current demand is being met.	◀ Shortfall of 27 MES per season (accounting for displaced and future demand).
Hockey (Sand/water AGPs)	Study Area	◀ Current demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.	◀ Future demand is being met in neighbouring authorities of in South Staffordshire and Lichfield. However, resurfacing is required to retain quality.
Bowling greens	Study Area	◀ Current demand is likely to be being met. However, quality needs addressing.	◀ Future demand is likely to be being met. However, quality needs addressing.
Tennis courts	Study Area	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.	◀ Cheslyn Hay TC requires access to additional court capacity currently in place in the District.
Athletics tracks	Study Area	◀ Current formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.	◀ Future formal demand is being met by provision in Stafford Borough at Rowley Park Sports Stadium.
Golf courses	Study Area	◀ Current demand is being met.	◀ Future demand can be met.

Key recommendations and likely impact on shortfalls identified

- ◀ Current and future shortfalls of District-wide rugby union provision should be addressed through a combination of pitch quality improvements; and the establishment of additional floodlit provision to support club growth.
- ◀ Future shortfalls of cricket match equivalent sessions across the District should be addressed through the retention of a cricket square at Rugeley Power Station; and the

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

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establishment of a second square at Rugeley Cricket Club (both North East Analysis Area).

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
2	Beaudesert Sports Field and Recreation Ground	Cricket	Local Authority	There is a disused cricket square on site which was previously used Cannock Wood CC that folded in 2017.	If no local demand for community use retain as informal use.	ECB	Local	L	S	L	Enhance
		Football		An adult pitch and a mini 7v7 pitch, both of standard quality and both currently unused by community clubs.	If no local demand for community use retain as informal use.	FF SCFA		L	S	L	
12	Five Ways Primary School	Football	Local Authority	A standard quality mini 7v7 pitch which is available for community use but is unused.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
13	Gorsemoor Primary School	Football	Local Authority	A mini 7v7 pitch and a youth 11v11 pitch; both are standard quality and available for community use but are unused.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
16	Heath Hayes FC	Football	Sports Club	<p>One standard quality adult pitch which is overplayed by 0.5 match sessions, accommodating.</p> <p>Heath Hayes FC report aspirations to sell the site which is in Green belt; with a view to then using those funds to establish a full size 3G pitch on Heath Hayes Park, whilst also securing a long term lease agreement with the Council, which owns the site; for said pitch and multiple grass pitches that the Club would also maintain. It is understood that the current landowners of Heath Hayes FC would gift the funds to the Club to allow developments at Heath Hayes Park to take place.</p> <p>Ancillary facilities on site meet minimum league requirements but are not considered fit for purpose, with insufficient electrical supply, inadequate car parking and no connection to main sewers.</p> <p>The site does not meet minimum requirements for Step 5, which the Club would enter if it was promoted.</p>	<p>Proposals would need to meet Sport England Playing Field Policy.</p> <p>Further research is also required to examine the validity of an agreement to provide the Club with some funds from the sale of the site to help establish a 3G pitch at Heath Hayes Park.</p>	FF SCFA	Key	H	S	H	Enhance Provide
17	Heath Hayes Park	Football	Local Authority	<p>A poor quality adult pitch which has 0.5 match equivalent sessions of actual spare capacity and a poor quality youth 9v9 pitch which is at capacity.</p> <p>The site has poor drainage and unofficial use; both contribute to the poor quality of pitches available.</p> <p>The quality of the changing rooms is poor quality and requires improvement.</p> <p>Heath Hayes FC has ambitions to sell its current home venue and relocate to the site, establishing a 3G pitch that is available for community use. The plans would also have the Club managing the grass pitch provision on site.</p>	<p>There is not currently enough training demand to warrant the creation of another full size 3G pitch but based on competitive demand there may be enough demand to warrant it, especially if Heath Hayes FC moves to the site. If not, a smaller sized 3G pitch may be remain an option.</p> <p>Grass pitches to be brought up to sufficient quality to accommodate Heath Hayes FC and changing rooms require bringing up to standard (if relocation is successful).</p> <p>Explore funding options to improve grass pitches and refurbish the changing facilities.</p>	FF SCFA	Key	H	S	H	Protect Enhance Provide

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

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

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁶	Cost ²⁷	Aim
		Tennis		Two poor quality macadam tennis courts that are available for community use but are not floodlit.	Enhance the current maintenance regime to improve court quality and encourage community use.	LTA		L	S	L	Enhance
18	Heath Hayes Primary Academy	Football	Local Authority	A standard quality mini 7v7 pitch which is unavailable for community use.	Improve quality as required for curricular and extracurricular demand.	FF SCFA	Local	L	L	L	Protect Enhance
21	Keys Park	Football	Sports Club	<p>A standard quality adult pitch which is the home venue of Hednesford Town FC which compete at Step 3 of the football pyramid. The pitch has one match equivalent session of actual spare capacity during the peak period.</p> <p>The pitch would be good quality but there are some issues with the drainage in one corner. This should be rectified prior to the 2018/19 season.</p> <p>Good quality ancillary facilities but would ideally have an extra officials' changing room for female match officials. The stadium does not have mains utilities but will once a housing development is complete on part of the land.</p> <p>The site meets minimum ground requirements for Step 2 of the football pyramid.</p> <p>The Club has ambitions to establish a 3G pitch on site in place of the grass adult pitch. It is understood that the site was recently up for sale but was subsequently taken off the market with the owner agreeing to collaboratively work with a local consortium for 12 months to support club growth.</p>	<p>Improve pitch quality by improving the drainage issue in one area of the pitch. Continue with the current maintenance regime.</p> <p>Sustain the quality of the ancillary facilities, increasing the number of officials' changing rooms.</p> <p>Obtain mains utilities once the housing development locally is underway.</p> <p>Consider the Club's application to establish a 3G pitch on site provided that a sustainable business case can be supported.</p> <p>Monitor the working relationship between the landowner and local consortium; with the risk that the site could be put up for sale again in the future, risking the Club's security of tenure.</p>	FF SCFA	Key	M	M	M	Protect Enhance
22	Kingsmead School	Football	School	<p>An adult pitch and a youth 9v9 pitch, both of standard quality and available for community use.</p> <p>The youth 9v9 pitch is currently unused but the adult pitch is accessed by one community team, a youth 11v11 team representing Hawkins Sports Juniors FC.</p>	<p>Sustain the quality of both pitches by continuing with the current maintenance regime.</p> <p>Consider remarking the adult pitch as youth 11v11 size to accommodate both school and community demand.</p> <p>Continue to make the pitches available for community use provided that this does not adversely affect quality for curricular demand.</p>	FF SCFA	Local				Protect Enhance
		Tennis		Four, standard quality, macadam courts which are neither floodlit nor available for community use.	Improve quality as required and retain for school use.	LTA		L	S	L	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁸	Cost ²⁹	Aim
28	Norton Canes High School	Football	School	Two adult pitches, on standard quality and one poor. Both are available for community use and are used but unsecure. 1.5 match equivalent sessions of actual spare capacity has been discounted due to the unsecure nature of the site.	Improve quality as required and look to provide a community use agreement to secure club use.	FF SCFA	Local	M	S	L	Protect Enhance
		Rugby union		A senior pitch which is rated as M0/D1; the pitch is available for community use but is currently unused. Consequently, it has 0.5 match equivalent sessions of potential capacity.	Improve quality as required and retain for school use.	RFU		L	L	L	
		Tennis		Seven, poor quality, tarmac tennis courts which are neither floodlit nor available for community use.	Improve quality as required and retain for school use.	LTA					
29	Norton Canes Primary Academy	Cricket	School	A standalone NTP of poor quality. The pitch is available for community use but is currently unused.	Improve quality as required and retain for school use.	ECB	Local	L	L	L	Protect Enhance
		Football		Three pitches of standard quality; a youth 9v9 pitch, a mini 7v7 and a mini 5v5. All pitches are available for community use but are currently unused.	Explore opportunities to accommodate demand from one pitch sites if secured community use can be achieved and quality sustained.	FF SCFA		L	S	L	
30	Norton Canes Recreation Ground	Football	Local Authority	A standard quality adult pitch which has 0.5 match equivalent sessions of actual spare capacity during the peak period. Good maintenance but drainage and unofficial use of the site lowers the quality. The number of changing rooms is inadequate to serve all pitches on site as one room is currently used for storage.	Consider future use of the site and options for improvements required.	FF SCFA	Local	L	M	M	Protect Enhance
44	Yates Sports and Social Club	Football	Community Organisation	A good quality adult pitch which has no actual spare capacity during the peak period despite having two match equivalent sessions of potential capacity. Good quality ancillary facilities, the only thing that is missing is a dedicated medical room. The site is the home venue of both Talbot FC and Yates Sports FC, both senior men's teams.	Sustain pitch quality by continuing with the current maintenance regime. Explore the option of establishing a formal medical room.	FF SCFA	Local	L	L	L	Protect
46	St Peter's CE Primary School	Cricket	School	A standalone NTP of standard quality. The pitch is available for community use but is currently unused.	Sustain pitch quality by continuing with the current maintenance regime. Continue to make the pitch available for community use.	ECB	Local	L	S	L	Protect
		Football		Two standard quality mini 5v5 pitches and a mini 7v7 pitch, also of standard quality; all of which are available for community use but are currently unused.	Improve as required and retain for school use.	FF SCFA		L	L	L	
49	St Joseph's Catholic primary	Football	Local Authority	Two standard quality mini 7v7 pitches which are unavailable for community use.	Improve as required and retain for school use.	FF SCFA	Local	L	L	L	Protect
50	Jerome Primary School	Football	Local Authority	A standard quality mini 7v7 pitch which is unavailable for community use.	Improve as required and retain for school use.	FF SCFA	Local	L	L	L	Protect

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

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

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ²⁸	Cost ²⁹	Aim
54	Heath Hayes Cons Club	Bowls	Community Organisation	A poor quality, crown bowling green which is home to Heath Hayes Cons BC. The green is considered to have capacity for additional play. The path surrounding the green requires resurfacing.	Increase the current maintenance regime to improve green quality. Resurface the surrounding path to reduce safety concerns.	BCGBA	Local	L	S	L	Protect Enhance
63	The Rag	Bowls	Commercial	A standard quality bowling green which is available for community use, including pay and play. Unknown membership. The green is managed by the pub at which it is located.	Improve green quality by increasing the current maintenance regime.	BCGBA	Local	L	S	L	Protect Enhance

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Outside

Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
53	Cannock Cricket & Hockey Club	Cricket	Sports Club	<p>There are two squares on site consisting of 22 and 13 grass wickets. The former also has two NTPs alongside whilst the latter has one. Both squares are considered good quality.</p> <p>The site is the home venue of Cannock CC which owns the site alongside Cannock HC. There is no actual spare capacity on site on Saturdays but there is one match equivalent sessions available on Sundays.</p> <p>Cricket ancillary facilities are considered poor quality.</p> <p>Part of the site is under offer, to be sold for housing development, funds from which will extend and refurbish the existing cricket pavilion, as well as establishing a hockey clubhouse on site.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Improve the cricket ancillary provision on site, through both extension and refurbishment.</p> <p>Investigate the Club's ambitions to develop the site, recognising the financial issues experienced by Chase Park (Cannock Cricket & Hockey Club).</p>	South Staffordshire District Council ECB EH	Hub	H	S	H	Protect Enhance
		Hockey		<p>Two good quality, hockey suitable AGPs, both full size. The site is the home venue of Cannock HC, which owns the site along with Cannock CC.</p> <p>The pitches are water based, whilst there is also a disused sand dressed, full size AGP on site. One water based pitch requires resurfacing given the age of the surface; whilst the other water based pitch will require resurfacing in the near future given its age.</p> <p>The pitches are accessed by some local football clubs for training demand.</p> <p>Although the Club owns the site (as mentioned) the level of debt in existence means that the Club's long term presence on the site is vulnerable.</p> <p>Part of the site is under offer, to be sold for housing development, funds from which will extend and refurbish the existing cricket pavilion, as well as establishing a hockey clubhouse on site.</p> <p>Current ancillary provision is considered poor</p> <p>The site is an EH Development Centre as part of the EH Player Pathway.</p> <p>The Club reports that although it has demand to access the site more frequently it is aware that the income generated by external lets helps fund the site's ongoing maintenance.</p>	<p>Sustain pitch quality by continuing with the current maintenance regime.</p> <p>Resurface the pitches that have exceeded the recommended ten year lifespans; or closely monitor quality, resurfacing once quality declines.</p> <p>Improve hockey ancillary provision on site to support the Club's growth.</p> <p>Ensure sinking funds are in place for future resurfacing/refurbishment.</p> <p>Protect the pitch for hockey use in the future.</p> <p>Continue to make the pitches available for external lets to generate income.</p> <p>Investigate the Club's ambitions to develop the site, recognising the financial issues experienced by Chase Park (Cannock Cricket & Hockey Club).</p> <p>Should the Club be removed from the site due to financial issues then sites for new hockey provision will be required.</p>						

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

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

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Site ID	Site	Sport	Management	Current status	Recommended actions	Lead Partners	Site hierarchy tier	Priority	Timescales ³⁰	Cost ³¹	Aim
57	Cannock Rugby Club	Rugby union	Sports Club	<p>Two senior pitches which are not floodlit and are overplayed by one and 0.75 match equivalent sessions respectively; alongside a floodlit junior pitch which is overplayed by 3.5 match equivalent sessions. All pitches are rated M0/D1, with the Club highlighting the cost of maintaining the site.</p> <p>The junior pitch accommodates all midweek training demand.</p> <p>The site is the home venue of Cannock RUFC, which leases the site from CISWO and has 17 years remaining on the agreement.</p> <p>Ancillary provision on site is good quality having recently been refurbished. The Club has ambitions to formalise car parking on site; whilst ownership and responsibility of the access road is debated.</p> <p>The RFU reports that the floodlighting provision requires improving.</p>	<p>Improve pitch quality by increasing the maintenance regime.</p> <p>Provide the Club with access to improved maintenance equipment to support pitch improvement.</p> <p>Upgrade the current floodlighting on site to support the Club's continued development.</p> <p>Formalise the existing car parking provision.</p> <p>Further investigation is required to establish which organisation is responsible for improving the access road.</p> <p>Should the 3G pitch at Rugeley Leisure Centre become World Rugby compliant upon extension then provide Cannock RUFC with a formal community use agreement to allow some training demand to be relocated off site.</p>	RFU	Local	H	S	M	Protect Enhance
58	Lichfield Sports Club	Hockey	Sports Club	<p>The home venue of Lichfield HC, which is considered to service some of Cannock Chase District hockey demand.</p> <p>The site has one sand dressed AGP, full size and of good quality; although the surface will require replacement in the near future given that it was installed in 2008.</p> <p>The Club reports a requirement to access a second full size pitch to accommodate growing demand.</p> <p>Lichfield HC does have issues accessing changing facilities on match days given that the site is shared with other sports.</p>	<p>Sustain the pitch quality by continuing with the current maintenance regime.</p> <p>Explore options for a secondary venue for which the Club could access during peak period for match demand.</p> <p>Provide the Club with dedicated hockey changing rooms which can be accessed during peak periods.</p> <p>Ensure sinking funds are in place for future resurfacing/refurbishment.</p> <p>Protect the pitch for hockey use in the future.</p> <p>Lichfield HC has signed up for EH's Hockey Heroes programme, which will see an increase in junior club members in coming seasons. If this is achieved then access to a secondary venue will be required to accommodate all demand.</p>	Lichfield District Council EH	Key	M	M	H	Protect Provide

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PART 7: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2036 (in line with the Local Plan period). This future demand is translated into teams likely to be generated, rather than actual pitch provision required. The Sport England Playing Pitch New Development Calculator (NDC) adds to this, updating the likely demand generated for pitch sports based on housing increases and converts the demand into match equivalent sessions and the number of pitches required. This is achieved via team generation rates (TGRs) in the Assessment Report to determine how many new teams would be generated from an increase in population derived from housing growth and gives the associated costs of supplying the increased pitch provision.

The PPS will help evidence the review of the Local Plan, however, as detailed earlier, the Council is not yet in a position to fully understand the level of housing growth that will be planned to 2036. Levels of housing growth are currently unclear as the Government issued a revised National Planning Policy Framework (in July 2018) which established a standardised methodology for calculating minimum annual local housing need. This methodology is, however, subject to review when the impact of the revised national household growth projections, published in September 2018, have been fully assessed.

Therefore, the scenario below is an example of how the NDC will show the additional demand for pitch sports generated from future housing growth.

- ◀ **Scenario One:** Development of Rugeley Power Station with 2,000 houses forecasted³².
- ◀ **Scenario Two:** Development of Rugeley Power Station with 1,000 houses forecasted as being located within the Cannock Chase District boundary.

The demand is shown in match equivalent sessions per week for the majority of sports, with the exception of cricket, where match equivalent sessions are by season. This is also equated to pitches required at peak time for each sport rounded up or down to the nearest whole pitch.

For the time being, the indicative figures are based on the assumption that population growth will average 2.4 people per dwelling (until such time that a clearer indication of actual population growth can be provided). Please note that the scenarios can be updated as required over the Local Plan period throughout the lifespan of the PPS to reflect population projections and change in the average household size.

The number of pitches required in the following tables has been rounded up or down accordingly, however capital and revenue costs are based on indicative pitch costs, proportionate to the total match equivalent sessions required rather than just whole pitches required. Though increases in match sessions for some sports are not sufficient to warrant the creation of new pitches, the associated costs have been incorporated and investment into alternative sites could instead be considered to increase capacity to accommodate this new demand.

³² Please note that not all growth may be based in the Cannock Chase District Local Authority; with some development occurring in Lichfield District within in which part of the site sites. This could result in different figures due to TGRs differing.

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Scenario 1: Development of Rugeley Power Station with 2000 houses

The estimated additional population derived from housing growth on the Rugeley Power Station sites is 4,800 (based on 2,000 dwellings being delivered). This population increase equates to 3.52 match equivalent sessions of demand per week for grass pitch sports; and 6.71 match equivalent sessions of demand per season for cricket.

Training demand equates to 6.8 hours of use per week for football on 3G pitches and 0.13 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.1: Likely demand for grass pitch sports generated from housing growth (2000 new homes on Rugeley Power Station)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ³³	Training demand ³⁴
Adult football	0.97	6.8 hours
Youth football	1.39	
Mini soccer	1.04	
Rugby union	0.12	0.13 MES
Adult hockey	-	-
Junior & mixed hockey	-	-
Cricket	6.71	-

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

Table 7.2: Estimated demand and costs for new pitch provision (2000 homes)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁵	Lifecycle Cost (per annum) ³⁶
Adult football	1	£84,864	£17,906
Youth football	1	£100,776	£21,163
Mini soccer	1	£25,341	£5,322
Rugby union	0 (0.12)	£15,116	£3,235
Cricket	0 (0.15)	£41,750	£8,433
Sand based AGPs	0	£0	£0
3G	0 (0.18)	£171,092	£6,526

Further to the above, the NDC also estimates that there will be a need to provide 4.39 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £697,390.

Please note that this scenario excludes demand currently based outside of the District (Cannock CC, Cannock RFC, Cannock HC and Lichfield HC), despite these clubs

³³ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³⁴ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁵ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

³⁶ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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supporting Cannock Chase District population. If, in the future, demand from these clubs is to be accommodated within the District then a new housing growth scenario will need to be run including these teams.

Scenario 2: Development of Rugeley Power Station with 1000 houses located within the Cannock Chase District boundary

The estimated additional population derived from housing growth on the Rugeley Power Station sites is 2,400 (based on 1,000 dwellings being delivered within Cannock Chase District). This population increase equates to 1.77 match equivalent sessions of demand per week for grass pitch sports; and 3.35 match equivalent sessions of demand per season for cricket.

Training demand equates to 3.4 hours of use per week for football on 3G pitches and 0.08 match equivalent sessions per week of training for rugby union on a floodlit grass pitch.

Table 7.3: Likely demand for grass pitch sports generated from housing growth (1000 new homes on Rugeley Power Station in the Cannock Chase District boundary)

Pitch sport	Estimated demand by sport (2036)	
	Match demand (MES) per week ³⁷	Training demand ³⁸
Adult football	0.49	3.4 hours
Youth football	0.69	
Mini soccer	0.52	
Rugby union	0.07	0.08 MES
Adult hockey	-	-
Junior & mixed hockey	-	-
Cricket	3.35	-

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

Table 7.4: Estimated demand and costs for new pitch provision (1000 homes)

Pitch type	Estimated demand and costs for new pitches		
	Number of pitches to meet demand	Capital cost ³⁹	Lifecycle Cost (per annum) ⁴⁰
Adult football	0 (0.49)	£42,432	£8,953
Youth football	1	£50,388	£10,581
Mini soccer	1	£12,671	£2,661
Rugby union	0 (0.07)	£9,149	£1,958
Cricket	0 (0.08)	£20,875	£4,217
Sand based AGPs	0	£0	£0
3G	0 (0.09)	£85,546	£3,263

³⁷ As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

³⁸ Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

³⁹ Sport England Facilities Costs Second Quarter 2018 – (<https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/>)

⁴⁰ Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

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Further to the above, the NDC also estimates that there will be a need to provide 2.2 changing rooms to support new pitch provision which is identified in the table above. The total capital cost to deliver this level of provision is £340,695.

Please note that this scenario, as Scenario 1 also does, excludes demand currently based outside of the District (Cannock CC, Cannock RFC, Cannock HC and Lichfield HC), despite these clubs supporting Cannock Chase District population. If, in the future, demand from these clubs is to be accommodated within the District then a new housing growth scenario will need to be run including these teams.

Conclusions

The examples above show that for a growth of 2000 or 1000 houses, on the Rugeley Power Station site, demand would be generated for all pitch sports apart from rugby league and hockey. The requirement is in addition to the recommendations made in the PPS regarding the sporting provision which is identified to be either re-provided onsite or through off site contributions.

This position is indicative of developing housing on Rugeley Power Station. It does not specify where on the site the housing is likely to be located or which existing playing fields the additional demand is likely to migrate to. It should be noted that not all housing developments are of sufficient scale to generate demand in their own rate; however, the Sport England Playing Pitch New Development Calculator should be used to assess this need when details of site allocations are firmed up, or when a planning application is submitted.

Once housing developments have been identified in the new local plans, the individual Councils could consider using CIL (if adopted) to obtain contributions to priority sites, or pooling S106 contributions from major housing schemes to invest in priority sites. In either case, the preceding Action Plan and future consultation with NGBs should inform the playing fields that most require investment.

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

Delivery

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across Cannock Chase in the years up to 2036. By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy, the current and future sporting and recreational needs of Cannock Chase can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

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

The production of this Strategy should be regarded as the beginning of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach.

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

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

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

Monitoring and updating

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

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

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

Ideally the PPS could be reviewed on an annual basis from the date it is formally signed off by the steering group. This will help to maintain the momentum and commitment that would have been built up when developing the PPS. Taking into account the time to develop the PPS this should also help to ensure that the original supply and demand information is no more than two years old without being reviewed.

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

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

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

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

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

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These meetings could be timed to fit with the annual affiliation process undertaken by the NGBs which would help to capture any changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites could be fed into these meetings. The NGBs will also be able to indicate any further performance quality assessments that have been undertaken within the study area. Discussion with the league secretaries may also indicate annual league meetings which it may be useful to attend to pick up any specific issues and/or enable a review of the relevant club details to be undertaken.

The steering group should regularly review and refresh area by area plans taking account of any improvements in pitch quality (and hence increases in pitch capacity) and also any new negotiations for community use of education sites in the future.


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

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Checklist

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

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

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

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APPENDIX ONE: SPORTING CONTEXT

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

National context

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

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

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

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

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

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

National Planning Policy Framework

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

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

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

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

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

- ◀ **Improve 20,000 Natural Turf pitches**, with a focus on addressing drop off due to a poor playing experience;
- ◀ **Deliver 1,000 3G AGP 'equivalents'** (mix of full size and small sided provision, including MUGAs - small sided facilities are likely to have a key role in smaller / rural communities and encouraging multi-sport offers), enhancing the quality of playing experience and supporting a sustainable approach to grass roots provision;
- ◀ **Deliver 1,000 changing pavilions/clubhouses**, linked to multi-pitch or hub sites, supporting growth (particularly in women and girls football), sustainability and providing a facility infrastructure to underpin investment in coaching, officials and football development;

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- ◀ **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.

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.

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

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

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

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

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

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.

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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.

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.

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

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

England Hockey Strategy

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

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

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

The 3 main objectives of the facilities strategy are:

1. PROTECT: To conserve the existing hockey provision

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

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

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

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

England Hockey has identified key areas across the country where there is a lack of suitable hockey provision and there is a need for additional pitches, suitable for hockey. There is an 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 new strategy is presented in a concise one page framework that includes key strategies relating to three participation "focus" areas, six participation "drivers" and three participation "enablers". To achieve success, the 12 strategy areas will need to work interdependently to stem the decline and unlock sustainable growth.

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The three participation “focus” areas are where tennis is consumed:

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

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

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

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

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

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

British Crown Green Bowling Association

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

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

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

The 2014 strategy helped achieve the following:

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

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

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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

UK Athletics Facilities Strategy (2014-2019)

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

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

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

Key outcomes:

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

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APPENDIX TWO: FUNDING PLAN

Funding opportunities⁴¹

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

Awarding body	Description
Big Lottery Fund http://www.biglotteryfund.org.uk/	<p>The Big Lottery Fund distributes over £500m a year to communities across the UK, raised by players of The National Lottery.</p> <p>Awards for All – this fund offers National Lottery grants between £300 and £10,000. Applications can be made by: voluntary or community organisations, registered charities, constituted groups or clubs, not-for-profit companies or community interest companies, social enterprises, schools and statutory bodies (including town, parish and community councils). To receive funding, the applicant must meet at least one of the funding priorities listed for these grants. The funding priorities are:</p> <ul style="list-style-type: none"> ◀ Bringing people together and building strong relationships in and across communities. ◀ Improving the places and spaces that matter to communities. ◀ Enabling more people to fulfil their potential by working to address issues at the earliest possible stage. <p>Empowering Young People – this grants programme is designed to support projects in Northern Ireland that give young people aged 8 to 25 the ability to overcome the challenges they face. Funding between £30,000 and £500,000 is available and is available to projects which meet one or more of the following objectives:</p> <ul style="list-style-type: none"> ◀ Equip young people with the skills they need for the future. ◀ Improve young people's relationships with their support networks and communities. ◀ Improve the health and well-being of young people. <p>Reaching Communities England – this programme provides flexible funding over £10,000 for up to five years to organisations in England who want to act on the issues that matter to people and communities. Grants will be awarded to voluntary and community organisations or social enterprises to fund project activities, operating costs, organisational development and capital costs. Ideas must meet one or more of the following funding priorities:</p> <ul style="list-style-type: none"> ◀ Bringing people together and building strong relationships in and across communities. ◀ Improving the places and spaces that matter to communities. ◀ Enabling more people to fulfil their potential by working to

⁴¹ Up to date as of April 2018.

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Awarding body	Description
<p>Sport England The current funding streams may change throughout 2017/18 so refer to the website for the latest information: https://www.sportengland.org/funding/</p>	<p>address issues at the earliest possible stage.</p> <p>Sport England's vision is that everyone in England feels able to take part in sport or activity, regardless of age, background or ability.</p> <p>Small Grants – this programme offers funding to projects involving adults and young people aged 14 or over which meet one or more of the aims of their 'Towards an Active Nation' strategy. These aims are: get inactive people more active, develop lasting sporting habits, engender more positive attitudes among young people, develop more diverse volunteers and to improve progression and inclusion among the most talented. Projects with mixed age groups may still be considered if there is a focus on people aged 14 and over.</p> <p>Community Asset Fund – this programme is dedicated to enhancing the spaces in your local community that give people the opportunity to be active.</p> <p>Major Events Engagement Fund – Sport England's 'Towards an Active Nation' strategy commits them to invest £2m in helping national governing bodies (NGBs) to host major events which evolve their existing business model and derive a greater financial return from their existing customers (players, volunteers or spectators). This funding can also be used to develop programmes that engage with individuals local to the major event, who are currently less likely to take part regularly in sport or physical activity.</p>
<p>Football Foundation http://www.footballfoundation.org.uk/funding-schemes/</p>	<p>This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.</p> <p>Premier League & The FA Facilities Fund – this fund is available to football clubs, schools, councils and local sports associations that improve facilities for football and other sport in local communities, sustain or increase participation amongst children and adults, regardless of background age or ability and to help children and adults to develop their physical, mental, social and moral capacities through regular participation in sport. Grants are available for:</p> <ul style="list-style-type: none"> ◀ Grass pitch drainage/improvements, ◀ Pavilions, clubhouses and changing rooms, ◀ 3G Football Turf Pitches (FTPs) and multi-use games areas, ◀ Fixed floodlights for artificial pitches. <p>Premier League & The FA Facilities Fund Small Grants Scheme – this scheme awards grants of up to £10,000 for the provision of capital items, or to refurbish/improve existing facilities. This scheme aims to support the growth of football clubs and activity, prevent a decline in football participation and make improvements to facilities to address any health and safety issues. Grants, which cannot exceed 50% of the total project cost, are awarded to support the costs of the following list of projects and items:</p> <ul style="list-style-type: none"> ◀ Replacement of unsafe goalposts, ◀ Portable floodlights, ◀ Storage containers, ◀ Changing pavilion/clubhouse refurbishment and external works (not including routine maintenance works),

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Awarding body	Description
	<ul style="list-style-type: none"> ◀ Grounds maintenance equipment, ◀ Pitch improvement works (not including routine maintenance works), ◀ Fencing. <p>The scheme is available to local authorities, educational establishments, grassroots football clubs and professional and semi-professional football clubs and their associated community organisations, to support their community outreach programmes.</p> <p>Premier League Primary Stars Kit and Equipment Scheme - this scheme, run in partnership with Nike and delivered by the Football Foundation, gives teachers the opportunity to get their hands on free resources to aid their pupils' learning. Primary school teachers registered at plprimarystars.com can access either a free Nike football strip, or a free equipment pack which can be used across the curriculum.</p>
<p>Rugby Football Foundation (RFF)</p> <p>http://www.rugbyfootballfoundation.org/index.php?option=com_content&view=article&id=14&Itemid=113</p>	<p>The Grant Match Scheme in particular provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project.</p> <p>Projects eligible for funding include:</p> <ol style="list-style-type: none"> 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers). <p>'Helping Hand Grants' can award funding from £500 to £1,500. The Groundmatch Grant Scheme provides funding from £1,501 to £5,000. RFU Accredited clubs at level 5 and below are eligible to apply.</p> <p>The RFF also offer loan schemes for RFU Accredited clubs at level 3 and below. The first scheme is the Interest Free Loan scheme which can provide up to £100,000 as an interest free loan for capital works. Green Deal Loans up to the value of £20,000 are available to clubs to support them in the installation of facility solutions that reduce utility costs. Repayments are structured to be the equivalent of the projected savings over the agreed 'payback' period.</p>
<p>The England and Wales Cricket Trust</p> <p>https://www.ecb.co.uk/be-involved/club-support/club-funding</p>	<p>The Interest Free Loan Scheme provides finance to clubs for various capital projects such as buildings, equipment purchase, fine turf, land purchase and non-turf. All ECB affiliated cricket clubs are eligible to apply, as well as other organisations that can evidence achievement/delivery of the EWCT's charitable aims. Clubs with a junior section can apply for funding from £1,000 to £50,000 whereas clubs without a junior section can apply for funding from £1,000 to £20,000. A minimum of 10% partnership funding is required from the applicant.</p> <p>The Small Grant Scheme aims to support the ECB's national programmes – Get the Game On, All Stars Cricket, Women's Cricket and U19 Club T20. Clubs can apply for funding towards the purchase of relevant products or materials, and associated</p>

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Awarding body	Description
	<p>professional labour costs.</p> <p>Project themes:</p> <ul style="list-style-type: none"> ◀ Covers – supporting Get the Game On, ◀ Family Friendly Facilities – supporting All Stars Cricket, ◀ Improved Changing Facilities for Females – supporting Women’s Cricket, ◀ Great Events – supporting U19 Club T20.
<p>EU Life Fund http://ec.europa.eu/environment/funding/intro_en.htm</p>	<p>LIFE is the EU’s financial instrument supporting environmental and nature conservation projects throughout the EU. LIFE also finances some grants for non-governmental organisations active in the field of the environment because they are key players in the development and implementation of environmental policy.</p>
<p>National Hockey Foundation http://www.thenationalhockeyfoundation.com/</p>	<p>The Foundation primarily makes grants to a wide range of organisations that meet one of the areas of focus: young people and hockey, young people and sport in Milton Keynes, enabling the development of hockey at youth or community level and smaller charities. There is no limit on the amount of funding that an organisation can request. However, the Foundation does not generally award grants for less than £10,000 or more than £75,000.</p>
<p>Rugby Football League https://www.rlwc2021.com/facilities</p>	<p>Rugby League World Cup 2021 Capital Facilities Legacy funding. Small Grants Scheme awards grants of up to £15,000 for the provision of capital items, kit and equipment or to refurbish/improve existing facilities. Large capital grants programme of £15,000 plus focused on supporting the development of new or refurbished local rugby league facilities. The programme is split into four themes:</p> <ol style="list-style-type: none"> 1. Welcoming environments 2. More players 3. Community engagement 4. Innovation fund

Funder’s requirements

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

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

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Indicative costs

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

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

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

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APPENDIX THREE: GLOSSARY

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

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

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

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

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

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

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

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

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

CANNOCK CHASE DISTRICT COUNCIL PLAYING PITCH STRATEGY & ACTION PLAN

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



SPORT AND LEISURE FACILITIES NEEDS ASSESSMENT: CANNOCK CHASE DISTRICT COUNCIL

AUGUST 2018

QUALITY, INTEGRITY, PROFESSIONALISM

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CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

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**CANNOCK CHASE DISTRICT COUNCIL
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CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 1: INTRODUCTION

1.1: Introduction

Knight, Kavanagh & Page Ltd (KKP) was commissioned by Cannock Chase District Council (CCDC) to undertake an indoor and outdoor sports facilities strategy and playing fields strategy in November 2017. It is intended that these strategies will seek to support the Council and its partners in the creation of:

‘an accessible, high quality and sustainable network of sport pitches and other outdoor sports facilities that supports delivery of the Deal for the Future (promoting community self-reliance, increasing the health and wellbeing of residents and communities, providing opportunities for young people and fostering belief in the District) through increased participation by all residents, at all levels of play, from grassroots to elite.’

To achieve this strategic vision, the strategies reflect the following objectives - to:

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

1.2: Background

Cannock Chase is a local government district covering over seven thousand hectares on the northern border of the West Midlands conurbation. It is one of the eight districts of the County of Staffordshire. It is bordered by Lichfield District, South Staffordshire, East Staffordshire, Walsall and Stafford Borough. The District itself incorporates the towns of Cannock, Rugeley and Hednesford and is divided into fifteen wards. A key feature is the strong transport infrastructure including the M6, M6 Toll and A5 trunk road. In addition to a network of bus routes, railway stations at Rugeley, Hednesford and Cannock provide connections to Stafford in the North and Birmingham and Walsall to the South.

Since 2011, Cannock Chase has formed part of both the Greater Birmingham and Solihull Local Enterprise Partnership (along with Birmingham, Bromsgrove, East Staffordshire, Lichfield, Redditch, Solihull, Tamworth and Wyre Forest) plus the Stoke-on-Trent and Staffordshire Local Enterprise Partnership. In addition, Cannock Chase is a non – constituent member of the West Midlands Combined Authority, and also part of the Greater Birmingham and Black Country Housing Market Area.

Given that 60% of the District is designated Green Belt, it is a crucial feature of the District's overall character. Cannock Chase is a designated Area of Outstanding Natural Beauty (ANOB). As well as being an amenity for local people it also attracts many visitors. The Council provides a range of formal parks (four of which have achieved national (Green Flag) standard plus play areas and open spaces.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 1.1: Cannock Chase with main roads, main settlements and rail lines



1.3: Scope of the project

The report provides detail as to what exists in the District, its condition, location, availability and overall quality. It considers demand for facilities based on population distribution, planned growth and taking into consideration health and economic deprivation. The facilities/sports covered include sports halls, swimming pools, health and fitness, squash courts and indoor bowls. Tennis provision is included within the Playing Pitch element of the study.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

In delivering this report KKP has:

- ◀ Individually audited identified sports halls (conventional i.e. three plus court halls as per Sport England definitions) swimming pools (minimum size 160m²), health and fitness facilities (including, within reason, dance studios) and squash courts (public, private and voluntary sector owned/managed).
- ◀ Analysed supply and demand to identify gaps and opportunities for improved provision.
- ◀ Assessed the extent to which leisure facility delivery is undertaken with full reference to the corporate strategies of the Council and other relevant strategic influences.
- ◀ Identified areas of good practice and opportunities for improved service in order to drive up participation levels.

This factual report provides a quantitative and qualitative audit-based assessment of the facilities identified above. It is a robust, up-to-date assessment of need for sports halls, health and fitness and specialist facilities and examines opportunities for new, enhanced and rationalised provision. Specific deficiencies and surpluses are identified to inform the provision required. The specific objectives of the audit and assessment are to:

- ◀ Identify supply and demand issues for sport and recreation provision across the district.
- ◀ Identify priority sports for the area based on national governing of sport (NGB) targets and local community needs.
- ◀ Enable the accompanying Infrastructure Delivery Plan to be kept up to date and responsive to needs including developer contributions/ informing CIL Regulation 123 List where appropriate and in compliance with CIL regulations.

The specific tasks addressed within the study include:

- ◀ A review of relevant Council strategies, plans, reports, corporate objectives.
- ◀ A review of the local, regional and national strategic context.
- ◀ Analysis of the demographics of the local population.
- ◀ Audit of indoor facilities provided by public, private, voluntary and education sectors.
- ◀ Consideration of potential participation rates and modelling of likely demand.
- ◀ Supply and demand analysis.
- ◀ Analysis of the balance between supply of and demand for sports facilities and identification of potential under and over-provision.
- ◀ Identification of key issues to address in the future provision of indoor sports facilities.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

1.4 Report structure

The Royal Town Planning Institute (RTPI) in a report entitled '*Strategic Planning: Effective Co-operation for Planning Across Boundaries (2015)*' puts the case for strategic planning based on six general principles:

- ◀ Have focus.
- ◀ Be genuinely strategic.
- ◀ Be spatial.
- ◀ Be collaborative.
- ◀ Have strong leadership and
- ◀ Be accountable to local electorates.

In the preparation of this report, KKP has paid due regard to these strategic principles and it is, as a consequence, structured as follows:

- ◀ Section 2 - review of background policy documentation (national/regional/local) and a profile of the population and socio-demographic characteristics of the District. This includes cross boundary consultation and engagement.
- ◀ Section 3 - description of methodology employed to review indoor provision.
- ◀ Section 4 - review of sports hall provision.
- ◀ Section 5 - review of swimming pool provision.
- ◀ Section 6 - review of health and fitness provision.
- ◀ Section 7 - review of membership data.
- ◀ Section 8 - review of significant other sports.
- ◀ Section 9 - review of village halls/community centres.
- ◀ Section 10 - identification of strengths, weaknesses, opportunities and threats.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 2: BACKGROUND

2.1: National context

Sport England aims to ensure positive planning for sport, enabling the right facilities to be provided in the right places, based on up to date assessment of needs for all levels of sport and all sectors of the community. This draft assessment report has been produced for Cannock Chase District Council applying the principles and tools identified in the Sport England Guide Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities (ANOG).

Figure 2.1: ANOG model



As illustrated, Sport England regards an assessment of need as core to the planning for sporting provision. This report reviews indoor and built sporting facility needs in Cannock Chase and provides a basis for future strategic planning.

‘Sporting Future: A New Strategy for an Active Nation’

This Government strategy for sport was released in December 2015. It confirms the recognition and understanding that sport makes a positive difference through broader means and it will help the sector to deliver fundamental outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development. It has identified the following outputs.

- ◀ Maximising international and domestic sporting success and the impact of major events.
- ◀ More people from every background regularly and meaningfully taking part in sport and physical activity, volunteering and experiencing live sport.
- ◀ A more productive, sustainable and responsible sport sector.

It further identifies the following actions will need to occur that:

- ◀ Meet the needs of the elite and professional system and deliver successful major sporting events.
- ◀ Meet customer needs and enable them to engage in sport and physical activity.
- ◀ Strengthen the sport sector and make it more effective and resilient.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

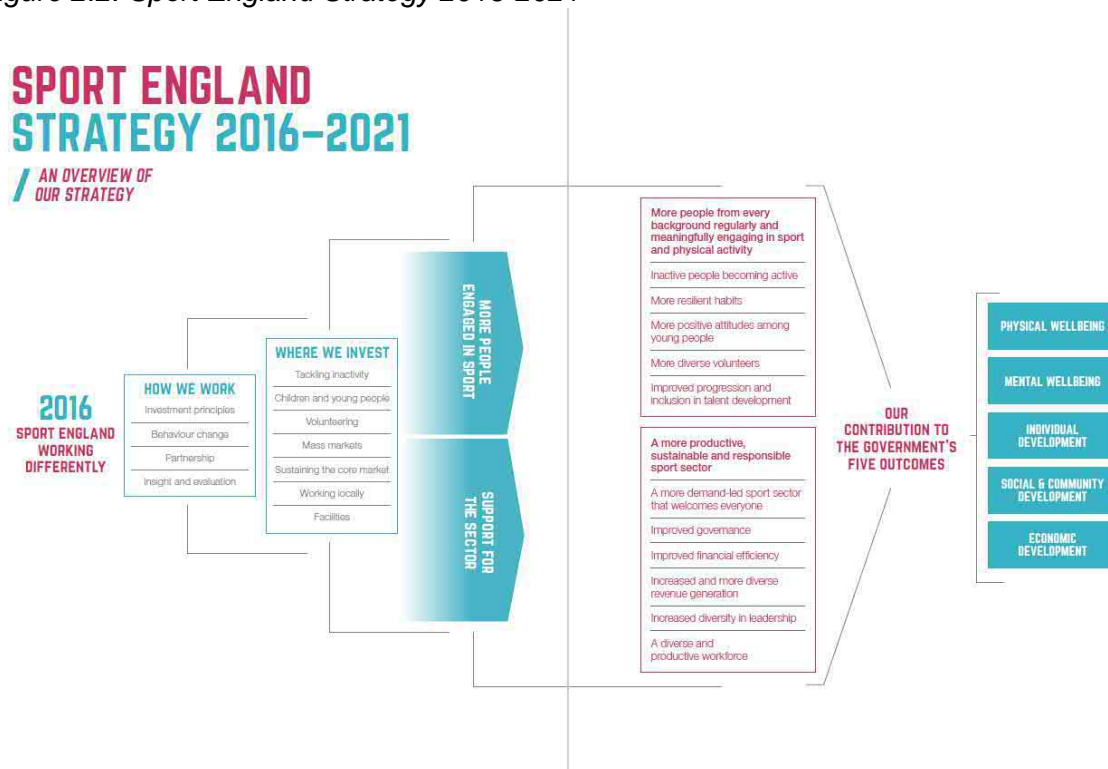
Sport England: Towards an Active Nation (2016-2021)

In its strategy, Sport England identifies that it will invest in:

- ◀ Tackling inactivity.
- ◀ Children and young people.
- ◀ Volunteering – a dual benefit.
- ◀ Taking sport and activity into the mass market.
- ◀ Supporting sport's core market.
- ◀ Local delivery.
- ◀ Facilities.

These seven investment programmes are underpinned by its Workforce Strategy and a Coaching Plan.

Figure 2.2: Sport England Strategy 2016-2021



Revised National Planning Policy Framework 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how 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.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

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 states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

Economic value of sport to the nation

Sport, leisure, recreation and culture are all important economic drivers. In 2015, sport and sport-related activity contributed £20.3 billion to the English economy. Its contribution to employment was even greater with sport and sport-related activity estimated to support over 450,000 full-time equivalent jobs. Volunteering in sport, and the health benefits derived, also have an impact on the economy. The estimated economic value of sport-related volunteering is £6.9 billion. The annual value of health benefits from people taking part in sport is estimated at £21.0 billion.

Benefits of sport include the well-being/happiness of individuals taking part, improved health and education, reduced youth crime, environmental benefits, regeneration and community development, and to the individual and wider society through volunteering. Consumption of sport benefits includes the well-being/ happiness of spectators, and the national pride/feel good factor derived from sporting success/ achievement.

Participation in sport contributes to reducing crime and anti-social behaviour, particularly among young people. It also has a net impact on the environment; where, for example, more people walk and cycle, emissions and congestion can reduce. In summary, it can provide a range of economic and health benefits to Cannock Chase and its population as well as helping to provide jobs and opportunities to spectate and participate in physical activity.

Public Health England: Everybody Active, Everyday

In October 2014, Public Health England (PHE) produced its plan to tackle low activity levels across the country. Along with making the case for physical activity, this identifies four areas where measures need to be taken at a national and local level:

- ◀ Active society: creating a social movement, shifting social norms so that physical activity becomes a routine part of daily life.
- ◀ Moving professionals: activating networks of expertise. Making every contact with the health sector count to push the 'active' message and to deliver the message through other sectors including education, sports and leisure, transport and planning.
- ◀ Active environments: creating the right spaces. Making available and accessible appropriate environments that encourage people to be active every day.

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- ◀ Moving at scale: scaling up interventions that make us active. Maximising existing assets that enable communities to be active.

Investment in school sport

The Government 2013 Primary PE and Sport Premium fund of £150 million per annum provided two years of investment in school sport. Supported by the Government's Education, Health and DCMS departments, funds went directly to primary school head teachers for them to spend on sport. Its four objectives were to:

- ◀ Improve the quality of existing PE teaching through continuing professional learning in PE for generalists, so that all primary pupils improve their health, skills and physical literacy and have a broader exposure to a range of sports.
- ◀ Increase participation levels in competitive sports and healthy activity of pupils and maintain these into adolescence.
- ◀ Increase the quality of initial teacher training in PE and sport, and to promote PE specialisation in primary level workforce.
- ◀ Ensure that schools understand and value the benefits of high-quality PE and sport, including its use as a tool for whole school improvement.

Under this phase of the programme, schools with 16 or fewer eligible pupils received £1,000 per pupil while those with 17 or more received £16,000 plus a payment of £10 per head.

In 2017, the amount allocated doubled and the Government has confirmed that funding from a tax on sugary soft drinks will continue to be ring-fenced for school sports until 2020.

Evaluation of this investment has highlighted the need for clearer guidance to schools on how best to use this resource and the importance of good specialist PE knowledge for teachers of the subject. While this may cease in its present form Sport England is, in its Strategy, committed both to further investment in young people and to improving the skills of secondary school teachers, particularly in respect of physical literacy.

Summary of national context

Engaging all residents in physical activity is a high priority. It is acknowledged that regular sport and recreational activity plays a key role in facilitating improved health and wellbeing. Ensuring an adequate supply of suitable facilities to meet local need is a requirement of the planning system in line with national policy recommendations.

2.2: Local context

The following is an overview of Cannock Chase. Data is taken from nationally recognised sources such as the Office for National Statistics, NOMIS, Sport England and Experian.

Cannock Chase Corporate Plan: 2018-2023

The priorities for the new Corporate Plan are 'Promoting Prosperity' and 'Community Wellbeing'. These interlink and reinforce each other with a view to improving opportunities, wellbeing and quality of life of communities in Cannock Chase.

Promoting prosperity has seven key objectives which include:

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

- ◀ Creating a positive environment in which businesses in the District can thrive.
- ◀ Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the District.
- ◀ Improving housing choice.
- ◀ Increasing the skills levels of residents and the amount of higher skilled jobs in the District
- ◀ Creating strong and diverse towns centres to attract additional customers and visitors
- ◀ Increasing access to employment opportunities
- ◀ Commencing regeneration of the Rugeley Power Station site

The strategic priorities for improving health and wellbeing are:

- ◀ Opportunities for healthy and active lifestyle
- ◀ Sustaining safe and secure communities
- ◀ Supporting vulnerable people
- ◀ Promoting active and healthy lifestyles

This Corporate Plan is about looking ahead and identifying key priorities for the District over the next five-year period (2018 - 2023). The new Corporate Plan is backed up by two new investment funds - the District Investment Fund for improving skills, infrastructure and business growth; plus, the Housing Investment Fund to support a major expansion of high quality social housing in the District.

The Council, working with relevant public, private and voluntary sectors partners, will develop more detailed strategies and plans which will bring to life the priority commitments in this new Corporate Plan.

Health and wellbeing in Cannock Chase

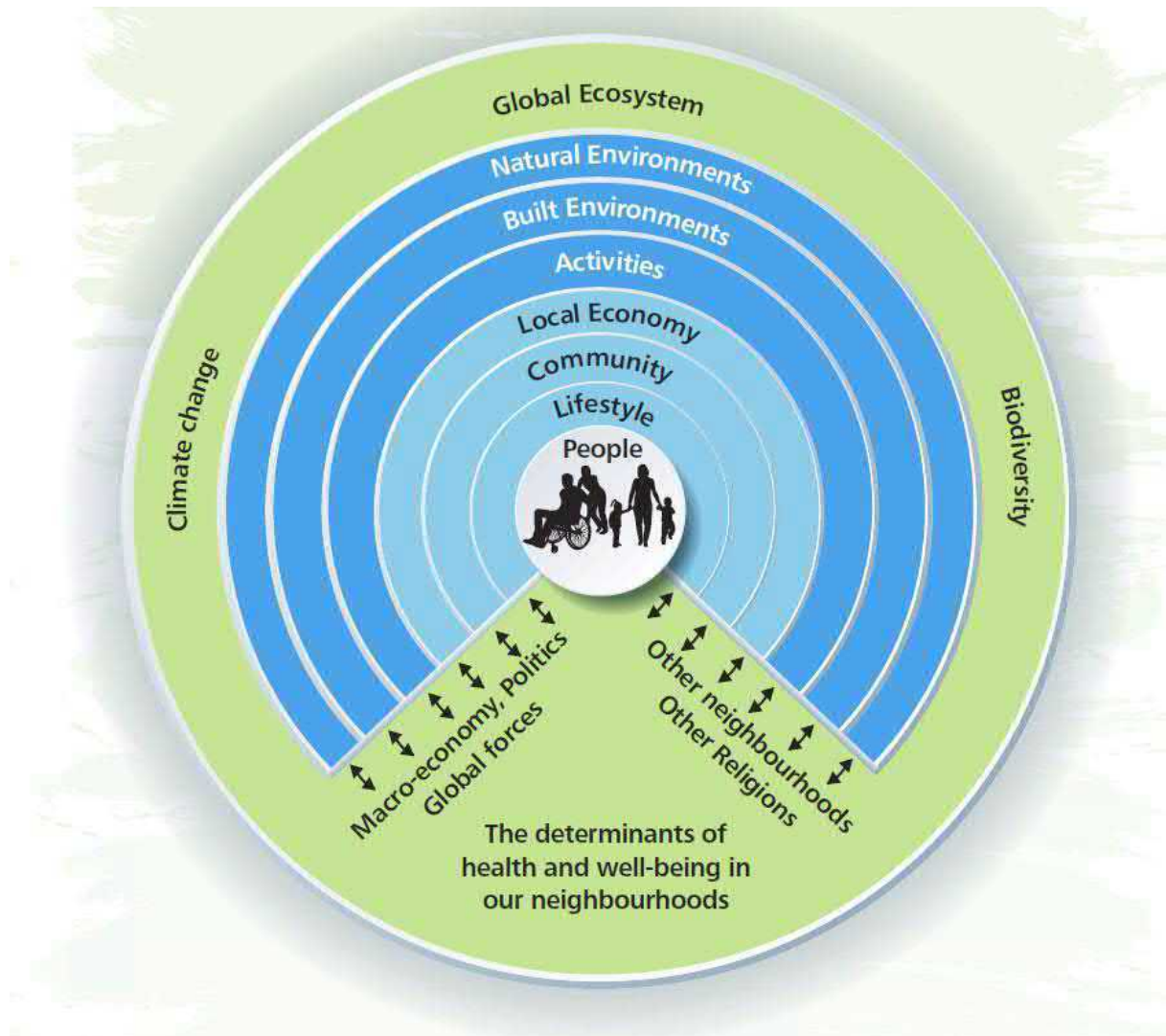
Chase Better Health is a partnership approach between Cannock Chase District Council, Staffordshire County Council and Cannock Chase Clinical Commissioning Group which seeks to shape and build Cannock Chase's healthy future, by supporting the improvement of health and wellbeing outcomes for residents of the District. In particular Chase Better Health seeks to strive for communities within Cannock Chase that are prosperous, healthy, independent, safe, thriving and cohesive. Its key priorities are identified in Table 2.1.

Table 2.1: The Wellbeing Pathway

Areas for action	<ul style="list-style-type: none"> ◀ Start well ◀ Grow well ◀ Age well ◀ End well
Enable	Commissioning that supports people to keep healthy through their individual actions and through the support of people around them
Re-enable	Commissioned services to ensure the proportion of the population that experience episodes of poorer health or those that are at increased risk of becoming ill are given timely, proportionate and effective support to prevent an escalation of problems and ensure a return to wellbeing and independence
Public health priorities	<ul style="list-style-type: none"> ◀ Wider determinants ◀ Health improvement ◀ Health promotion ◀ Healthcare public health

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 2.3: Cannock Chase and Wellbeing Board key priorities



The Mission for Chase Better Health is to embrace the big opportunity to shape and build Cannock Chase's healthy future by working together to support residents and communities to take control of their health and wellbeing.

The vision for the wider partnership is that Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity

The goals are to:

- ◆ Reduce health inequalities through targeted intervention.
 - ◆ Enable people to live independent lives.
 - ◆ Empower people to make health life choices.
 - ◆ Improve quality of life for vulnerable people.
 - ◆ Improve communication and access to information, help and support.
- (Priority outcomes can be found in Appendix 1).

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

The future of Cannock Chase; Partnerships Communication Strategy

The Local Strategic Partnership for the District is The Chase Community Partnership. CCDC is committed to developing close and strong working relationships with partners and local communities to deliver high quality services. It has a proven track record of effective partnership working and has a key role to play in the Chase Community Partnership. This comprises 17 organisations across Cannock Chase and Staffordshire, all working together at a local level to deliver improved public services for all.

The Communications Strategy aims to enhance the Partnership's Vision which is that: *"Cannock Chase will be a place where people have improved opportunities to enhance their quality of life and achieve economic prosperity"*.

The three Partnership priorities are - to:

- ◀ Increase economic prosperity - more jobs, better skills, training and education.
- ◀ Improved health - better health status and healthier lifestyles.
- ◀ Community safety - more people feel safer.

The purpose for effective communications will help the people of Cannock Chase District understand the Partnership and the ambitions of the Local Partnership Plan.

A co-ordinated and comprehensive approach to communications will:

- ◀ Raise the profile of the Partnership working together and its associated work.
- ◀ Help to promote the area of Cannock Chase District as a whole.
- ◀ Gain community support for the work of the Partnership and help it meet its community involvement goals.
- ◀ Help to build community confidence/ reassurance and improve public perception.

All Partnership member organisations and individuals have a key role in supporting effective communications and in delivering key messages. It seeks to build on current communication activity that is already in place and aims to maximise on the effective inter-agency approach in driving the Partnership forward.

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

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

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

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

- ◀ Supporting the development and delivery of Level 3 School Games Sports Festivals, Primary School PE and Sport premium.

SASSOT prepared and completed a sports facilities framework for the County in 2014.

Sport Across Staffordshire: A sports facilities framework 2014-2023

The aim of the Framework was to:

- ◀ Set a long-term vision, running from 2014 up to 2023 for the overall direction of the development of sports facilities across Staffordshire.
- ◀ Guide sub regional strategic planning of sports facilities including linking with the Staffordshire and Stoke on Trent local authority local plans, relevant sports, playing pitch and facility strategies, NGB whole sport plans and available facility strategies.
- ◀ Provide generic guidance for partners in line with National Planning Policy Framework paragraph 73 on the importance of having robust sports assessments.
- ◀ Provide an insight into the opportunities presented by the Community Investment Levy (CIL) and guidance on implementation for the development of sports facilities including the potential for pooling CIL to provide sub regional or higher-level facilities and examples of good practice relating to CIL policies and it's usage ref sports provision.
- ◀ Provide comprehensive information on NGB facility priorities across the sub region and potential investment in projects.

The Facilities Framework considered supply and demand issues for indoor and built sports facilities in Staffordshire. The data relevant to CCDC within the ambit of this report included:

- | | |
|------------------|---------------------------------|
| ◀ Sports halls | ◀ Health and fitness facilities |
| ◀ Swimming pools | ◀ Squash courts |
| ◀ Indoor bowls | ◀ Gymnastics facilities |

Summary of local policies

Key local policy messages can be summarised as follows:

- ◀ The context for CCDC over the past five years has been one of financial austerity which is unlikely to alter within the immediate future.
- ◀ There is a commitment to improve the health of all communities in Cannock Chase; supported by the need to have good quality sports facilities.
- ◀ There is also a commitment to working across partner agencies to support residents and communities to take control of their own health and wellbeing.
- ◀ There is a commitment to partnership work with a range of agencies leading to efficiencies and a requirement that Council services that are customer centred and accessible.
- ◀ SASSOT completed a Sports Facilities Framework (2014-2023) indicating the importance of partnership working and recognising that facilities outwith the District can also be an important part of the facility mix.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

2.3 Demographic profile

The following is a brief summary of the demographic profile of Cannock Chase using data drawn from nationally recognised sources.

Population and distribution

The total population of CCDC is 98,534 (mid-year estimate 2016) with a slightly higher number of females (49,719) than males (48,815). The population is at its most dense around Cannock in the west, and Rugeley in the north, of the District. (See Figure 2 overleaf).

Age distribution (Data source: ONS 2016)

The age structure is similar to the West Midlands. It has a slightly lower proportion of 20-24 year olds (5.8%); West Midlands (6.7%). The increasing number and proportion of older people is a key consideration pitching the sports and physical activity offer within the area.

Ethnicity (Data source: 2011 census of population, ONS)

The ethnic composition of CCDC does not reflect that of England as a whole; 97.7% of the local population classified their ethnicity as White; this is higher than the England rate; 85.4%. The next largest population group (by self-classification) is Asian, at 1.0% this is markedly lower than the national equivalent (7.8%).

Crime (Data source: 2016 Recorded Crime, Home Office)

During the 12 months to September 2017 the rate for recorded crimes per 1,000 persons in Cannock Chase was 71.0; this is lower than the equivalent rate for England and Wales as a whole which was 79.0. In both instances the crime rate has risen since 2015, by around 27.4% for Cannock Chase and 25.5% for England & Wales.

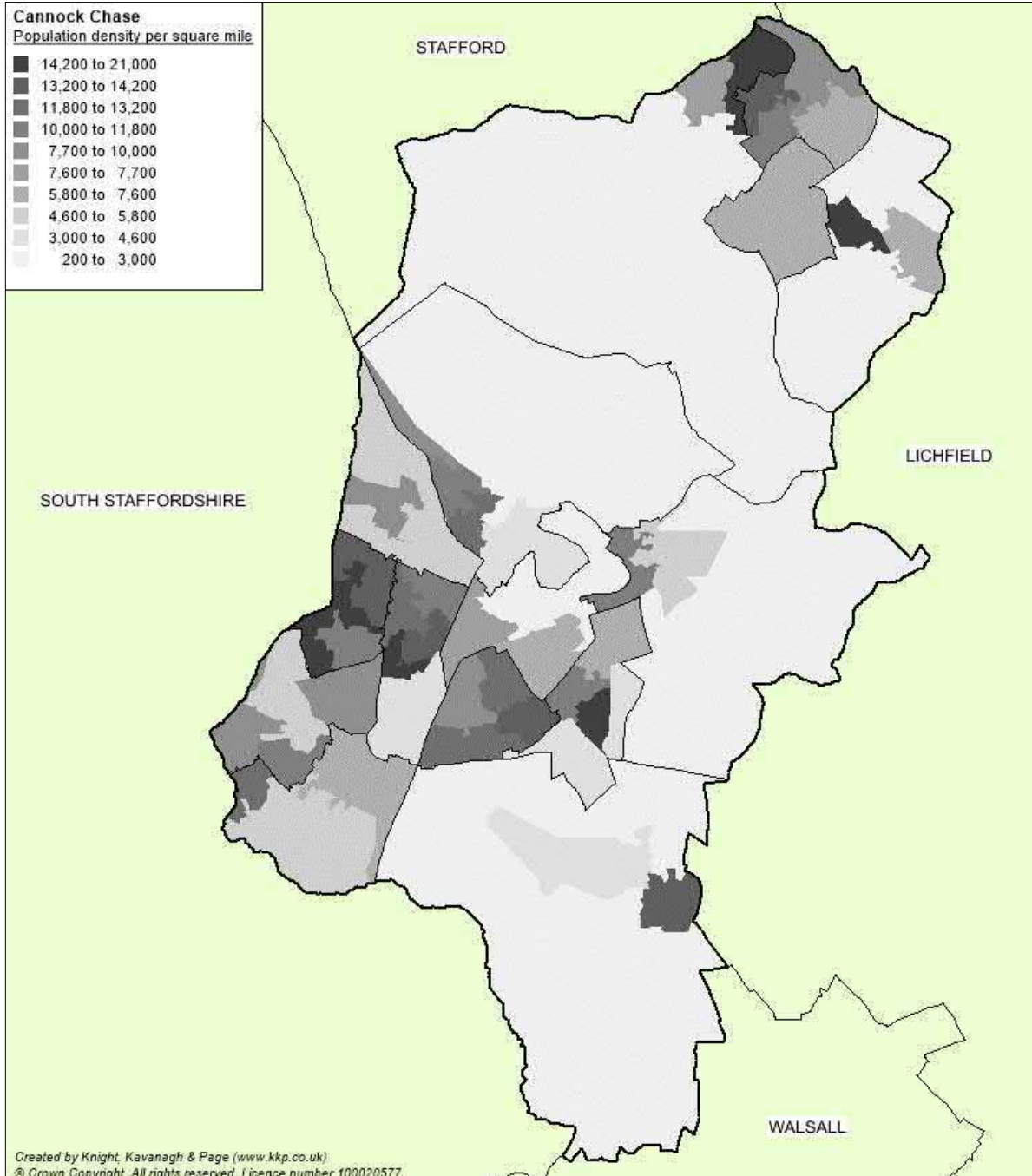
Income and benefits dependency (Data source: NOMIS (2017))

The median figure for full-time earnings (2017) in CCDC is £27,097; the comparative rate for the West Midlands is £26,905 (-0.7%) and for Great Britain is £28,740 (+6.1%). In January 2018 there were 491 people in Cannock Chase claiming Job Seekers Allowance (JSA); this represents a decrease of 84.1% when compared to January 2010 (3,088).

Figure 2.4: Population density 2016 MYE: Cannock Chase lower super output areas (Isoa)

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

(Population density map based on LSOAs from ONS' most recent Census of population).



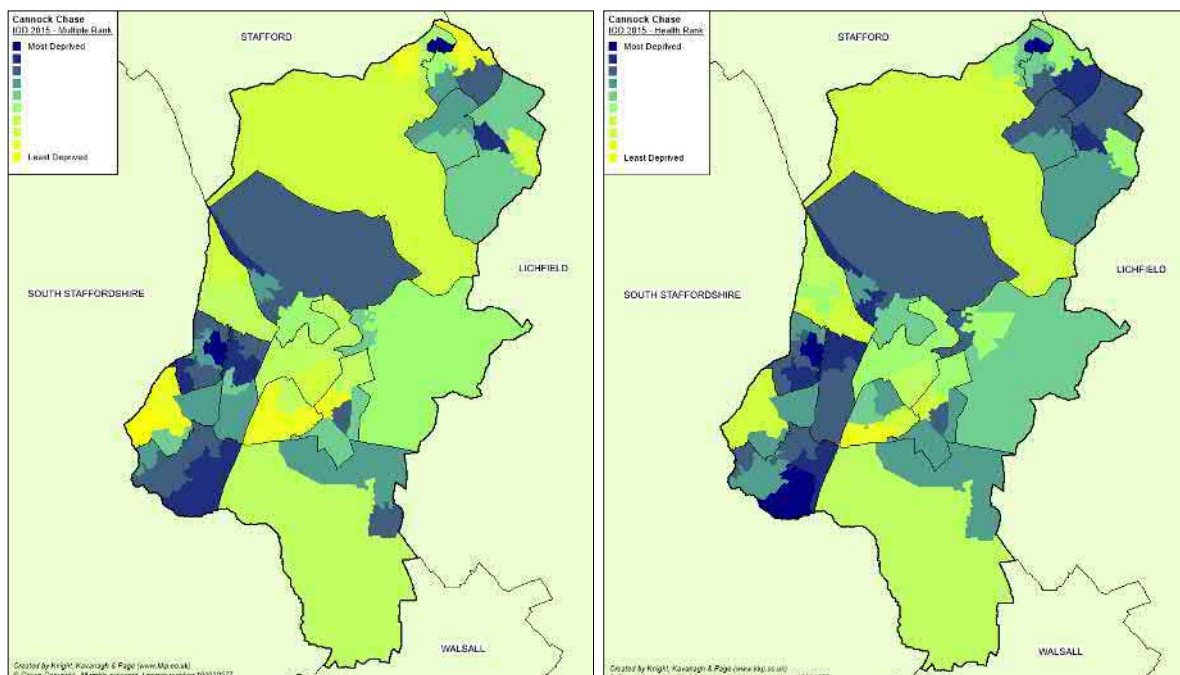
CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Deprivation (Data source: 2015 indices of deprivation, DCLG)

Cannock Chase has similar levels of deprivation to the rest of Staffordshire; 30% of the District population lives in areas covered by the country's three most deprived cohorts (national average; 30%). In contrast to this, 20.7% live in the three least deprived groupings in the country; compared to a 'norm' of c.30%.

Figure 2.5: Index of multiple deprivation

Figure 2.6: IMD Health domain



Health data (Data sources: ONS births and deaths, NCMP¹ and NOO²)

Life expectancy in Cannock Chase is commensurate with the national figure; the male rate is currently 79.3 compared to 79.6 for England, and the female equivalent is 83.1 compared to 83.2 nationally.³

Weight and obesity

Obesity is widely recognised to be associated with health problems such as type 2 diabetes, cardiovascular disease and cancer. At a national level, the resulting NHS costs attributable to overweight and obesity⁴ are projected to reach £9.7 billion by 2050, with wider costs to society estimated to reach £49.9 billion per year. These factors combine to make the prevention of obesity a major public health challenge.

Adult obesity rates in Cannock Chase are above national and regional averages. Child rates for obesity are lower than regional averages and slightly higher than national averages.

¹ National Child Measurement Program

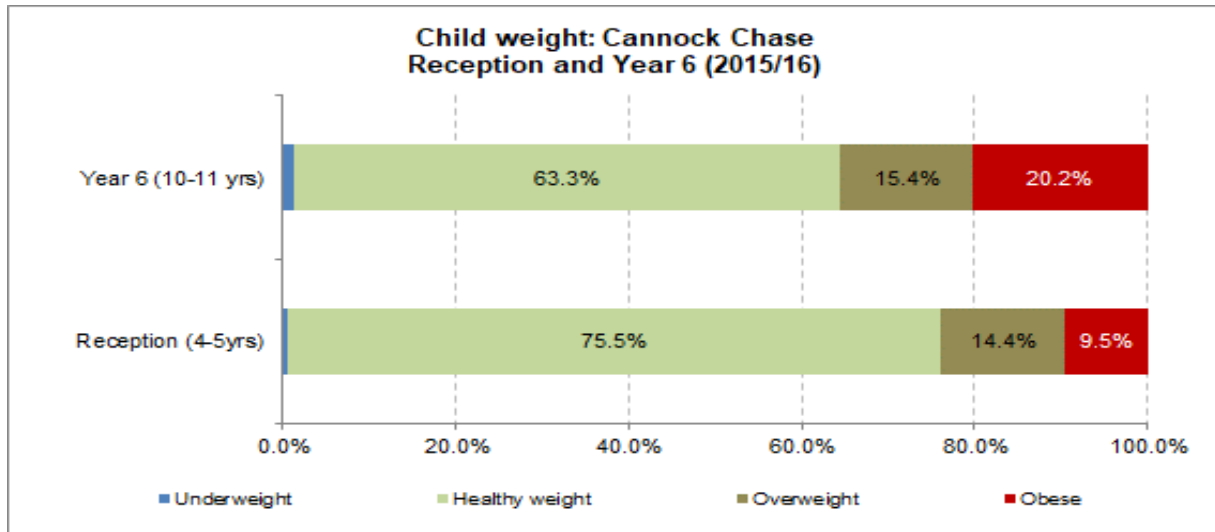
² National Obesity Observatory

³ Office of National Statistics: Life Expectancy at Birth by local areas in the United Kingdom, 2013.

⁴ In adults, obesity is commonly defined as a body mass index (BMI) of 30 or more. For children in the UK, the British 1990 growth reference charts are used to define weight status.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 2.7: Child weight – reception and year 6

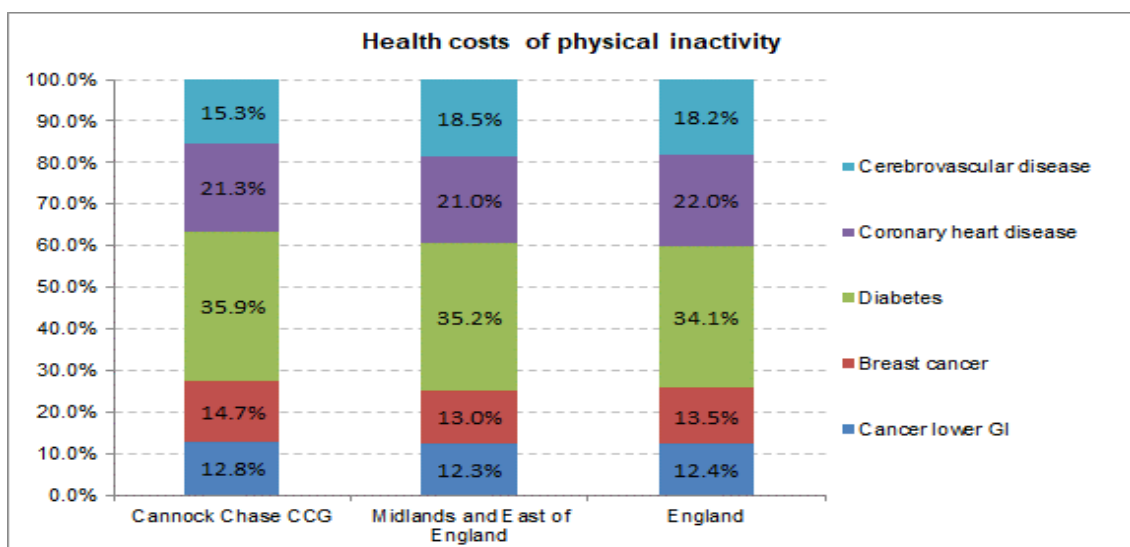


Obesity rates increase significantly between the ages of 4 and 11. Around one in ten (9.5%) of children in Cannock Chase are obese in their reception year at school and 14.4% are overweight. By Year 6 this rises to one in five (20.2%) being obese and 15.4% being overweight. In total, by Year 6, over one third (35.6%) are either overweight or obese.

Health costs of physical inactivity

The British Heart Foundation (BHF) Promotion Research Group has reviewed the costs of avoidable ill health that it considers to be attributable to physical inactivity. Initially produced for the DoH report Be Active Be Healthy (2009) the data has subsequently been reworked for Sport England and updated in 2014/15 by Public Health England. Illnesses that the BHF research relates to include cancers such as bowel cancer, breast cancer, type 2 diabetes, coronary heart disease and cerebrovascular disease e.g., stroke. The data indicates a similar breakdown between these illnesses regionally and nationally.

Figure 2.8: Health costs of physical inactivity



CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Cannock Chase is in one Clinical Commissioning Group (CCG): The CCG is led by GPs from the area's 25 member practices and serves a population of 132,019 within the boundaries of Cannock Chase District Council (including Cannock, Rugeley and Heath Hayes) and the Huntington, Great Wyrley and Cheslyn Hay wards of South Staffordshire District Council. Cannock Chase's population accounts for 73.1% of NHS Cannock Chase CCG.

The annual cost to the NHS of physical inactivity for the Cannock Chase CCG falls within is estimated at £1,021,855.37. When compared to regional and national costs per 100,000, the costs for the CCG (£768,422.08) are 6.4% below the national (£817,273.95) and regional average (£818,184.98) averages. It should also be noted that in addition to the NHS costs industry incurs significant costs to as a result of productivity lost due to back pain etc. These have also been costed in CBI reports and are of similar magnitude to the NHS costs.

Active People Survey (APS)

Active People now in its tenth year (APS10: October 2015 – 2016) collects data on the type, duration, frequency and intensity of adult participation by type of sport, recreation and cultural activity. Key indicators from APS 10 for Cannock Chase are compared to the corresponding rates for the West Midlands, England and statistical 'nearest neighbours' based on a CIPFA (the Chartered Institute of Public Finance and Accountancy) model. This has been developed to aid local authorities to compare and benchmark. It applies a range of socio-economic indicators, including population, unemployment rates, tax base per head of population, council tax bands and mortality ratios upon which the specific family group (nearest neighbours) is calculated. Key findings include:

- ◀ Just over one third (32.5%) of adults participate in at least 1 x 30 minutes moderate intensity sport per week. This is below both national (36.1%) and regional (33.8%) averages. CCD's 'nearest neighbours' range from 30.6% to 35.0%.
- ◀ Just over one fifth (21.9%) are members of a sports club based on the four weeks prior to the APS. This is close to the national (22.2%) and regional (21.4%) rates and is above all but one of its 'nearest neighbours'.
- ◀ Around one in six (16.3%) adults in Cannock Chase received sports tuition during the 12 months prior to APS 10. This was above regional and national averages.

Active Lives Survey 2015/16

Sport England's Active Lives Survey 2015/16 is based on 16+ year olds taking part in walking, cycling, fitness, dance and other sporting activity. As identified in Table 2.2 below, a higher percentage of the Cannock Chase's population is inactive compared to England and the West Midlands and a lower percentage is considered to be active.

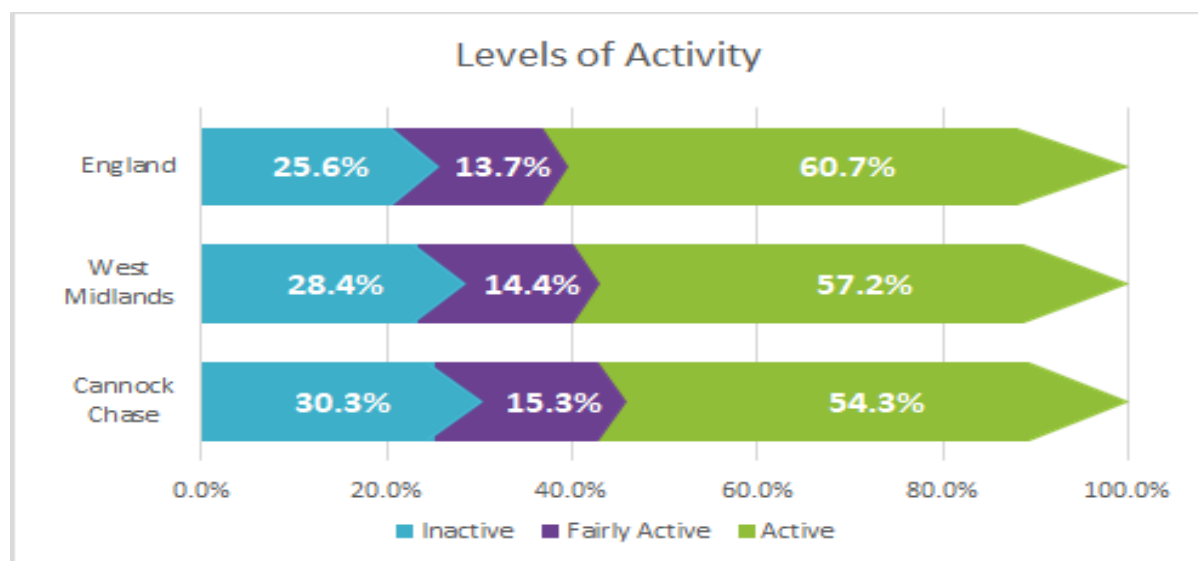
Table 2.2: Active Lives Survey results 2015/16

	Inactive (<30 minutes per week)		Fairly Active (30-149 minutes per week)		Active (150+ minutes per week)	
England	11,349,300	25.6%	6,081,800	13.7%	26,950,100	60.7%
West Midlands	1,315,800	28.4%	665,500	14.4%	2,647,400	57.2%
Cannock Chase	24,500	30.3%	12,400	15.3%	43,900	54.3%

Rate/population totals for sport & physical activity levels (excluding gardening) of adults (16+) in English local authority areas.

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Figure 2.8: Levels of Activity



In summary, Sport England's APS 10 found that participation and sports club membership in Cannock Chase was slightly below regional and national averages, whereas those receiving sports tuition in the last year was slightly higher. Active Lives data shows that the proportion of the adult population in Cannock Chase which is inactive is above regional and national levels. The findings from the two surveys are, thus, consistent.

The most popular sports

A further aspect of APS and SE segmentation is that it makes it possible to identify the 'most participated in' sports within Cannock Chase. In common with many other areas, gym sessions and swimming are the most popular and they cut across age groups and gender. In Cannock Chase nearly 12% of adults take part in a gym session, on average, at least once a month. This is higher than the regional and national averages. The next most popular activity is swimming which 7.1% of adults also undertake on a relatively regular basis (this is, however, lower than national and regional averages as identified below).

Table 2.3: Most popular sports in Cannock Chase (Source: SE Area Profiles)

Sport	Cannock Chase		West Midlands		England	
	No. (000s)	Rate	No. (000s)	Rate	No. (000s)	Rate
Gym Session	9.2	11.8%	498.2	10.9%	4,900.1	11.2%
Swimming	5.6	7.1%	372.0	8.1%	4,167.9	9.5%

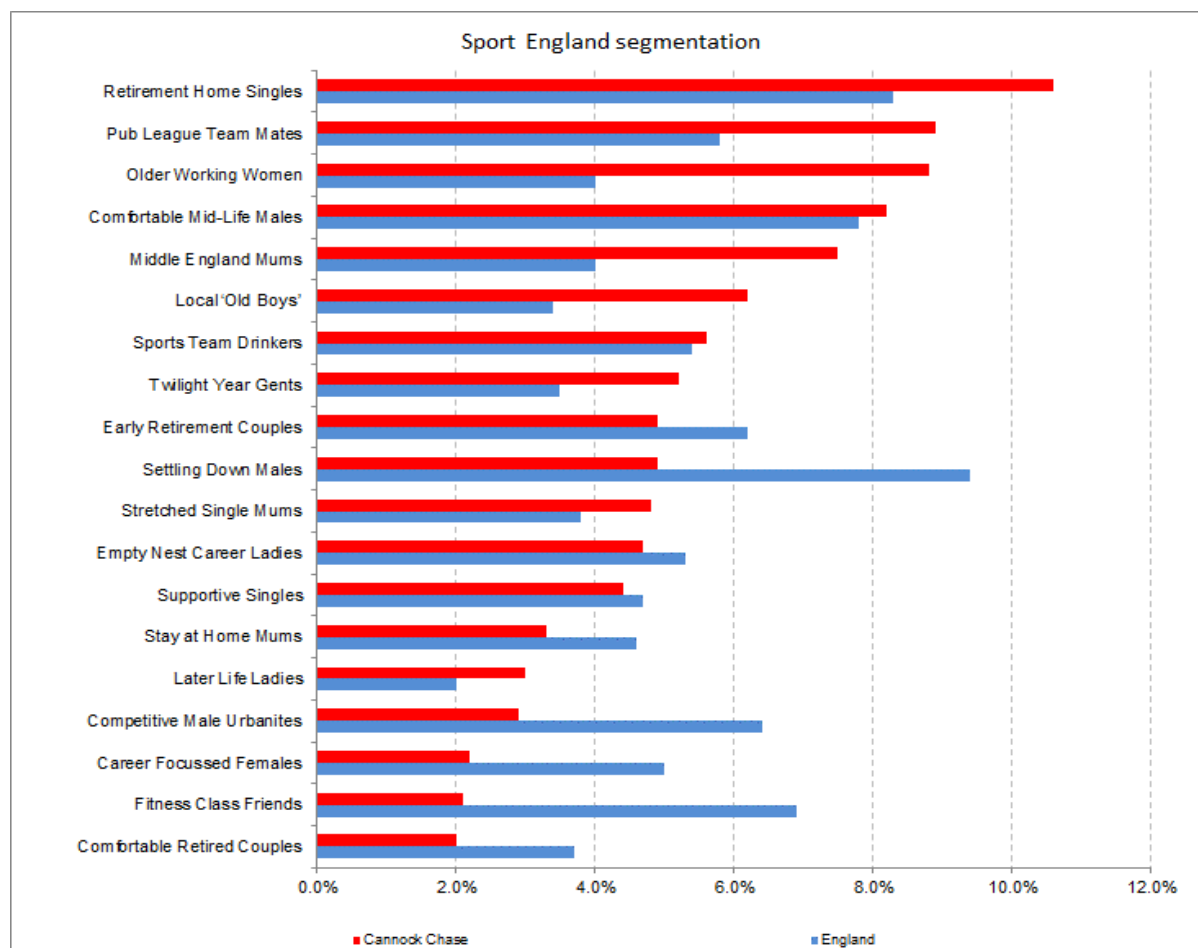
Sporting segmentation (Data source: Market segmentation, Sport England)

Sport England classifies the adult population via a series of 19 market segments to provide an insight into the sporting behaviours of individuals throughout the country. These cover a wide range of characteristics, from gender and age to the sports in which people take part, their other interests, newspapers read etc. Knowing which segments are most dominant in the local population can help direct provision and programming. Segmentation also enables

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partners to make tailored interventions, communicate effectively with target market(s) and better understand participation in the context of life stage and lifecycles.

Figure 2.9: SE segmentation – Cannock Chase compared to England



The segmentation profile for Cannock Chase indicates 'Elsie & Arnold' to be the largest segment of the adult population at 10.6% (6,436) compared to a national average of 8.3%. This is closely followed by 'Pub League Team Mates' and 'Older Working Women'.

At the other end of the spectrum, there are fewest 'Comfortable Retired Couples' with 2.0%, 'Fitness Class Friends' (2.1%) and 'Career Focussed Females'. (See also Appendix 2).

Mosaic (Data source: 2016 Mosaic analysis, Experian)

Mosaic 2016 is a similar consumer segmentation product. It classifies all 25.2 million households into 15 groups, 66 household types and 238 segments. This data can be used to paint a picture of UK consumers in terms of their social-demographics, lifestyles, culture and behaviour and tends to be used to draw out population characteristics for the backdrop to library usage and other non-sporting activities.

Table 2.4 (overleaf) shows the top five Mosaic classifications in Cannock Chase compared to the country as a whole. The dominance of these five segments can be seen inasmuch as

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they represent approximately two thirds (67.5%) of the population compared to a national equivalent rate of just over a quarter (26.8%). A full description of all the segments can be found in Appendix 2.

Figure 2.10: Mosaic segmentation – Cannock Chase compared to England

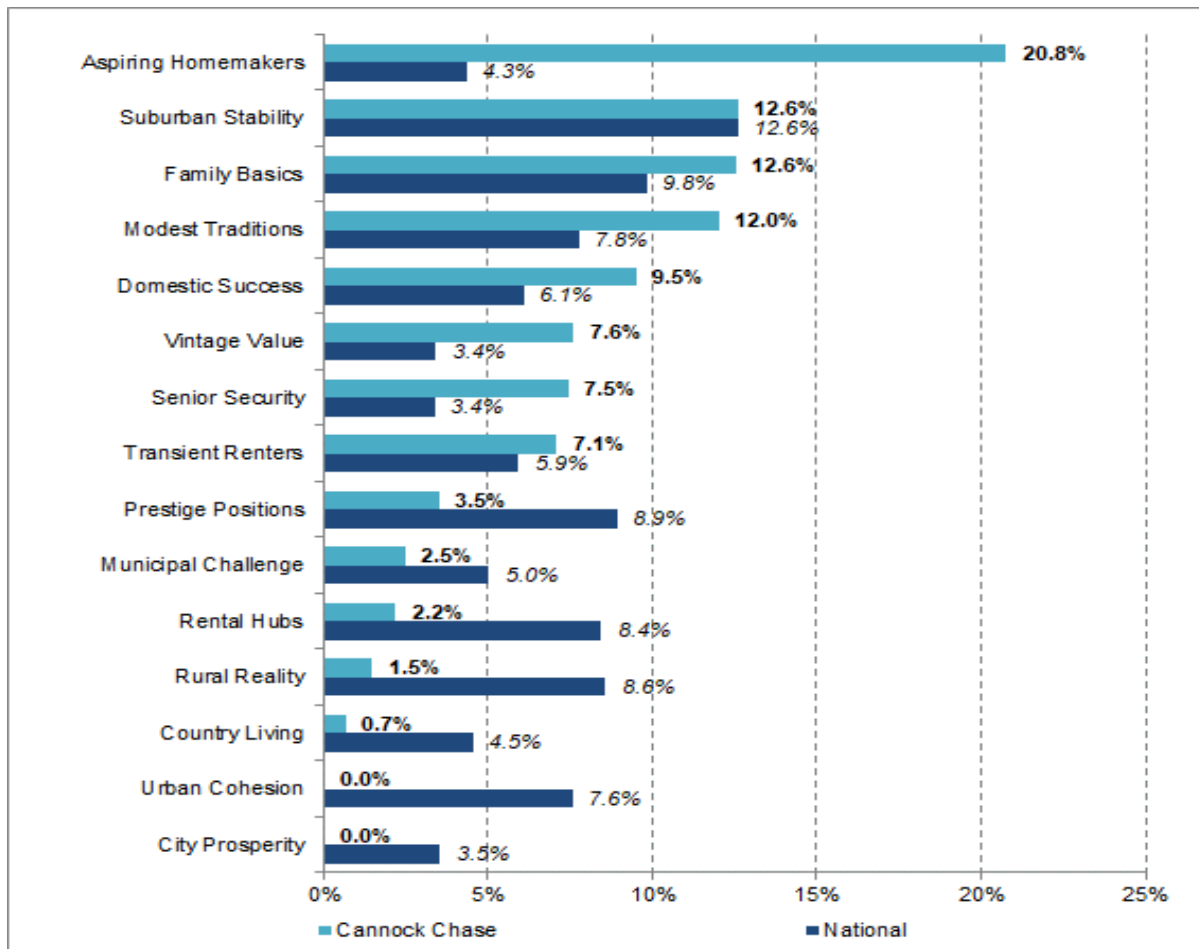





Table 2.4: Dominant Mosaic profiles in Cannock Chase

<p>Aspiring Homemakers</p> 	<p>Younger households who have, often, only recently set up home. They usually own their homes in private suburbs, which they have chosen to fit their budget.</p>
<p>Suburban Stability</p> 	<p>Typically, mature couples or families, some enjoying recent empty-nest status and others with older children still at home. They live in mid-range family homes in traditional suburbs where they have been settled for many years.</p>
<p>Family Basics</p> 	<p>Families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.</p>

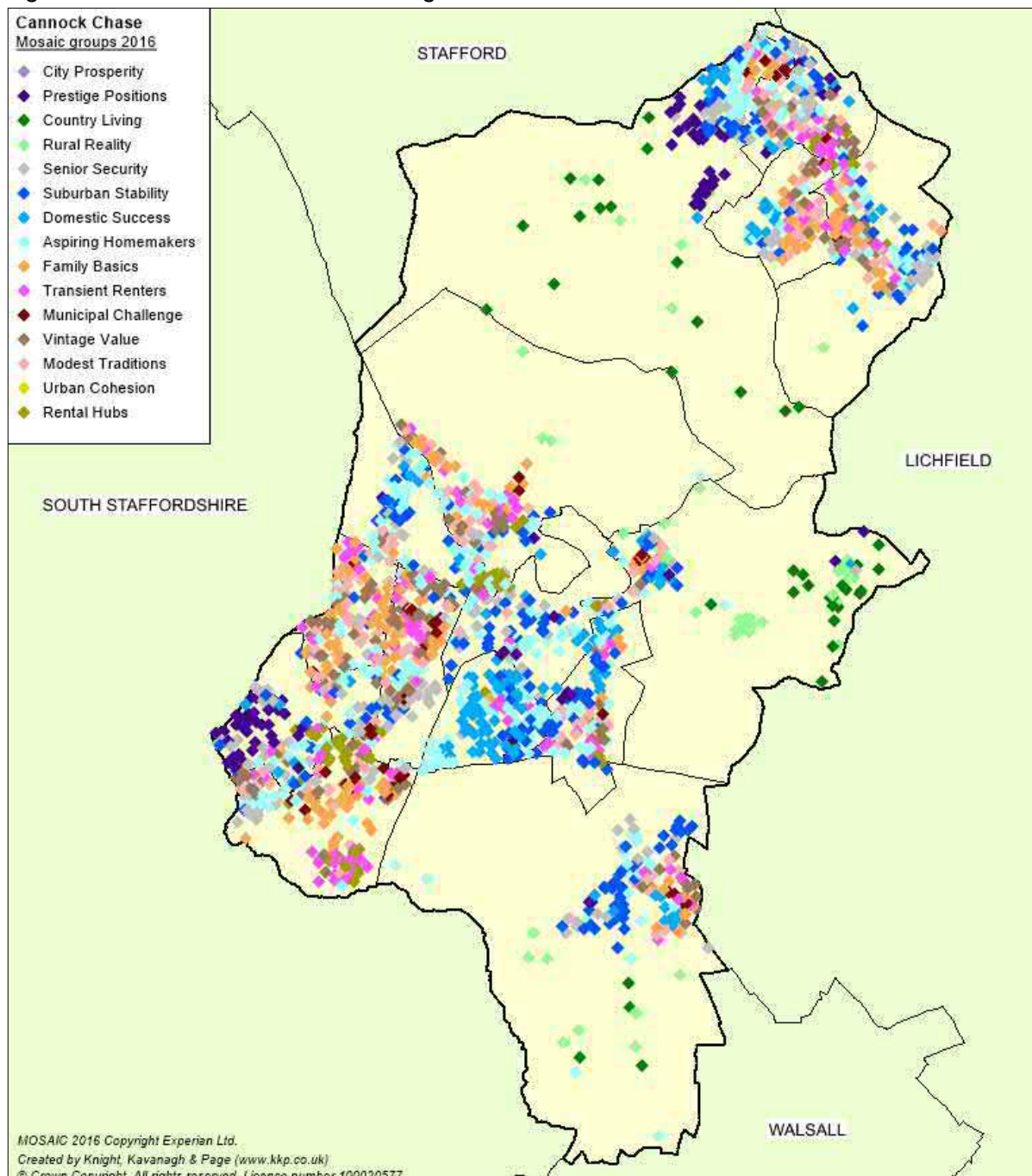
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The largest segment profiled for CCDC is the Aspiring Homemakers group at 20.8% of the area's adult population; this is five times the national rate (4.3%). Figure 2.11 overleaf shows the prominence of the three most dominant profiles in the district

Table 2.5: Mosaic – main population segments in Cannock Chase

Mosaic group description	Cannock Chase		National %
	#	%	
1 – Aspiring Homemakers	20,533	20.8%	4.3%
2 – Suburban Stability	12,446	12.6%	12.6%
3 – Family Basics	12,406	12.6%	9.8%
4 – Modest Traditions	11,895	12.0%	7.8%
5 – Domestic Success	9,394	9.5%	6.1%

Figure 2.11: Distribution of Mosaic segments in Cannock Chase



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Population projections

Strategic planning: change over 22 years (2014 to 2036⁵)

The most recent ONS projections indicate a rise of 5.6% in Cannock Chase's population (+5,543) over the 22 years from 2014 to 2036. Over this extended timeframe the numbers in the majority of age groups rise and fall at different points. Key points for CCDC are:

- ◀ The decline in the number of 16-24 year olds, -13.5% in the first period (-1,450) followed by slight growth back to -11.3% (-1,219) in the second period.
- ◀ The small decline in the number of 0-15 year olds, falling by -250 (-1.4%) by 2025).
- ◀ The projected continuous increase in the number of persons aged 65+; a rise of +26.4% (+4,628) in the first period and growing by +61.2% (+10,732) between 2014 and 2036. This age group was 17.8% of CCDC's population in 2014 but will be 27.2% by 2036.

Figure 2.12: Projected population change (2014 -2036)

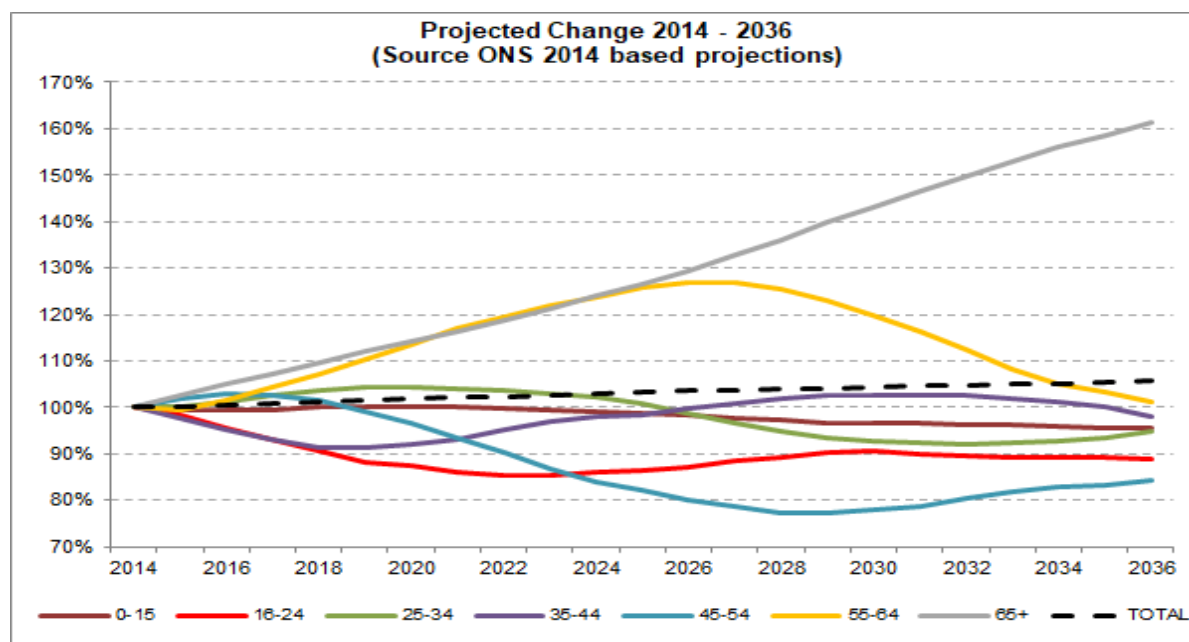


Table 2.7: Cannock Chase - ONS projected population (2014 to 2036)

Age (years)	Number			Age structure %			Change 2014 – 2036		
	2014	2025	2036	2014	2025	2036	2014	2025	2036
0-15	17,962	17,712	17,149	18.2%	17.4%	16.5%	100.0%	98.6%	95.5%
16-24	10,774	9,324	9,555	10.9%	9.2%	9.2%	100.0%	86.5%	88.7%
25-34	12,547	12,658	11,897	12.7%	12.4%	11.4%	100.0%	100.9%	94.8%
35-44	12,842	12,650	12,603	13.0%	12.4%	12.1%	100.0%	98.5%	98.1%
45-54	15,137	12,417	12,749	15.4%	12.2%	12.2%	100.0%	82.0%	84.2%
55-64	11,754	14,806	11,874	11.9%	14.6%	11.4%	100.0%	126.0%	101.0%
65+	17,533	22,161	28,265	17.8%	21.8%	27.2%	100.0%	126.4%	161.2%
Total	98,549	101,728	104,092	100.0%	100.0%	100.0%	100.0%	103.2%	105.6%

⁵ Office for National Statistics 2014-based population projections (data released May 2016)

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Cannock Chase Local Plan

The Local Plan (Part 1) sets out a 'Vision' for how the District will be by the end of the plan period (2036). Key headlines are:

- ◀ The District will continue to be made up of distinct communities with strong local character. People will be safer and healthier and will be proud of the area in which they live and work.
- ◀ The potential of the Districts' accessible location along major transport routes will be maximised to achieve a thriving local economy
- ◀ People will lead greener, more environmentally friendly lifestyles, inspired by Cannock Chase Area of Outstanding Natural Beauty.

As a result of the issues faced by the District, and in order to achieve the Vision, the Local Plan (Part 1) sets out a series of high-level objectives which then inform the development of the policies. The objectives are as follows:

- ◀ Objective 1: Promote pride in attractive, safe local communities
- ◀ Objective 2: Create healthy living opportunities across the District
- ◀ Objective 3: Provide for housing choice
- ◀ Objective 4: Encourage a vibrant local economy and workforce
- ◀ Objective 5: Encourage sustainable transport infrastructure
- ◀ Objective 6: Create attractive town centres
- ◀ Objective 7: Provide well managed and appreciated environments
- ◀ Objective 8: Support a greener future

Each objective had a sub-set of priorities.

Housing market

The Government is changing the way in which housing need is calculated, using a new national standardised methodology. CCDC will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives CCDC a figure (which could still change) of 295 dwellings per year (for the period 2016-2026) compared to the current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, the performance of CCDC is also likely to be measured using a new Housing Delivery Test for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan so the Council will need to be mindful of this as it prepares the new plan.

CCDC is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area (GBHMA). Across this wider area, there is a significant housing shortfall of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report has recently been published which considers the following across the entire Housing Market Assessment area:

- ◀ • Current capacity
- ◀ • Potential for increasing densities
- ◀ • Further supply on non-Green Belt sites
- ◀ • Potential Green Belt opportunities utilising a strategic Green belt review

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CCDC is not able to say how much growth it might be able to accommodate at present as it will need further evidence to see what capacity it might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). As set out under Policy CP1, it may need to consider site options that lie within the Green Belt but this would also require a range of evidence base work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).

Rugeley Power Station

Rugeley Power Station closed operations in June 2016. It was the last functioning power station in the West Midlands. Cannock Chase and Lichfield district councils are the joint planning authorities for the land as it straddles both areas. With regard to sport and leisure provision, the land within the Power Station contained:

- ◀ 1 x football pitch.
- ◀ 1 x cricket pitch
- ◀ 2 x tennis courts
- ◀ 1 x bowling green
- ◀ An 18-hole golf course.

The sports and social club subsequently closed down and has been vacant from summer 2017 onwards.

Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed-use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 2,000 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

Lichfield District Council (LDC) developments

LDC is presently undertaking a feasibility study in relation to the potential replacement of Friary Grange Leisure Centre, Lichfield. The funding and site options/feasibility is not likely to be finalised until September 2018 and there is no corporate or formal commitment at this stage as to whether or not LDC will provide this facility or look to the open market. The study is, however, based upon information Sport England Facilities Planning Model information.

The current venue has:

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- ◀ 25m swimming pool
- ◀ 2 squash courts
- ◀ Multipurpose rooms
- ◀ 5 court sports hall
- ◀ Health and fitness suite with two studios
- ◀ Outdoor sand dressed artificial turf pitch.

Opportunities to develop additional housing in Cannock Chase will occur on the recently closed Rugeley Power Station site. There is close collaboration on the development of this site and on other wider developments between Lichfield and Cannock Chase district councils. It is also noted that LDC is in the process of undertaking a feasibility study in respect of a replacement for the Friary Grange Leisure Centre - in Lichfield.

Wider context

Birmingham has been chosen as the host city for the 2022 Commonwealth Games, with plans already underway for a major new development bringing 3,000 new homes to the area after the event. With the cost of hosting expected to reach around £750m, the Government has agreed to cover £560m of the bill, while a significant proportion of the shortfall will be made up by the introduction of a hotel tax where visitors pay an additional £2 a night to stay in the city.

Birmingham City Council and the West Midlands Combined Authority have also applied for £189m of funding from the government's Housing Infrastructure Fund to contribute to development of the Perry Barr Athlete's Village, which will house c. 6,500 athletes and officials during the Games. The plan is to then convert this into apartments and townhouses for sale and rent.

Summary

Cannock Chase's recently published Corporate Plan (2018-2023) identifies promoting prosperity and community wellbeing as its key priorities. Within this new framework is a clear commitment to promote active and healthy lifestyles. The Local Plan identifies the requirement for more housing in both the wider Birmingham area and in Cannock Chase itself. The exact nature and number of housing development has not yet been agreed but may be in the area of 295 dwellings per year. The closure and, therefore, potential development of Rugeley Power Station may impact more significantly on housing growth in the future (in cooperation with Lichfield Council).

Further the Birmingham Commonwealth Games 2022 has the potential to be used as a catalyst to generate increases in sport and physical activity participation in the build-up to the Games and beyond. The effect of the Games on facilities is likely to be restricted to mountain biking as this is the only sport identified to be taking place within the District.

The population of Cannock Chase is expected to rise by just over 5% by 2036. Of significance is the estimate that the 65+ age group is projected to rise from 17.8% of Cannock Chase's population in 2014 to 27.2% of the total by 2036.

All of the above indicates limited change to the numbers living within the District up to 2036 but that there will be a gradual increase in the age demographic. The rise in numbers is unlikely to lead to significant increases in demand for sports facilities. It is, however, likely that the changing profile of the population within the local authority will lead to different requirement for sports and leisure facilities over a period of time. There may be an increasing demand placed on facilities during the day, for example, or for different programmes of activity to be considered so that people can stay active for longer.

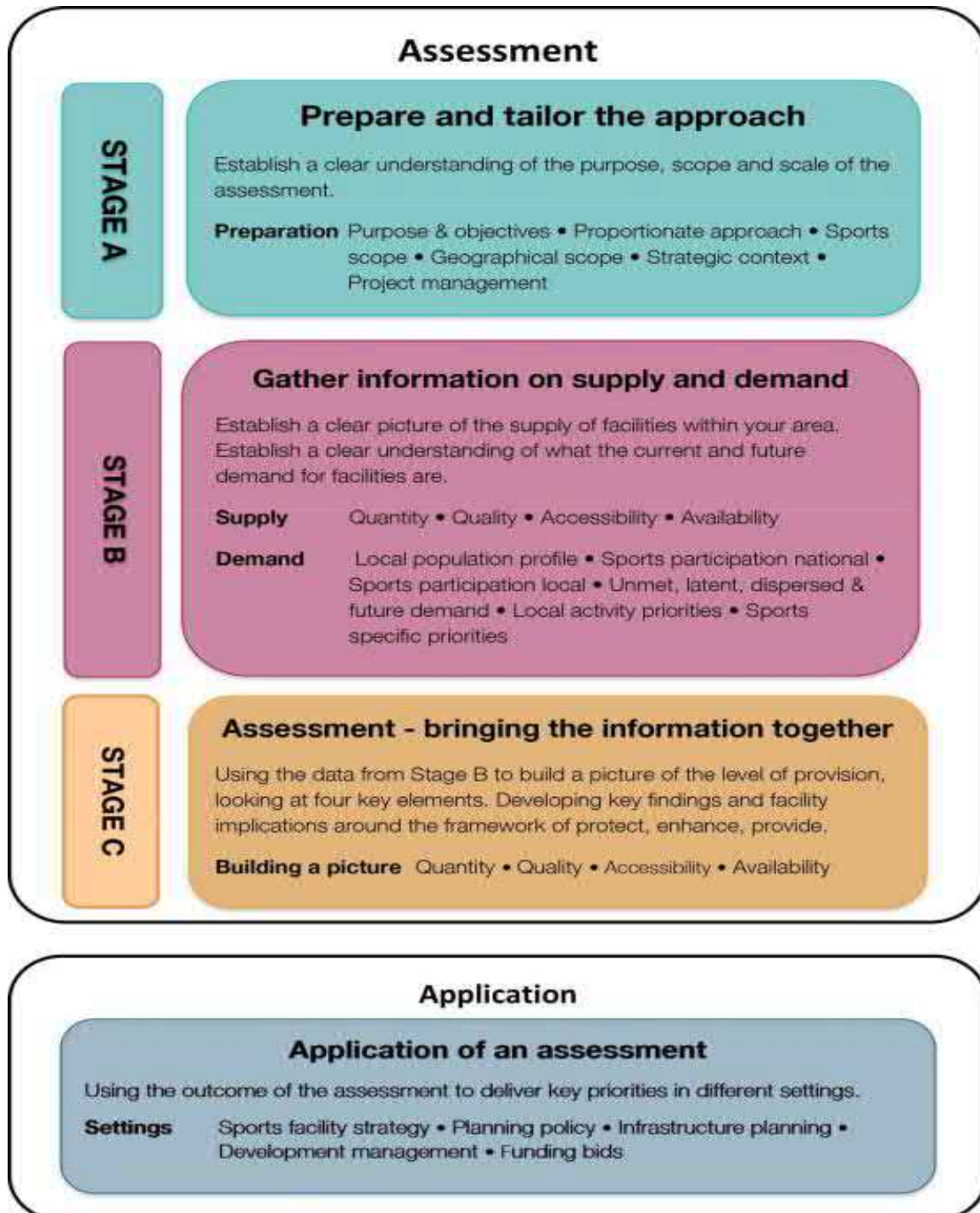
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SECTION 3: INDOOR SPORTS FACILITIES ASSESSMENT APPROACH

3.1: Methodology

The assessment of provision is based on the Sport England Assessing Needs and Opportunities Guide (ANOG) for Indoor and Outdoor Sports Facilities

Figure 3.1: Recommended approach



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This provides a recommended approach to undertaking a robust assessment of need for indoor and outdoor sports facilities. It has primarily been produced to help (local authorities) meet the requirements of the Government's NPPF, which states that:

'Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. 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. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.' (NPPF, Paragraph 96).

The assessment of provision is presented by analysis of the quality, quantity, accessibility and availability for the identified facility types (e.g. sports halls and swimming pools). Each facility is considered on a 'like for like' basis within its own facility type, so as to enable it to be assessed for adequacy.

Demand background, data and consultation is variable, depending upon the level of consultation garnered. In some instances, national data is available whilst in others, it has been possible to drill down and get some very detailed local information. This is evident within the demand section.

The report considers the distribution of and interrelationship between facility types in the District and provides a clear indication of areas of high demand. It will identify where there is potential to provide improved and/or additional facilities to meet this demand and to, where appropriate, protect or rationalise the current stock.

3.2: Site visits

Active Places Power is used to provide baseline data to identify facilities in the study area. Where possible, assessments were undertaken in the presence of facility staff. This adds considerable value as it not only enables access to be gained to all areas of a venue, but also allows more detailed *in-situ* discussion of issues such as customer perspectives, quality, maintenance etc. This is essential to ensure that the audit (which is, in essence, a 'snapshot' visit) gathers accurate insight into the general user experience.

Site visits to key indoor facilities, those operated by other partners and the voluntary sector are undertaken. Through the audit and via informal interviews with facility managers, a 'relevance' and 'condition' register is built which describes (e.g.):

- ◀ Facility and scale.
- ◀ Usage/local market.
- ◀ Ownership, management and access arrangements (plus, where available, facility owner aspirations).
- ◀ Management, programming, catchments, user groups, gaps.
- ◀ Location (urban/rural), access and accessibility.
- ◀ Condition, maintenance, existing improvement plans, facility 'investment status' (lifespan in the short, medium and long term).
- ◀ Existing/ planned adjacent facilities.

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An assessment form captures quantity and quality data on a site by site basis and feeds directly into the main database allowing information to be stored and analysed. Quality assessments undertaken are rated in the following categories. These ratings are applied throughout the report, regardless of facility type.

Table 3.1: Quality ratings of indoor sports facilities using ANOG

Quality rating	Description
Good	Facility is assessed as being new or recently invested, up to date, well maintained, clean and well-presented and generally no older than ten years. Fixtures, fittings, equipment and sports surfaces are new or relatively new with little if any wear and tear. The facility is well lit with a modern feel. Ancillary facilities are welcoming, new or well maintained, fit for purpose, modern and attractive to use.
Above average	Facility is in reasonable condition and is well maintained and presented. May be older but it is fit for purpose and safe. Fixtures, fittings, equipment and sports surfaces are in acceptable condition but may show some signs of wear and tear. Ancillary facilities are good quality, but potentially showing signs of age and some wear and tear.
Below average	Facility is older and showing signs of age and poor quality. Fixtures, fittings, equipment and sports surfaces are showing signs of wear and tear. The facility is usable but quality could be improved. The facility is not as attractive to customers and does not meet current expectations. Ancillary facilities are deteriorating, reasonable quality, but usable.
Poor	The facility is old and outdated. Fixtures, fittings, equipment and sports surfaces are aged, worn and/or damaged. The facility is barely usable and at times may have to be taken out of commission. The facility is unattractive to customers and does not meet basic expectations. Ancillary facilities are low quality and unattractive to use.

Ratings are based on a non-technical visual assessment carried out by a KKP assessor. Assessments take account of facility age and the condition of surfaces, tiles and walls. Line markings and safety equipment are rated, any problem areas such as mould, damage, leaks etc. are noted. Condition of fixtures, fittings and equipment are recorded. Adequate safety margins are important. Changing rooms are assessed. Maintenance and wear of the facility is taken into account. Disability Discrimination Act compliance is also noted, although not studied in detail for the purposes of this report. When all this data has been collated, an overall quality rating is awarded to each facility at a site. Site visits are conducted at all sites with main sports facilities, such as a 3-court or larger sports hall.

Catchment areas

Catchments for different facility types are used to identify areas not served by existing indoor sports provision. Catchment areas vary from person to person, day to day, hour to hour. This problem is overcome by accepting the concept of 'effective catchment', defined as the distance travelled by around 75-80% of users (Sport England's model).

This, coupled with KKP's experience working in/with leisure facilities and delivering assessments for many other local authorities enables identification of catchment areas for sports halls as follows:

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Table 3.2: Facility catchment areas

Facility type	Identified catchment area by urban/rural
Sport halls	20 minute walk/ 20 minute drive
Swimming pools	20 minute walk/ 20 minute drive
Indoor bowls centre	30 minute drive
Indoor tennis centres	30 minute drive

3.3: Facilities Planning Model overview

The Facilities Planning Model (FPM) helps to assess the strategic provision of community sports facilities. It has been developed as a means of:

- ◀ Assessing requirements for different types of community sports facilities on a local, regional or national scale.
- ◀ Helping local authorities to determine an adequate level of sports facility provision to meet their local needs.
- ◀ Testing 'what if' scenarios in provision and changes in demand, this includes testing the impact of opening, relocating and closing facilities and the impact population changes would have on the needs of the sports facilities.

In its simplest form the model seeks to assess whether the capacity of existing facilities for a particular sport are capable of meeting local demand for that sport taking into account how far people are prepared to travel to a facility (using the integrated transport network). In order to estimate the level of sports facility provision in an area, the model compares the number of facilities (supply), by the demand for that facility (demand) that the local population will produce.

The Model is prescriptive and not predictive in that it does not provide precise estimates of the use of proposed facilities. Rather, it prescribes an appropriate level of provision for any defined area in relation to demand and which reflects national expectations and policies.

The FPM is used to test scenarios, by suggesting what impact a new facility would have, or the closure of a facility, to the overall level of facility provision. It can also take account and model the impact of changes in population, for example, from major housing development.

For this report the assessment uses the FPM data from the Strategic Assessment of provision for sports halls and swimming pools in Cannock Chase from 2014, when the assessment was undertaken for the Facilities Framework for Staffordshire. It is based on the projected changes in the population of the authority for both swimming pools and sports halls.

KKP takes account of the findings in the 2014 report and uses this as a baseline for the 2018 audit and assessment.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 4: SPORTS HALLS

Indoor multi-purpose sports halls are one of the prime sports facilities for community sport. They provide venues suitable to allow a range of sport and recreational activities to be played. The standard methodology for measuring sports halls is the number of badminton courts contained within the floor area.

They are generally considered to be of greatest value if they are of at least 3+ badminton courts in size with sufficient height to allow games such as badminton to be played. It should be noted, however, that a 4-court sports hall provides greater flexibility as it can accommodate major indoor team sports such as football (5-a-side and training), basketball and netball. It also has sufficient length to accommodate indoor cricket nets and indoor athletics as such offering greater sports development flexibility than its 3-court counterpart.

Larger halls (e.g., those with six or eight courts) can accommodate higher level training and/or competition as well as meeting day to day need. They may also provide an option for more than one pitch/court increasing flexibility for both training and competition and hosting of indoor central venue leagues for sports such as netball. This assessment considers all 3+ court facilities in Cannock Chase in line with Sport England's ANOG. Halls that function as specialist venues, such as dance studios are excluded in this section.

Introduction

The Staffordshire Sports Facilities Framework 2014 found the following:

- ◀ *The supply of sports halls in CCDC is currently 32 badminton courts; total demand is 27. Total supply thus exceeds total demand by five badminton courts; a situation that was not, at that point, considered to be likely to change.*
- ◀ *Population growth to 2024 is minimal so the figures will remain unchanged.*
- ◀ *Sports halls operated at 68% capacity in 2013 and were predicted to operate at 70.5% in 2024; both well within the Sport England specified 80% comfort level. Sport England considers a sports hall to be full if operating at 80% full in peak time on a regular basis).*
- ◀ *Chase Leisure Centre is operating at 98% currently, forecast to increase to 100% by 2024. Rugeley Leisure Centre is already operating at 100% capacity.*
- ◀ *This would suggest other sports halls are operating at less than 68%*
- ◀ *There is a clear case for managing usage more effectively across the authority.*

Sports hall quality was (and is) an issue. Of sites assessed, just one sports hall was rated good. Investment in refurbishing and updating sports halls will be an issue in future.

Further findings from the 2014 Report were that the Staffordshire University Academy in Cannock has a four-court hall and a two court ancillary hall that were not considered in the FPM and are rated good quality. They are recorded on Active Places Power as offering pay and play access but the School reports there being no demand (or staffing) for the facility. This is an issue that should be addressed so as to ensure that use can be made of the facility and demand generated (i.e. marketing, sports development programmes etc.).

CCDC facilities were (and still are) managed by Inspiring Healthy Lifestyles – IHL). The venues operating at or near full capacity would benefit from improved (strategic) programming of all sports halls in the area to ensure that full use is made of them and increased availability achieved at other sites.). This does not include facilities on school sites and there does not appear to be any coordination between various management structures.

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4.1: Supply

Quantity

Figure 4.1 illustrates that sports halls are spread throughout the District with the areas of higher population density well serviced. In particular, Cannock Chase has 10 sports halls within the immediate vicinity.

Figure 4.1: All sports halls in Cannock Chase

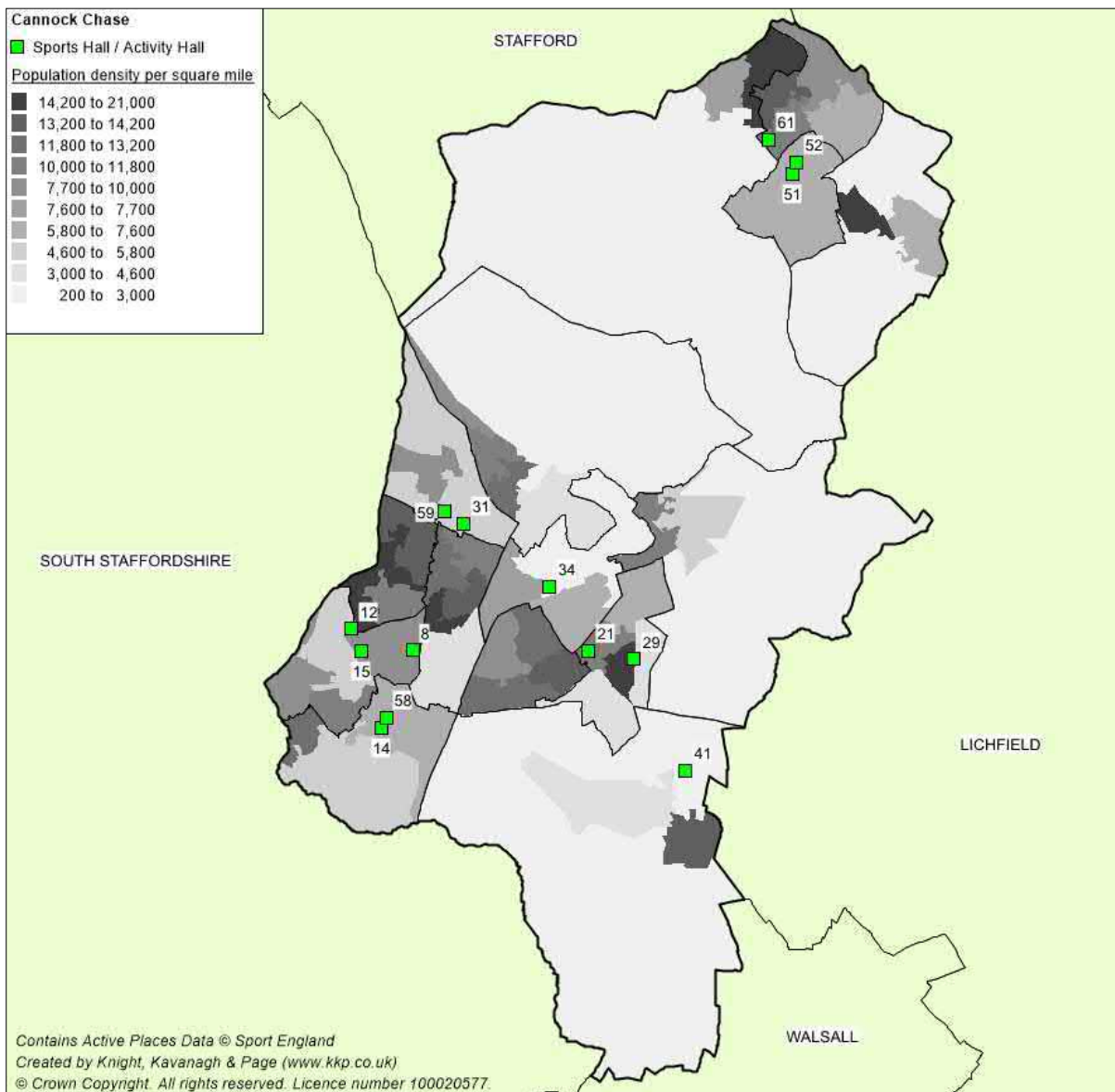


Table 4.1 identifies that the Authority has 19 sports halls located on 14 sites offering a total of 46 badminton courts. More than half (11) identified are two badminton courts or fewer in size. While often appropriate for mat sports, exercise to music and similar provision, halls with fewer than three courts are inevitably limited in terms of the range and scale of recreational and sporting activity they can accommodate. (When undertaking a non-

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technical audit of sites with ancillary halls (see Table 4.1) consideration of programming and quality are considered within the wider context of the overall sport and physical activity offer.

Table 4.1: All sports halls in Cannock Chase

Map ID	Site title	Courts
8	Cannock Chase High School	4
8	Cannock Chase High School	0
8	Cannock Chase High School	0
12	Cardinal Griffin Catholic College	4
12	Cardinal Griffin Catholic College	0
14	Chase Grammar School	4
15	Chase Leisure Centre	8
21	Five Ways Primary School	1
21	Five Ways Primary School	1
29	Heath Hayes Primary Academy	1
31	Hednesford Valley High School	2
34	Kingsmead School	5
41	Norton Canes High School	4
51	Rugeley Academy	1
52	Rugeley Leisure Centre	4
58	St Marys Primary School	1
59	Staffordshire University Academy	1
59	Staffordshire University Academy	4
61	The Hart School (Lower School)	1
Total		46

Community access sports halls

In line with ANOG methodology, sports halls with fewer than three courts and/or which do not offer community use are discounted. The KKP audit identifies eight sports halls, of the requisite size, on eight sites available for community use. These are:

- ◀ Cannock Chase High School
- ◀ Cardinal Griffin Catholic College
- ◀ Chase Leisure Centre
- ◀ Chase Grammar School
- ◀ Kingsmead School
- ◀ Norton Canes High School
- ◀ Rugeley Leisure Centre
- ◀ Staffordshire University Academy

Quality of facilities

All available sites were subjected to a non-technical assessment to ascertain facility quality. The results are illustrated in Figure 4.2 and Table 4.2.

The eight community accessible halls offer a total of 37 badminton courts. One site is rated as good (Staffordshire University Academy), four above average (Cardinal Griffin Catholic College, Chase Grammar School, Norton Canes High School and Rugeley Leisure Centre)

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and three are rated as below average (Cannock Chase High School, Chase Leisure Centre and Rugeley Leisure Centre).

Figure 4.2: Sports halls (3+ courts) offering community use in Cannock Chase by condition

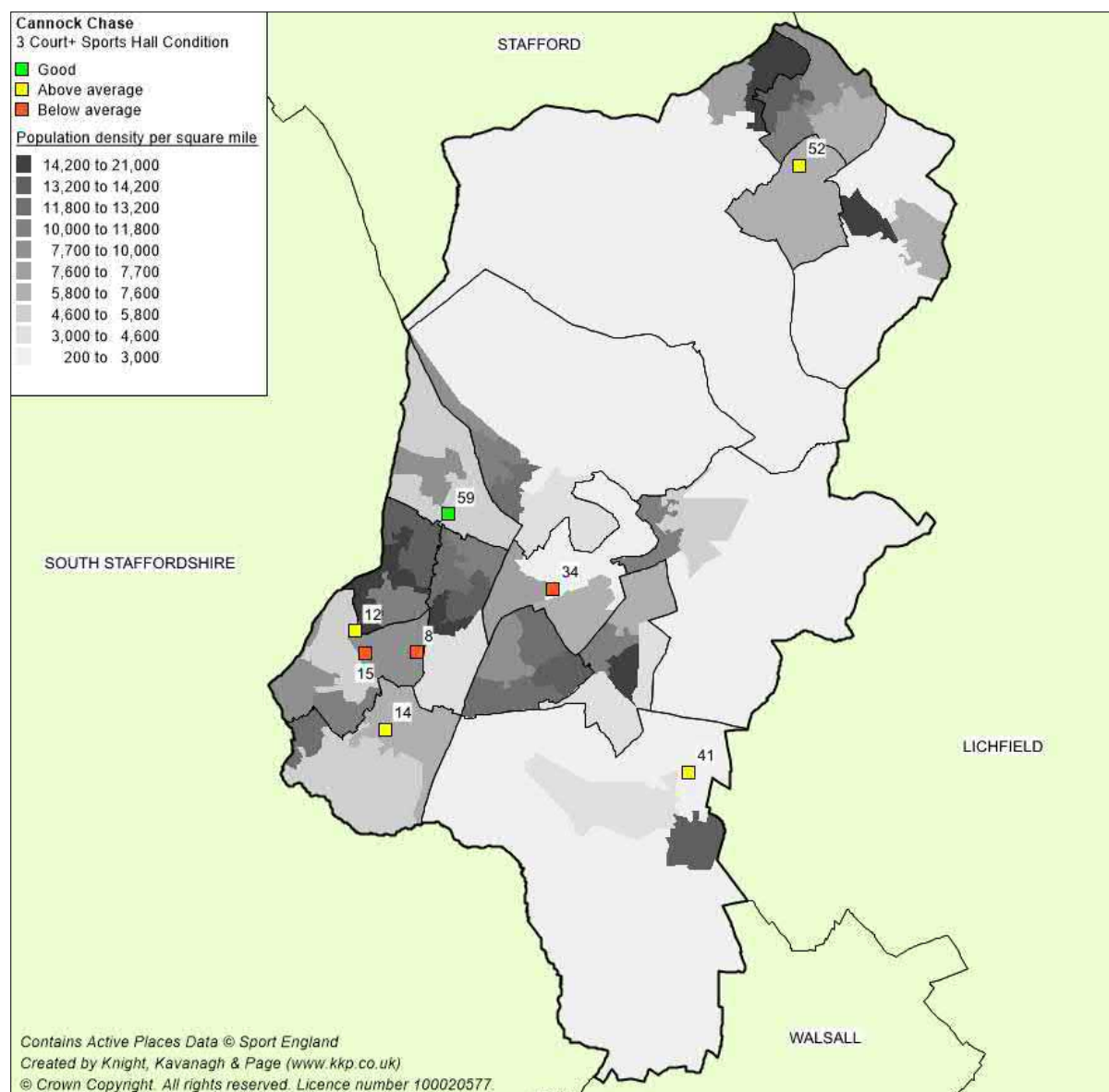


Table 4.2: Sports halls (3+ courts) in Cannock Chase by condition

ID	Site name	Courts	Assessment condition	
			Court	Changing
8	Cannock Chase High School	4	Below average	Below average
12	Cardinal Griffin Catholic College	4	Above average	Below average
14	Chase Grammar School	4	Above average	Below average
15	Chase Leisure Centre	8	Below average	Below average
34	Kingsmead School	5	Below average	*Below average
41	Norton Canes High School	4	Above average	Below average

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ID	Site name	Courts	Assessment condition	
			Court	Changing
52	Rugeley Leisure Centre	4	Above average	Above average
59	Staffordshire University Academy	4	Good	Below average
Total		37		

There is one eight court sports hall (Chase Leisure Centre), one five court sports hall (Kingsmead School) and the other six halls all have four courts. Table 4.2 clearly shows the need for investment in changing facilities as seven out of the eight facilities are considered to be below average i.e., the only facility with changing facilities rated above average is Rugeley Leisure Centre.

Table 4.3 identifies the year each facility was built and the year in which any refurbishment or significant investment has occurred. The information clearly shows a correlation between the date the facility was built, and the quality level identified in Table 4.2.

Table 4.3: Year of construction and refurbishment details of sports halls

Site name	Year built	Refurbishment	Age (years)
Cannock Chase High School	2001		17
Cardinal Griffin Catholic College	1976	Unknown	42
Chase Grammar School	1996	2003	22
Chase Leisure Centre	1991	2012	37
Kingsmead School	1970	1996	48
Norton Canes High School	1971	2006	47
Rugeley Leisure Centre	2004	2016 (new floor)	14
Staffordshire University Academy	2013		5

Accessibility

Sports hall accessibility is influenced by physical (i.e. built environment) and human (i.e. management) elements. Appropriate walk and drive-time catchments are applied to facilities to determine accessibility of facilities to communities. The normal acceptable standard is a 20-minute walk time (1 mile radial catchment) for an urban area and a 20 minute drive time for a rural area. This enables analysis of the adequacy of coverage and helps to identify areas currently not serviced by existing provision.

Research identifies that residents from deprived areas are less likely to participate in sport than people from more affluent areas. This can be due to a range of reasons including, for example, cost and access. Having facilities within a suitable distance (20-minute walk time) is important to ensure all residents have access to them.

Figure 4.3 and Table 4.4 indicate that over four fifths (83.3%) of Cannock Chase residents live within a 20-minute walk of a 3+ court sports hall. Table 4.4 identifies that:

- ◀ Under one third (30%) of the population (29,253) lives in the most deprived areas which is commensurate with the national average c. 30%.
- ◀ Of the people living in the areas of higher deprivation, 93.2% (27,281) live within a mile of a community accessible sports hall.

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All of Cannock Chase population is within 20-minute drive of a Cannock Chase publicly accessible sports hall of minimum size at least 3 badminton courts: (2016 MYE population estimate of 98,534). The map can be found in Appendix 4.

Figure 4.3: 20 Sports halls by condition with 1 mile radial catchment set against IMD 2015

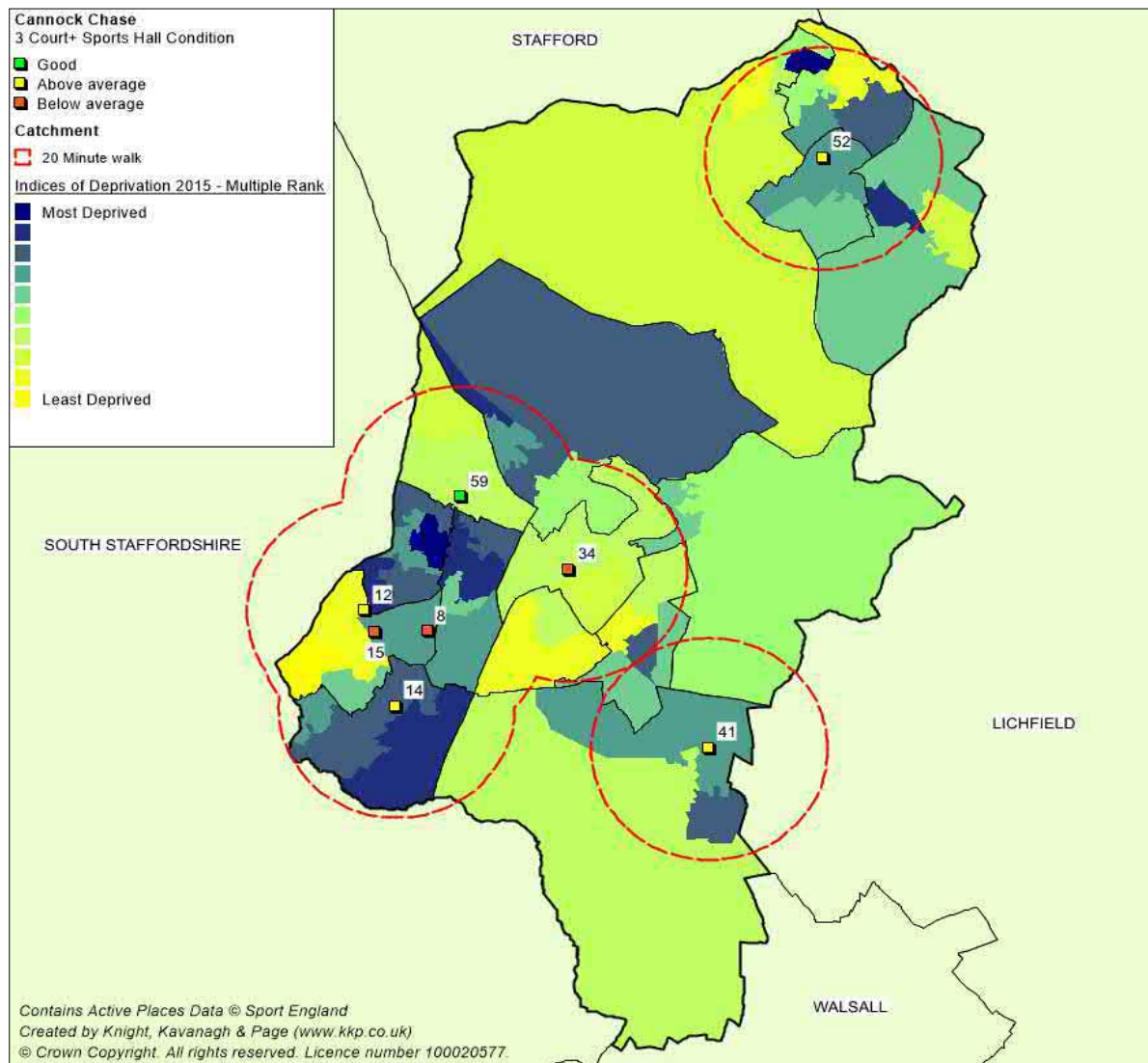


Table 4.4: Percentage of population within 20 minutes' walk of sports halls

IMD 2015 10% bands	Cannock Chase		Sports hall (3 court+) with community use. Catchment populations by IMD			
	Persons	Population %	Persons inside catchment	Population inside (%)	Persons outside catchment	Population outside (%)
0 - 10	2,621	2.7%	2,606	2.7%	15	0.0%
10.1 - 20	10,654	10.9%	10,037	10.2%	617	0.6%
20.1 - 30	15,978	16.3%	14,638	14.9%	1,340	1.4%
30.1 - 40	13,191	13.5%	12,849	13.1%	342	0.3%
40.1 - 50	12,088	12.3%	8,472	8.7%	3,616	3.7%

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50.1 - 60	8,150	8.3%	3,962	4.0%	4,188	4.3%
60.1 - 70	15,017	15.3%	12,934	13.2%	2,083	2.1%
70.1 - 80	6,399	6.5%	3,357	3.4%	3,042	3.1%
80.1 - 90	12,194	12.5%	11,128	11.4%	1,066	1.1%
90.1 - 100	1,648	1.7%	1,648	1.7%	0	0.0%
Total	97,940	100.0%	81,631	83.3%	16,309	16.7%

Availability and facility management

Management and ownership across all sports halls varies.

Table 4.5: Ownership and management of sports hall facilities

Site	Ownership	Management
Cannock Chase Leisure Centre	CCDC	Inspiring Healthy Lifestyles
Rugeley Leisure Centre	CCDC	Inspiring Healthy Lifestyles
Staffordshire University Academy	Academy	Academy
Cardinal Griffin Catholic College	Local Authority	College
Chase Grammar School	Independent School	School
Kingsmead School	Academy	School
Norton Canes High School	Local Authority	School
Cannock Chase High School	Academy	School

All schools manage their sports facilities independently regardless of who owns the site. Inspiring Healthy Lifestyles manages Cannock Chase and Rugeley leisure centres on behalf of CCDC. The different management arrangements make it difficult to coordinate pricing and programming across the facilities.

The IHL contract was awarded in 2012 for an initial period of ten years. There appears to be a good relationship between CCDC and IHL with consultation indicating that the contract period is likely to be extended until 2032. Significant investment in Chase Leisure Centre is planned (subject to further consultation) especially for inclusive cycling and a multipurpose room, which will entail the conversion/removal of the indoor bowling area.

Table 4.6 indicates that a variety of sports are played across the District. The more popular sports are indoor football, badminton, and indoor cricket nets. Indoor football is played at six of the eight sites. All education sites report having spare capacity.

Table 4.6: Community use of sports halls in Cannock Chase

ID	Site	Courts	Main sports played
15	Cannock Chase Leisure Centre	8	Badminton (casual/no strings), netball (high five, junior), 5-a-side, trampolining, rebound therapy, dodgeball, roller skating, futsal.
52	Rugeley Leisure Centre	4	Netball, cricket (indoor nets), football, rugby (tots), trampolining, badminton, basketball.
59	Staffordshire University Academy	4	Football teams (junior)
12	Cardinal Griffin Catholic College	4	Handball*, badminton

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ID	Site	Courts	Main sports played
14	Chase Grammar School	4	5 a side football
34	Kingsmead School	5	Climbing, football, hockey, cricket (indoor nets)
41	Norton Canes High School	4	Football (5 a side & juniors)
8	Cannock Chase High School	4	Badminton, indoor cricket, Nerf wars, Tae Kwon Do.

* Handball is used for training although the court is insufficient in size

Consultation at education sites indicates a desire and capacity to accommodate more sports hall bookings. Lack of demand is reported. Conversely, the two main leisure centres (Chase and Rugeley) appear to have little capacity to accommodate any more sports/teams.

It is also noted that the two sites with the larger halls (Chase Leisure Centre – 8 courts and Kingsmead School – 5 courts) appear not to be booked for the sports that require larger indoor spaces. For example, handball is played at Cardinal Griffin Catholic Colleges. Chase Leisure Centre does however, report accommodating events that use the full eight courts, such as cat and dog shows, regional gymnastics events, robot wars and boxing shows.

Analysis of the hire costs of sports halls has been undertaken; results are reported in Table 4.7. This indicates that school facilities hire costs are significantly lower than CCDC owned facilities. That being said, the cost of hiring facilities is always a challenge to clubs especially those that are newly established or require significant officials/ equipment costs.

Table 4.7: Sports hall hire costs in Cannock Chase

Facility	Sports hall hire costs
Cannock Chase Leisure Centre	£51.00: full court hour, Badminton £9.30 peak/ £7.30 off peak
Rugeley Leisure Centre	£51.00: full court hour. Badminton £9.30 peak/ £7.30 off peak
Staffordshire University Academy	
Cardinal Griffin Catholic College	£25.00 per hour for the use of the sports hall
Chase Grammar School	
Kingsmead School	£20.00 per hour Monday-Friday £25.00 per hour weekends and school holidays
Norton Canes High School	£30.00 per hour *

* weekends incur and additional £20 costs for additional cleaning and caretaking costs

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Eight 3+ court sports halls (on eight sites) are located within a two mile radius of the CCDC boundary. These are mainly in Lichfield (three) and Walsall (four). Another hall is located to the south west of the authority (Cheslyn Hay Leisure Centre). This is in South Staffordshire. Schools and colleges allow for community use outside of school hours whilst Oak Park Active Living Centre and Cheslyn Hay and Burntwood leisure centres offer both day time and evening/weekend access. None of the facilities identified are under threat of closure so are likely to continue to accommodate current levels of imported demand.

Summary of supply

CCDC has 19 sports halls on 14 sites (totalling 46 badminton courts). Of these, eight have 3+ courts (total; 37 courts) and are considered to be community accessible. Non-technical assessments identify that all (apart from Rugeley Leisure Centre) have below average changing facilities. Four have above average sports halls with Staffordshire University Academy assessed as good. There is spare capacity in school sports halls but very limited (if any) spare capacity at Chase and Rugeley leisure centres. School site hires are considerably lower than the leisure centres. All CCDC residents live within a 20-minute drive time of a sports hall, 83% live within a 20-minute walk time of one. Eight sports halls are located within two miles of the local authority boundary.

4.3: Demand

NGB and club consultation

Badminton

Badminton England (BE) is the NGB for Badminton. Its 2017-2025 strategy, Discover Badminton; presents a vision for badminton to become one of the nation's most popular sports and to consistently win medals at world, Olympic and Paralympic levels. To achieve this, it has identified three key objectives:

- ◀ Grow grassroots participation.
- ◀ Create a system that identifies and develops player potential to deliver consistent world class performers.
- ◀ Build financial resilience to become a well governed organisation and demonstrate compliance with the UK governance code.

BE reports having 21 affiliated badminton clubs within Staffordshire, however, within Cannock Chase there is only one badminton club and it is not affiliated. It plays at Cannock Chase High School.

BE reports there being capacity for badminton to take place at both Rugeley and Chase Leisure Centre's with Chase Leisure Centre hosting a "No Strings" badminton session one evening per week.

Cannock Chase has been identified as an area for potential growth for this sport due to the lack of affiliated and all clubs. Staffordshire Schools Badminton Association has also identified this area as an area for improvement.

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Gymnastics:

The British Gymnastics (BG) Strategic Framework 2017-2021 identifies three key priorities:

- ◀ Diversify sources of revenue to develop and grow the provision of gymnastics.
- ◀ Build the capacity and grow the demand in gymnastics.
- ◀ Raise the profile and increase the appeal of gymnastics.

Its facility development priorities (for the period 2017 - 2021) are:

- ◀ Support increased capacity within gymnastics through clubs, leisure providers and other delivery providers.
- ◀ Guide funding investment through the United Kingdom from British Gymnastics, home country sports councils, local authorities and other potential funders.
- ◀ Maintain and improve the quality of facilities and equipment within existing delivery partners.
- ◀ Develop insight, understanding and direction of how facility developments can contribute towards other BG strategic priorities.

BG reports that there is limited access to facilities for gymnastics in Cannock Chase with all clubs reporting waiting lists. This restricts access to gymnastic activity due to the limited time available at both dedicated and non-dedicated facilities.

Table 4.9: Gymnastic Club membership and club facility type

Club Name	Number of participants	Type of facility
Birches Valley Gymnastics Club	550	Dedicated facility
South Staffs Acrobatics	170	Dedicated facility
South Staffs Acrobatics Gymnastics	40	Dedicated facility
C.H.A.N.C.E Sports Acrobatics	22	Non-dedicated high school

Consultation with Birches Valley Gymnastics Club echoes the message given out by BG in that it has a long waiting list. It has good facilities and looks to cater to everyone across its eight squads. It is keen to expand its space to encompass more members. There is, however, a workforce development issues as it does not have enough coaches to cater for demand.

It is in current discussion with regard to the expansion of its facility. This will not accommodate an increase in capacity but will allow for more space between apparatus and enable the provision of a warm up area with more space available at changeover times between groups.

South Staffs Acrobatics and South Staffs Acrobatics Gymnastics clubs were unavailable for consultation.

C.H.A.N.C.E Sports Acrobatics Club is located in an activity hall dedicated to gymnastics at Norton Canes High School. It also reports having a long waiting list.

BG identifies an increasing demand for gymnastics in line with an increasing population. There appears to be a need for more clubs and facilities. To address this, BG suggests

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working with local leisure providers to offer facilities as well as encouraging clubs to expand into dedicated gymnastics facilities (subject to sufficient demand and an accompanying business plan). Alternatively, there may be the opportunity to identify smaller village and/or community halls which could be given over to gymnastics on a more regular basis.

Handball

Cannock Olympia Handball Club has four teams, one men's, one junior and two girls' teams (U16s and U18s). The U18s girls team was England Handball U18 Girl's League Champions in 2017 having gone unbeaten all season; it then went on to win the National Cup.

The Club trains at Cardinal Griffin Catholic College in a sports hall that has a court marked. It is, however, of insufficient size.

It would like to be able to play on the court at Cannock Leisure Centre but cites cost as the primary reason that it is unable to do so, consequently it travels out of the area to play matches. One of the key issues with Cannock Leisure Centre is, reportedly, the additional costs of time needed to remove hall dividers to allow the expansion from four to eight courts.

This sits on top of the already higher standard court hire charges relative to schools (see Table 4.7 above). The Club reports that players would typically need to pay c. £20 per player per match to cover costs, which the Club suggests is neither sustainable nor feasible.

Other health and wellbeing groups

Chase Sportability Group – this is a multi-sport offer for adults aged 16 and over with physical, learning, sensory or cognitive disabilities. It runs an outreach and centre-based sports programme, supported by a sports activator. This is a very popular session with between 50 and 60 people attending weekly.

Based at Chase Leisure Centre, particular emphasis is placed on delivering a high-quality sports offer including trampolining, swimming, dance, fitness and exercise, golf, boccia and martial arts. The group is funded by a partnership of organisations including WLCT, Chase Sportability Group, CCDC, Staffordshire County Council, and Chase Sports Council. Funding is secured for the next three years (up to 2020).

GP Referral Scheme- Chase Leisure Centre offers a GP Referral Scheme operated and managed by IHL. This is reportedly rising in popularity. The current scheme has emerged from a Sport England funded programme (concentrating on cancer sufferers). This was a three-year programme which concluded in December 2017.

IHL funds two exercise referral specialists offering a 12-week programme of activity for those referred onto the programme. Information obtained via consultation suggests that there is an aim to drive up numbers on this programme to c. 700, from the approximately 500 currently on the programme. Consultation indicates a c.30% conversion to full membership on completion of the 12-week programme. This does not account for the people who continue to use the sport and leisure facilities but are not committed to taking out a membership offer.

Sports hall activity- Consultation indicates that a range of different activities take place in the sports halls at Chase and Rugeley leisure centres. Activities at Chase Leisure Centre

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include, for example, dodgeball, roller skating, Back 2 Netball and No Strings Badminton. Much of this is Centre activity based rather than club-led. Consultation would indicate that club use has dwindled over recent years.

Rugeley Leisure Centre indicates high demand for sessions such as yoga with full classes meaning that additional space is required to ensure that customer satisfaction remains high. There is a reported conflict between netball and indoor cricket as they require the facilities at the same time/day. Management indicates facing problems trying to balance the needs of different groups. Group exercise is on the increase with good instructors driving up increases in participation. The same cannot be said for other dry side activities as coaches are hard to come by, indicating the need for a wider workforce development plan.

Summary of demand

Both Chase and Rugeley leisure centres offer a wide programme of activities in their respective main and ancillary halls. Much of this appears to be activity-led rather than club based. Consultation indicates a need for a wider workforce development programme to try and drive up the number and quality of qualified coaches in a range of sports.

Although pay and play badminton is reported to be available at a number of sites, there is no affiliated club operating in the Authority.

4.4: Supply and demand analysis

Supply and demand are thus summarised:

- ◀ There are eight 3+ courts sports halls on eight sites which offer community use in the Authority. These were identified in the Staffordshire Facilities Framework 2014.
- ◀ Population growth to 2024 is minimal. The key issue is still ensuring that the level of investment in facilities will at least retain the quality of the current stock.
- ◀ The audit confirms that there is still high demand for the facilities at Chase and Rugeley leisure centres whilst there is still spare capacity at all the sports halls on education sites.
- ◀ The assessment also identifies spare capacity at all school sites. This has increased with the opening of Staffordshire University Academy (a four and two court hall, not identified within the FPM 2013). This suggests that there is more spare capacity which is not being used.
- ◀ The projected increase in population of just over 5% by 2036 could place increasing demand on sports halls, but the current spare capacity on all education sites suggests that this can be accommodated for with the current level of supply.
- ◀ The key issue is that the ageing demographic may place more pressure on the requirement for day time use; alternatively, it may lead to a reduced demand for sports hall space as the population becomes less active as it ages.
- ◀ There appears to be an undersupply of coaches which is restricting growth in a number of sports and limiting sports club-based development opportunity in the District.
- ◀ There is a clear case for managing programming and sports hall usage more effectively across the authority.

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4.5: Sport England's Facilities Calculator (SFC)

This assists local planning authorities to quantify additional demand for community sports facilities generated by new growth populations, development and regeneration areas. It can be used to estimate facility needs for whole area (District) populations but should not be applied for strategic gap analysis as it has no spatial dimension as it does not take account of:

- ◀ Facility location compared to demand.
- ◀ Capacity and availability of facilities – opening hours.
- ◀ Cross boundary movement of demand.
- ◀ Travel networks and topography.
- ◀ Attractiveness of facilities.

Table 4.10: Sports Facility Calculator for sports halls in Cannock Chase

	Population 2014	Population estimate 2036
ONS population projections	98,549	104,092
Population increase	-	5,543
Facilities to meet additional demand	-	+1.55 courts
Cost		£899,672

Calculations assume that the current sports hall stock remains accessible for community use and the quality remains the same. The projected increase in population will lead to a small increase in demand for sports hall space. The SFC indicates that there will be a requirement for an additional 1.55 badminton courts, up to 2036. The estimated cost of this is c. £900k.

It should be noted that both the FPM and audit identify a current supply demand balance. This balance, therefore, should be able to accommodate future additional demand identified above.

4.6: Summary of key facts and issues

In summary, the above consultation and analysis would indicate that Cannock Chase is in the following position with regards to its sports hall provision:

- ◀ It has 19 sports halls located on 14 sites which offer a total of 46 badminton courts.
- ◀ More than half of these sports halls (11) have two badminton courts or fewer.
- ◀ It has eight 3+ court sports halls
- ◀ Sports halls are generally in above average condition although changing facilities are generally below average in quality
- ◀ All the (3+ court) sports halls located at education sites are available for community use.
- ◀ All schools have spare sports hall capacity.
- ◀ The sports halls at Rugeley and Chase leisure centres are operating at near capacity.
- ◀ The cost of hiring school sports halls is significantly lower than those at Rugeley and Chase leisure centres.
- ◀ Much activity taking place in IHL managed sports halls is activity based rather than club-led.
- ◀ The shortage of coaches in a range of indoor sports is hindering their development.
- ◀ All residents live within 20 minutes' drive time of a 3+ court indoor sports hall
- ◀ Four fifths of residents live within a one-mile radial catchment of a 3+ court indoor sports hall.
- ◀ There appears to be substantial demand for smaller multi-use spaces to allow for growth in, for example, yoga and other class-based activities, especially in Rugeley.
- ◀ The limited change in supply of and demand for sports halls since the 2014 Staffordshire Facilities Framework would suggest that maintaining the quality of existing facilities is a high priority to ensure that participation in indoor sports at least remains constant and/or increases

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SECTION 5: SWIMMING POOLS

A swimming pool is defined as an “enclosed area of water, specifically maintained for all forms of water-based sport and recreation”. It includes indoor and outdoor pools, freeform leisure pools and specific diving tanks used for general swimming, teaching, training and diving. Many small pools are used solely for recreational swimming and will not necessarily need to strictly follow the NGB recommendations. It is, however, generally recommended that standard dimensions are used to allow appropriate levels of competition and training and to help meet safety standards. Relatively few pools need to be designed to full competition standards or include spectator facilities.

Training for competition, low-level synchronised swimming, and water polo can all take place in a 25m pool. With modest spectator seating, pools can also accommodate competitive events in these activities. Diving from boards, advanced synchronised swimming and more advanced sub-aqua training require deeper water. These can all be accommodated in one pool tank, which ideally should be in addition to the main pool.

The NGB responsible for administering diving, swimming, synchronised swimming and water polo in England is Swim England.

5.1 Introduction

The Staffordshire Sports Facilities Framework 2014 indicated the following with regard to swimming facilities within Cannock Chase

Cannock Chase FPM findings

- ◀ *Total demand for swimming exceeds the total swimming pool supply in both 2013 and 2024, in terms of the amount of water space available for public use.*
- ◀ *The population in Cannock Chase generates demand for 1,042m² of water space in 2013 based on the weekly peak period. (Note: for context a 25m x 4 lane pool is 212 m² of water). Total supply of water space from the five pools in Cannock Chase in 2013 based on the same measure is 996 m² of water – so demand exceeds supply but not by much.*
- ◀ *Population growth to 2024 creates an increase in demand equivalent to just 18 m² of water to a total of 1,060 m² of water. Total supply is assumed to remain unchanged at 996 m² of water.*
- ◀ *The pool stock varies in age, the oldest pool is the one at the Staffordshire University Academy which opened in 1971. Chase Leisure Centre opened in 1973 but was extensively modernised in 2013. After 1973 no new pool venues opened until Cannock Nuffield Fitness and Wellbeing Centre in 2001. Rugeley Leisure Centre then opened in 2008. Overall the District has a relatively modern stock of new build pools and its major public pool site has been extensively refurbished.*
- ◀ *The key finding is that the estimated overall used capacity of the pools in Cannock Chase averages 75% in 2013 and 79% in 2024. So, whilst supply and demand are close to each other and there is little projected increase in demand up to 2024, the pools are estimated to be very full. Given this finding it is likely that fewer residents will go swimming and activities such as club sessions/swimming lessons etc. will be unable to obtain sufficient pool time to deliver programmes.*
- ◀ *The Cannock Leisure Centre pools already have an estimated used capacity of 100%. Rugeley Leisure Centre has an estimated used capacity of 83% (2013) and 91% (2024). Chase Leisure Centre is also over the pools full comfort level at 71% (2013) and 76% (2024).*

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- ◀ *The pool with “spare capacity” is the Staffordshire University Academy 25 metre x 4 lane pool. The FPM suggests that this has used capacity of 43% (in both 2103 and 2024). In a nutshell, therefore, managing swimming demand in the District is really focused on increasing access to, and use of, this site, so as to alleviate used capacity at the main public pools. This may not be practical or feasible based on cost and the willingness of the Academy to increase the hours it makes available for public access.*
- ◀ *One possible consideration is that the total volume of water space at the four swimming pool sites is 1,198m². This reduces to 996 m² of water when it is assessed on the basis of availability for public use in the weekly peak period. So, 202 m² of water or, 16.8% of the total water space in the authority is not available for public use at peak times.*
- ◀ *Pools are not accessible for public use at peak times are Cannock Chase High School (20m x 4 lane main pool) and Fair Oak High School (20m x 3 lane pool). These do not appear to have any public access and whilst size does restrict their use for certain types of swimming activity and they may be best suited to accommodate learn to swim programmes, they could offer supply to cater for some of the use at the main public pools, thereby reducing the overall used capacity.*
- ◀ *It is acknowledged this is a challenging option both in cost and managing programmes of use across several sites and where ownership varies.*
- ◀ *If this option is not practical and there is no likelihood of increasing swimming pool provision, then the possibility is to manage the programme of use at the public pools to cater for the most popular activities and reduce activities which occupy pool time but for which there are limited numbers. This is, in effect, making more use of the pools but for a narrower range of activities.*
- ◀ *Finally, there is an option to manage the pool used capacity as estimated by the FPM acknowledging the pools will be very full. However, based on the FPM assessment the demand increase is small and so the scale of the issue will not increase significantly.*
- ◀ *Lastly, if an increase in pool capacity is considered then modernisation/expansion of existing sites is a sensible option because there is very good access to these locations by residents based on car travel. Changing pool sites to increase access to pools by car travel is unlikely to improve on what is already a high level of accessibility.*

KKP's findings as part of the County study in 2014 excluded the swimming pools at Cannock Chase High School and Fair Oak High School (this School merged with Hagley Park School and is called the Hart School) because they were unavailable during the peak period. In addition, both pools are smaller than the minimum pool dimensions required for them to be included based upon ANOG. In addition, the 2018 audit (which follows) identifies that the swimming pool at Cannock Chase High School has now closed.

Since the consultation was undertaken, the swimming pool at Staffordshire University Academy is also no longer available for community use. This is the one identified in the FPM with spare capacity and offering potential to alleviate demand on other facilities. This is clearly no longer an option.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

5.2: Supply

Quantity

The 2018 assessment applies to pools available for community use and above the dimensions noted above (pools smaller than 160m² water space and/or located at private member clubs are generally excluded from the assessment) There are pools at three sites.

Figure 5.1: All identified swimming pools in Cannock Chase

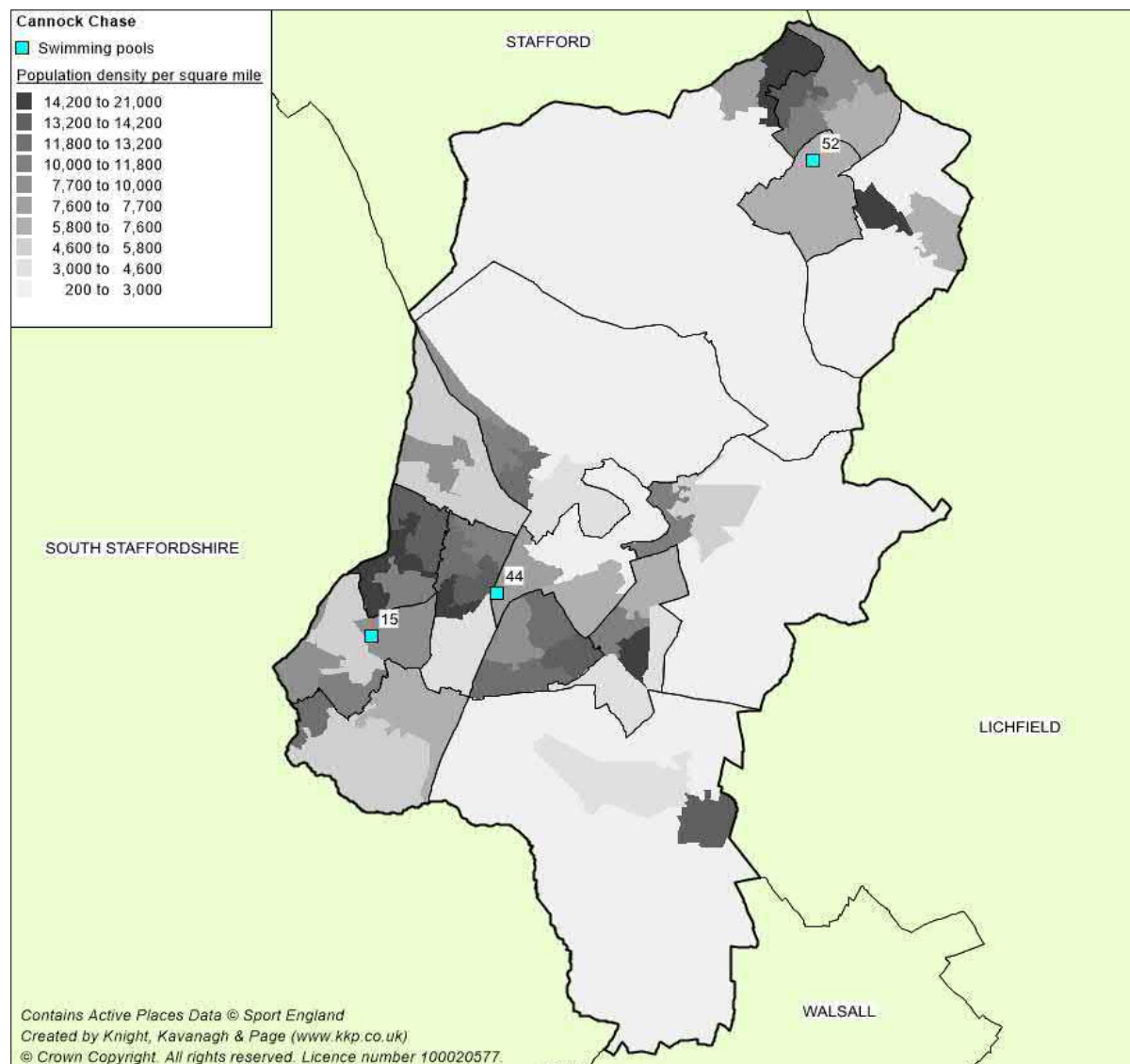


Table 5.1: All swimming pools in Cannock Chase

Map ID	Site	Facility type	Lanes	Length (m)	Area (m ²)
15	Chase Leisure Centre	Main/General	6	25	312.5
15	Chase Leisure Centre	Learner/Teaching/Training	0	12.5	75
15	Chase Leisure Centre	Learner/Teaching/Training	0	12.5	87.5
44	Nuffield Health (Cannock)	Main/General	4	20	*Unknown
52	Rugeley Leisure Centre	Main/General	6	25	325

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

As identified above IHL currently operates CCDC core leisure provision. It is a key partner of CCDC responsible for delivering value for money services in respect of the management, operation, and development of culture, leisure and outreach services. Its remit is to focus on the delivery of services at these facilities. It works Collaboratively with the Council to help address a number of health inequalities, which not only affect the quality of life and healthy years expectancy of its residents but also have a significant impact on the overall prosperity of the District and its communities.

Chase and Rugeley leisure centres have the largest swimming pools in the Authority; both have a 6 lanes x 25m pool. Chase Leisure centre has additional learner/teaching pools (x2). Both leisure centres offer pay and play community accessible swimming as well as extensive swimming lesson programmes. There is one other pool in the area, located at Nuffield Health (Cannock) which requires a membership to access. Research also indicates that Nuffield provide swimming lessons through block bookings. KKP was unable to gain access to the venue to view the facilities but website evidence and online customers' reviews would suggest that the pool is in good condition. www.swimming.org states that it is a 20m x 8m pool.

Quality

As part of the assessment, KKP visited the community accessible pools and completed non-technical visual assessments. This included assessment of changing provision as this can also play a significant role in influencing and attracting users. The quality ratings of swimming facilities which allow community use are shown in Table 5.2 and Figure 5.3.

Table 5.2: Community accessible swimming pools by condition

Map ID	Site name	Size (m ²)	Condition	
			Pool	Changing
15	Chase Leisure Centre (Main pool)	312.5	Above average	Above average
15	Chase Leisure Centre (Learner pool)	75	Above average	Above average
15	Chase Leisure Centre (Learner pool)	87.5	Above average	Above average
44	Nuffield Health (Cannock)	N/A	Good	Good
52	Rugeley Leisure Centre	325	Above average	Above average

Table 5.3 indicates pools ages and the year in which they were most recently refurbished.

Table 5.3: Age of pools in Cannock Chase

Site name	Year built	Refurbishment	Age (Years)
Chase Leisure Centre	1973	2012	45
Nuffield Health (Cannock)	2001	2013	17
Rugeley Leisure Centre	2008	-	10

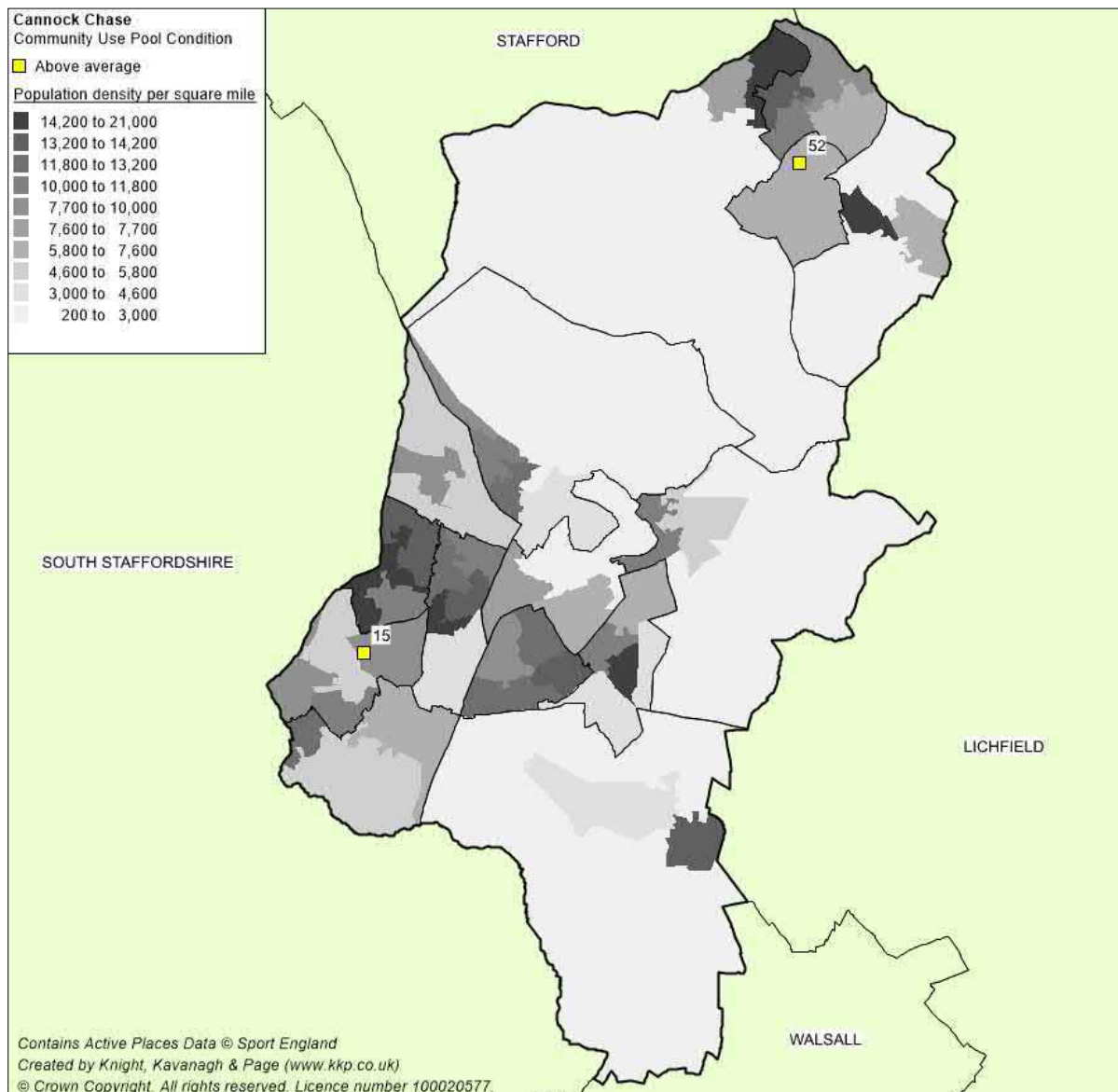
As per the information cited earlier, the oldest pool is Chase Leisure Centre (built in 1973 and modernised in 2012) with the newest being Rugeley Leisure Centre, built in 2008.

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Accessibility

Swimming pool accessibility is influenced by physical (i.e. built environment) and human (i.e. management) elements. Appropriate walk and drive-time catchments are applied to swimming facilities to determine accessibility of facilities to communities. The normal acceptable standard is a 20-minute walk time (1 mile radial catchment) for an urban area and a 20 minute drive time for a rural area. This enables analysis of the adequacy of coverage and helps to identify areas currently not serviced by existing provision.

Figure 5.2: Cannock Chase Swimming Pools with pay and play access by condition

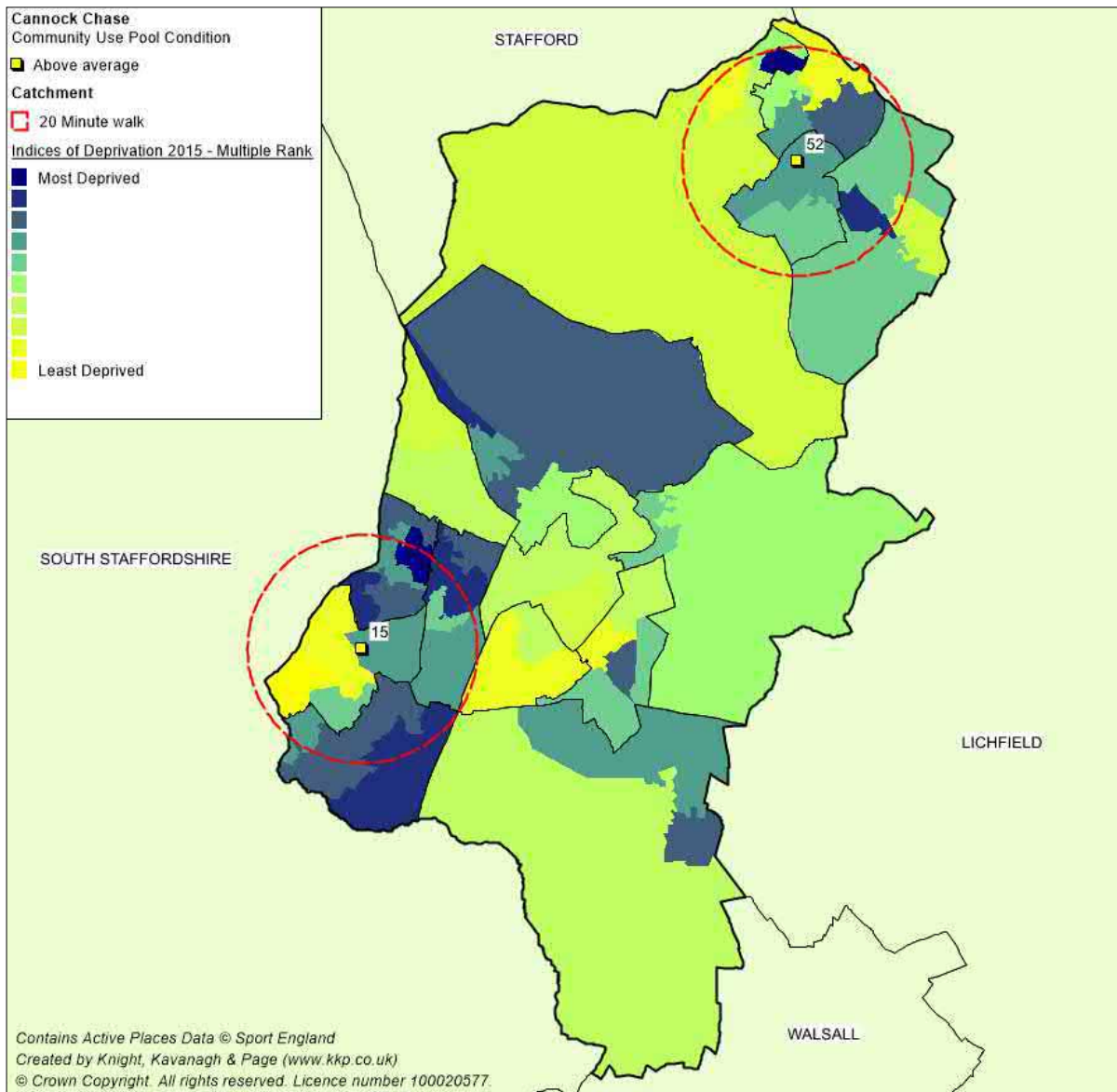


Both pools serve their respective areas of population with Rugeley Leisure Centre catering for residents of Rugeley, and Chase Leisure Centre serving Cannock. Just under two fifths (39.6%) of the population lives within a mile of a community accessible swimming pool with pay and play access, which indicates that two thirds rely on public transport a car or bicycle to access facilities.

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Accessibility is also important for residents who live in areas of higher deprivation. As noted earlier 29% of the District's population live in the 30% most deprived areas (29,253 people). Of these, 13.3% (13,077 people) live within a mile of a community accessible swimming pool.

Figure 5.3: Accessible swimming pools with 1-mile radial catchments including condition



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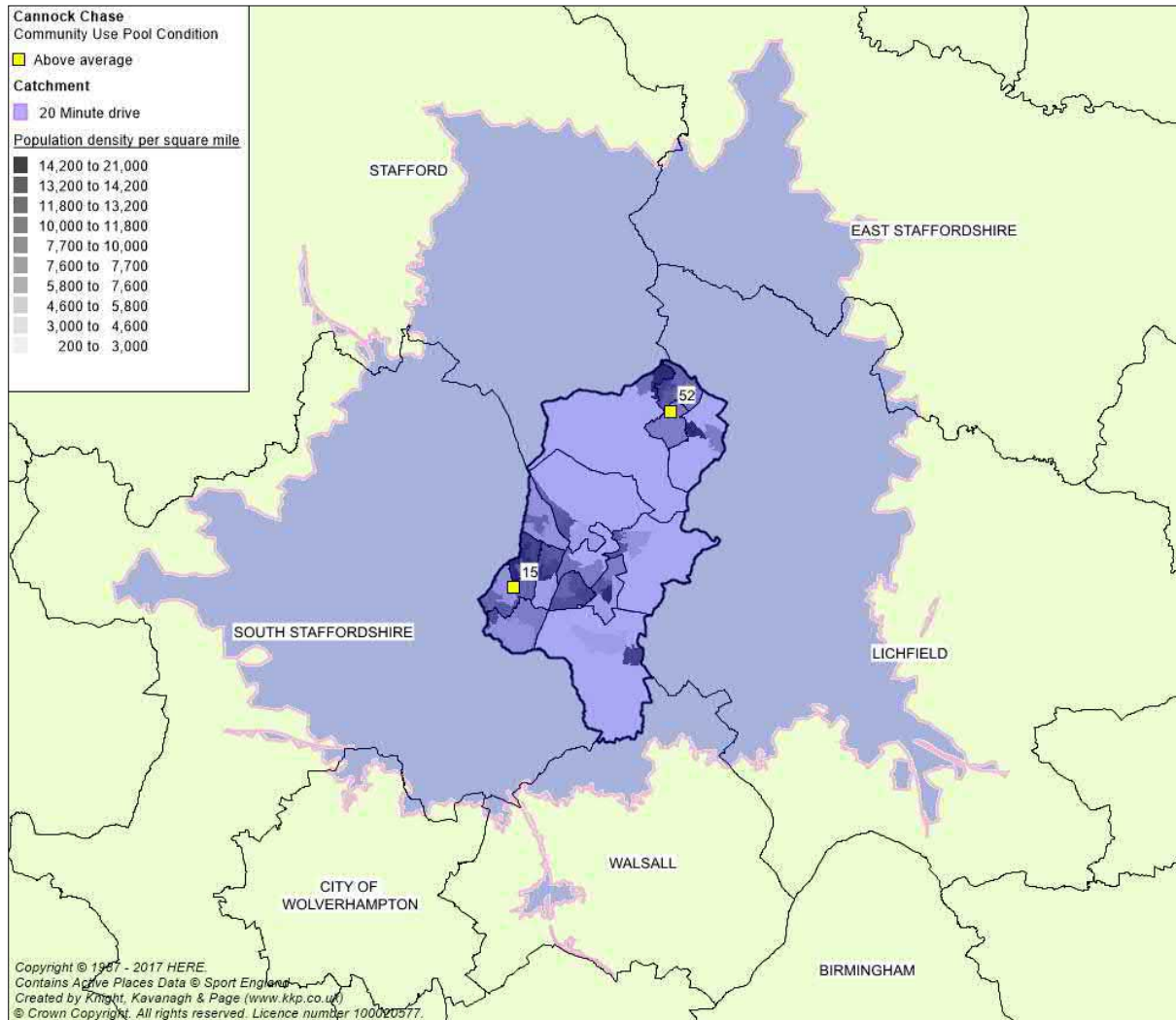
Table 5.4 Radial catchment of swimming pools using 20 minute walk on IMD

IMD 2015 10% bands	Cannock Chase		Pools with community use. Catchment populations by IMD			
	Persons	Population %	Persons inside catchment	Population inside (%)	Persons outside catchment	Population outside (%)
0 - 10	2,621	2.7%	2,187	2.2%	434	0.4%
10.1 - 20	10,654	10.9%	5,553	5.7%	5,101	5.2%
20.1 - 30	15,978	16.3%	5,337	5.4%	10,641	10.9%
30.1 - 40	13,191	13.5%	9,609	9.8%	3,582	3.7%
40.1 - 50	12,088	12.3%	6,608	6.7%	5,480	5.6%
IMD 2015 10% bands	Cannock Chase		Pools with community use. Catchment populations by IMD			
	Persons	Population %	Persons inside catchment	Population inside (%)	Persons outside catchment	Population outside (%)
50.1 - 60	8,150	8.3%	2,099	2.1%	6,051	6.2%
60.1 - 70	15,017	15.3%	1,229	1.3%	13,788	14.1%
70.1 - 80	6,399	6.5%	286	0.3%	6,113	6.2%
80.1 - 90	12,194	12.5%	4,202	4.3%	7,992	8.2%
90.1 - 100	1,648	1.7%	1,648	1.7%	0	0.0%
Total	97,940	100.0%	38,758	39.6%	59,182	60.4%

Figure 5.4 below indicates that all CCDC residents live within a 20-minute drive of a Cannock Chase district based publicly accessible pool (that is of at least 160m²) and offers pay and play opportunities. (2016 MYE population estimate of 98,534).

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Figure 5.4: Cannock Chase swimming pools 20-minute drive time



Neighbouring facilities

Four community accessible swimming pools are located within two miles of the CCDC boundary. One is in Lichfield, one in South Staffordshire and two in Walsall. Burntwood Leisure Centre, Lichfield is likely to serve the residents from the Norton Canes settlement.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 5.5: Swimming pools within a two mile boundary of Cannock Chase

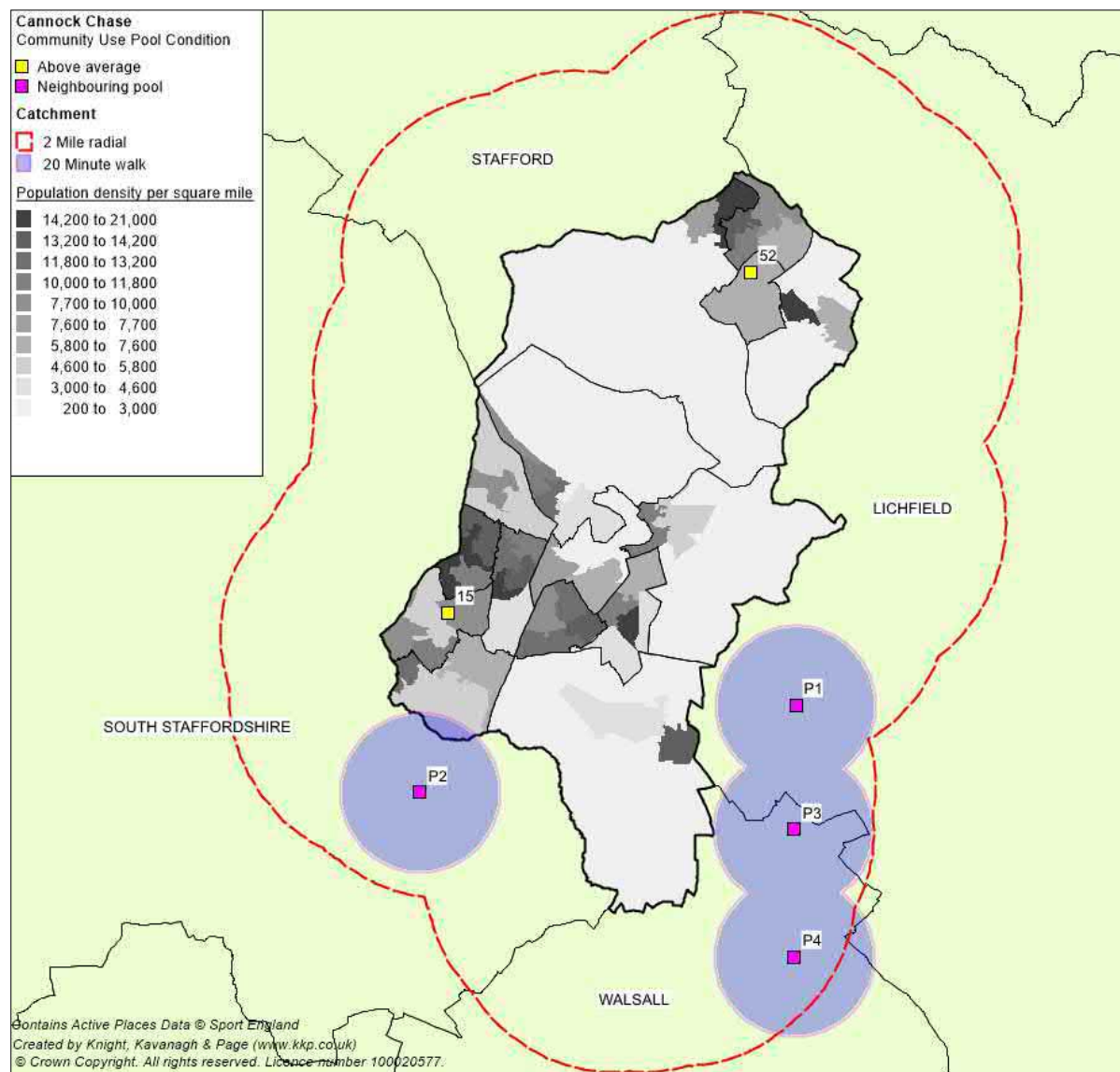


Table 5.4: Swimming pools within a 2-mile catchment of Cannock Chase

ID	Site name	Lanes/length	Access type	Local authority
P1	Burntwood Leisure Centre	6 x 25m	Pay and Play	Lichfield
P2	Cheslyn Hay Leisure Centre	6 x 25m	Pay and Play	South Staffordshire
P3	Brownhills School	4 x 25m	Sports Club / CA	Walsall
P4	Oak Park Active Living Centre	8 x 25m	Pay and Play	Walsall

Source: Active Places Power 27/03/2018 *Community Association

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

5.3: Demand

NGB and swimming club key issues

Swim England's latest strategy, *Towards a Nation Swimming: a strategic plan for swimming in England 2017-21*, aims to create a happier, healthier and more successful nation through swimming. To achieve this, a number of strategic objectives have been set:

- ✦ Provide strong leadership and be the recognised authority for swimming.
- ✦ Substantially increase the number of people able to swim.
- ✦ Significantly grow the number and diversity of people enjoying and benefitting from regular swimming.
- ✦ Create a world leading talent system for all disciplines.
- ✦ Deliver a high quality, diverse and motivated workforce within swimming.
- ✦ Strengthening organisational sustainability for future generations.

Two swimming clubs use the facilities in Cannock Chase.

Chase Swimming Club is based at Cheslyn Hay Leisure Centre and also serves Cannock and all surrounding areas. It runs training sessions at Cannock and Rugeley leisure centres and also at Darlaston Swimming pool (Walsall). It is affiliated to Swim England West Midland Region & Staffordshire ASA.

Cannock Phoenix Swimming Club, formerly Phoenix Youth, was formed in the early 1980's. It is affiliated to the Swim England West Midland Region and Staffordshire County Swimming Association. It holds sessions at Cannock Leisure Centre for four hours per week, and at Rugeley Leisure Centre for 3.5 hrs per week. It also trains at Cheslyn Hay Leisure Centre and Sneyd School (both in Walsall). It runs a pre-squad, junior squad, senior squad and competitive squad plus a learn to swim programme at Cheslyn Hay Leisure Centre.

Swimming lesson and membership information

Swimming lesson data has been supplied by IHL. It is based on active membership within the last three months (information received March 2018). The majority of those learning to swim (90.6%) are aged 0-10 years. Figures for the two leisure centres are virtually identical (Chase Leisure Centre: 90.5% and Rugeley Leisure Centre; 90.7%).

Table 5.5 Swim membership by age cohort:

Age group	Chase Leisure Centre	Rugeley Leisure Centre	Total
0 to 10	1,072	725	1,797
11 to 20	93	51	144
21 to 30	2	0	2
31 to 40	1	2	3
41 to 50	0	1	1
51 to 60	0	2	2
61 to 70	7	15	22
71 to 80	9	3	12
Total	1,184	799	1,983

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Figure 5.6 Swimming lessons set against multiple deprivation 2015

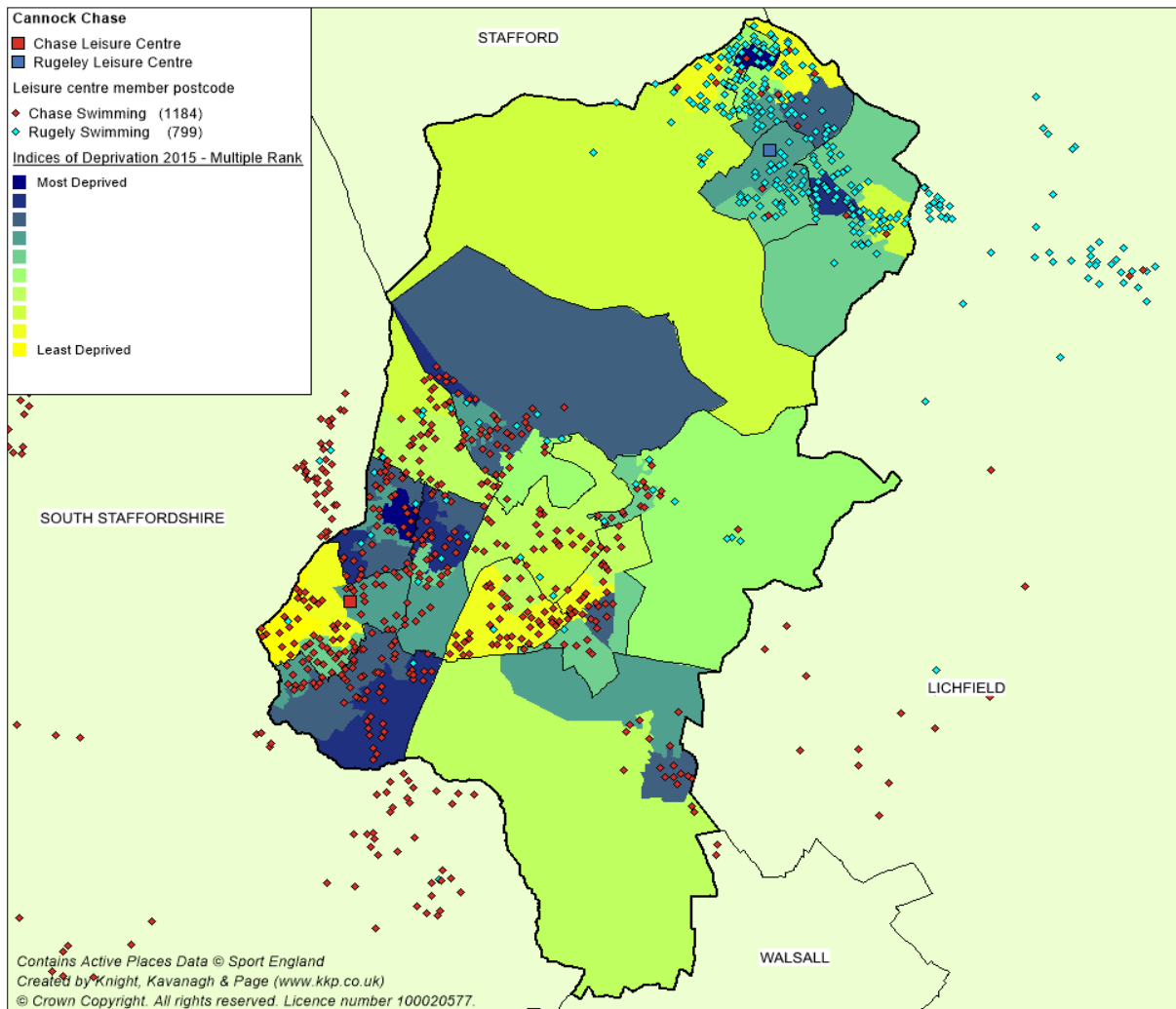


Table 5.6: Swimming lessons of Cannock Chase residents only

IMD 2015 10% bands	Cannock Chase		Chase LC Centre		Rugeley Leisure Centre	
	Population (mid-2012)	%	#	%	#	%
00 - 10%	2,621	2.7%	15	1.8%	28	4.9%
10.1 - 20%	10,654	10.9%	105	12.9%	33	5.8%
20.1 - 30%	15,978	16.3%	155	19.1%	35	6.1%
30.1 - 40%	13,191	13.5%	103	12.7%	104	18.2%
40.1 - 50%	12,088	12.3%	80	9.9%	131	23.0%
50.1 - 60%	8,150	8.3%	30	3.7%	75	13.2%
60.1 - 70%	15,017	15.3%	131	16.2%	31	5.4%
70.1 - 80%	6,399	6.5%	45	5.5%	61	10.7%
80.1 - 90%	12,194	12.5%	130	16.0%	70	12.3%
90.1 - 100%	1,648	1.7%	17	2.1%	2	0.4%
Total	97,940	100.0%	811	100.0%	570	100.0%

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Table 5.7: Distance travelled by swim members to both leisure centres

	Within 1 mile radial		Outwith 1 mile radial		Total	
	#	%	#	%	#	%
Chase Leisure Centre	355	17.90%	829	41.81%	1,184	59.71%
Rugeley Leisure Centre	426	21.48%	373	18.81%	799	40.29%
Total	781	39.38%	1,202	60.62%	1,983	100.00%

Figure 5.7 identifies that of the 1,983 people registered on the swimming lesson programme 70% live in Cannock Chase and 30% live outside the District mainly in Lichfield and South Staffordshire.

- ✦ 26,658 residents (30%) live in the areas of higher deprivation.
- ✦ Chase Leisure Centre swimming lesson programme attracts 33.8% of residents living in areas of higher deprivation. Rugeley Leisure Centre draws in 16.8%.
- ✦ This broadly reflects the make-up of the areas in which the centres are located rather than their ability to attract people on to programmes from areas of higher deprivation.

5.4: Supply and demand analysis

Supply and demand analysis indicates the following:

- ✦ The two main swimming pools in Cannock Chase are popular but offer limited programmes which includes early risers, aqua classes and swimming lessons. Wet site visits show an increase in 2018 compared to 2017.
- ✦ Two swimming clubs (Cannock Chase and Cannock Phoenix swimming clubs) use both Rugeley and Chase leisure centres as part of a wider swimming offer; they both also offer additional sessions in Walsall and Lichfield.
- ✦ More water space is available in the neighbouring authorities of Lichfield, South Staffordshire and Walsall).
- ✦ The projected growth in Cannock Chase is unlikely to result in demand for more water space; in our view, this can be accommodated by programming changes/improvements.
- ✦ The swimming lesson programme appears to draw in an appropriate proportion of residents from areas of higher deprivation, which suggests that pricing is reasonable in the context of those for whom it might be considered to be a barrier to participation.
- ✦ Consultation indicates that 35% of those accessing swimming lessons are eligible for concessionary pricing.

5.5: Sport England's Facilities Calculator (SFC)

This assists local planning authorities to quantify additional demand for community sports facilities generated by new growth populations, development and regeneration areas. It can be used to estimate facility needs for whole area (district) populations but should not be applied for strategic gap analysis as it has no spatial dimension as it does not take account of:

- ✦ Facility location compared to demand.
- ✦ Capacity and availability of facilities – opening hours.
- ✦ Cross boundary movement of demand.
- ✦ Travel networks and topography.
- ✦ Attractiveness of facilities.

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Table 5.8: Sports Facilities Calculator – Cannock Chase

	Population 2014	Population estimate 2036
ONS population projections	98,549	104,092
Population increase	-	5,543
Facilities to meet additional demand	-	+0.28 lanes
Cost		£979,748

Calculations assume that the current swimming pool stock remains accessible for community use and the quality remains the same. The projected increase in population will lead to an increase in demand for swimming pool space of up to 0.28 swimming lanes, up to 2036. The estimated capital cost of this equates to just under £1.0m.

5.6: Summary of key facts and issues

In summary, the above consultation and analysis would indicate that Cannock Chase is in the following position with regards to its swimming pool provision:

- ◀ Community accessible pools are based in Rugeley and Cannock. Both are of above average quality.
- ◀ The availability of community accessible pool space has reduced since 2014 with the closure of the pool at Cannock Chase High School.
- ◀ There is a strong swimming lesson programme in which 35% of members are eligible for concessions.
- ◀ Just under 40% of people on swimming lessons lives within one mile of a pool. 60% of the population may need to use a car, public transport or cycle to a swimming pool.
- ◀ The two Swim England affiliated clubs in the District both use CCDC community pools. They also utilise public pools in other local authorities.
- ◀ Although traditionally a complex issue the present pressure on water-time availability at CCDC's main community accessible venues, the distribution of swimming club programmes within Cannock Chase and across into other authorities, the level of coaching and other voluntary effort expended running two separate clubs begs the question as to why continue to function as separate entities.
- ◀ There are four swimming pools within two miles of the District located in the neighbouring authorities of Lichfield and South Staffordshire.
- ◀ Lichfield District Council is currently undertaking a feasibility study to ascertain the future of Friary Grange Leisure Centre. This is located c.7miles (14 minutes' drive time) from Rugeley and 11 miles (23 minutes' drive time from Cannock)

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 6: HEALTH AND FITNESS SUITES

For the purposes of assessment health and fitness stations are normally defined as 20 stations or more, in accordance with Sport England methodology. A station is a piece of static fitness equipment; larger health and fitness centres with more stations are generally able to make a more attractive offer to both members and casual users.

They can provide a valuable way to assist people of all ages, ethnicities and abilities to introduce physical exercise into their daily lives with the obvious concomitant benefits to health, fitness and wellbeing.

The current state of the UK fitness industry is complex with a variety of providers including the private sector (ranging from low cost operators to the high-end market), trusts, schools and local authority operators. Within the UK private fitness market continued to grow steadily from 2015-16 with an estimated increase of 5.1% in the number of members, 4.6% in the number of facilities and 6.3% in market value.

All parts of the country have seen an increase in the number of clubs, members and total market value but only four regions have seen an increase in average membership fees over this 12-month period.

According to the State of the UK Fitness Industry Report (2017) there are now 6,728 fitness facilities in the UK, up from 6,435 last year. The total industry membership is up 5.1% to £9.7 million which equates to one in seven people in the UK being a member of a gym. The influential low-cost market with its large membership numbers, online joining, 24/7 opening hours and low-price points has continued to expand rapidly and drive industry growth.

The total market value is estimated at £4.7 billion, up 6.3% on 2016. The UK penetration rate is also up at 14.9%, compared to 14.3% in the previous year.

A total of 272 new public and private fitness facilities opened in 2017, up from 224 in 2016. The low-cost market has continued to be the main driving force behind the private sector growth over this period. There are now over 500 low cost clubs which account for 15% of the market value and 35% of membership in the private sector. The UK's leading operators, in both the public and the private sectors (by number of clubs and members), remained the same in 2017 as they were in 2016: Pure Gym and GLL, with 176 and 167 gyms, respectively.

6.1: Supply

Quantity

There are currently 11 health and fitness suites in Cannock Chase with a total of 853 stations. Some sites place restrictions with regard to membership/registration fees or are not available to the public on a pay and play basis. Figure 6.1 illustrates that health and fitness facilities tend to be located just outside the areas of higher population density.

“There are 11 health and fitness facilities in the Local Authority : **753 stations**

“This reduces to 7 sites and **759 stations** when those with no community access or below 20 stations are removed.

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Figure 6.1: All health and fitness facilities in Cannock Chase

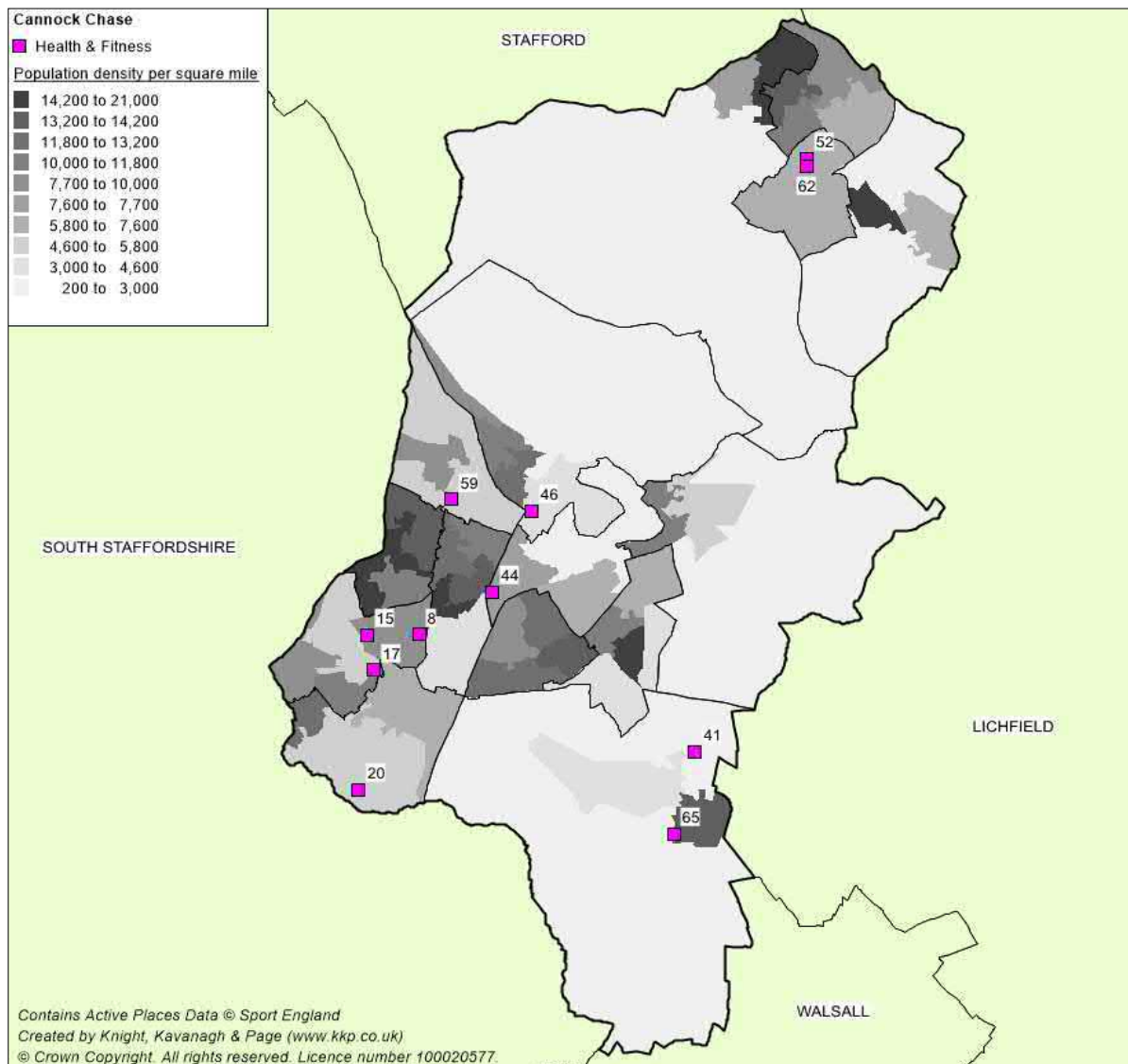


Table 6.1: All health and fitness provision in Cannock Chase

Map ID	Site	Stations
8	Cannock Chase High School	5
41	Norton Canes High School	10
62	The Hart School (Upper School)	15
15	Chase Leisure Centre	116
17	Anytime Fitness	45
20	Better Gym	165
44	Nuffield Health (Cannock)	78
46	Pure Gym (Hednesford Cannock)	250
52	Rugeley Leisure Centre	80
59	Staffordshire University Academy	22
65	Xtreme Training Centre	45

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Total	831
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Three health and fitness facilities, all private use only facilities located at schools, have fewer than 20 stations. They are:

- ◀ Cannock Chase High
- ◀ Norton Canes High School
- ◀ The Hart School (Upper School)

Staffordshire University Academy has a fitness room with 22 stations but also restricts access to private use. It is acknowledged that all these facilities can serve small sections of the community but are not considered as part of the wider health and fitness offer.

These four sites were excluded from the ANOG based technical assessment.

Quality

A non-technical assessment of the health and fitness facilities with 20+ stations took place in March 2018, in line with Sport England's ANOG. This identified seven sites with a total of 759 stations within this category.

Table 6.2: Health and fitness facilities in Cannock Chase by condition (20+stations)

ID	Site title	Stations	Condition
15	Chase Leisure Centre	116	Above average
17	Anytime Fitness	45	Above average
20	Better Gym	165	Above average
44	Nuffield Health (Cannock)	78	Good
46	Pure Gym (Hednesford Cannock)	250	Above average
52	Rugeley Leisure Centre	80	Above average
65	Xtreme Training Centre	25	Below average
Total		759	

The assessment identified one site rated good (Nuffield Health), five rated above average and one rated below average (Xtreme Training Centre). Each of the main population centres of Cannock, Rugeley and Norton has access to a facility although the only facility serving Norton Canes (Xtreme Training Centre) is assessed as below average.

Accessibility

In parallel with swimming pools and sports halls, walk and drive-time accessibility standards are applied to health and fitness facilities to determine provision deficiency or surplus. The normal acceptable standard is a 20-minute walk time (one-mile radial catchment) for an urban area and a 20-minute drive time for a rural area. Figure 6.2 illustrates fitness centre location by population density which 6.3 illustrates the 20-minute walk-time catchment for health/fitness facilities in Cannock Chase and deprivation breakdown within that catchment.

- ◀ The whole district population lives within 20-minute drive of a Cannock Chase based publicly accessible health and fitness facility with 20+ stations. (See Appendix 4).
- ◀ 74.2% lives within one mile of a community accessible health/fitness facility.
- ◀ Of those who live in deprived areas, 84.7% (24,778 people) live within a mile of a community accessible health and fitness facility.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 6.2: Health & Fitness with 20+ stations on population density, by condition

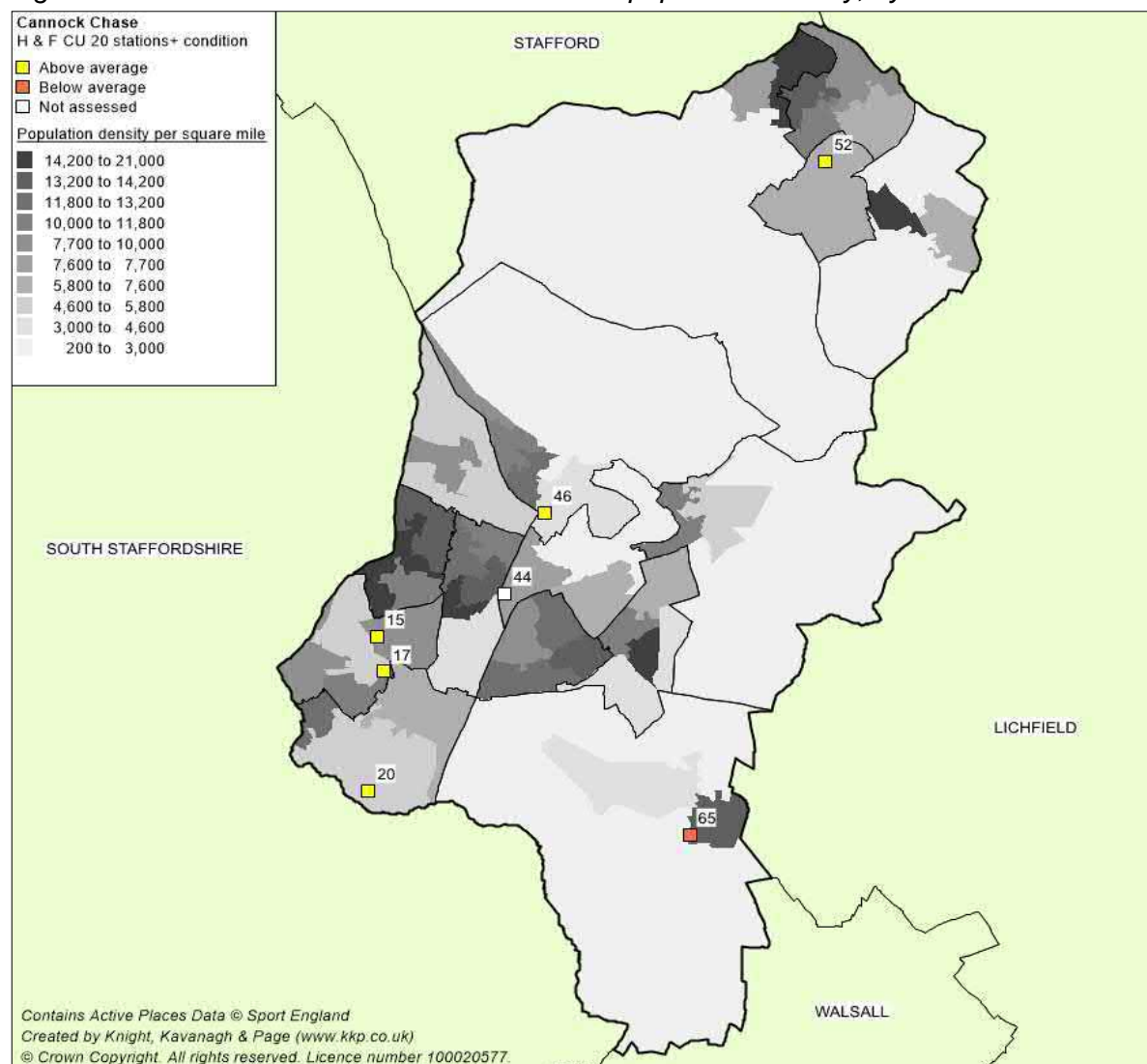


Table 6.4. Health and fitness suites with 20+ stations set against IMD

IMD 2015 10% bands	Cannock Chase		Health & fitness with community use (min 20 stations) catchment populations by IMD			
	Persons	Population %	Inside catchment	Population inside (%)	Outside catchment	Population outside (%)
0 - 10	2,621	2.7%	2,606	2.7%	15	0.0%
10.1 - 20	10,654	10.9%	9,654	9.9%	1,000	1.0%
20.1 - 30	15,978	16.3%	12,518	12.8%	3,460	3.5%
30.1 - 40	13,191	13.5%	12,291	12.5%	900	0.9%
40.1 - 50	12,088	12.3%	6,863	7.0%	5,225	5.3%
50.1 - 60	8,150	8.3%	3,751	3.8%	4,399	4.5%
60.1 - 70	15,017	15.3%	11,049	11.3%	3,968	4.1%
70.1 - 80	6,399	6.5%	2,364	2.4%	4,035	4.1%
80.1 - 90	12,194	12.5%	9,956	10.2%	2,238	2.3%
90.1 - 100	1,648	1.7%	1,648	1.7%	0	0.0%
Total	97,940	100.0%	72,700	74.2%	25,240	25.8%

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 6.3: Community accessible health and fitness suites with one mile radial catchment

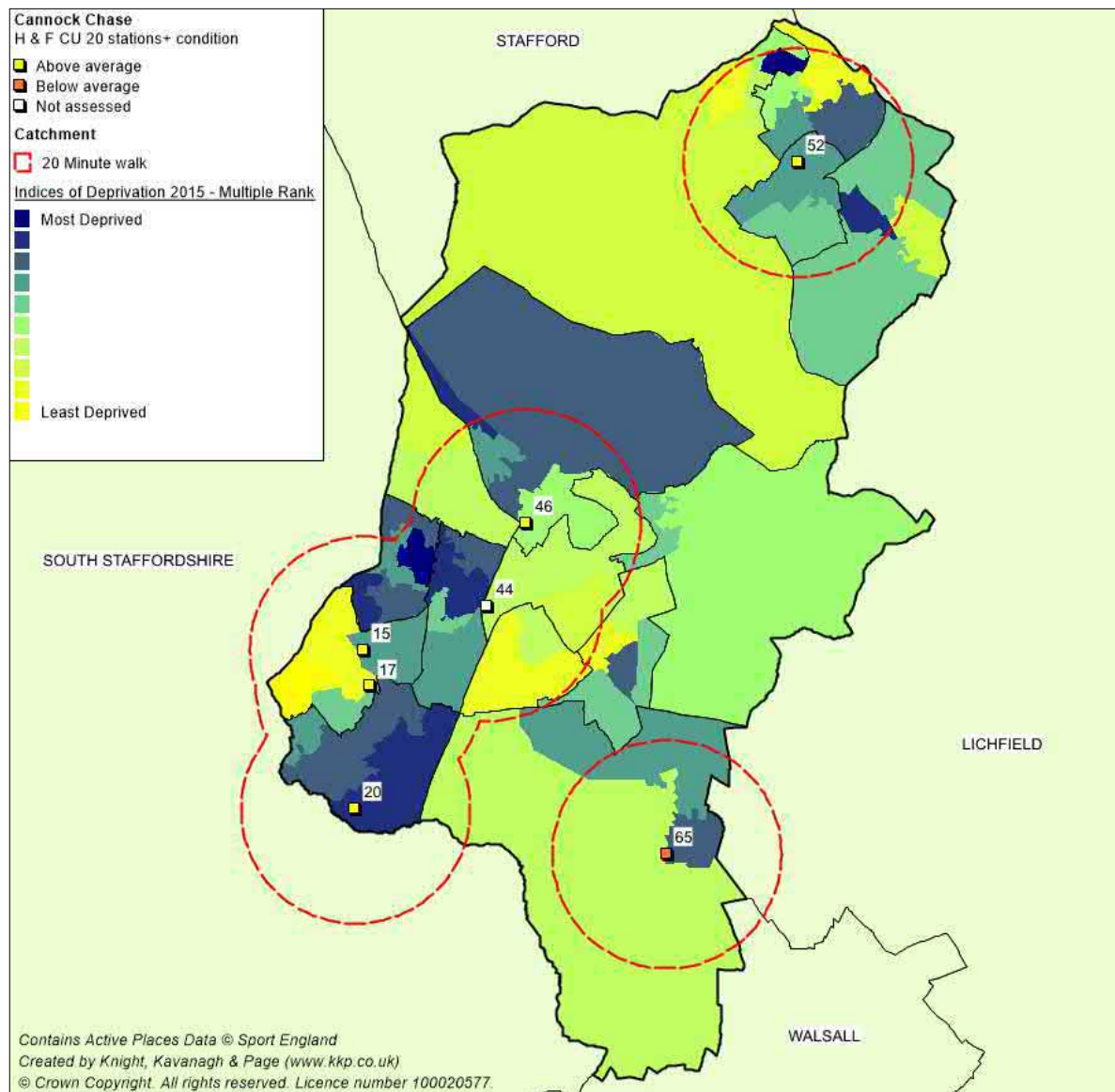


Table 6.5: Payment types for health and fitness facilities in Cannock Chase*

Site name	Pay & play	Monthly	12 months	GP referral
Anytime Fitness		£34.95	£24.95	
Chase Leisure Centre	£6.20	£30.00		Yes
Nuffield Health (Cannock)		£56.00 rolling	£48.00	
Pure Gym (Hednesford Cannock)	£5.99	£15.99		
Rugeley Leisure Centre	£6.20	£30.00		Yes
Xtreme Training Centre	£3.50	£25.00		
Better Gym	£10.00	£64.00	£19.95	

*prices quoted are as advertised March 2018

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

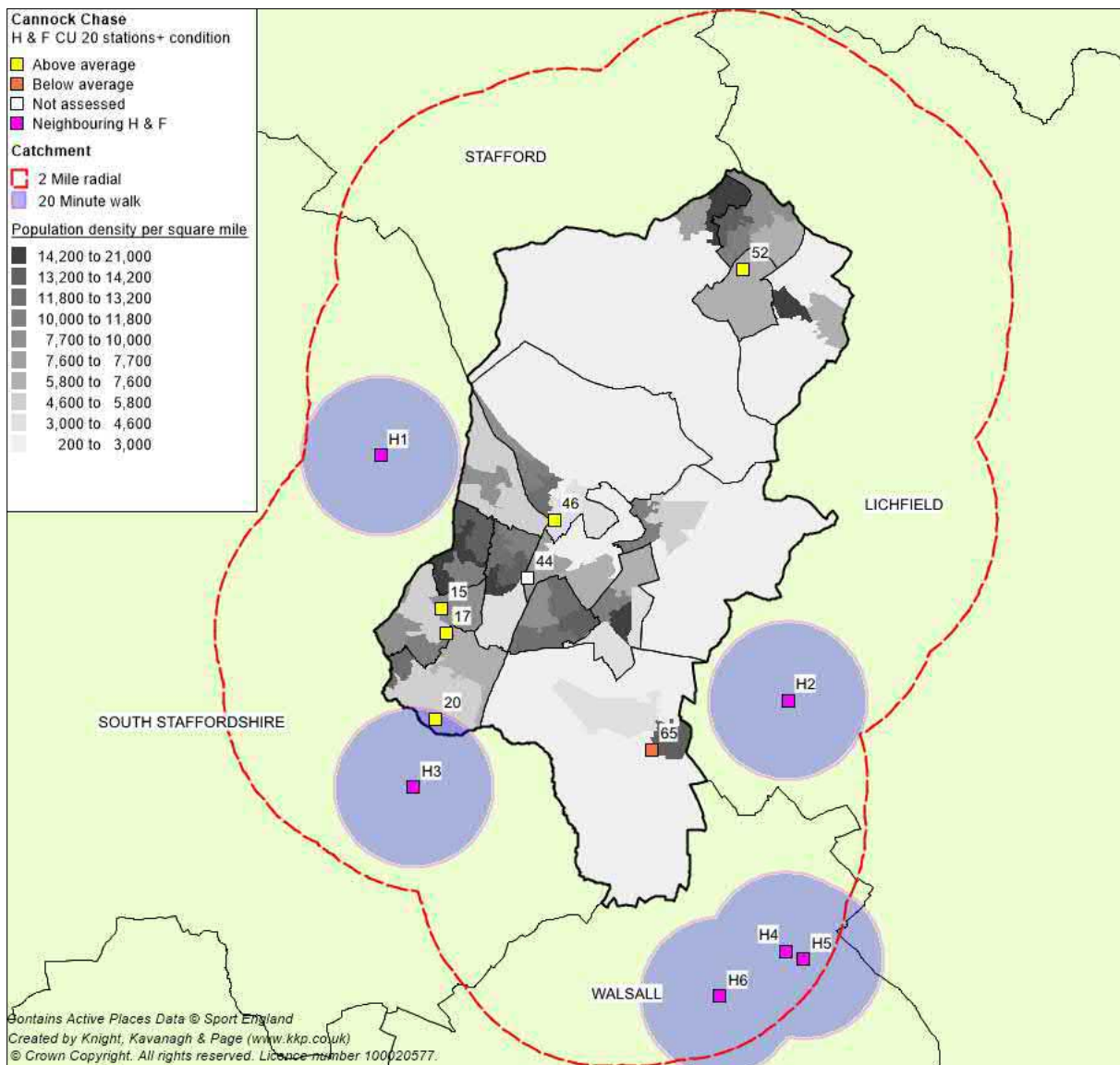
Availability

The Sport England defines registered membership use facilities as publicly accessible. Monthly fees vary considerably in cost. Even memberships which might be considered expensive do offer access to different market segments, suggesting that they ease pressure on more accessible facilities. The monthly cost of gym memberships varies. Pure Gym is the cheapest (at £15.99) and Better Gym the most expensive (at £64.00). Monthly memberships at Chase and Rugeley leisure centres include swimming. Table 6.5 overleaf indicates that all sites offer monthly and annual membership options, the majority offer a pay and play option.

Neighbouring authorities

There are six health and fitness facilities located within two miles of the CCDC boundary; three in Walsall, one in Lichfield and two in South Staffordshire. The two mile border is indicative of how far people might be likely to travel and serves as an example only.

Figure 6.6: Neighbouring health and fitness suites within 2 miles of Cannock Chase



CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Table 6.7: Health and fitness suites within 2 miles of Cannock Chase local authority

ID	Active Places site name	Stns	Access type	Local authority
H1	Chase Golf Club	45	Registered membership	S. Staffordshire
H2	Burntwood Leisure Centre	55	Registered membership	Lichfield
H3	Cheslyn Hay Leisure Centre	50	Pay and play	S. Staffordshire
H4	Oak Park Active Living Centre	100	Sports Club / CA	Walsall
H5	Better Gym Walsall Wood	111	Registered membership	Walsall
H6	Ormiston Shelfield Comm. Academy	32	Pay and play	Walsall

Source: Active Places Power 27/03/2018 CA = Community Association

Future developments

CCDC's Cabinet has agreed to support IHL's proposal to invest more than £500,000 into new improvements at Chase Leisure Centre, including a unique virtual fitness experience. Other improvements include gym refurbishment, introduction of virtual fitness to the existing studio, conversion of the indoor bowling green to an indoor cycling studio, functional and multi-purpose studios. It is anticipated that the investment will be in the region of £522,000 and will deliver further savings to the Council of at least £50,000 per annum from April 2019.

6.2: Demand

Health and fitness via exercising in a gym or class environment is a popular form of exercise, appealing to men and women across a range of age groups. To identify the adequacy of provision quantity a demand calculation based upon the assumption that 'UK penetration rates' will increase slightly in the future is applied. Population increases are also factored in to enable a calculation of whether current supply will meet future demand.

UK penetration rates suggest a current need for 529 stations. This is expected to grow to 647 by 2036 (taking account of a comfort factor; particularly at peak times). Comparing the current number of community accessible stations (759) and accounting for the comfort factor, the market has a supply demand balance of c.200 stations. This ratio will reduce as the population increases, although as identified above, population growth is not expected to be significant. Figures provide an overview of provision requirements in Cannock Chase and do not take account of facilities located close to the border, many of which have capacity and offer similar price points to those offered in the Authority.

Table 6.7: UK penetration rates; health/fitness in Cannock Chase (ONS data)

	Current (2014)	Future (2036)
Adult population	80,587	86,943
UK penetration rate	15%	17%
Number of potential members	12,088	14,780
Number of visits per week (1.75/member)	21,154	25,866
% of visits in peak time	65	65
No. of visits in peak time (equated to no. of stations required i.e. no. of visits/39 weeks*65%)	353	431
Number of stations with comfort factor	529	647

(Model 1.75 visits per wee/members and 65% usage during 39 weeks of the year; figures rounded up/down).

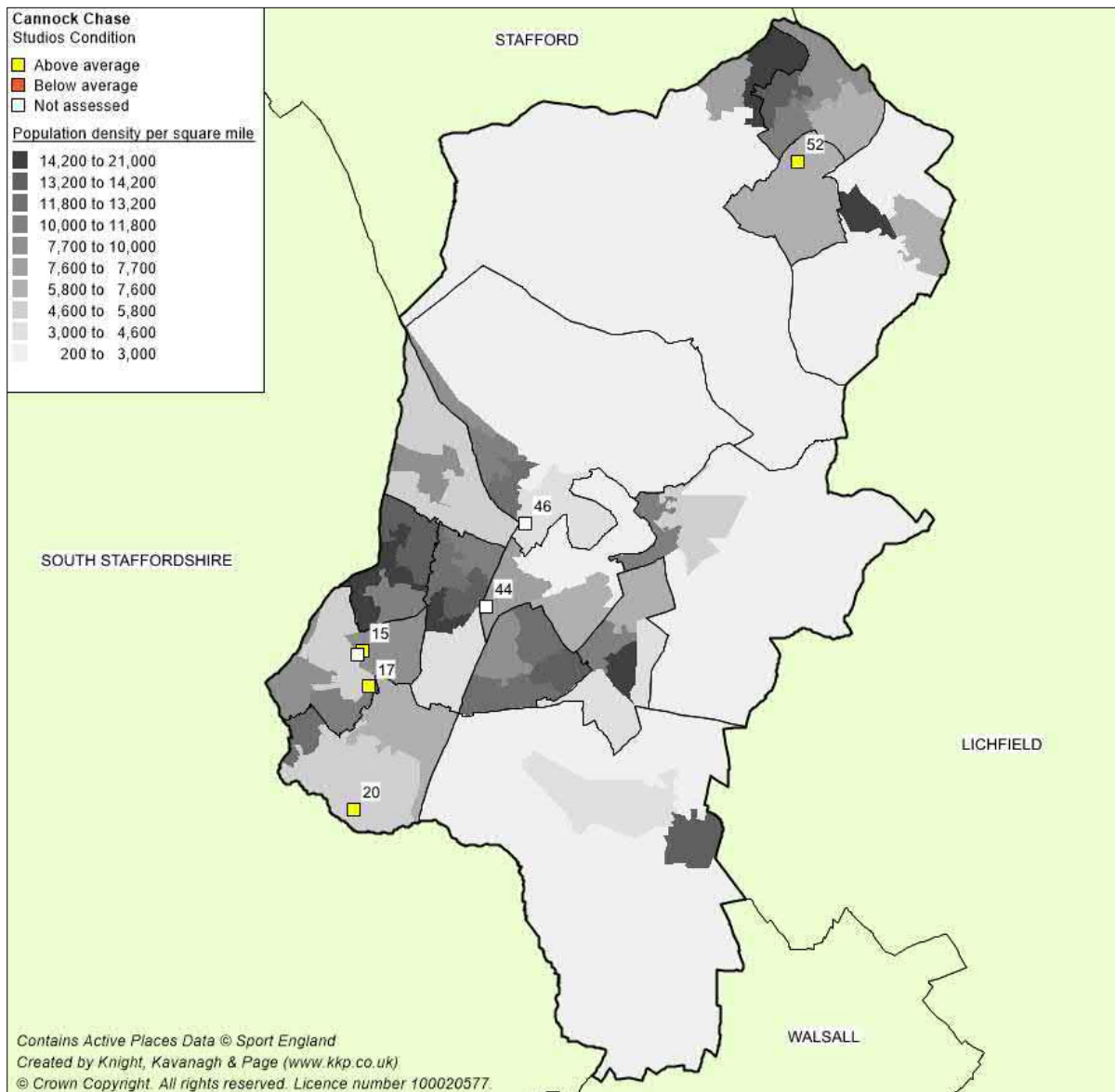
CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

6.4: Dance studios

Dance studios are an important element of the wider health, fitness and conditioning market. They vary in size, shape, quality of changing, access to sprung wooden floors etc. There has been an increase in the numbers of people accessing fitness classes as identified in the fitness and conditioning element of Sport England’s APS. The type of activity offered also varies massively between low impact classes such as Pilates and yoga to the more active dance, step, Boxfit and Zumba.

Cannock Chase has 10 studios at six sites. All are rated good or above average. Consultation indicates that all are well used for fitness and exercise classes which are an important part of the wider membership offer for larger leisure centres, Rugeley Leisure Centre, in particular, has identified need/demand for additional dance/mixed use space.

Figure 6.7: All studios/dance facilities in Cannock Chase (with quality rating)



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Table 6.9: All studios by condition in Cannock Chase

Map ID	Site name	Condition
15	Chase Leisure Centre	Above average
15	Chase Leisure Centre	*Above average
17	Anytime Fitness	Above average
20	Better Gym	Above average
20	Better Gym	Above average
20	Better Gym	Above average
44	Nuffield Health	*Good
44	Nuffield Health	*Good
46	Pure Gym	*Above average
52	Rugeley Leisure Centre	Above average

(*access was not obtained during the site assessment)

6.5: Supply and demand analysis

Health and fitness facilities are important facilities. Income derived from them helps offset the cost/underpin the viability of other aspects of leisure provision, especially swimming. In addition, they play an important role in GP/exercise on referral programmes. Cannock Chase has a total of 759 accessible fitness stations across seven sites. All but one (Xtreme Gym) is rated as either good or above average. Accessibility to these sites is good, approximately three quarter of the Authority's residents living within one mile of a health and fitness facility. When analysing the demand for health and fitness facilities, there is a current modelled supply to demand balance of c. 200 stations based on the current number of stations.

6.6: Summary of key facts and issues

- ◀ There are 11 health and fitness facilities in the Authority: 831 stations.
- ◀ This reduces to seven sites and 759 stations when those with no community access or below 20 stations are removed.
- ◀ Of these, all are rated above average or good apart from Xtreme Gym which is below average
- ◀ Price points range from £15.99 per month at Pure Gym to £64.00 per month at Better Gym.
- ◀ IHL operates a large and growing GP Referral scheme - this utilises health and fitness facilities as part of a wider programme of activities.
- ◀ The authority has 10 dance studios at six sites. All are rated as either good or above average.
- ◀ Accessibility to facilities is good; three quarters of the population lives within one mile of a facility.
- ◀ There is a good supply of health and fitness provision in neighbouring authorities.
- ◀ There is a supply demand balance of plus 200 stations in Cannock Chase.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 7: OTHER SPORTS

7.1: Indoor Bowls

The three forms of bowls that can be played indoors that require a different venue are flat green, crown green and carpet mat (short and long mat). Each format of the game requires a different technical specification for their indoor facility.

Indoor flat green bowls requires a standard bowling green; a flat area 34-40 meters long divided into playing areas called rinks. The number of these varies, depending on the width of the green.

Carpet mat bowls is played on a rectangular carpet (45 x 6 feet) that is rolled out. It can be accommodated in any indoor space large enough to accommodate the mats which come in different lengths. Carpet mat bowls tends to be played at a recreational level whereas indoor flat and crown green bowls tend to be more competitive and organised around inter-club competitions and leagues.

An indoor bowling centre typically comprises a single flat green with a number of rinks and ancillary accommodation such as changing rooms, lounge/bar, viewing area, kitchen, office/meeting rooms and stores plus designated car parking. The size of ancillary accommodation varies according to the number of rinks available.

A successful indoor bowls centre requires a combination of the right location, design, and financial and general management. Sport England guidelines (2005) on catchment for indoor bowls centres are set out to be interpreted in the light of local circumstances: They

- ◀ Assume the majority of users live locally and not travel more than 20 minutes.
- ◀ Assume that 90% of users will travel by car, with the remainder by foot.
- ◀ Calculate demand on the basis of one rink per 14,000-17,000 of total population.
- ◀ Suggest a six-rink green, therefore, is required for a population of 85,000-100,000. This depends upon the population profile of the area.
- ◀ Suggest the number of rinks required can be related to the estimated number of members, assume 80-100 members per rink.

The indoor game is governed by EIBA (English Indoor Bowls Association Ltd) the NGB for indoor level green bowls in England. Its priorities are:

- ◀ A growth in participation across the adult population in local Communities.
- ◀ Targeted work to increase female participation
- ◀ A growth in participation in the 12-18 age range as part of the “EIBA Development Pathway”
- ◀ The provision of an excellent sporting experience for new and existing participants
- ◀ A growth in indoor bowls participation by people who have disabilities.

At the time of audit, the indoor bowling facility (two rinks) was still being used; it is, however, planned to convert this into fitness and multi-use fitness studios. The size of the facility is not compliant with the “Laws of the Sport of Indoor Bowls”.

CCDC has been identified as a predominantly outdoor bowls area by EIBA and the NGB reports that a facility to accommodate all year-round play would have to be justified. The

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

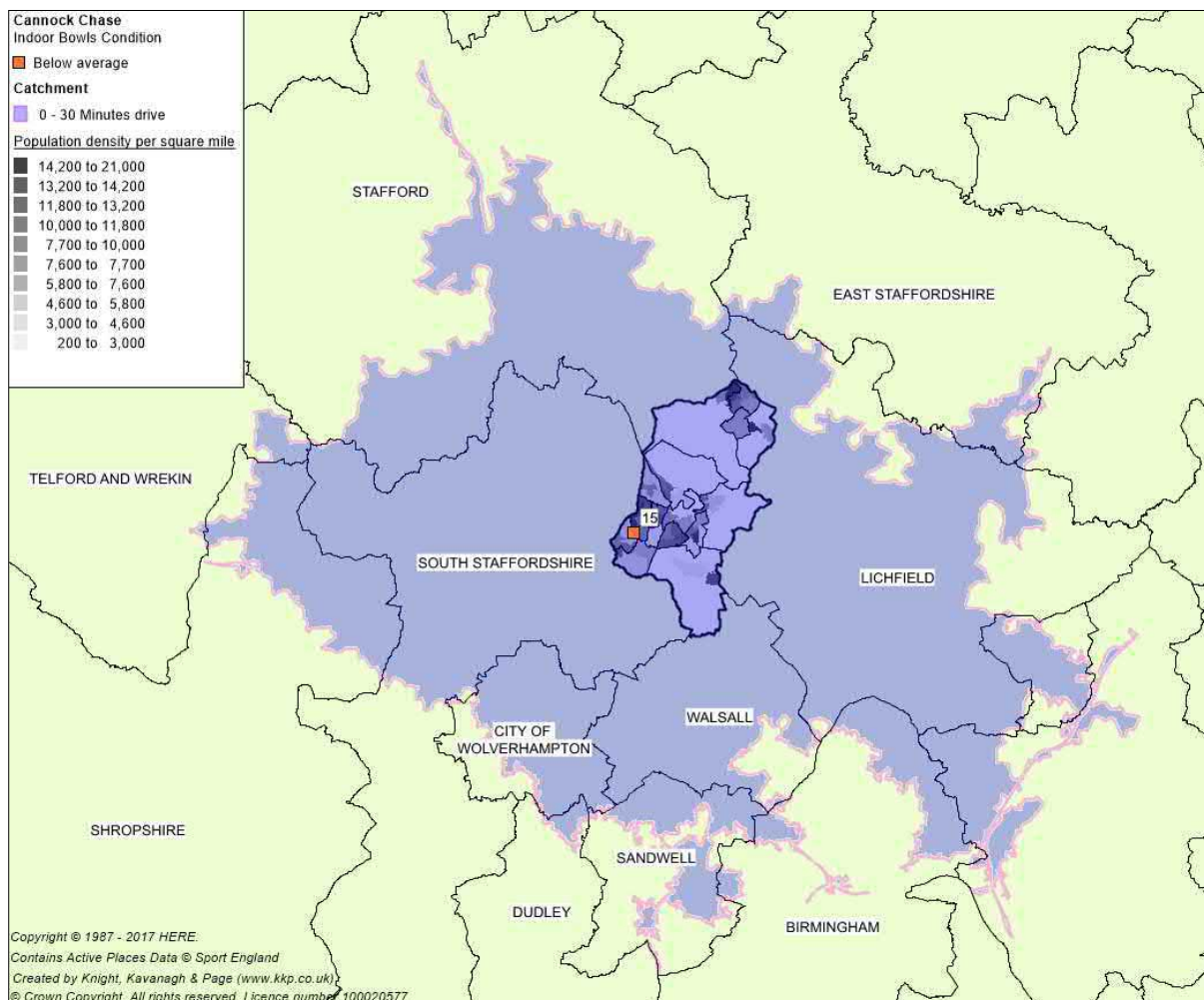
reportedly limited demand for indoor bowls is cited by IHL as one of the reasons which justifies conversion of the current indoor bowls facility into indoor cycling studios. Generally, The Indoor Bowls Association suggests that there is a need for more indoor bowls facilities. It suggests the following options for provision of these facilities:

- ◀ Compliant indoor bowls green in a leisure centre with at least 4 rinks.
- ◀ Indoor bowls added to an existing outdoor bowls club which has full ancillary services (e.g., catering, bar, toilets, changing rooms) and has the land to build on.
- ◀ Indoor bowls within a building that could accommodate the sport – with appropriate lease, for example an industrial unit.

EIBA identifies funding as a potential issue for these proposed developments so is open to meeting with potential partners to look at options to create joint use facilities. It is considered by the NGB that indoor bowls is attractive to the older population and those with disabilities (Wheelchair and Visually Impaired).

Supply

Figure 7.1: Cannock Chase indoor bowls, 30-minute drive



CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Table 7.1: Cannock Chase indoor bowls

Map ID	Site name	Rinks	Area (m ²)	Condition
15	Chase Leisure Centre	2	500	Below average

The facility at Cannock Chase Leisure Centre is below average condition, is not EIBA compliant and is due to be re-developed in order to cater for demand for other studio and exercise class facilities. Drive time analysis shows that all of Cannock Chase' population lives within a 30-minute drive of the indoor bowls facility at Chase Leisure Centre. There are no other indoor bowls facilities within a 30-minute drive of the Centre

Demand

The facility is still being used by two clubs with membership, reportedly, less than 20 unique users per week, and it has reduced significantly over the past few years. The facility is only used for six months of the year at most bowlers move outdoors from April through to September. The Leisure Operator is offering indoor short mat bowling as an alternative, following the re-development of the site. This requires programming within the wider leisure centre operation but is able to accommodate current demand and expand if necessary.

Indoor bowls

As noted above, as a guide, EIBA/Sport England suggest that demand is calculated as one rink per 14,000-17,000 of total population. The number of rinks required can be related to the estimated number of members: assume 80-100 members per rink. These demand guides are currently under review by Sport England.

Table 7.2: Sports Facilities Calculator – Indoor Bowls

	Population 2014	Population estimate 2036
ONS population projections	98,549	104,092
Population increase	-	5,543
Facilities to meet additional demand	-	0.4 rinks
Cost		£140,062

7.2: Squash

England Squash's Game Changer Strategy (2015-2017) states that squash will be the number one racket sport played in England by 2017 and there will be net increase of 11,000 people playing. This will be achieved by working across three platforms, education, leisure providers (commercial and public) and clubs to increase the supply of opportunities to play. This is supported via a range of participatory products, such as Squash 57 and Squash Girl Can. A platform is to be developed to support these programmes, which include workforce development and improving technology in the sport.

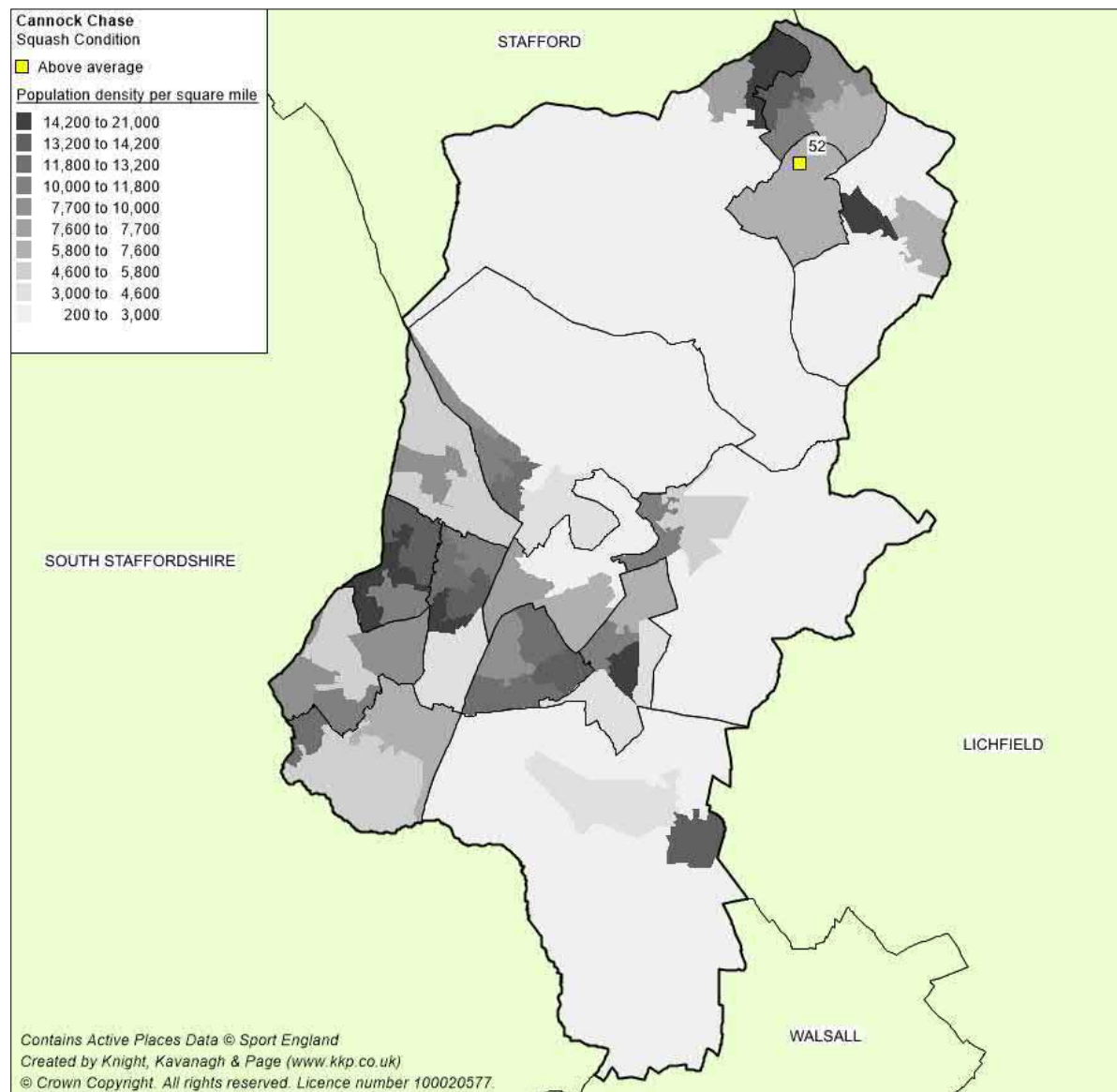
The two courts in the area are both at Rugeley Leisure Centre.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Table 7.3: Squash courts in Cannock Chase

Map Ref	Site Name	Courts	Condition
52	Rugeley Leisure Centre	2	Above average

Figure 7.2: Squash courts in Cannock Chase and surrounding local authorities



Consultation with management at Rugeley Leisure Centre confirmed that no established clubs are located at the leisure centre, but it does organise what was described as a popular internal ladder league. It reports having capacity in the courts and has been looking at other initiatives to encourage participation and increase demand. A new initiative being trialled is soccer squash.

Soccer Squash is a new crossover sport which combines the ball control skills and shooting techniques of soccer with the tactical skills of squash.

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There are three facilities within a two-mile radial catchment of the Cannock Chase authority boundary. Only Oak Park Active Living Centre provides community use pay and play access courts.

Figure 7.3: Squash courts in Cannock Chase and neighbouring authorities

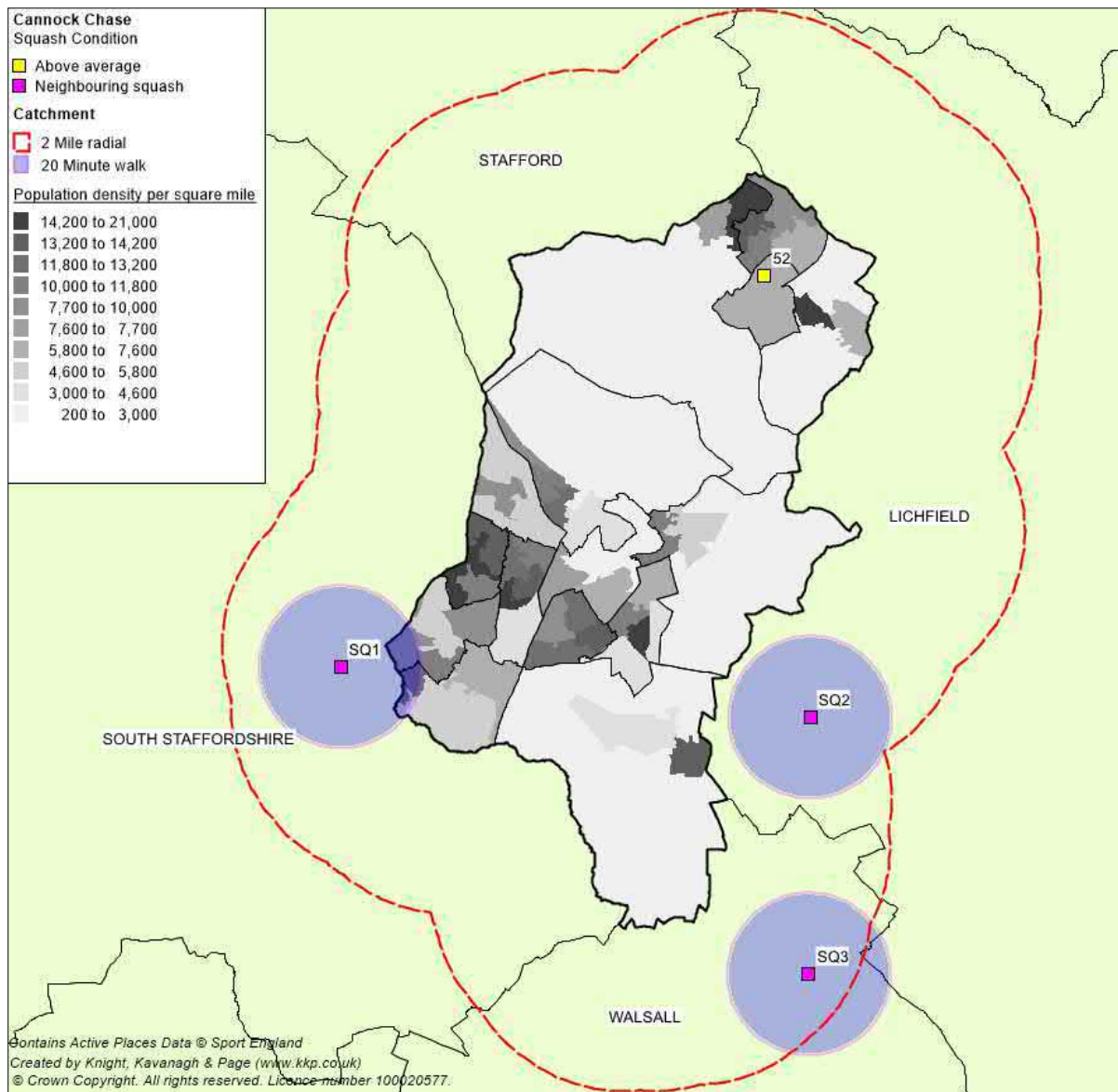


Table 7.4: Squash facilities within a two-mile radial catchment of Cannock Chase

ID	Site Name	Courts		Access type	Authority
		Glass back	Normal		
SQ1	Chase Park	1	2	Sports club/CA	S. Staffordshire
SQ2	Burntwood Leisure Centre	2	0	Reg. Mem	Lichfield
SQ3	Oak Park Active Living Centre	2	0	Pay and Play	Walsall

(* Community Association) Source: Active Places Power 28/03/2018

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

7.3: Athletics

Rugeley & District Athletic Club was established in 1984, now known as Rugeley Runners is based at Rugeley Cricket Club and has approximately 120 members. It regularly delivers 10-week introductory satellite sessions with the aim of recruiting new runners. This has proved successful with approximately 40 new members being recruited in the past year.

It uses tracks outside Cannock Chase district, primarily in Stafford to meet and train. For a short time, it based itself at Rugeley Leisure Centre however, it outgrew the site and relocated to Rugeley Cricket Club in September 2017.

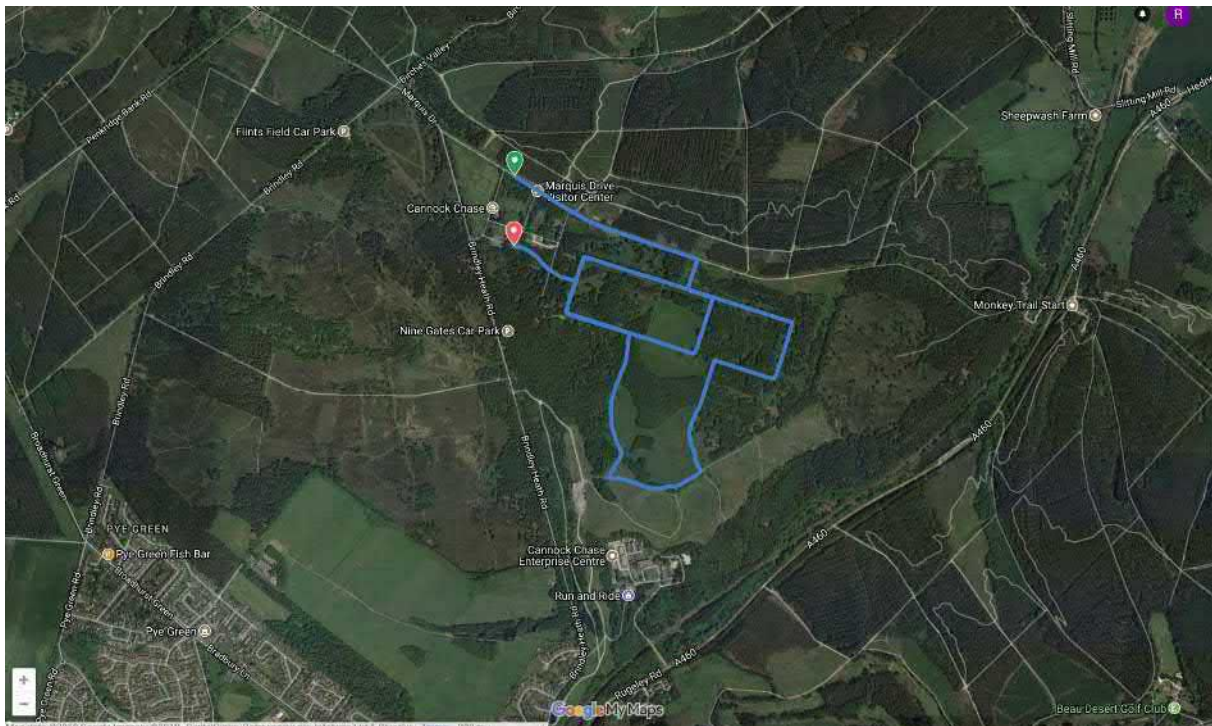
The Club would like to expand further and has a junior section. It is; however, restricted due to need for an off-road venue, with lighting (for the winter periods) and ancillary facilities. This at present has not yet been sourced. It reports having requested support from the Council for a track or route to be sought that is in the form of a tarmac path or small (3 lane) track that is low maintenance. It would also welcome other uses of the “track” for other uses e.g. cycling.

Rugeley Runners members and officials volunteer to run the Cannock Chase Parkrun one week in every four.

Park Run

This takes place at Marquis Drive, Cannock and attracts approximately 300 runners per week. The course is 5km mixed terrain (tarmac and trail) slightly undulating route comprising a single clockwise circuit which starts with an inner loop middle section before continuing on to a longer outer loop.

Figure 7.4: Cannock Chase Parkrun



CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

7.4: Summary of key issues for other sports

- ◀ Indoor bowls participation has been decreasing over a period of time.
- ◀ The indoor facility at Chase Leisure Centre is designated as an area for redevelopment and will close in 2018. Participants have been offered short mat bowling as an alternative.
- ◀ The two squash courts at Rugeley Leisure Centre are well used but are also used for a variety of other activities. (This multi-use is reportedly not hindering the playing of squash in the area.
- ◀ There has been a significant increase in running in the District with Rugeley Runners supporting development of itself and the local park run, which attracts over 300 runners per week. The Club is looking for support (financial or other) to develop a floodlit tarmac running route which could be shared with cyclists.

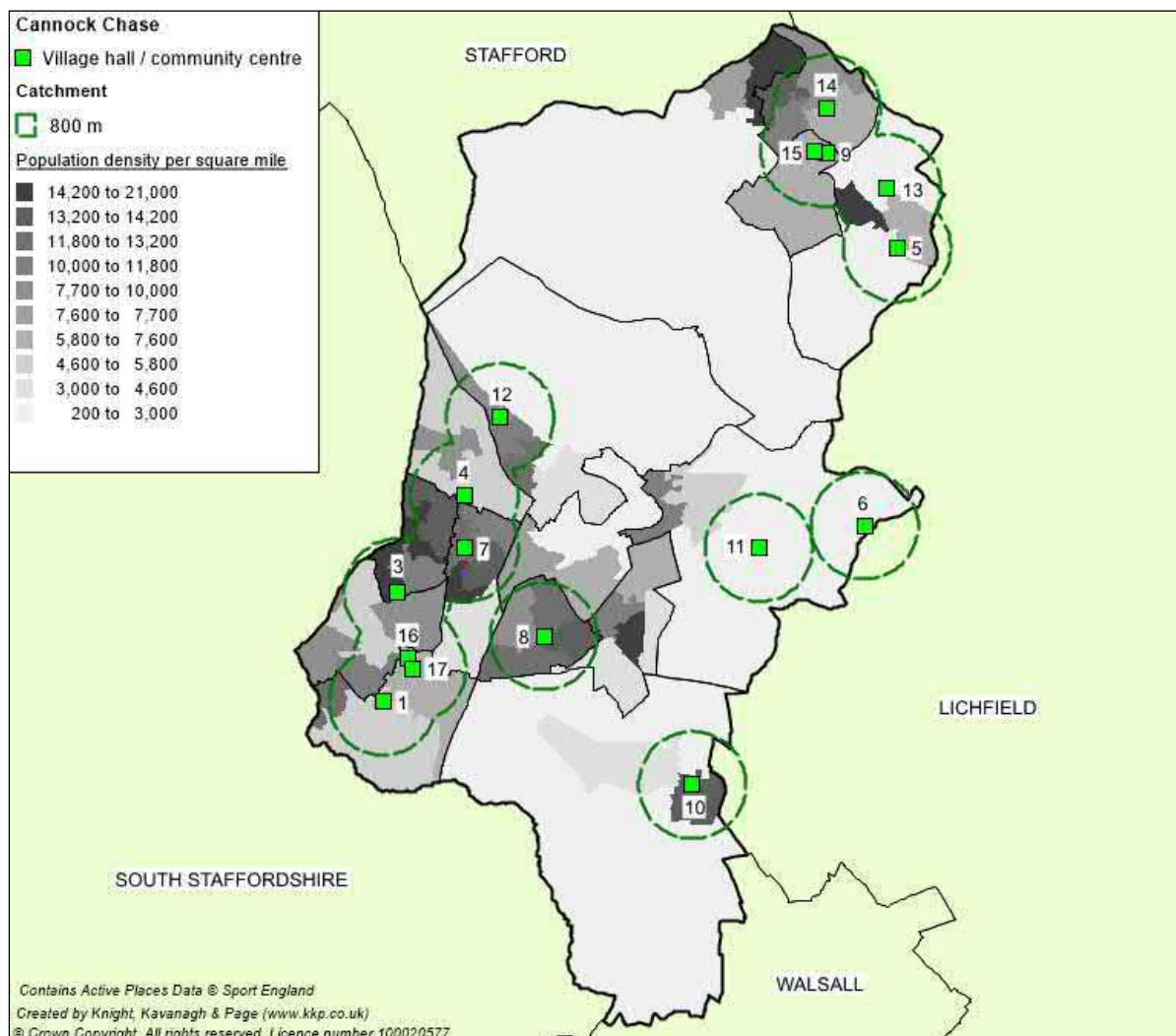
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SECTION 8: VILLAGE HALLS/COMMUNITY CENTRES

These are important recreational facilities, especially in rural areas and where day time access to sports centres is restricted. They are usually multi-functional and, dependent upon size and dimensions, can accommodate meetings, socialising, sports and recreation clubs/activities. The spread of village halls/ community centres in Cannock Chase is shown below.

8.1: Supply

Figure 8.1: Village halls and community centres in Cannock Chase



Just under half (47.2%, 46,500) of the population of Cannock Chase (98,534 MYE 2016) live within 800 metres of a village hall or community centre within. Conversely, just over half (52.8%) do not live within the 800-metre catchment area.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Table 8.1: Village halls and community centres in Cannock Chase

Map ID	Site	Map ID	Site
1	Avon Business and Leisure Limited	10	Norton Canes Community Hall
3	Bevan Lee Community Centre	11	Prospect Village hall
4	Blakeways Community Centre	12	Pye Green Community Centre
5	Brereton and Ravenhill Community Centre	13	Ravenhil Ward Social Club
6	Cannock Wood Village hall	14	Rugeley Rose Community Hall
7	Coniston Hall	15	Rugeley Youth & community Centre
8	Hayes Green Community Centre	16	St Lukes Church & community centre
9	Lea Hall Miners Welfare and Social Club	17	St Marys Community Centre

8.2: Demand

Research undertaken for the audit suggests that demand for village hall/community centre space is high, highlighting the importance of these sites in ensuring that there is a good range of local sport and physical activity provision available for residents in Cannock Chase. Activities range from curling and bowling in Cannock Wood Village hall to table tennis in Lea Hall.

Table 8.2: Village halls and community centres with known sporting/physical activity

Map ID	Site	Brief description
1	Avon Business and Leisure Limited	Dance, fitness, weight loss, parents and toddlers activities
3	Bevan Lee Community Centre	
4	Blakeways Community Centre	
5	Brereton and Ravenhill Community Centre	Weight loss
6	Cannock Wood Village hall	Fun and fitness class- (dance), yoga and a recreation club offering a variety of activities such as curling and bowling.
7	Coniston Hall	
8	Hayes Green Community Centre	
9	Lea Hall Miners Welfare and Social Club	Karate, table tennis
10	Norton Canes Community Hall	Indoor bowls, social dances and judo club
11	Prospect Village Hall	
12	Pye Green Community Centre	Weight loss, kickboxing, dance, Pilates
13	Ravenhill Ward Social Club	
14	Rugeley Rose Community Hall	Weight loss
15	Rugeley Youth & Community Centre	Sports hall marked out for five-a-side football, basketball and badminton.
16	St Lukes Church & Community Centre	Gentle exercise and craft groups
17	St Marys Community Centre	

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

As identified in Section 4, the majority of sports halls in the District are located on education sites. This restricts their usage to the general population especially during the daytime on weekdays. Village and community halls can play a key role in providing complementary provision for sport and physical activity at these times in addition to evenings and weekends. This is pertinent not only in areas where access to sports halls is restricted, but also in rural areas and areas which suffer from poor public transport links.

Seven of the village halls and community centres offer some level of physical activity, which tends to be pertinent to the local community. There is potential to extend use at Rugeley Youth and Community Centre but research suggests that there is limited opportunity to expand activities at other facilities, either due to lack of volunteers or size and shape of the facilities in question.

8.3: Summary of village halls and community centres key facts and issues

- ◀ The audit identified 16 village and community halls in Cannock Chase.
- ◀ Just under half (47.2%, 46,500) of the population lives within an 800-metre catchment of a site.
- ◀ There are a range of physical activity opportunities offered on six sites. The size and shape of some of the other facilities do not lend themselves to accommodating physical activities or are very limiting in what they can offer.
- ◀ A variety of activities is delivered in village halls ranging from dancing to short mat bowls.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

SECTION 9: SWOT ANALYSIS

9.1 Strengths

- ◀ CCDC recognises the importance of its leisure facility stock to health and wellbeing and future planning needs.
- ◀ There is a productive relationship between CCDC and IHL which is helping to increase physical activity levels amongst hard to reach groups, in particular.
- ◀ The main public leisure centres (in Cannock and Rugeley) offering good community accessible facilities. Both have received investment and are fit for purpose facilities.
- ◀ Chase Leisure Centre has an eight-court badminton hall which offer substantial flexibility to function as a league central venue and to accommodate events.
- ◀ The strong GP referral system has seen significant growth over the past two years.
- ◀ All Cannock residents live within 20-minute drive time of a swimming pool, a sports hall and a health and fitness centre.
- ◀ Gymnastics and running are popular.
- ◀ Community centres/village halls and dance studios offer a range of activities ensuring complementary opportunities in smaller more accessible venues.
- ◀ There is a strong disability sports offer in the area in which is growing and appears to be funded by a range of partner organisations.

9.2: Weaknesses

- ◀ There is limited, if any coordination between programming of sports halls on education sites and the two leisure centres managed by IHL.
- ◀ There appears to be a weak sports club structure in the District which is compounded by the lack of coaches and coach development.
- ◀ Two swimming clubs operate from both Rugeley and Cannock Chase leisure centres, leading to duplication of effort of both coaches and volunteers.
- ◀ The fragmented nature of management arrangements at sports halls means that no single organisation takes a lead on activity programming or access and schools, in particular appear to work within their own 'silo' without overall leadership and direction.
- ◀ The CARS scheme should be attracting more people from areas of higher health deprivation if it is to make a difference to the people who need to improve their health more than others.
- ◀ The reduced opportunity to play indoor bowls.
- ◀ The missed opportunity of the local girls' handball team to train and play in the area.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

9.3 Opportunities

- ◀ House building in the area could lead to increased developer contributions towards sport and leisure provision should demand warrant it.
- ◀ The excitement generated by the decision to hold the Commonwealth Games in Birmingham in 2022 could lead to increased participation in sport in the area, if coordinated and harnessed.
- ◀ Chase Leisure Centre has an eight-court badminton hall of which more use could be made to support local sports clubs and their development.
- ◀ There is an opportunity to extend the CARS scheme building on its current strength. It is imperative that results of this programme continue to be properly recorded to ensure that the Council is fully appraised of its value.
- ◀ Schools report spare capacity at their sports halls so efforts should be made to strategically develop specific sports at different sites with a view to driving increases in participation generally.
- ◀ IHL is investing in Chase Leisure Centre facilities and expanding the dance/studio area, which should lead to increases in physical activity and participation levels.
- ◀ Development of additional space multi-use space at Rugeley Leisure Centre could also lead to increased participation; this would help alleviate some of the waiting lists for class-based activity in particular.
- ◀ Continue to build on the good relationships and developing partnership-based approach between IHL and the wide array of wellbeing groups to ensure a continued strategic approach is undertaken with regard to driving increases in participation.
- ◀ There is a need to develop volunteer and coach workforce development plan in order to increase the numbers across a range of sports, to counteract the relatively weak club structure in the District).
- ◀ IHL needs to continue working (and utilising its experience) with NGBs and voluntary clubs to help drive increases in participation across the District on behalf of CCDC.
- ◀ CCDC should (possibly in tandem with IHL) allocate a significant short-term resource to a programme to secure development of sporting opportunities at school-based facilities.
- ◀ Strategically plan how more gymnastics provision could be accommodated to reduce the length of the waiting lists. Consideration could be given to looking to develop a dedicated gymnastics facility within the District.
- ◀ To encourage the handball team to be able to train and play in a larger hall within Cannock.
- ◀ An in-depth analysis of the swimming timetable is required to ensure that participation can continue to rise given the current pressures on water space.

9.4: Threats

- ◀ Although the main two facilities are in above average condition, capital investment is still required to ensure that they remain fully operational and fit for purpose.
- ◀ The projected increase in number and proportion of older people, will place an increasing strain on the two main sports halls at specific times if school sites are not booked for use leading to an increase activity out of school hours.
- ◀ The lack of a workforce development plan is likely to ensure that the current undersupply of sports coaches will remain thereby limiting the sports development opportunity in the District.
- ◀ The community sport and physical activity offer across the District could fragment further due to the increasing independence of schools (via general changes to education) and further private investment in profit making activities (e.g. gyms).
- ◀ The continuing drive for efficiencies and cost saving could place further strain on the service.
- ◀ The lack of joined up programming and sports development service, across the District, may lead to duplication of activity and/or gaps in provision of a full sport and leisure offer.
- ◀ Limited developer contributions due to the relatively low level of housing development compared to many other districts and boroughs

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9.5 Summary of Need by 2036

The following identifies a brief summary of supply and demand of current facilities by type and an overview of requirements based on current knowledge of house building and projected growth/

Facility type	Current status	Projected gap/deficiency 2036
Sports halls	<ul style="list-style-type: none"> ◀ All schools have spare sports hall capacity. ◀ The sports halls at Rugeley and Chase leisure centres are operating at near capacity. 	<ul style="list-style-type: none"> ◀ The projected increase in population of just over 5% by 2036 could place increasing demand on sports halls, but the current spare capacity on all education sites suggests that this can be accommodated for with the current level of supply. ◀ The key issue is that the ageing demographic may place more pressure on the requirement for day time use; alternatively, it may lead to a reduced demand for sports hall space as the population becomes less active as it ages. ◀ The limited change in supply of and demand for sports halls would suggest that maintaining the quality of existing facilities is a high priority to ensure that participation in indoor sports at least remains constant and/or increases
Swimming pools	<ul style="list-style-type: none"> ◀ Swimming is popular in the District with wet site visits increasing in 2018 compared to 2017. ◀ The two swimming clubs (Cannock Chase and Cannock Phoenix swimming clubs) use both Rugeley and Chase leisure centres. ◀ More water space is available in the neighbouring authorities of Lichfield, South Staffordshire and Walsall). 	<ul style="list-style-type: none"> ◀ The projected growth in Cannock Chase is unlikely to result in demand for more water space; in our view, this can be accommodated by programming changes/improvements. ◀ Investment to maintain quality will be required to ensure that swimming facilities remain fit for purpose.
Health and fitness facilities and dance studios	<ul style="list-style-type: none"> ◀ There is a good supply of health and fitness provision in the authority and neighbouring authorities. ◀ There is pressure on dance studio space currently 	<ul style="list-style-type: none"> ◀ Any increase in health and fitness and dance studio is likely to come about as a result of changing trends and an ageing demographic rather than increases in population. This demand is not likely to result in increased demand for health and fitness, rather a varied and developing offer.
Indoor bowls	<ul style="list-style-type: none"> ◀ There is currently insufficient demand to support the financial viability of the indoor bowls facility at Chase Leisure Centre, hence its recent closure. 	<ul style="list-style-type: none"> ◀ Although an ageing demographic might suggest and increase in the demand for indoor bowls, this is not necessarily the case. It is highly unlikely that there will be sufficient demand for an indoor bowls facility that will be financially viable to 2036.
Squash courts	<ul style="list-style-type: none"> ◀ There is capacity in the courts with management looking at other initiatives 	<ul style="list-style-type: none"> ◀ It is not expected that more squash courts will be needed by 2036, although there will be a requirement to ensure that quality is maintained.

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	to encourage participation and increase demand	
Athletics/ running	<ul style="list-style-type: none"> ◀ There has been a significant increase in running in the District with Rugeley Runners supporting development of itself and the local park run, which attracts over 300 runners per week. 	<ul style="list-style-type: none"> ◀ The Club is looking for support (financial or other) to develop a floodlit tarmac running route which could be shared with cyclists.

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Appendix 1: Priority outcomes for the Health and Wellbeing Pathway

Appendix A – Public Health Priority Summary Sheet

	Priority Outcome 1	Priority Outcome 2	Priority Outcome 3	Priority Outcome 4
Start Well To give every child the best start in life	Parents know how to provide a supportive, safe and stable childhood	Increased take up of breast feeding to support good early childhood development	To reduce the number of low birth weight babies being born	Reduce smoking in pregnancy
Develop Well To enable all children, young people and adults to maximise their capabilities and have control over their lives	Children and young people have improved emotional wellbeing	Children and young people have a BMI within a healthy range and engage in regular physical activity	Children and young people are kept safe from substance and alcohol misuse	Fewer children and young people contracting STI's
Live Well To ensure a healthy standard of living for all	People in Cannock Chase have access to good quality housing and influence planning	People in Cannock Chase have a BMI within a healthy range, engage in regular physical activity and live a life free from diabetes.	Continue to reduce smoking prevalence and increase numbers accessing stop smoking services	Fewer people report feelings of isolation and low self esteem and have improved access to services. In particular reduce the higher than average rates of self harm admissions in Cannock Chase
Age Well To create and develop healthy and sustainable places and communities	Older people in Cannock Chase lead healthy active lives in a dementia friendly society where support is available to people and their carers in their own homes	Fewer people in Cannock Chase will have accidents and falls	People in Cannock Chase are better protected against the risk of excess winter deaths	Improve cancer detection and early intervention
End Well To strengthen the role and impact of ill health prevention	People in Cannock Chase will have greater choice and control during the end of their lives	People in Cannock Chase have better access to information, awareness and communication	People in Cannock Chase have a greater understanding of the end of life	To improve and ensure a high quality end of life service provision

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Appendix 2: Mosaic segmentation-











<p>City Prosperity</p> 	<p>Work in high status positions. Commanding substantial salaries they are able to afford expensive urban homes. They live and work predominantly in London, with many found in and around the City or in locations a short commute away. Well-educated, confident and ambitious, this elite group is able to enjoy their wealth and the advantages of living in a world-class capital to the full.</p>
<p>Prestige Positions</p> 	<p>Affluent married couples whose successful careers have afforded them financial security and a spacious home in a prestigious and established residential area. While some are mature empty-nesters or elderly retired couples, others are still supporting their teenage or older children.</p>
<p>Country Living</p> 	<p>Well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities. Some people are landowners or farmers, others run small businesses from home, some are retired and others commute distances to professional jobs.</p>
<p>Rural Reality</p> 	<p>People who live in rural communities and generally own their relatively low cost homes. Their moderate incomes come mostly from employment with local firms or from running their own small business.</p>
<p>Senior Security</p> 	<p>Elderly singles and couples who are still living independently in comfortable homes that they own. Property equity gives them a reassuring level of financial security. This group includes people who have remained in family homes after their children have left, and those who have chosen to downsize to live among others of similar ages and lifestyles.</p>
<p>Suburban Stability</p> 	<p>Typically, mature couples or families, some enjoying recent empty-nest status and others with older children still at home. They live in mid-range family homes in traditional suburbs where they have been settled for many years.</p>
<p>Domestic Success</p> 	<p>High-earning families who live affluent lifestyles in upmarket homes situated in sought after residential neighbourhoods. Their busy lives revolve around their children and successful careers in higher managerial and professional roles.</p>
<p>Aspiring Homemakers</p> 	<p>Younger households who have, often, only recently set up home. They usually own their homes in private suburbs, which they have chosen to fit their budget.</p>
<p>Family Basics</p> 	<p>Families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options.</p>

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<p>Transient Renters</p> 	<p>Single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on.</p>
<p>Municipal Challenge</p> 	<p>Long-term social renters living in low-value multi-storey flats in urban locations, or small terraces on outlying estates. These are challenged neighbourhoods with limited employment options and correspondingly low household incomes.</p>
<p>Vintage Value</p> 	<p>Elderly people who mostly live alone, either in social or private housing, often built with the elderly in mind. Levels of independence vary, but with health needs growing and incomes declining, many require an increasing amount of support.</p>
<p>Modest Traditions</p> 	<p>Older people living in inexpensive homes that they own, often with the mortgage nearly paid off. Both incomes and qualifications are modest, but most enjoy a reasonable standard of living. They are long-settled residents having lived in their neighbourhoods for many years.</p>
<p>Urban Cohesion</p> 	<p>Settled extended families and older people who live in multi-cultural city suburbs. Most have bought their own homes and have been settled in these neighbourhoods for many years, enjoying the sense of community they feel there.</p>
<p>Rental Hubs</p> 	<p>Predominantly young, single people in their 20s and 30s who live in urban locations and rent their homes from private landlords while in the early stages of their careers, or pursuing studies.</p>

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Appendix 3: Sport England Market Segmentation

	Segment name and description	Segment characteristics	Main age band	Socio eco group	1x30 3x30	% Eng popn	Media and Communications	Key brands	Top sports (played at least once a month) and sporting behaviour
	Ben Competitive Male Urbanites Also known as Josh, Luke, Adam, Matesuz, Kamil	Male, recent graduates, with a 'work-hard, play-hard' attitude. <i>Graduate professional, single.</i>	18-24	ABC1	69% 39%	4.9%	Ben is a heavy internet user, using it for sports news, personal emails, social networking and buying films, games and tickets. He is highly responsive to internet advertising.		Ben is a very active type and takes part in sport on a regular basis. He is the sportiest of the 19 segments. Ben's top sports are football (33%), keep fit/ gym (24%), cycling (18%), athletics including running (15%) and swimming (13%).
	Jamie Sports Team Lads Also known as Ryan, Nathan, Ashley, Adeel, Pawel	Young blokes enjoying football, pints and pool. <i>Vocational student, single.</i>	18-24	C2DE	59% 31%	5.4%	Jamie is a prolific mobile phone user and as uses this as a primary source of information. He likes to text rather than talk, and uses 3G for sports results and SMS text information services.		Jamie is a very active type that takes part in sport on a regular basis. Jamie's top sports are football (28%), keep fit and gym (22%), athletics including running (12%), cycling (12%) and swimming (10%).
	Chloe Fitness Class Friends Also known as Nisha, Sophie, Lauren, Charlotte, Lucy	Young image-conscious females keeping fit and trim. <i>Graduate professional, single.</i>	18-24	ABC1	56% 23%	4.7%	Chloe is a heavy internet and mobile phone user. She uses her mobile to keep in contact with friends and family, preferring this to her landline. Chloe has a new 3G phone which provides internet access but is still likely to use text as her first source of information.		Chloe is an active type that takes part in sport on a regular basis. Chloe's top sports are keep fit/ gym (28%), swimming (24%), athletics including running (14%), cycling (11%) and equestrian (5%).
	Leanne Supportive Singles Also known as Hayley, Kerry, Danielle, Nisha, Saima	Young busy mums and their supportive college mates. <i>Student or PT vocational, Likely to have children.</i>	18-24	C2DE	42% 17%	4.3%	Leanne is a light internet user and a heavy mobile phone user, using this instead of a landline to contact friends. She uses SMS text services and also entertainment features on her mobile. Leanne's mobile is likely to be pay-as-you-go and she responds to text adverts.		Leanne is the least active segment of her age group. Leanne's top sports are keep fit/ gym (23%), swimming (18%), athletics including running (9%), cycling (6%) and football (4%).
	Helena Career Focused Female Also known as Claire, Tamsin, Fiona, Sara, Joanne	Single professional women, enjoying life in the fast lane. <i>Full time professional, single.</i>	26-44	ABC1	53% 19%	4.6%	Helena always has her mobile and PDA on hand so that she is contactable for work and social calls. She is a heavy internet user, but mainly from home, and uses this as her primary source of information.		Helena is a fairly active type that takes part in sport on a regular basis. Helena's top sports are keep fit/ gym (26%), swimming (22%), cycling (11%), athletics including running (9%), and equestrian (3%).









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	Segment name and description	Segment characteristics	Main age band	Socio eco group	1x30	% Eng popn	Media and Communications	Key brands	Top sports (played at least once a month) and sporting behaviour
					3x30				
	<p>Tim Settling Down Males</p> <p>Also known as Simon, Jonathan, Jeremy, Adrian, Marcus</p>	<p>Sporty male professionals, buying a house and settling down with partner. <i>Professional, may have children, married or single.</i></p>	26-45	ABC1	62%	8.8%	<p>Tim's main source of information is the internet -he uses this for information on property, sports and managing his finances. He is a heavy mobile phone user and likes to access information 24/7. Tim will often buy things online and is relatively likely to use SMS text alerts and 3G services.</p>		<p>Tim is an active type that takes part in sport on a regular basis. Tim's top sports are cycling (21%), keep fit/ gym (20%), swimming (15%), football (13%) and golf (7%).</p>
				27%					
	<p>Alison Stay at Home Mums</p> <p>Also known as Justine, Karen, Suzanne, Tamsin, Siobhan</p>	<p>Mums with a comfortable, but busy, lifestyle. <i>Stay-at-home mum, children, married.</i></p>	36-45	ABC1	55%	4.4%	<p>Alison is a medium TV viewer and may have a digital package, but is unlikely to respond to TV advertising. She is a medium internet user and is unlikely to respond to internet advertising, but will use it as a source of information to aid her decision-making. She has a pay-as-you-go mobile for emergencies, but prefers to use her landline.</p>		<p>Alison is a fairly active segment with above average levels of participation in sport. Alison's top sports are: keep fit/ gym (27%), swimming (25%), cycling (12%), athletics including running (11%), and equestrian (3%).</p>
				20%					
	<p>Jackie Middle England Mums</p> <p>Also known as Andrea, Cheryl, Deborah, Jane, Louise</p>	<p>Mums juggling work, family and finance. <i>Vocational job, may have children, married or single.</i></p>	36-45	C1C2D	47%	4.9%	<p>Jackie is a medium TV viewer, enjoying soaps, chat shows and dramas, and has Freeview digital channels. She is a light and cautious internet user, but has been encouraged by her children's prolific usage and is becoming more confident herself.</p>		<p>Jackie has above average participation levels in sport, but is less active than other segments in her age group. Jackie's top sports are keep fit/ gym (22%), swimming (20%), cycling (9%), athletics including running (6%), and badminton (2%).</p>
				16%					
	<p>Kev Pub League Team Mates</p> <p>Also known as Lee, Craig, Steven, Tariq, Dariusz.</p>	<p>Blokes who enjoy pub league games and watching live sport. <i>Vocational job, may have children, married or single.</i></p>	36-45	DE	43%	5.9%	<p>Kev is a heavy TV viewer, likely to have a digital or cable package for extra sports coverage. He is a heavy radio listener and is likely to favour local commercial stations. Kev uses his mobile phone for social reasons but will not respond to text advert.</p>		<p>Kev has above average levels of participation in sport. Kev's top sports are keep fit/ gym (14%), football (12%), cycling (11%), swimming (10%) and athletics including running (6%).</p>
				17%					





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	Segment name and description	Segment characteristics	Main age band	Socio eco group	1x30	% Eng popn	Media and Communications	Key brands	Top sports (played at least once a month) and sporting behaviour
					3x30				
	<p>Paula Stretched Single Mum</p> <p>Also known as Donna, Gemma, Shelley, Tina, Tammy</p>	<p>Single mums with financial pressures, childcare issues and little time for pleasure. <i>Job seeker or part time low skilled worker, children, single.</i></p>	26-45	DE	36%	3.7%	<p>Paula is a heavy TV viewer, enjoying quiz and chat shows, reality TV and soaps. She is likely to have a digital or cable package. Paula does not have internet access at home, and is a heavy mobile phone user, although this is likely to be pay-as-you-go.</p>		<p>Paula is not a very active type and her participation is lower than that of the general adult population. Paula's top sports are keep fit/ gym (18%), swimming (17%), cycling (5%), athletics including running (4%) and football (3%).</p>
				13%					
	<p>Philip Comfortable Mid Life Male</p> <p>Also known as Graham, Colin, Keith, Stuart, Clive</p>	<p>Mid-life professional, sporty males with older children and more time for themselves. <i>Full time job and owner occupied, children, married.</i></p>	46-55	ABC1	51%	8.7%	<p>Philip is a medium TV viewer, likely to have digital and use interactive services for sports and business news. He is a heavy radio listener. Philip is comfortable purchasing over the phone and internet, but is unlikely to respond to SMS text alerts.</p>		<p>Philip's sporting activity levels are above the national average. Philip's top sports are cycling (16%), keep fit/ gym (15%), swimming (12%), football (9%), and golf (8%).</p>
				20%					
	<p>Elaine Empty Nest Career Ladies</p> <p>Also known as Carole, Sandra, Penelope, Julie, Jacqueline</p>	<p>Mid-life professionals who have more time for themselves since their children left home. <i>Full time job and owner occupied, married.</i></p>	46-55	ABC1	43%	6.1%	<p>Elaine is a light TV viewer, loyal to mainstream terrestrial channels. Elaine is a medium radio listener, likely to prefer BBC Radio 2 or 4 and Classic FM. A moderate internet user, she browses news and lifestyle sites. Elaine reads broadsheets, such as the Daily Telegraph, and women's lifestyle magazines. She would not respond to sms text alerts, nor to cold-calling.</p>		<p>Elaine's sporting activity levels are similar to the national average. Elaine's top sports are keep fit/ gym (21%), swimming (18%), cycling (7%), athletics including running (3%) and tennis (2%).</p>
				12%					
	<p>Roger & Joy Early Retirement Couples</p> <p>Also known as Melvyn, Barry, Geoffrey, Linda, Susan, Patricia</p>	<p>Free-time couples nearing the end of their careers. <i>Full-time job or retired, married.</i></p>	56-65	ABC1	38%	6.8%	<p>Roger and Joy are medium TV viewers and heavy radio listeners. They regularly read the Times of Daily Telegraph, and a local paper. They have increased their use of the internet and may now have access to it at home.</p>		<p>Roger and Joy are slightly less active than the general population. Roger and Joy's top sports are keep fit/ gym (13%), swimming (13%), cycling (9%), golf (6%), and angling (2%).</p>
				10%					

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	Segment name and description	Segment characteristics	Main age band	Socio eco group	1x30	% Eng popn	Media and Communications	Key brands	Top sports (played at least once a month) and sporting behaviour
					3x30				
	<p>Brenda Older Working Women</p> <p>Also known as Shirley, June, Maureen, Janet, Diane</p>	<p>Middle aged ladies, working to make ends meet. <i>Part-time job, married.</i></p>	46-65	C2DE	29%	4.9%	<p>Brenda is a heavy TV viewer and is likely to respond to TV advertising. She is a medium radio listener, preferring local commercial stations. Brenda rarely has access to the internet, and is an infrequent mobile user. She enjoys reading the Mirror or the Sun.</p>		<p>Brenda is generally less active than the average adult. Brenda's top sports are keep fit/ gym (15%), swimming (13%), cycling (4%), athletics including running (2%) and badminton (1%).</p>
				8%					
	<p>Terry Local 'Old Boys'</p> <p>Also known as Derek, Brian, Malcolm, Raymond, Michael</p>	<p>Generally inactive older men, low income, little provision for retirement. <i>Job Seeker, married or single.</i></p>	56-65	DE	26%	3.7%	<p>Terry is a high TV viewer, both at home and in the pub, particularly enjoying live sports coverage. He reads the tabloids on a daily basis. Terry does not use the internet, and does not feel he is missing out. He is unlikely to have a mobile phone.</p>		<p>Terry is generally less active than the average adult. Terry's top sports are keep fit/ gym (8%), swimming (6%), cycling (6%), angling (4%), and golf (4%).</p>
				9%					
	<p>Norma Late Life Ladies</p> <p>Also known as Pauline, Angela, Irene, Denise, Jean</p>	<p>Older ladies, recently retired with a basic income to enjoy their lifestyles. <i>Job seeker or retired, single.</i></p>	56-65	DE	23%	2.1%	<p>Norma is a high TV viewer, enjoying quiz shows, chat shows, soaps and religious programmes. Most new technology has passed her by, having no internet access or mobile phone, but she uses her landline to call her family.</p>		<p>Norma is generally less active than the average adult. Norma's top sports are keep fit/ gym (12%), swimming (10%), cycling (2%), bowls (1%) and martial arts/ combat (1%).</p>
				6%					
	<p>Ralph & Phyllis Comfortable Retired Couples</p> <p>Also known as Lionel, Arthur, Reginald, Beryl, Peggy, Marjorie</p>	<p>Retired couples, enjoying active and comfortable lifestyles. <i>Retired, married or single.</i></p>	66+	ABC1	28%	4.2%	<p>Ralph and Phyllis are medium to light TV viewers, preferring to be out and about instead. They are unlikely to have access to the internet, although it is something they are considering. They read the newspaper daily: either the Daily Telegraph or Times.</p>		<p>Ralph and Phyllis are less active than the average adult, but sportier than other segments of the same age group. Ralph and Phyllis' top sports are keep fit/ gym (10%), swimming (9%), golf (7%), bowls (4%), and cycling (4%).</p>
				9%					

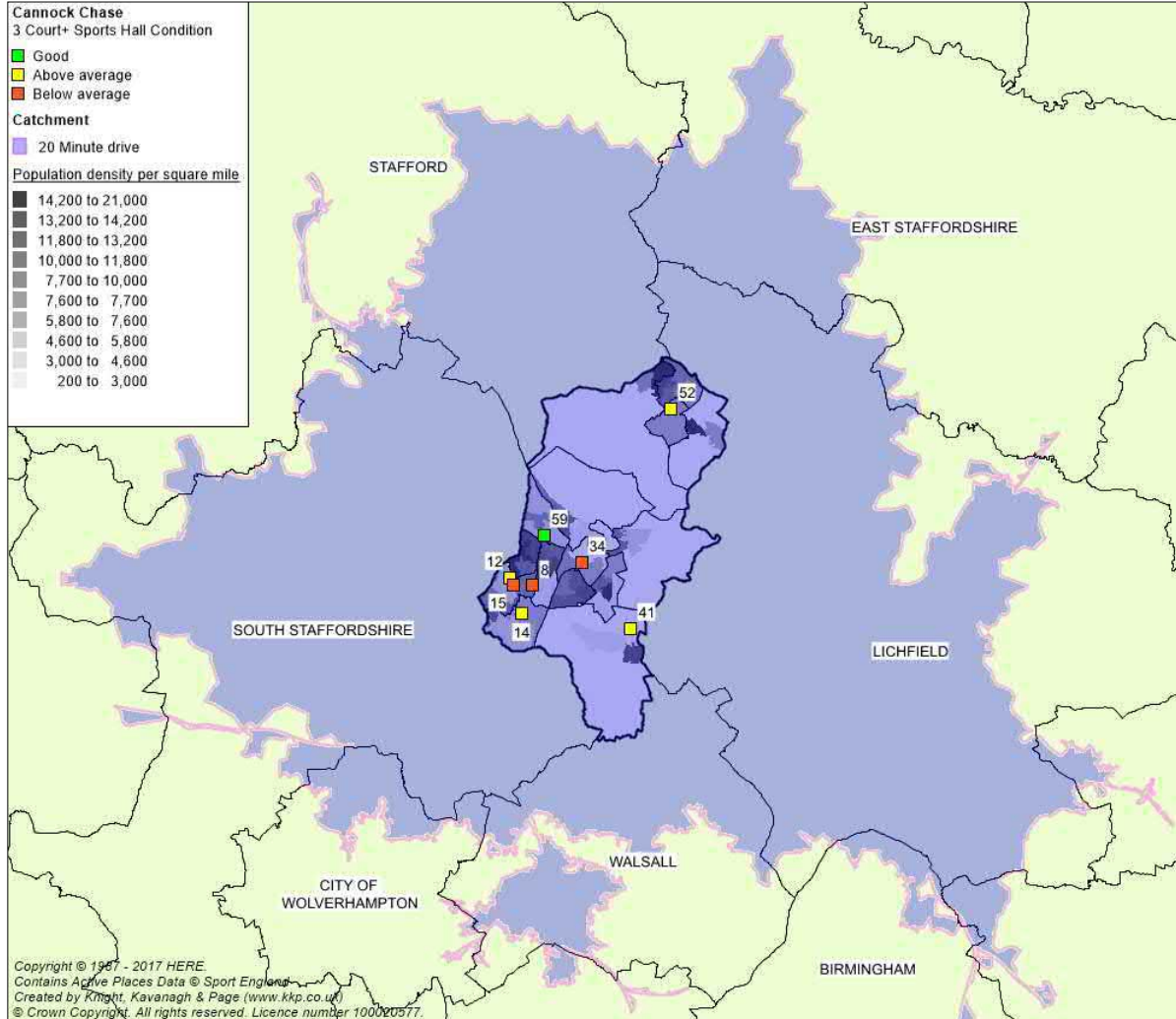
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	Segment name and description	Segment characteristics	Main age band	Socio eco group	1x30	% Eng popn	Media and Communications	Key brands	Top sports (played at least once a month) and sporting behaviour
					3x30				
	<p>Frank Twilight Years Gent</p> <p>Also known as Roy, Harold, Stanley, Alfred, Percy</p>	<p>Retired men with some pension provision and limited exercise opportunities. <i>Retired, married or single</i></p>	66+	C1C2D	21%	4.0%	<p>Frank is a heavy TV viewer and enjoys watching live sport and notices TV advertising, which he is influenced by. He does not use the internet and is nervous of computers. Frank reads a newspaper most days, either the Daily Mail or Express. He does not have a mobile phone.</p>		<p>Frank is generally much less active than the average adult. Frank's top sports are golf (7%), keep fit/ gym (6%), bowls (6%), swimming (6%) and cycling (4%).</p>
				9%					
	<p>Elsie & Arnold Retirement Home Singles</p> <p>Also known as Doris, Ethel, Gladys, Stanley, Walter, Harold</p>	<p>Retired singles or widowers, predominantly female, living in sheltered accommodation. <i>Retired, widowed.</i></p>	66+	DE	17%	8.0%	<p>Elsie and Arnold are heavy TV viewers, enjoying quiz shows, religious programmes and old films. They generally do not have access to the internet or use a mobile phone, and only use their landline to call family</p>		<p>Elsie and Arnold are much less active than the average adult. Their top sports are keep fit/ gym (10%), swimming (7%), bowls (3%), golf (1%) and cycling (1%).</p>
				5%					

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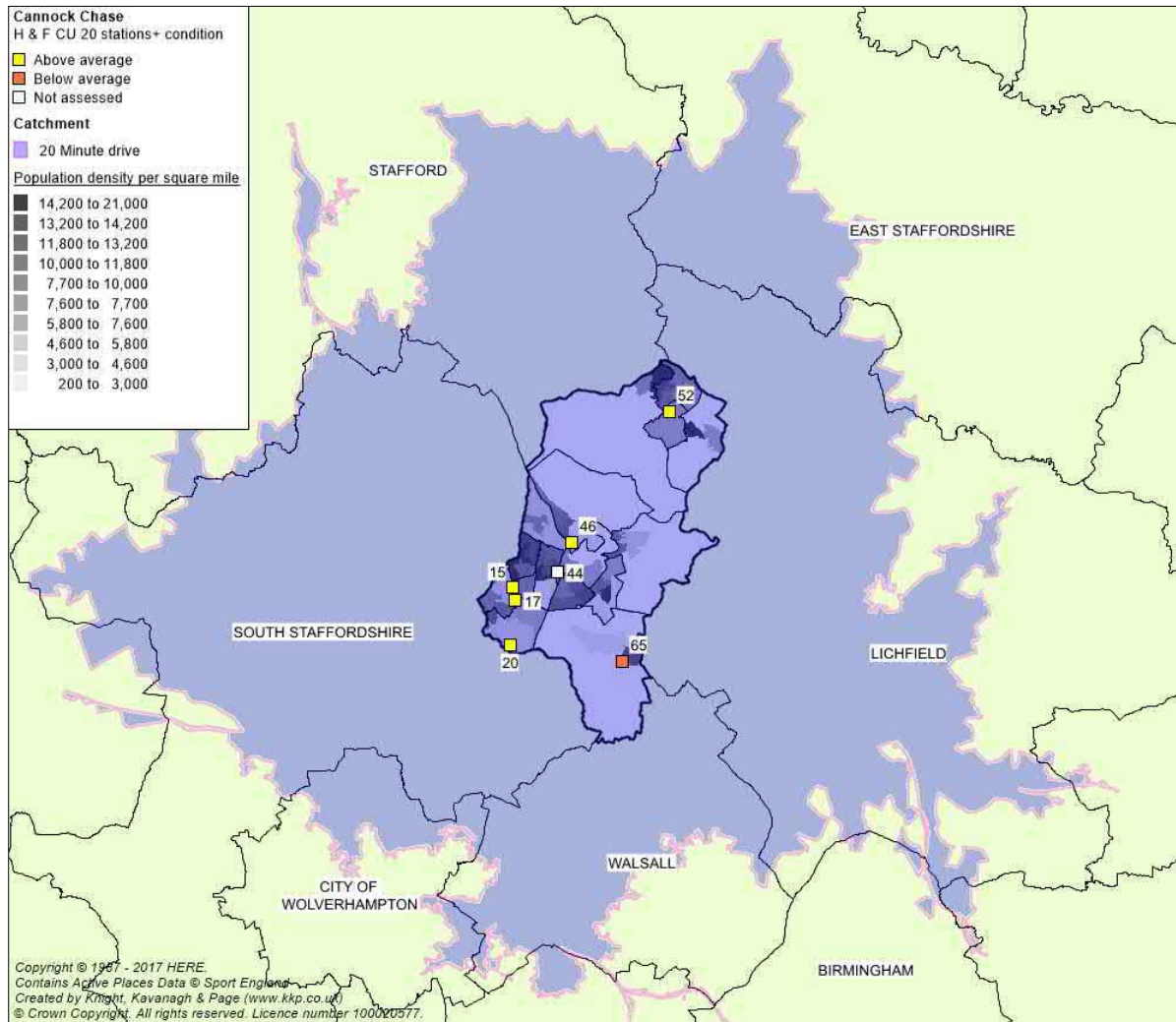
Appendix 4: Drive time maps

Figure 4.4: Cannock Chase sports halls 3+ court plus by condition with 20-minute drive time



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Figure 6.5: Health & Fitness (min 20 stn) by condition, 20-minute drive time, PD MYE 2016



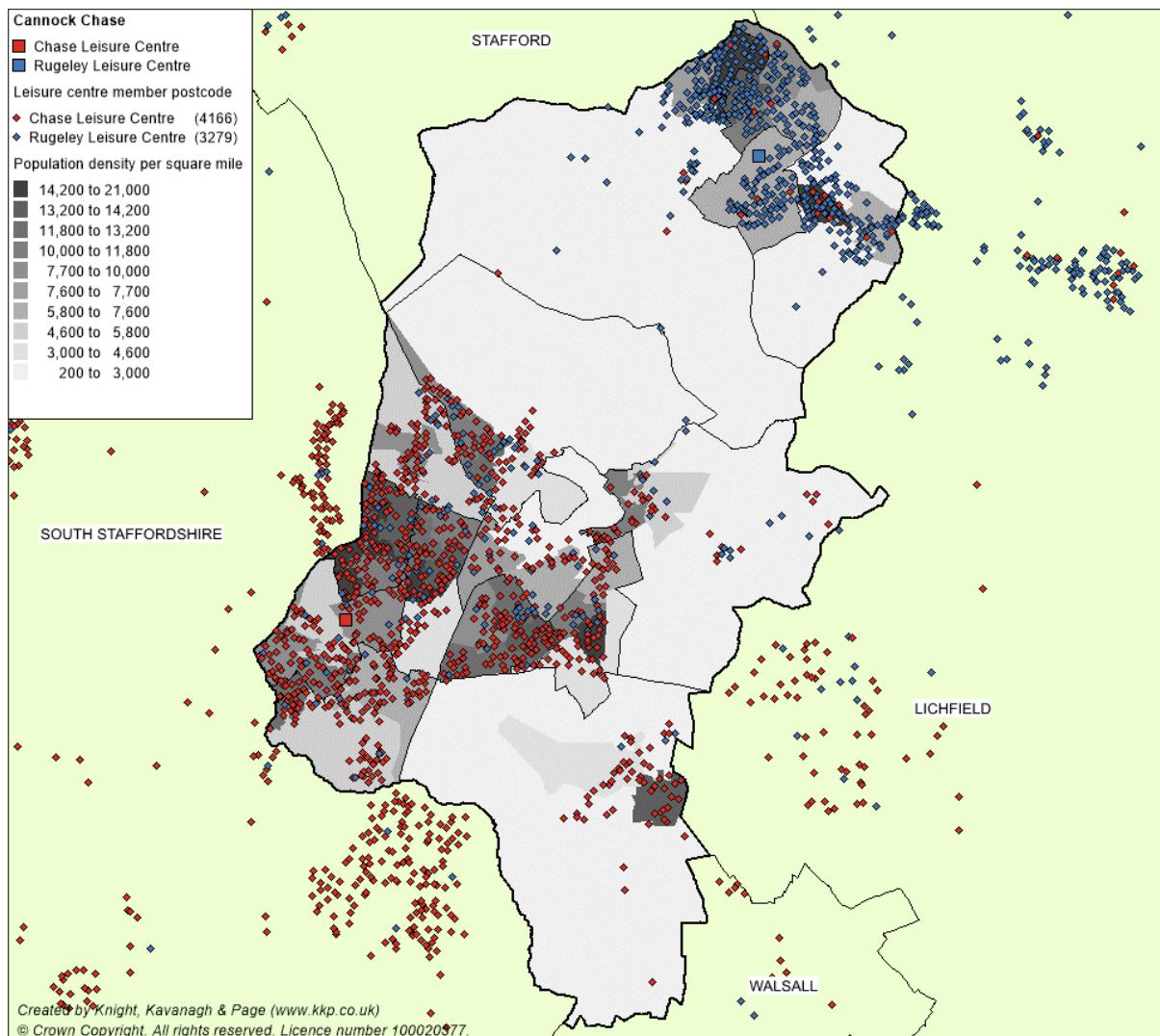
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Appendix 5: Membership data

A total of 7,445 combined membership records for Chase Leisure Centre and Rugeley Leisure Centre were provided by IHL on 19/03/2018, covering attendance during the previous three months. (Unique membership assumed, as supplied data has no unique ID). Of these 7,368 (98.9%) had correct and valid postcodes for mapping, but 77 postcodes were either incorrectly formatted or invalid.

The data does not provide information to distinguish between activities undertaken at the sites. e.g., fitness, fitness classes, or dry side sports such as badminton. A total of 5,172 (69.47%) of the mapped postcodes are within Cannock Chase District with 273 (30.53%) mapped postcodes outwith the Authority area or location unknown.

Figure 7.1: Cannock Chase – membership mapping and analysis by leisure centre



IHL members living in Rugeley and the surrounding settlements predominantly attend Rugeley Leisure Centre while some travel in from Lichfield. Chase Leisure Centre attracts members from Hednesford, Cannock, and Norton Canes with additional clusters in the neighbouring authority of South Staffordshire (Huntington, Cheslyn Hay and Great Wryley).

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Table 7.1: Cannock Chase membership location by number and percentage

Cannock Chase	Members	Postcode inside LA	% inside LA	Postcode not in LA/unknown	% outside LA / unknown
Chase Leisure Centre	4,166	2,889	38.80%	1,277	17.15%
Rugeley Leisure Centre	3,279	2,283	30.66%	996	13.38%
Total	7,445	5,172	69.47%	2,273	30.53%

(A further breakdown of membership data can be found in Appendix 5).

The gender analysis of the two leisure centres shows that both attract a similar ratio of males to females (both have more female members than male).

Table 7.2: Leisure centre membership by gender – overall by number and %

Cannock Chase	Female		Male		Unspecified		Total	
	#	%	#	%	#	%	#	%
Chase LC	2,375	57.01%	1,760	42.25%	31	0.74%	4,166	100.0%
Rugeley LC	1,764	53.80%	1,508	45.99%	7	0.21%	3,279	100.0%
Total	4,139	55.59%	3,268	43.90%	38	0.51%	7,445	100.0%

Figure 7.2: Membership pie charts by gender

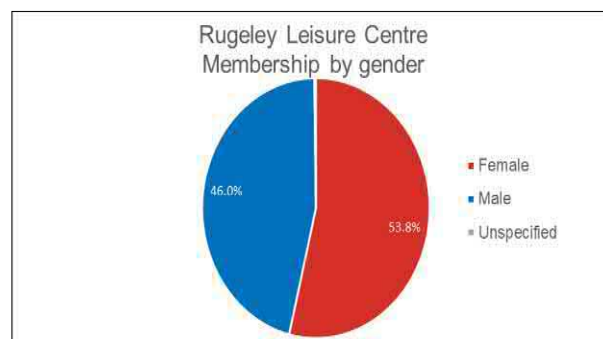
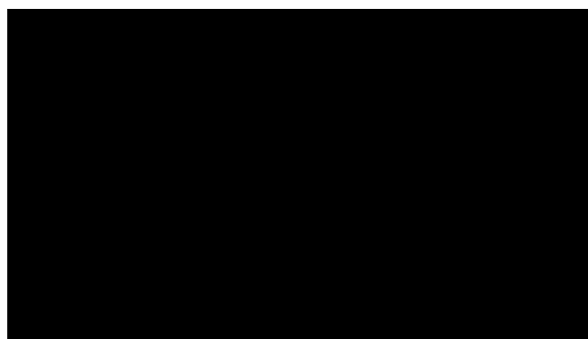


Figure 7.3 and table 7.4 show that for both males and females the most popular age to be a member is 21-30 years. For females there is then a steady decline in numbers over the older age bands. For males, there is a sudden decrease of over c.170 members in the 31-40 age band although it does increase by 73 members in the 41-50 age band. This is followed by a steady fall in numbers across the older age bands.

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES NEEDS ASSESSMENT

Figure 7.3: Membership by age group and gender – all users

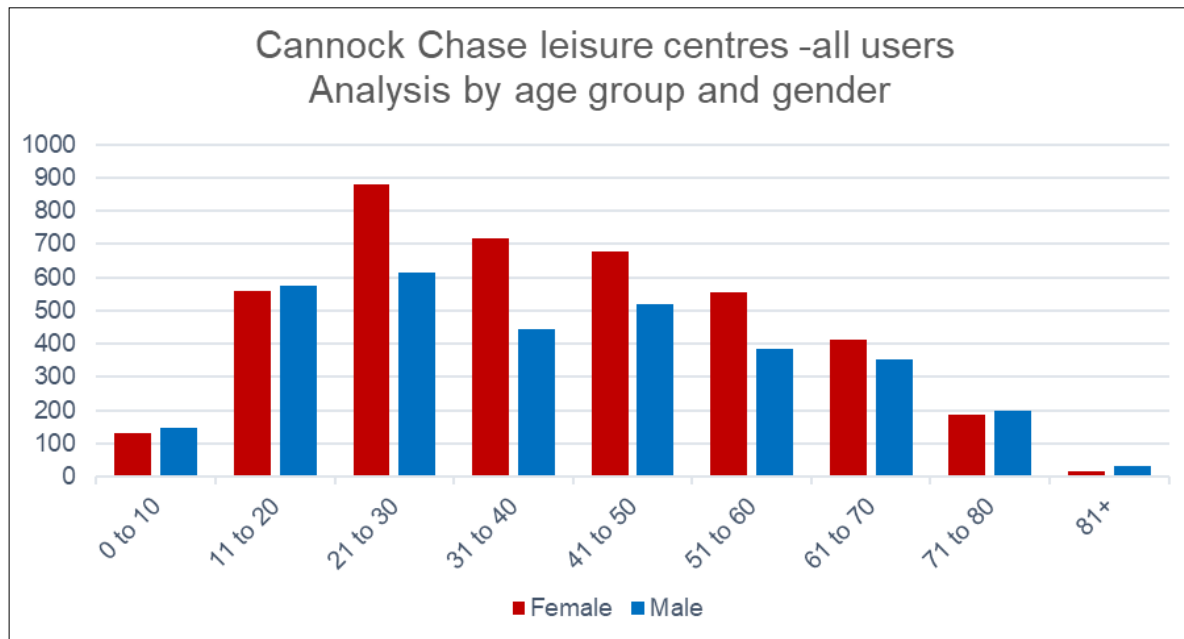


Table 7.4: Age and gender cohort and number

Age group	Female	Male	Unspecified	Total	
				#	%
0 to 10	133	146		279	3.75%
11 to 20	560	575		1135	15.25%
21 to 30	882	615	16	1513	20.32%
31 to 40	716	446	5	1167	15.67%
41 to 50	680	519	5	1204	16.17%
51 to 60	554	383	11	948	12.73%
61 to 70	413	354	1	768	10.32%
71 to 80	185	199		384	5.16%
81+	16	31		47	0.63%
Total	4,139	3,268	38	7,445	100.00%

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Table 7.5: Cannock Chase: all users age group and gender analysis by centre

Cannock Chase	0 to 10	11 to 20	21 to 30	31 to 40	41 to 50	51 to 60	61 to 70	71 to 80	81+	Total
Chase Leisure Centre	173	645	909	679	627	502	386	217	28	4,166
Female	84	352	549	426	356	299	199	99	11	2,375
Male	89	293	348	249	267	192	187	118	17	1,760
Unspecified			12	4	4	11				31
Rugeley Leisure Centre	106	490	604	488	577	446	382	167	19	3,279
Female	49	208	333	290	324	255	214	86	5	1,764
Male	57	282	267	197	252	191	167	81	14	1,508
Unspecified			4	1	1		1			7
Total	279	1,135	1,513	1,167	1,204	948	768	384	47	7,445

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES DRAFT NEEDS ASSESSMENT

Figure 7.4. IMD Multiple Deprivation 2015 – All leisure centre users

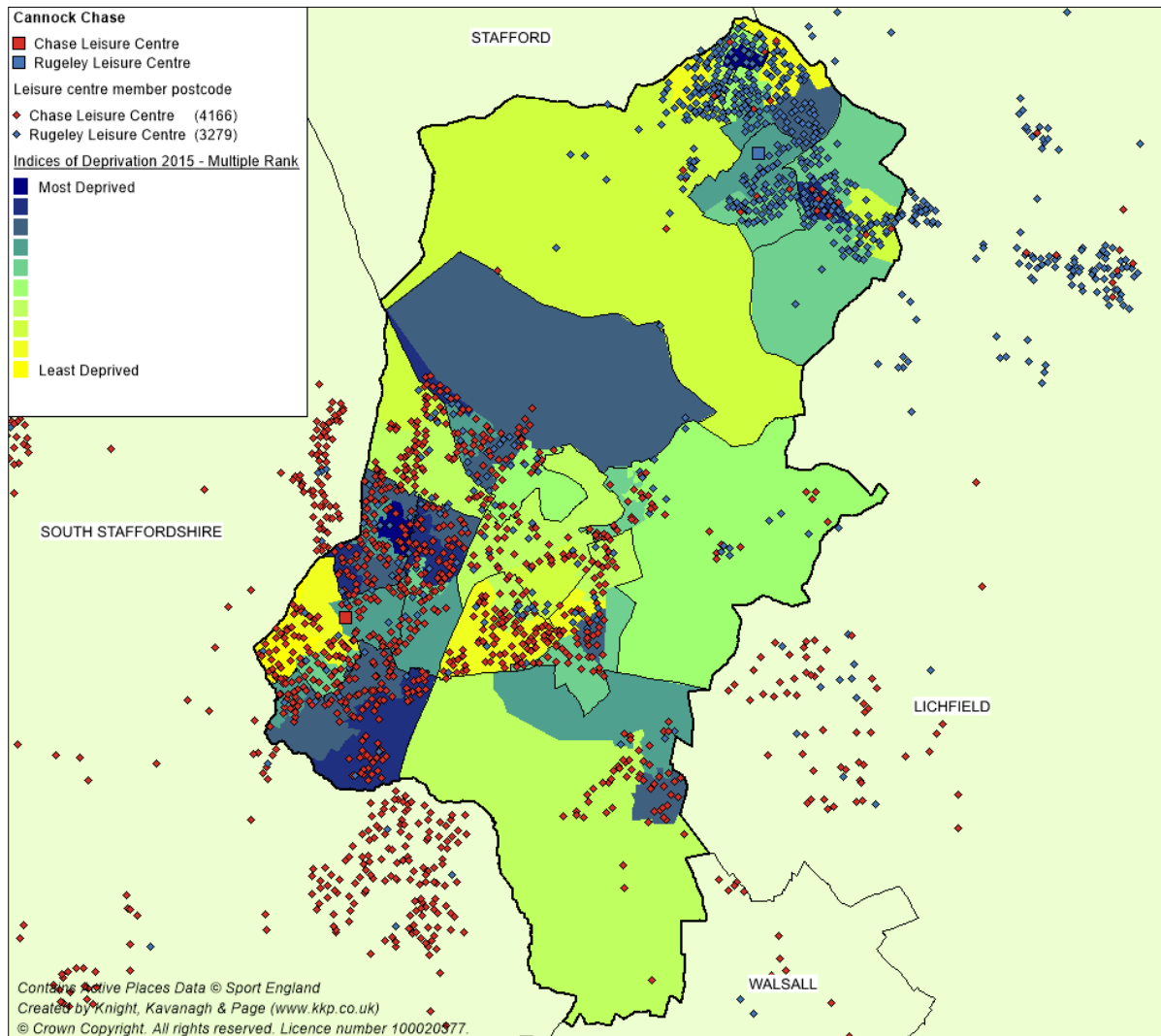


Table 7.6: IMD analysis – Leisure centre users postcode compared to Cannock Chase

IMD 2015 10% bands	Cannock Chase		All Centres		Chase LC		Rugeley LC	
	Pop ⁿ (mid-2012)	%	#	%	#	%	#	%
00 - 10%	2,621	2.7%	116	2.2%	36	1.2%	80	3.5%
10.1 - 20%	10,654	10.9%	514	9.9%	367	12.7%	147	6.4%
20.1 - 30%	15,978	16.3%	669	12.9%	486	16.8%	183	8.0%
30.1 - 40%	13,191	13.5%	829	16.0%	470	16.2%	359	15.7%
40.1 - 50%	12,088	12.3%	751	14.5%	292	10.1%	459	20.1%
50.1 - 60%	8,150	8.3%	388	7.5%	103	3.6%	285	12.5%
60.1 - 70%	15,017	15.3%	609	11.8%	429	14.8%	180	7.9%
70.1 - 80%	6,399	6.5%	400	7.7%	148	5.1%	252	11.0%
80.1 - 90%	12,194	12.5%	788	15.2%	453	15.6%	335	14.7%
90.1 - 100%	1,648	1.7%	116	2.2%	113	3.9%	3	0.1%
Total	97,940	100.0%	5,180	100.0%	2,897	100.0%	2,283	100.0%

CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES DRAFT NEEDS ASSESSMENT

Figure 7.5: Leisure Centre members against Cannock Chase IMD and Health

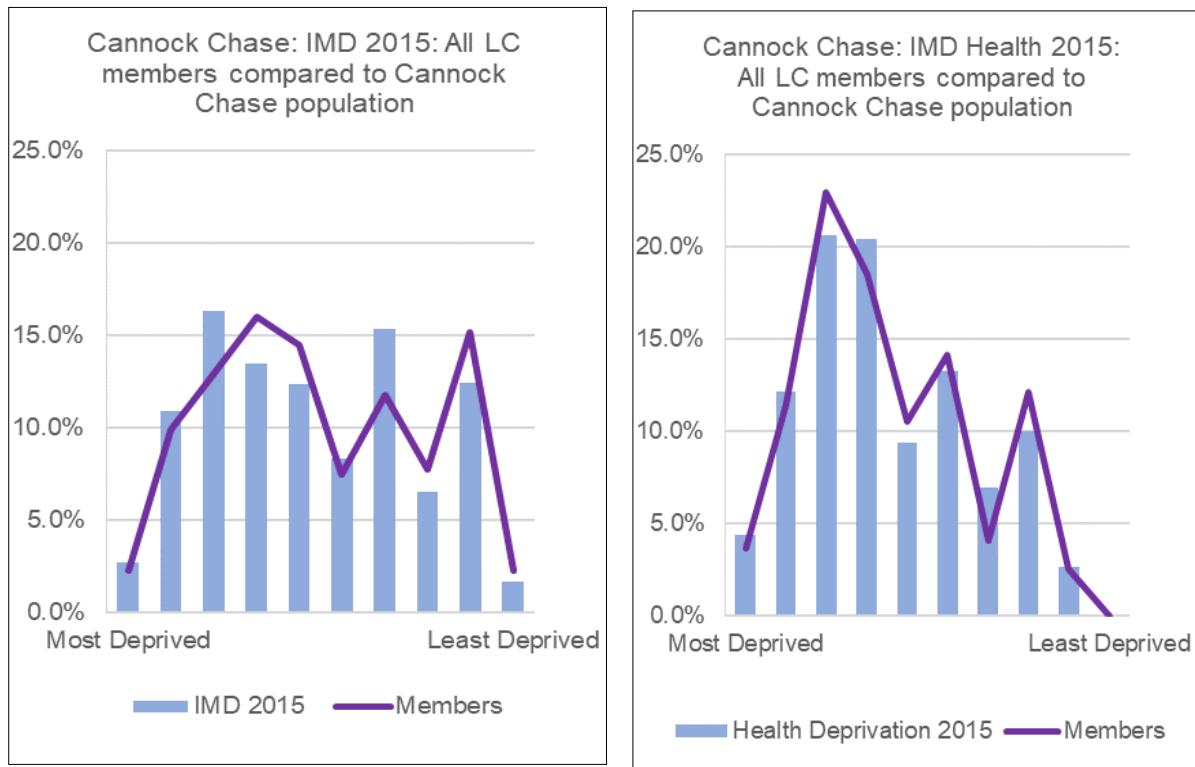


Figure 7.5 indicates that membership is commensurate with the areas of higher deprivation in both IMD and health. This means that members of Rugeley and Chase leisure centres are from all sections of the community in proportion to the people who live in the District.

Cannock Activity Referral Scheme

The Cannock Activity Referral Scheme (CARS) in Cannock started in January 2015 accompanied by some funding from MacMillan to focus on participants with a cancer diagnosis. IHL suggests that the programme has gone from strength to strength since its inception and the number of new participants has risen dramatically. Adherence to the programme and the number of participants increasing their physical activity level has exceeded targets in the last 12 months. Partnerships have been created and strengthened improving access for participants with cancer, cardiac conditions, chronic obstructive pulmonary disease (COPD), diabetes and dementia amongst others into the programme.

From April 2016 to March 2017, 505 new people accessed CARS of which 55 were participants supported by Active after Cancer funding. (This is 72% of the programmes' capacity). 211 (42%) participants were male and 293 (58%) female. The age of participants varies between 40 and 70. CARS participant postcode records (275 in total) were provided for people referred between 10/01/17 - 31/03/18, and who started the programme. (Unique records assumed). This identified that 204 (74%) of people on the programme live in Cannock Chase while 71 (262%) live outside the CCDC administrative area

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Figure 7.7. Cannock Activity Referral Scheme participant distribution on Health deprivation

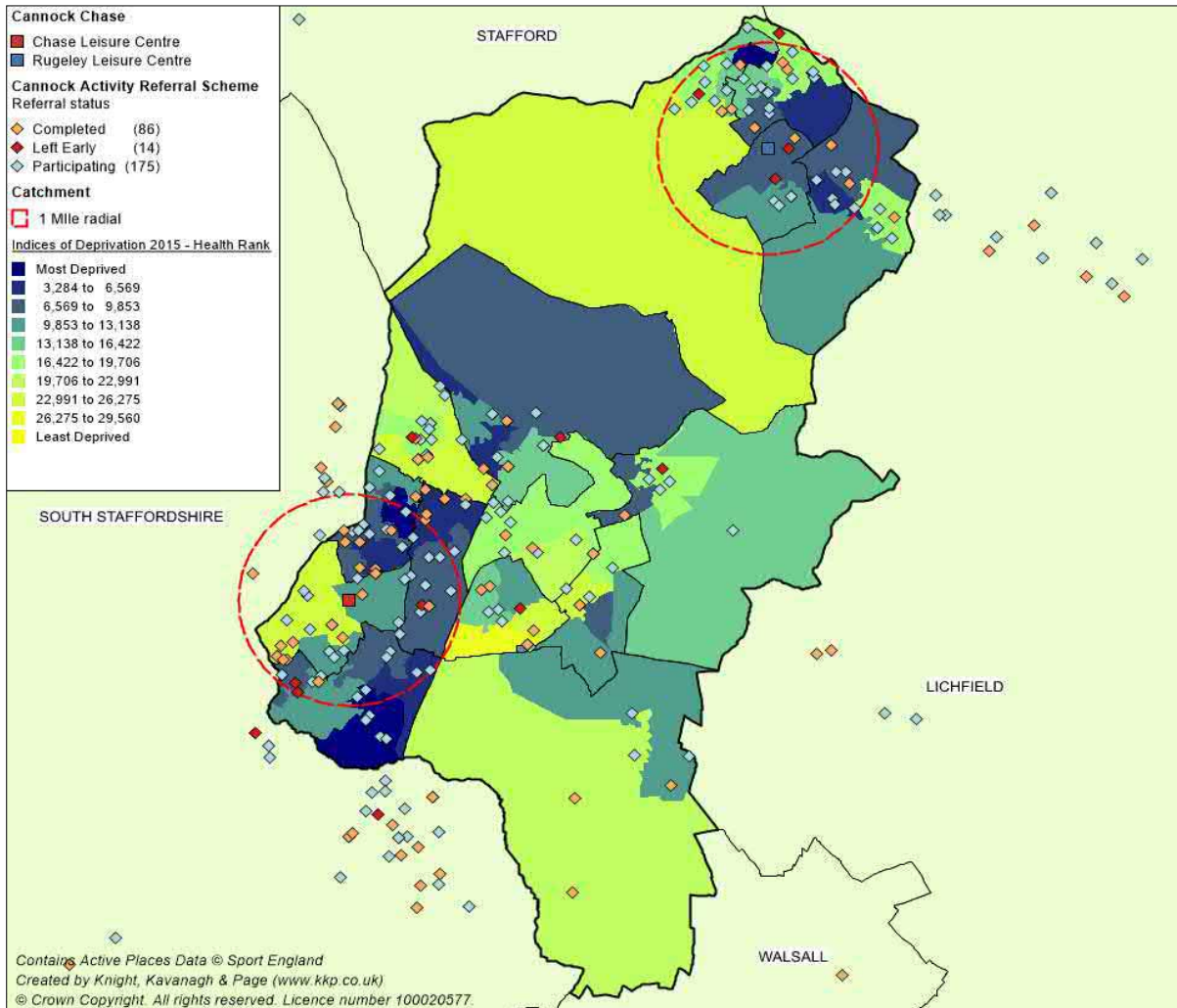
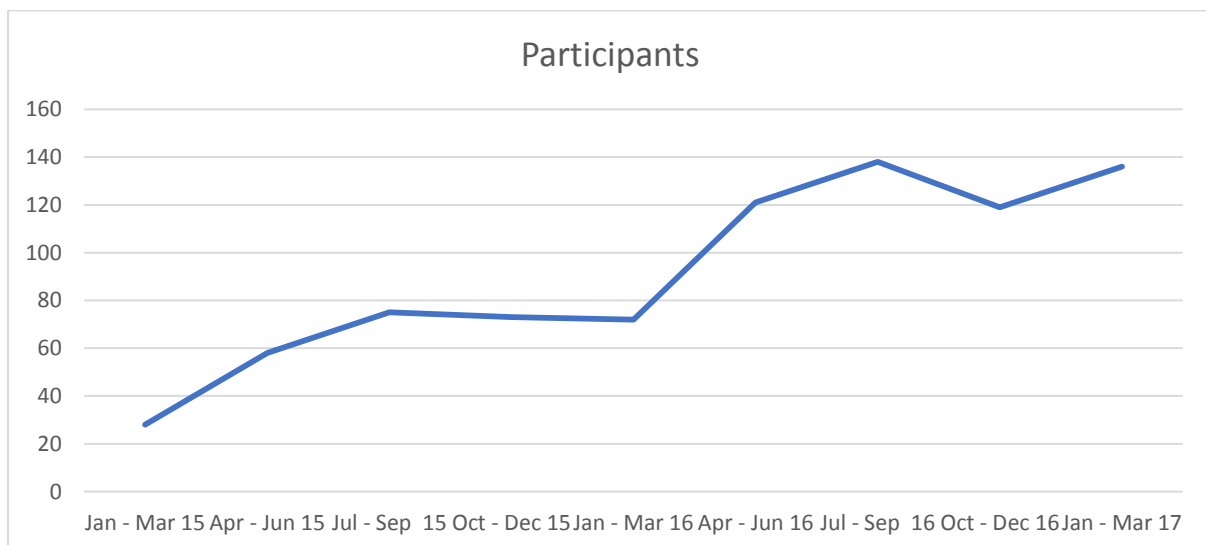


Figure 7.6: Growth of the Active Referral Scheme since its inception



CANNOCK CHASE DISTRICT COUNCIL INDOOR AND BUILT FACILITIES DRAFT NEEDS ASSESSMENT

Table 7.7: CARS by number and percentage within / outwith Cannock Chase District

Referral status	Cannock Chase		All referrals	
	#	%	#	%
Completed	60	29.41%	86	31.27%
Left Early	12	5.88%	14	5.09%
Participating	132	64.71%	175	63.64%
Total	204	100.00%	275	100.00%

Table 7.8: CARS members by IMD analysis (Health Rank)

IMD Health 2015 10% bands	Cannock Chase		All Participants		Participating		Completed		Left Early	
	Population (mid-2012)	%	#	%	#	%	#	%	#	%
00 - 10%	4,312	4.4%	7	3.4%	6	4.5%	1	1.7%	0	0.0%
10 - 20%	11,925	12.2%	23	11.3%	15	11.4%	8	13.3%	0	0.0%
20 - 30%	20,253	20.7%	45	22.1%	32	24.2%	13	21.7%	0	0.0%
30 - 40%	20,043	20.5%	32	15.7%	18	13.6%	9	15.0%	5	41.7%
40 - 50%	9,178	9.4%	20	9.8%	15	11.4%	5	8.3%	0	0.0%
50 - 60%	13,030	13.3%	38	18.6%	27	20.5%	9	15.0%	2	16.7%
60 - 70%	6,788	6.9%	10	4.9%	5	3.8%	2	3.3%	3	25.0%
70 - 80%	9,822	10.0%	25	12.3%	14	10.6%	11	18.3%	0	0.0%
80 - 90%	2,589	2.6%	4	2.0%	0	0.0%	2	3.3%	2	16.7%
90 - 100%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	97,940	100.0%	204	100.0%	132	100.0%	60	100.0%	12	100.0%

Figure 7.7 and Table 7.8 indicate that 16.6% of the population of Cannock Chase live in areas of higher health deprivation compared to a national average of 20%, i.e. this is slightly below national findings. The CARS scheme attracts (30) 14.7% of its membership from this population, which indicates that it is attracting slightly fewer than average membership, from potentially the people who need it most. This indicates of the c.15,300 people living in areas of higher deprivation only 30 are members of CARS.

It is acknowledged that this is a referral process, the responsibility of which lies with GP surgeries and health professionals. Access to the scheme depends upon proactive intervention from one or more agencies and the person involved needs to want to join. However, given that there is a higher incidence of people in poorer health, in these areas, it is important to increase the numbers/percentage on to the scheme in order to make a greater difference to their lifestyles.

It is worth noting that no members referred to from the areas of higher deprivation left the scheme early, whereas over 40.0% of members who live in the 30%-40% area of health deprivation did so.

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Outcomes

IHL identifies an average attendance to the programme of 580 visits per month. Seven sessions per week are delivered by the team of which three extend into the evening. Activities include supervised gym sessions, Pilates and a specialist breast cancer activity session. Of the 91 people who started in 2016/17 who have completed the programme the most commonly quoted benefits were:

- ◀ Healthier (64)
- ◀ Improved mobility (49)
- ◀ Increased energy (49)
- ◀ Reduced stress (33)
- ◀ Lost weight (28)
- ◀ Increased confidence (27)
- ◀ Sleeping better (24)

External partners include Macmillan Cancer support, NHS (GP's, hospitals, dieticians, pharmacists, and physiotherapists), Beth Johnson Foundation (local cancer support advocacy service charity), Penny Brohn (holistic support for people living with cancer), The Hart School, Five Ways, Chancel and John Bamford primary schools and St Giles Hospice (registered charitable trust). The partnership works with health professionals including:

- ◀ Specialist diabetic team
- ◀ Cardiac rehabilitation teams
- ◀ COPD team.
- ◀ Adult and children physiotherapy services.

Other physical activity programmes include:

- ◀ Doorstep Active - a community programme funded by the Cannock District public health team for two years which has seen 153 people access the programme, of which 150 (98%) completed 12 weeks and 122 (80%) increased their physical activity levels.
- ◀ This Girl Can- aimed at women with long term health conditions. This is running in partnership with Sport across Staffordshire and Stoke on Trent.
- ◀ Thinking Active- a 12-week pilot program in Cannock looking at the potential benefits of Cognitive Stimulation Therapy and exercise for people with mild to moderate dementia. This is funded by Staffordshire Public Health.

The membership conversion rate is a snap shot taken monthly, which has only been recorded for the last six. This figure was 29% (the percentage of all new participants who then went on to take out a membership with IHL). Participants can take part in activities on a pay as you go basis during the 12-week intervention and then beyond it. This has seen an increase in income since April 2015 and then again since April 2016 suggesting that there is a high level of people staying active without taking out a membership.

Along with the gym, participants are signposted to other programmes and activities including health walks, swimming, activity classes in the leisure centre and community through Doorstep Active (identified above).

Areas for development

The focus of the scheme in the future is, reportedly, to develop new areas including people with diabetes, obesity or a falls prevention initiative.

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Other membership data

Inspiring Health operate leisure facilities across a range of local authorities. The data supplied by IHL covers the wider membership and is not restricted to members in Cannock Chase on its own.

Table 7.2: Leisure centre membership distribution by local authority

Local Authority	Chase Leisure Centre	Rugeley Leisure Centre	Total
Basingstoke & Deane	Sample size too small		
Birmingham			
Bolton			
Cannock Chase	2,897	2,283	5180
Cheshire East	Sample size too small		
City of Nottingham			
City of Stoke-On-Trent			
City of Wolverhampton			
Dudley			
Ealing			
East Staffordshire			
Gwynedd			
Hackney			
Havering			
Hinckley & Bosworth			
Kensington & Chelsea			
Kirklees			
Lichfield	111	501	612
Malvern Hills	Sample size too small		
Medway			
Mid Suffolk			
Moray			
Newcastle-Under-Lyme			
North West Leicestershire			
Northampton			
Nuneaton & Bedworth			
Powys			
Rochdale			
Sandwell			
Selby			
Shepway			
Shropshire			
Solihull			
South Derbyshire	Sample size too small		
South Staffordshire	793	39	832
Southwark	Sample size too small		
St. Helens			

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Local Authority	Chase Leisure Centre	Rugeley Leisure Centre	Total
Stafford	192	346	538
Stockport	Sample size too small		
Swansea			
Tamworth			
Telford & Wrekin			
Walsall	55	9	64
West Lothian	Sample size too small		
Unknown	54	23	77
Grand Total	4,166	3,279	7,445



CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

MAY 2019

QUALITY, INTEGRITY, PROFESSIONALISM

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CANNOCK CHASE DISTRICT COUNCIL INDOOR BUILT FACILITIES STRATEGY

PART 1: INTRODUCTION

This is the Cannock Chase Draft Indoor and Built Sports Facilities Strategy for the period 2018-2036. Recommendations are drawn from the Indoor Built Facilities Assessment Report, researched and prepared initially between December 2017 and April 2018 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Both the Assessment Report and the Strategy were prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities) guidance and in consultation with Cannock Chase District Council (CCDC), Sport England, national governing bodies of sport (NGBs), local sports clubs and key stakeholders.

Figure 1: Planning for Sport model



As illustrated, Sport England regards an assessment of need as core to the planning for sporting provision. This report reviews indoor and built sporting facility need in Cannock Chase and provides a basis for future strategic planning.

1.1 Purpose

Cannock Chase both aspires and needs to consider its facilities planning, particularly in the context of an ageing stock of leisure facilities; future growth needs; the changing economic and demographic profile of the area and the potential change of circumstance of Rugeley Power Station and its surrounds.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop the more modern, efficient and sustainable range of community based sport and leisure facilities that Cannock Chase requires. This will ensure that residents have the opportunity to be physically active and healthier and where appropriate take forward their sporting ambitions within their local community.

The Strategy focuses on ensuring that the network of leisure facilities in the District will be of sufficient quantity, quality, accessibility and suitability to support the delivery of other sports development programmes once they are in place.

1.2 National strategic context

Sporting Future: A new strategy for an active nation (December 2015)

The Government's strategy for sport confirms its recognition and understanding that sport makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.

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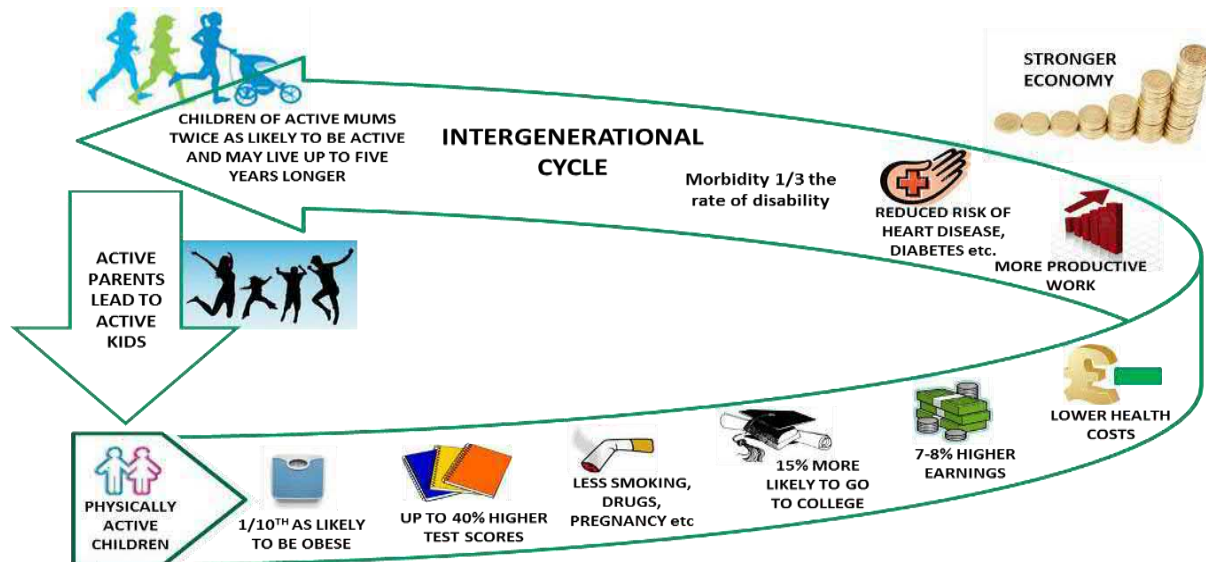
Sport England: Towards an Active Nation (2016)

In Sport England's strategic response to the Government it states that it will invest in:

- ◀ Tackling inactivity.
- ◀ Children and young people.
- ◀ Volunteering – a dual benefit.
- ◀ Taking sport and activity into the mass market.
- ◀ Supporting sport's core market.
- ◀ Local delivery.
- ◀ Facilities.

Increasing participation in sport and physical activity and the health and wellbeing benefits that this delivers are the key drivers for Sport England and partners. It has placed particular emphasis on getting the inactive active and targeting interventions at under-represented groups. The wider benefits that derive from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports 'arena'.

Figure 2: Intergenerational cycle



Based on 'Designed to move' © Nike Inc.

High quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing (plus economic gains) to Cannock Chase residents.

It is not, however, sufficient just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are appropriate for specific target groups and that cost is not a barrier to access.

Sport England is committed to continue to invest in facilities, but will place greater focus on multi-sport and community hubs which bring together a range of services such as libraries and doctor's surgeries.

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1.3 Local strategic context:

Cannock Chase Corporate Plan: 2018-2023

The priorities for the new Corporate Plan are 'Promoting Prosperity' and 'Community Wellbeing'. These interlink and reinforce each other with a view to improving opportunities, wellbeing and quality of life of communities in Cannock Chase. Promoting prosperity has seven key objectives which include:

- ◀ Creating a positive environment in which businesses in the District can thrive.
- ◀ Establishing McArthurGlen Designer Outlet Cannock as a major visitor attraction and maximising the benefits it will bring to the District.
- ◀ Improving housing choice.
- ◀ Increasing the skills levels of residents and the amount of higher skilled jobs in the District
- ◀ Creating strong and diverse towns centres to attract additional customers and visitors
- ◀ Increasing access to employment opportunities
- ◀ Commencing regeneration of the Rugeley Power Station site

The strategic priorities for improving health and wellbeing are:

- ◀ Opportunities for healthy and active lifestyle
- ◀ Supporting vulnerable people
- ◀ Sustaining safe and secure communities
- ◀ Promoting active and healthy lifestyles

This Corporate Plan identifies key priorities for the District over the next five year period (2018 - 2023). The new Corporate Plan is backed up by two new investment funds - the District Investment Fund for improving skills, infrastructure and business growth; plus the Housing Investment Fund to support a major expansion of high quality social housing in the District.

The Council, working with relevant public, private and voluntary sectors partners, will develop more detailed strategies and plans which will bring to life the priority commitments in this new Corporate Plan.

Health and wellbeing in Cannock Chase

Chase Better Health is a partnership approach between CCDC, Staffordshire County Council and Cannock Chase Clinical Commissioning Group which seeks to shape and build Cannock Chase's healthy future, by supporting the improvement of health and wellbeing outcomes for residents of the District. In particular, Chase Better Health seeks to strive for communities within Cannock Chase that are prosperous, healthy, independent, safe, thriving and cohesive.

The Mission for Chase Better Health is to embrace the big opportunity to shape and build Cannock Chase's healthy future by working together to support residents and communities to take control of their health and wellbeing. The vision for the wider partnership is that Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity. The goals are to:

- ◀ Reduce health inequalities through targeted intervention.
- ◀ Enable people to live independent lives.

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- ◀ Empower people to make health life choices.
- ◀ Improve quality of life for vulnerable people.
- ◀ Improve communication and access to information, help and support.

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PART 2: LOCAL AREA CONTEXT

2.1 About Cannock Chase

Cannock Chase is a local government district covering over seven thousand hectares on the northern border of the West Midlands conurbation. It is one of the eight districts of the County of Staffordshire and is bordered by Lichfield, South Staffordshire, East Staffordshire and the County Town of Stafford. The District itself incorporates the towns of Cannock, Rugeley and Hednesford and is divided into fifteen wards. A key feature is the strong transport infrastructure including the M6, M6 Toll and A5 trunk road. In addition to a network of bus routes, railway stations at Rugeley, Hednesford and Cannock provide connections to Stafford in the North and Birmingham and Walsall to the South.

The total population of CCDC is 98,534 (mid-year estimate 2016) with a slightly higher number of females (49,719) than males (48,815). The population is at its most dense around Cannock in the west and Rugeley in the north of the District. Cannock Chase has similar levels of deprivation to the rest of Staffordshire; 30% of the District population lives in areas covered by the country's three most deprived cohorts (national average;30%). In contrast to this, 20.7% live in the three least deprived groupings in the country; compared to a 'norm' of c.30%.

Life expectancy in Cannock Chase is commensurate with the national figure; the male rate is currently 79.3 years compared to 79.6 years for England, and the female equivalent is 83.1 years compared to 83.2 years nationally.¹

Cannock Chase's ethnic composition differs from that of England as a whole with nearly 98% of the local population White. This is significantly higher than the comparative England rate (85.4%). The next largest group is Asian, at 1.0%; markedly lower than the national equivalent (7.8%).

The most recent ONS projections indicate a rise of 5.6% in Cannock Chase's population (5,543) over the 22 years from 2014 to 2036. This encompasses a decline in the number of 16-24 year olds over the first half of this period (-13.5% by 2025). There will also be a small decline in the number of 0-15 year olds by -1.4%. By contrast, there will be an increase in the number of persons aged 65+ by 26.4% in the first period and growing by 61.2% between 2014 and 2036. This age group was 17.8% of CCDC's population in 2014 but will be 27.2% by 2036.

All these factors have the potential to place pressure on differing types of sporting, educational and cultural provision (facility and services). There may be a specific need to consider how sport and physical activity are planned and provided for especially with regard to the different groups of people including older people and those who are moving into this category within the lifetime of the Strategy.

Sport England's Active People Survey 10 found that participation and sports club membership in Cannock Chase was slightly below regional and national averages, whereas those receiving sports tuition in the last year was slightly higher. Active Lives data shows that a proportion of the adult population in Cannock Chase which is inactive is above regional and national levels, whilst those considered to be active is below the same cohorts.

¹ Office of National Statistics: *Life Expectancy at Birth by local areas in the United Kingdom, 2013.*

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2.2 Housing allocations in Cannock Chase

The Government is changing the way in which housing need is calculated, using a new national standardised methodology. CCDC will need to use the figure provided to use once this methodology is finalised. As an indication the draft methodology recently consulted upon gives CCDC a figure (which could still change) of 295 dwellings per year (for the period 2016-2026) compared to the current Local Plan (Part 1) requirement of 241 dwellings per annum (for the period 2006-2028). Using the new requirement figures, the performance of CCDC is also likely to be measured using a new Housing Delivery Test for which the Government are still developing details but there are likely to be sanctions for under-delivery. Acceleration of housing delivery is also a key aim of the West Midlands Combined Authority which is producing a Strategic Investment and Delivery Plan so the Council will need to be mindful of this as it prepares the new plan.

CCDC is one of fourteen local authority areas which fall within the Greater Birmingham Housing Market Area (GBHMA). Across this wider area, there is a significant housing shortfall of 28,150 dwellings to 2031 and 60,900 to 2036. Under the legal Duty to Co-operate, work has been ongoing to look at ways of addressing this shortfall and a report has recently been published which considers the following across the entire Housing Market Assessment area:

- ◀ • Current capacity
- ◀ • Potential for increasing densities
- ◀ • Further supply on non-Green Belt sites
- ◀ • Potential Green Belt opportunities utilising a strategic Green belt review

CCDC is not able to say how much growth it might be able to accommodate at present as it will need further evidence to see what capacity it might have (for example impacts on the transport network, schools, health facilities and so on) as well as assessing other impacts (for instance on the landscape and the environment). As set out under Policy CP1, it may need to consider site options that lie within the Green Belt but this would also require a range of evidence base work to be utilised e.g. information on potential capacity from non-Green Belt land and the District Green Belt Study (2016).

In addition, CCDC's Rugeley Power Station Development Brief Supplementary Planning Document (adopted February 2018) was jointly produced by CCDC and Lichfield District Council to guide future redevelopment of the site. The overall aim is to create a well-designed mixed-use development which incorporates market housing, affordable housing, self-build housing, employment provision, education provision and open space and recreational facilities. It is envisaged that the new development will become a popular residential neighbourhood and place of work, creating a network of pedestrian and cycle routes and open spaces which connect the site with the surrounding area.

The site comprises of 139 hectares of land, (55 hectares in Cannock Chase District and 84 hectares in Lichfield District) and is roughly rectangular in shape. A report by the two authorities, entitled The Rugeley Power Station Development Brief Supplementary Planning Document, proposes developing the land for a minimum of 2,000 homes, employment uses and power/storage production. As noted, the supporting infrastructure will include a school, open space, play facilities and public art.

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2.3 Planning policy

Revised National Planning Policy Framework 2018

The National Planning Policy Framework (NPPF) sets out planning policies for England. It details how 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.

It states that the purpose of the planning system is to contribute to the achievement of sustainable development. It identifies the need to focus on three themes of economic, social and environmental sustainable development.

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 states that local plans should meet objectively assessed needs. It is clear about sport's role delivering sustainable communities via the promotion of health and well-being. Sport England, working within the provisions of the NPPF, wishes to see local planning policy protect, enhance and provide for sports facilities based on robust and up-to-date assessments of need, as well as helping to realise the wider benefits that participation in sport can bring.

The *promoting healthy communities* theme identifies that planning policies should be based on robust, up-to-date assessment of need for open space, sports and recreation facilities and opportunities for new provision. Specific needs, quantitative/qualitative deficiencies and surpluses should be identified and used to inform provision requirements in an area. In addition, the Government has recently consulted on developer contributions and although the outcomes are awaited, they have the potential to impact on the delivery mechanism.

It is, essential that CCDC, as the local planning authority, retains oversight of all potential facility developments. This includes policies and potential supplementary planning documents setting out the approach to securing sport and recreational facilities through new housing development. It also includes the Council's approach to ensuring that community use of new facilities is agreed at the outset so as to ensure that they contribute to the wider sport and physical activity aspirations of the Council and its partners. The approach taken to this is pivotal to strategy delivery over coming years.

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PART 3: VISION AND OBJECTIVES

3.1 Vision

“To provide accessible high-quality leisure and sports facilities in Cannock Chase that encourages an active lifestyle, increases participation and helps improve health and wellbeing.”

This builds upon the conclusions identified in the Assessment Report (April 2018) and Sport England’s five-year strategy ‘Towards an Active Nation’, which aims to target the 28% of people who do less than 30 minutes of exercise each week and focuses on the least active groups; typically, women, the disabled and people from lower socio-economic backgrounds.

This strategy provides a framework within which a clear, coherent way forward for the management and delivery of leisure and sports facilities in Cannock Chase can be identified. The primary focus is to enable residents to gain access to leisure facilities of which they can be proud. It is also vital to ensure that facilities support sport and physical activity programmes for all of the population that lead to increases in regular participation, taking account of the projected changes in age profile of the population in the District up until 2036.

3.2 Facility hierarchy and core principles

CCDC and partners will consider how to ensure that the district network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity and contribute to wider community health and wellbeing.

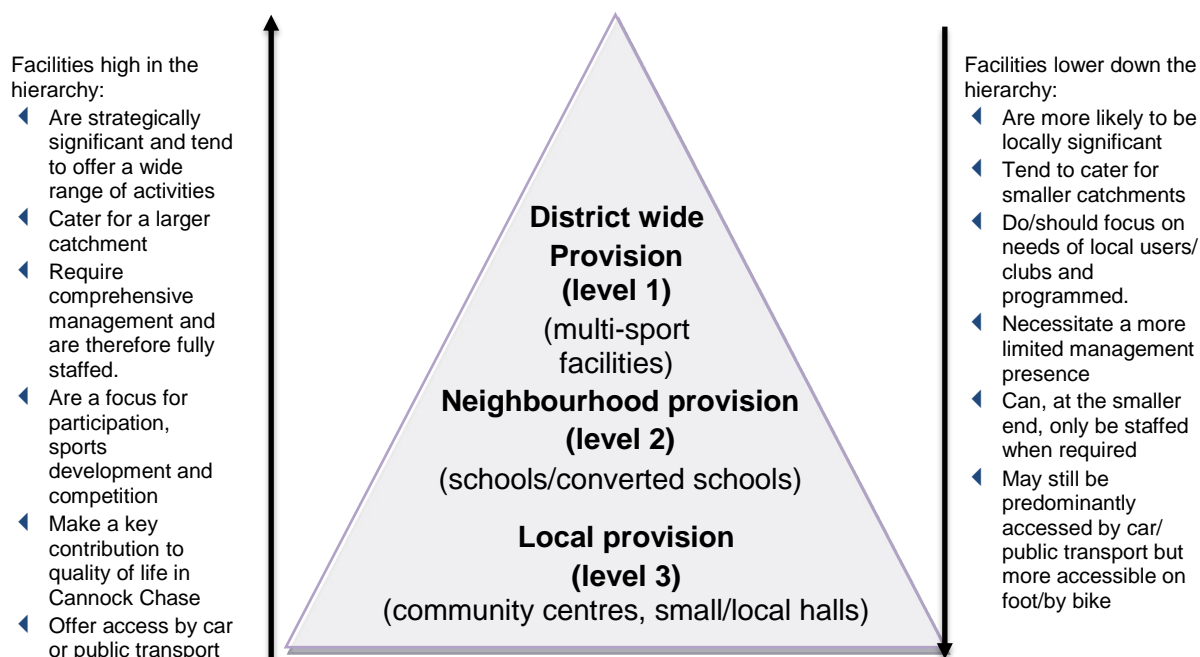
As such there is a need to clarify the sports facility hierarchy in Cannock Chase establishing which specific venues have distinct roles and functions; the extent to which they carry differing levels of community importance, operational weight and related staffing.

It is important that facilities have a defined function from a user perspective. District wide and key community facilities deliver orchestrated physical activity geared to extended participation and improving health whilst key neighbourhood facilities offer accredited clubs opportunities to develop their sports.

Broad principles are illustrated in Figure 3 overleaf, whilst key principles are as shown in the Table 1.

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Figure 3: Facility hierarchy – core principles



It is worth noting that facilities identified in local provision are generally smaller than those identified within the scope of this commission. They are, however, often valuable assets for a specific local area or community offering either a range of recreation/participation opportunities or, in some instances, offering beginner to performance opportunities.

Table 1: Proposed facility hierarchy – site designation and definition

Designation	Role and function
Key provision: district or county or sub-county significance	<ul style="list-style-type: none"> A district or sub-county area significant facility and the primary performance venue for a single or select number of priority sports. Venue with the potential to host county, district and local events and draw in people from surrounding rural areas. Venue that provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity, contributing significantly to the quality of life of district residents. A venue that provides and programmes opportunities for local people to try new activities, develop their skills and progress to a higher performance level. A core venue for training and development of teachers, coaches, volunteers, officials and others in key sports.
Dedicated provision: Education or multi sports hubs	<ul style="list-style-type: none"> Contributes to quality of life of residents within the community and provides a range of opportunities to participate in sport and physical activity. Generally a combination of stand-alone community facilities and dual use sports facilities on school sites. Venues with potential to host district or town-wide and local events. Provides a base for provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. Core venue for health and fitness activity in/across Cannock Chase. Core venue to accommodate Cannock Chases' Learn to Swim (where a pool is

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Designation	Role and function
	<p>available).</p> <ul style="list-style-type: none"> Provides options for a range of sports organisations to develop skills, participate and compete within their chosen activity. Supports the voluntary sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport. Use reflects demographic profile of the local community and draws in people from the more immediately adjacent rural areas. Improves quality of PE and school sport opportunity for young people attending the school upon whose site it is based.
Local provision: Community centres and village halls	<ul style="list-style-type: none"> Where this is within the vicinity of a 'community sports facility' it should seek to complement the programming and opportunities offered to the locality. Tend to be stand-alone small informal/sports facilities which operate independently and are found in villages or distinct urban community settings. Contributes to quality of life of the locality, accommodating a small range of opportunities to participate in sport and physical activity. Provides opportunity – often for just for one or two dedicated sports organisations to participate, train and compete (e.g. boxing, martial arts). Programming can be set out, or have evolved to, appeal to a specific demographic e.g. older people or community groups.

3.3 Strategic objectives

The above vision is based upon a clear, achievable framework of strategic objectives to **protect, enhance and provide** and are summarised below.

Strategic Objective 1:

Protect the current stock of facilities in order to meet the sport and physical activity needs of the local residents, by introducing a hierarchy of use with defined roles and functions for different facility types which will be supported by appropriate investment.

CCDC needs to protect the current stock of facilities. CCDC and partners will consider how to ensure that the District network of leisure and sports facilities works to maximum benefit and that, where possible, each facility performs a specific role and function in the drive to increase participation in sport and physical activity thus contributing to wider community health and wellbeing.

Strategic Objective 2:

Enhance the district-wide approach to programming and management at all sites with a view to improving sports development aspirations and increasing physical activity outcomes, based on identified strategic need

In delivering the above CCDC needs to consider how it will work with partners to:

- ◀ Ensure that the current stock of facilities (which has a proven need), remains open and accessible to the general public.
- ◀ Work through the Council's leisure operator (Inspiring Healthy Lifestyles) and other partners to develop a process that brings together as many operators of local sports facilities as possible.

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- ◀ Develop an agreed approach and a Cannock Chase definition of community use which all partners sign up to and agree to implement. This will recognise the importance of well programmed community use attracting people from older age groups into facilities.

In delivering this CCDC and partners will need to consider the following:

- ◀ How partners might engineer a holistic approach to strategic programming across sites, including smaller but strategically placed community/village halls in order to increase and improve provision.
- ◀ How (reflecting the community use standard cited above) relationships are developed and maintained with schools across the District.
- ◀ How housing developments, including the Rugeley development, can complement current and projected future demand for sport and physical activity.
- ◀ The development of strategic plans that take account of the increasing demand from the ageing population will affect facilities in the area and how those facilities in the more rural locations can be accessed.

Strategic Objective 3:

Provide a coherent range of good quality, accessible facilities reflecting the hierarchy and serving key current and future communities across Cannock Chase.

The following section identifies major investment requirements over the life of this Strategy. It describes what is needed in order to 'protect', 'enhance' and 'provide' sport and leisure facilities for the residents of Cannock Chase and enable the Council to meet its wider objectives. It considers Cannock Chase and Rugeley leisure centres as key facilities in the District.

Chase Leisure Centre: has the largest sports hall in the authority (8 courts) and has a six lane 25m swimming pool with two learner/teaching pools. It also has a 116-station health and fitness gym and two studios. The facility currently has a bowls facility with two rinks, however it is not EIBA (English Indoor Bowls Association) compliant and is due to be re-developed in order to cater for increasing demand for studio and class-based activity. IHL's proposal is to invest more than £500,000 into a virtual fitness experience, gym refurbishment, and introduction of virtual fitness to the existing studio, conversion of the indoor bowling green to an indoor cycling studio, functional and multi-purpose studios. It is anticipated that the investment will deliver further savings to the Council of at least £50,000 per annum from April 2019.

Rugeley Leisure Centre: has a four-court sports hall which was re-floored in 2016, a six lane 25m swimming pool and a 80 station health and fitness suite which were built in 2008. Rugeley Leisure Centre indicates high demand for sessions such as yoga and other class-based exercises. Notwithstanding high satisfaction levels, consultation indicates additional need for more class space as this could lead to high waiting lists and potential to increase income if more space can be made available. The current situation can also lead to reduced customer satisfaction levels if they are not able to participate in activities when they want to. Development of additional multi-use spaces is likely to lead to increased participation which will help alleviate some of the waiting lists for class-based activity, in particular. Group exercise is on the increase with good instructors driving up increases in participation.

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PART 4: RESEARCH FINDINGS

The following is an overview of the strengths, weaknesses, opportunities and threats identified in Cannock Chase within the Needs Assessment 2018.

4.1 Strengths

- ◀ CCDC recognises the importance of its leisure facility stock to health and wellbeing and future planning needs.
- ◀ There is a productive relationship between CCDC and IHL which is helping to increase physical activity levels amongst hard to reach groups, in particular.
- ◀ The main public leisure centres (in Cannock and Rugeley) offer good community accessible facilities. Both have received investment and are fit for purpose facilities.
- ◀ Chase Leisure Centre has an eight-court badminton hall which offers substantial flexibility to function as a central venue for a range of sports and to accommodate events.
- ◀ The strong GP referral system has seen significant growth over the past two years.
- ◀ All Cannock residents live within 20 minutes' drive time of a swimming pool, a sports hall and a health and fitness centre.
- ◀ Gymnastics and running are popular activities.
- ◀ Community centres/village halls and dance studios offer a range of activities ensuring complementary opportunities in smaller more accessible venues.
- ◀ There is a strong disability sports offer in the area, which is growing and appears to be funded by a range of partner organisations.

4.2: Weaknesses

- ◀ There is limited, if any coordination between programming of sports halls on education sites and the two leisure centres managed by IHL.
- ◀ There appears to be a weak sports club structure in the District which is compounded by the lack of coaches and coach development.
- ◀ Two swimming clubs operate from both Rugeley and Chase leisure centres, leading to duplication of effort of both coaches and volunteers.
- ◀ The fragmented nature of management arrangements at sports halls means that no single organisation takes a lead on activity programming or access and schools, which appear to work within their own 'silo' without overall leadership and direction.
- ◀ The Cannock Activity Referral Scheme (CARS) has scope to attract more people from areas of higher health deprivation, leading to increased levels of participation amongst residents from harder to reach areas.
- ◀ The reduced opportunity to play indoor bowls.
- ◀ The missed opportunity of the local girl's handball team to train and play in the area.

4.3 Opportunities

- ◀ House building in the area could lead to increased developer contributions towards sport and leisure provision, where there is clearly justified evidence of demand.
- ◀ The excitement generated by the decision to hold the Commonwealth Games in Birmingham in 2022 could lead to increased participation in sport in the area, if coordinated and harnessed.
- ◀ Chase Leisure Centre has an eight-court badminton hall of which more use could be made to support the development of local sports clubs.

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- ◀ There is an opportunity to extend the CARS scheme building on its current strength. It is imperative that results of this programme are properly recorded to ensure that the Council is fully appraised of its value.
- ◀ Schools report spare capacity at their sports halls so efforts should be made to strategically develop specific sports at different sites with a view to driving increases in participation generally.
- ◀ IHL is investing in Chase Leisure Centre facilities and expanding the dance/studio area, which should lead to increases in physical activity and participation levels.
- ◀ Development of additional multi-use space at Rugeley Leisure Centre could also lead to increased participation; this would help alleviate some of the waiting lists for class-based activity in particular.
- ◀ Continue to build on the good relationships and developing partnership-based approach between IHL and the wide array of wellbeing groups to ensure a continued strategic approach is undertaken with regard to driving increases in participation.
- ◀ There is a need to develop volunteer and coach workforce development plans in order to increase the numbers across a range of sports, to counteract the relatively weak club structure in the District).
- ◀ IHL needs to continue working with NGBs and voluntary clubs to help drive increases in participation across the District on behalf of CCDC.
- ◀ Strategically plan how more gymnastics provision could be accommodated to reduce the length of the waiting lists. Consideration could be given to looking to develop a dedicated gymnastics facility within the District.
- ◀ To encourage the handball team to be able to train and play in a larger hall within Cannock.
- ◀ An in-depth analysis of the swimming timetable is required to ensure that participation can continue to rise given the current pressures on water space.

4.4: Threats

- ◀ Although the two main facilities are in above average condition, capital investment is still required to ensure that they remain fully operational and fit for purpose.
- ◀ The projected increase in number and proportion of older people, will place an increasing strain on the two main sports halls during the day time, as school sites do not allow access at these times.
- ◀ The lack of a workforce development plan is likely to ensure that the current undersupply of sports coaches will remain, thereby limiting the sports development opportunity within the District.
- ◀ The community sport and physical activity offer across the District could fragment further due to the increasing independence of schools (via general changes to education) and further private investment in profit making activities (e.g. gyms).
- ◀ The continuing drive for efficiencies and cost saving could place further strain on the service.
- ◀ The lack of joined up programming and sports development service, across the District, may lead to duplication of activity and/or gaps in provision of a full sport and leisure offer.
- ◀ Limited developer contributions due to the relatively low level of housing development compared to many other authorities.

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Summary

In summary CCDC needs to:

- ◀ Continue to recognise that facilities are an important contributor to the quality of life of residents.
- ◀ Ensure that CCDC owned facilities continue to contribute to reducing health inequalities and are fully accessible to, and used by, people from harder to reach communities and by older people.
- ◀ Retain health and wellbeing as a strategic priority to ensure the active remain so and the inactive become active, especially those in more rural areas of the District.
- ◀ Develop a workforce plan which will address the current undersupply of sports coaches and volunteers in the District
- ◀ Work with volunteers and schools to help establish a stronger network of indoor sports clubs which will help to attract and retain all levels of ability and age groups in a variety of sports.
- ◀ Consider how best to work with different schools (especially the ones which have identified spare capacity) to strategically plan for sport across the District ensuring adequate development and competition across a range of sports.
- ◀ Subject to relevant planning considerations, support other developments (via planning and officer expertise) which will underpin increased levels of sport and physical activity in the wider community.
- ◀ Ensure that the planned increase in housing in the area has sufficient infrastructure in place to meet the increase in sports facility demand, especially with regard to the Rugeley development.
- ◀ Use the hyperbole and enthusiasm from the 2022 Birmingham Commonwealth Games to generate interest and promote increases in physical activity in the area.

Planning

The results of the needs assessment and recommendations of the Strategy should be considered in any future policy making reviews and infrastructure delivery plans. It is important that Cannock Chase, as the local planning authority, uses the findings of the needs assessment and strategy to inform development of any new appropriate planning policy setting out its approach to securing sport and recreational facilities via new housing and other development where appropriate.

It should also consider the potential role of supplementary planning documents in helping to provide and enhance such facilities and as guidance to form the basis for negotiation with developers to secure contributions to include provision and/or enhancement of appropriate indoor facilities.

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PART 5: DELIVERY OF THE STRATEGY

The Strategy should be regarded as the start of the strategic planning process with a requirement for all partners to engage in ongoing dialogue and review in order to ensure that a strategic approach is adopted throughout the life of the strategy.

The delivery of the strategy relies on close partnership working to collectively protect, enhance and provide quality indoor sports facilities in the District.

5.1 Funding

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; rather a mix of sources and solutions will be required to deliver the Strategy vision and ambitions. These solutions will include:

- ◀ Further development and implementation of the CCDC developer contributions process.
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

5.2 Developer contributions

The latest legislation covering Section 106 development contributions states that local authorities will only be able to pool a maximum of five secured Section 106 contributions to fund one specific infrastructure project. Projects which relied upon funding from a wide number of tariff-based Planning Obligation contributions will need to be secured via the new Community Infrastructure Levy (CIL) in to the future. Both mechanisms allow local government to secure new or improved infrastructure which is either site-specific or immediately related to the development, as a condition of any planning consent.

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5.3 Monitoring and review

The Indoor Built Facilities Strategy identifies the investment and actions required to deliver and maintain high quality-built facilities infrastructure for Cannock Chase for the period up until 2036.

The strategy is based on the current known and planned facilities. This will need to be reviewed periodically especially when there are significant changes in facility provision. It is important that it is used to prioritise investment and develop key work programmes and partnerships. The strategy will inform the planning process in order to gain development related investment through CIL and S106 where need can be clearly evidenced...

It will be important for CCDC and its partners to develop a 3 – 5 year action plan which will be monitored and reviewed annually to review progress against the original action plan, as well as make adjustments to the supply and demand equation for facilities in the area. This is, in part, proposed on the basis that the Strategy is about how facilities are used as well as to ensuring that the infrastructure is of a good quality.

In particular, the annual review process should include:

- ◀ A review of annual progress on the recommendations and the 3 – 5 year action plan; taking into account any changes to the priority of each action (e.g. the priority of some may increase following the delivery of others).
- ◀ Lessons learnt throughout the year.
- ◀ New facilities that may need to be taken into account.
- ◀ Any specific changes of use of key sites in the District (e.g. sport specific specialisms of sites, changes in availability, etc.).
- ◀ Any specific changes in demand at particular facilities and/or clubs in the area (e.g. reduction or increase in club numbers, new housing growth).
- ◀ New formats of traditional sports that may need to be taken into account.
- ◀ Any new or emerging issues and opportunities.

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PART 6: STRATEGIC ACTION PLAN:

6.1 Management and programming

The following actions are relative to the overall management and programming of key facilities in Cannock Chase. All actions identified below should take account of accessibility issues (hearing, visual and wheelchair access). Short term- 1-2 years; medium 3-5 years; Long term 5-10 years.

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
District wide programming Enhance	Ensure holistic approach to programming across all facilities leading to improved access for all sections of the community. Establish a workforce development plan which aims to build capacity in sports clubs across the District.	<ul style="list-style-type: none"> ◀ Consider current programming across the District. ◀ Define the role of each facility within the wider community use offer across District. ◀ Develop a site by site action plan for improving programming across the District. ◀ Establish a working group which looks to develop coaches and volunteers in the District in a range of sports. ◀ Consider how to deploy the volunteers/coaches to best effect linking to increased sporting opportunities at school sites (which are currently underutilised) leading to a stronger and more sustainable club structure in the District. 	Short	Schools, leisure Centres & Village halls / Community Centres, IHL CCDC, IHL, SASSOT, NGBs and local schools	High
Increase community use of education facilities Enhance	Market and promote the availability of the current stock of sports halls to more sections of the community.	<ul style="list-style-type: none"> ◀ Taking account of the currently low levels of community use of sports halls, consider the barriers schools are facing in attracting clubs to their facilities. ◀ On a site by site basis consider a strategic plan for developing a priority sport at each site. 	Short	Schools, IHL, SASSOT, CCDC, NGBs	High

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Swimming pools Provide	Ensuring sufficient water space is available to current and future residents. Strategically programme water time for all residents.	<ul style="list-style-type: none"> ◀ Strategically programme water time for all residents to ensure the public have sufficient access the pools at peak times. ◀ Work with the swimming clubs on pools programming to maximise their (efficient) access to pool time by, considering the amalgamation of the two clubs. 	Short	CCDC, Public Health, IHL, Swim England, swimming clubs.	High
Health and Fitness Provide	Continue to monitor quantity and quality of health and fitness offer across the District. Ensure that the provision of health and fitness facilities are appropriate to an ageing population in the District.	<ul style="list-style-type: none"> ◀ Continue to invest in Council owned leisure centres to ensure quality of facilities remains high to all residents who use them. 	Medium	IHL, CCDC	High
Squash Courts Provide	The need to retain the current facilities to ensure the sport can continue in the area.	<ul style="list-style-type: none"> ◀ Monitor and continue to invest in the quality of squash courts ensuring they remain high quality, fit for purpose and continue to serve the demand for the sport. 	Short	CCDC, England Squash & Racketball, IHL	High
Dedicated specialist sports facilities Provide	Address the latent demand for gymnastics.	<ul style="list-style-type: none"> ◀ Work with the gymnastics and trampolining clubs to create a strategic plan geared to enabling them to move to a dedicated facility which will be either self-managed (or owned). Consider co-locating where the opportunity arises. 	Medium	CCDC, SE, IHLNGBs, Gymnastics Clubs	Medium

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Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Incorporating village halls and community centres into the broader activity portfolio Provide	Develop an improved understanding of the importance of Level 3 facilities with regard to the physical activity offer.	<ul style="list-style-type: none"> ◀ Review Level 3 facilities to see which are realistically able to increase physical activity in the context of scale, configuration, management arrangements and existing commitments. ◀ Consider how they fit into the wider programming offer. 	Medium	Parish Councils, community groups, private facilities	Medium
Planning Protect, Enhance, and Provide	To recognise the importance of this study and ensure recommendations are acted upon.	<ul style="list-style-type: none"> ◀ To adopt the recommendations in this Study and ensure that they are encapsulated in planning policy documents (Local Plans) and other relevant CCDC strategies where appropriate. ◀ Develop priorities to assist CCDC to identify developments that could be funded through developer contributions, CIL and other sources of funding, informing the regulation 123 List and identification of infrastructure requirements. 	Medium	Planning & Leisure Team	High
Monitor and review	Keeping the Facilities Strategy relevant and up to date.	<ul style="list-style-type: none"> ◀ Complete a light touch review of the study annually. ◀ Undertake a complete review within 5 years of its implementation. 	Medium	CCDC	High

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6.2 Indoor built facilities

The following actions relative to each of the District’s key facilities is identified below:

Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Cannock Chase High School Level 2 Protect	Academy- In house	The School has a 4-court sports hall which was built in 2001. Both the hall and the changing facilities are below average.	<ul style="list-style-type: none"> ◀ When finance becomes available invest in and improve the quality of the sports hall and changing facilities. ◀ Work with partners to increase community use where possible. 	CCHS, CCDC	Medium	Medium
Cardinal Griffin Catholic College Level 2 Protect	Local Authority- In house	The School has a 4-court Sports hall built in 1972 and has been refurbished. The sports hall is above average quality however, the changing rooms are below average. Cannock Olympia handball team trains at the School despite the court being insufficient in size.	<ul style="list-style-type: none"> ◀ The School should prioritise maintaining the quality of the current facilities. ◀ Work with partners to increase community use where possible. 	CGCC	Medium Short	Medium High
Chase Grammar School Level 2 Protect	Independent School- In house	The School has a 4-court Sports hall which was built in 1996 and refurbished in 2003. The hall is above average with the changing facilities rated below average.	<ul style="list-style-type: none"> ◀ Maintain the quality of the current facilities sports hall and consider investing in upgrade of the changing facilities. 	CGS	Long	Medium

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Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
<p>Chase Leisure Centre</p> <p>Level 1 Protect and Enhance</p>	<p>CCDC- Inspiring healthy lifestyle</p>	<p>This large facility has an 8-court sports hall, built in 1991 and refurbished in 2012. Both the hall itself and the changing facilities are below average. It is a popular facility with little capacity to increase community use.</p> <p>Handball has expressed a keen interest in using the hall due to its size.</p> <p>There is also a 116-station health and fitness gym and the operator, IHL, offers a popular GP referral scheme.</p> <p>The three swimming pools; a main pool and two learner pools built in 1973 were refurbished in 2013.</p> <p>There 2-rink indoor bowls green is not of regulation size and plans are in place for alternative use of this part of the facility. IHL is proposing significant investment (subject to further consultation) which includes the removal of the indoor bowls facility to make way for improved studio and class-based facilities.</p>	<ul style="list-style-type: none"> ◀ Maintain the current quality of the gym, pools and changing facilities linking to the pool and squash courts. ◀ IHL should continue to maximise community use of its facilities, especially the popular disabled and NHS referral schemes. ◀ IHL should look to increase participation via the proposed investment in studios and the conversion of the indoor bowls venue. ◀ Work with the Handball Club to improve access to the sports hall. ◀ Work with the swimming clubs to improve pool utilisation e.g. sharing of pool lanes and early morning swimming). This will allow improved access for community use. 	<p>IHL, NHS, CCDC, SASSOT</p>	<p>Medium</p>	<p>High</p>
<p>Kingsmead School</p> <p>Level 2 Protect and Enhance</p>	<p>Academy- In house</p>	<p>5-court Sports hall which was built in 1970 and refurbished in 1996. Both the sports hall and the changing facilities are below average.</p> <p>Whilst the hall was painted approximately 3 years ago, the flooring is in poor condition.</p>	<ul style="list-style-type: none"> ◀ When finance becomes available the School should look to invest and improve the quality of the sports hall. ◀ Continue to offer the community use of the sports hall. 	<p>Kingsmead School, CCDC</p>	<p>Medium</p>	<p>Medium</p>

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Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Rugeley Leisure Centre Level 1 Protect and Enhance	CCDC- Inspiring healthy lifestyle	RLC has a 4-court sports hall, built in 2004 and had a new floor installed in 2016. It also has a 6-lane x 25m swimming pool, (built 2008) which along with its changing facilities are above average in quality. Two squash courts and an 80-station gym are also rated as above average in quality.	<ul style="list-style-type: none"> ◀ Maintain the current quality of facilities. ◀ Continue to provide community use ensuring that those in harder to reach and more deprived areas are able to access the centre. ◀ Consider extending the space available for class-based activities ◀ Continue to deliver programmes that drive up participation of the squash courts. ◀ Alternatively, consider alternative use of the squash courts should there be insufficient demand to make the provision viable for squash activity. 	IHL, NHS, CCDC, SASSOT	Medium	High
Staffordshire University Academy	Academy- In house	The Academy has a 4-court sports hall, built in 2013 and is good quality. The changing rooms are below average in	<ul style="list-style-type: none"> ◀ The Academy should take measures to maintain the current quality of the facilities. 	SUA, CCDC	Medium	Medium

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Facility	Management	Overview and Challenges	Action	Lead Agency	Timescale (S/M/L)	Priority (H/M/L)
Level 2 Protect and Enhance		quality.	<ul style="list-style-type: none"> ◀ If finance becomes available, the Academy should look to improve the quality of its changing rooms. ◀ Work with partners to increase community use of the sports hall. 			
Norton Canes High School Level 2 Protect and Enhance	School in house	The School has a 4-court sports hall which was built in 1971 and refurbished in 2006. The hall is above average with the changing facilities being below average. The sports hall has had investment in new lighting and flooring.	<ul style="list-style-type: none"> ◀ Maintain the current quality of the sports hall. ◀ Continuing the current community use of the sports hall is key and trying to increase hall bookings, where possible. 	NCHS, CCDC	Medium	Medium

Report of:	Nirmal Samrai Dean Piper
Contact Officer:	Janet Baldasera
Telephone No:	01543 464317
Portfolio Leader:	Housing Town Centre Regeneration
Key Decision:	No
Report Track:	Cabinet: 13/06/19 Council: 17/07/19

CABINET
13 JUNE 2019
HAWKS GREEN DEPOT RATIONALISATION

1 Purpose of Report

- 1.1 To seek scheme approval and permission to spend on the rationalisation of Councils Depot located at Hawks Green (Appendix1) enabling part of the site to be appropriated for alternative use.

2 Recommendations

- 2.1 That scheme approval and permission to spend on the Hawks Green Rationalisation Plan is agreed.
- 2.2 Council be requested to include £281,000 within the General Fund Capital Programme for the Rationalisation Plan.
- 2.3 That the land marked on Appendix 2 is identified as no longer required for use by the Council's Operational services and available for alternative use.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Council's Depot located at Hawks Green Depot (Appendix 1) has provided facilities for key operational services for Cannock Chase District Council since it was formed in 1974.
- 3.2 To accommodate the above services the site has an array of buildings, offices, storage units, waste disposal facilities, vehicular parking and other miscellaneous facilities. In total, the Hawks Green Depot covers an area of approximately 1.8ha.

- 3.3 The number of services located at the Depot has reduced over a period of years and following the transfer of the waste contract to a private contractor an Options Appraisal found that the site is no longer fit for purpose and too large for the remaining services that are being provided from the site.
- 3.4 Structural reports, ground condition surveys and appraisals have identified that a number of existing buildings were in need of demolition, some required significant investment to render them safe and fit for purpose and that the Tree Team located at Hawks Green Depot to be relocated to Progress Drive to release the land for housing development.
- 3.5 Further findings are that 0.9ha (50%) of the site needs to be retained for the provision of the remaining existing services. The remaining 0.9ha (50%), as identified in Appendix 2, will be available for an alternative use such as to deliver a housing scheme and is subject to a separate report on the agenda.
- 3.6 In order for the Depot to continue to operate in the long-term based upon a reduced foothold of 0.9ha (50%) of the site a programme of works including essential maintenance (necessary for the Depot to continue operations regardless of rationalisation) has been prepared to achieve the rationalisation plan.
- 3.7 A timetable for implementation of the works has been developed which will ensure the unused 50% land is released to meet the redevelopment timetable which is subject to a separate report on the agenda:

	Completion by:
Finalise scheme layout	June 2019
Procurement of Contractor following a tender process	August 2019
Relocation of Grounds Maintenance	August 2019
Implement fuel card system	August 2019
Decommission of fuel pumps and storage tanks	September 2019
Works on site commence	September 2019
Completion on site works	October 2019
Future Maintenance works	To be determined

Reasons for Recommendations

- 3.8 The works to be undertaken in 2019-20 are estimated to cost £281,000. No provision exists within the Capital Programme for such works however a transfer of capital resources will arise from the proposed release of 0.9HA of the existing site.
- 3.9 It is therefore proposed that following approval the plan is implemented in accordance with the above timetable which will ensure the 0.9ha (50%) of land which is no longer required for operational use is released to meet the Hawks Green Redevelopment Scheme timetable which is subject to a separate report on the agenda.

4 Relationship to Corporate Priorities

- 4.1 The Hawks Green Depot Rationalisation has implications for the service aims to increase housing choice, including delivering additional Council housing which form part of the “Promoting Prosperity” Priority Delivery Plan 2018-19.

5 Report Detail

- 5.1 The Council’s Depot located at Hawks Green Depot (Appendix 1) has provided facilities for key operational services for Cannock Chase District Council since it was formed in 1974. The services operating from the site currently includes:

Housing Maintenance Section

- location of operational, supervisory and management staff
- storage of van fleet and specialised machinery
- welfare facilities
- Carpentry workshop

Housing Stores Provision**Vehicle Services**

- Workshop
- MOT & Taxi testing

Street Cleansing

- location of operational, supervisory and management staff
- storage of van fleet and specialised machinery
- welfare facilities

Waste Management

- location of supervisory and management staff

Grounds Maintenance operations (tree services)

- location of some operational, supervisory and management staff
- storage of specialised machinery
- welfare facilities

Housing Property Services.

- location of supervisory and management staff

To accommodate the above services the site has an array of buildings, offices, storage units, waste disposal facilities, vehicular parking and other miscellaneous facilities. In total, the Hawks Green Depot covers an area of approximately 1.8ha.

- 5.2 The number of services located at the Depot has reduced over a period of years and following the transfer of the waste contract to a private contractor an options appraisal was undertaken in 2016 of site and the long-term efficiency of the Council Services continuing to operate from the site. The Options Appraisal found that the site is no longer fit for purpose and too large for the remaining services that are being provided from the site.
- 5.3 The outcomes and recommendations from the Options Appraisal were that:
- (i) No other suitable alternative site existed within the district
 - (ii) Hawks Green Depot be retained and investment is made in the site over a 15-year period including replacement of the existing office block and new indoor secured storage for specialist plant.
 - (iii) A new roof for the vehicle workshop was urgently required. This has been completed.
 - (iv) The layout be redesigned and in house functions be centralised
 - (v) Unused land be used for alternative use in particular provision of new housing through the recently established Housing Investment Fund.
- 5.4 To further inform investment decisions a number of structural reports and ground condition surveys were commissioned which identified that a number of existing buildings were in need of demolition whilst others required significant investment to render them safe and fit for purpose.
- 5.5 The Options Appraisal also considered the relocation of the Tree Team located at Hawks Green Depot to Progress Drive to release the land for housing development.
- 5.6 Consultancy services were procured in July 2018 for the amalgamation of two sites and optimizing the layout at the Hawks Green sites and identify potential land surplus for alternative use in particular for housing.
- 5.7 The findings are that 0.9ha (50%) of the site needs to be retained for the provision of existing services. The remaining 0.9ha (50%) as identified in Appendix 2, will be available for an alternative use such as to deliver a housing scheme and is subject to a separate report on the agenda. The 0.9ha site has been valued by the Council's Valuer at current market value of £382,000.
- 5.8 In order for the Depot to continue to operate in the long-term and to operate from 0.9ha (50%) of the site a programme of works including essential maintenance

(necessary for the Depot to continue operations regardless of rationalisation) has been prepared to achieve the rationalisation plan and includes:

- (i) Demolition of unsafe buildings
- (ii) Enabling works to form temporary level areas below storage areas for skips and other secured storage
- (iii) Relocation of Tree Team to Progress Drive
- (iv) Rationalise and create new storage areas
- (v) Decommission fuel pumps and storage tanks, implement fuel card system
- (vi) Design and implement traffic management system
- (vii) Resurface where necessary
- (viii) Future maintenance of retained buildings

5.9 A timetable for implementation of the works has been developed which will ensure the unused 50% land is released to meet the redevelopment timetable which is subject to a separate report on the agenda:

	Completion by:
Finalise scheme layout	June 2019
Procurement of Contractor following a tender process	August 2019
Relocation of Grounds Maintenance	August 2019
Implement fuel card system	August 2019
Decommission of fuel pumps and storage tanks	September 2019
Works on site commence	September 2019
Completion on site works	October 2019
Future Maintenance works	To be determined

5.10 The works are to be undertaken in 2019- 20 are estimated to cost £281,000. Total budget provision of £382,000 has been identified in the General Fund Capital Works Programme (Vehicle Workshop Budget) which is sufficient to cover the essential maintenance to make the depot safe and fit for purpose, to undertake the work required for rationalisation, provide for future maintenance requirements and release 0.9ha (50%) of the site which has been identified as no longer required for operational use.

5.11 It is therefore proposed that following approval the programme of works is implemented in accordance with the above timetable which will ensure the 0.9ha (50%) of land no longer required for operational use is released to meet the Hawks Green Redevelopment Scheme timetable which is subject to a separate report on the agenda and which will generate £382,000 of General Fund capital resources.

6 Implications**6.1 Financial**

The total estimated cost of works is £281,000 consisting of essential works to the existing depot of £87,50, with a further £193,480 of works is required for rationalisation. No provision exists within the Capital Programme for such works and Council will be required to approve the scheme. .

Capital resources of £382,000 will be transferred from the HRA to the General Fund following scheme approval of the Hawks Green Depot Redevelopment Scheme report and the recommendation to appropriate the land.

6.2 Legal

The estimated costs of works to the existing depot is below the EU procurement threshold. The Council must follow the tendering process for tenders below the EU threshold, as set out in the Constitution. The Council must carry out a formal tender process, as per the open procedure, in line with the following principles-

- Openness
- Transparency
 - Visibility
 - Value for money
 - In the best interests of the council
- Competition

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

There are a number of risks associated with development, particularly in relation to uncertain ground conditions and demolition. The Council's appointed contractor for the works will have extensive experience in demolition and land remediation issues.

6.8 Equality & Diversity

None

6.9 Best Value

The work will be subject to a procurement process to achieve value for money.

7 Appendices to the Report

Appendix 1 Hawks Green Depot Location Map

Appendix 2 Proposed Hawks Green Housing Site

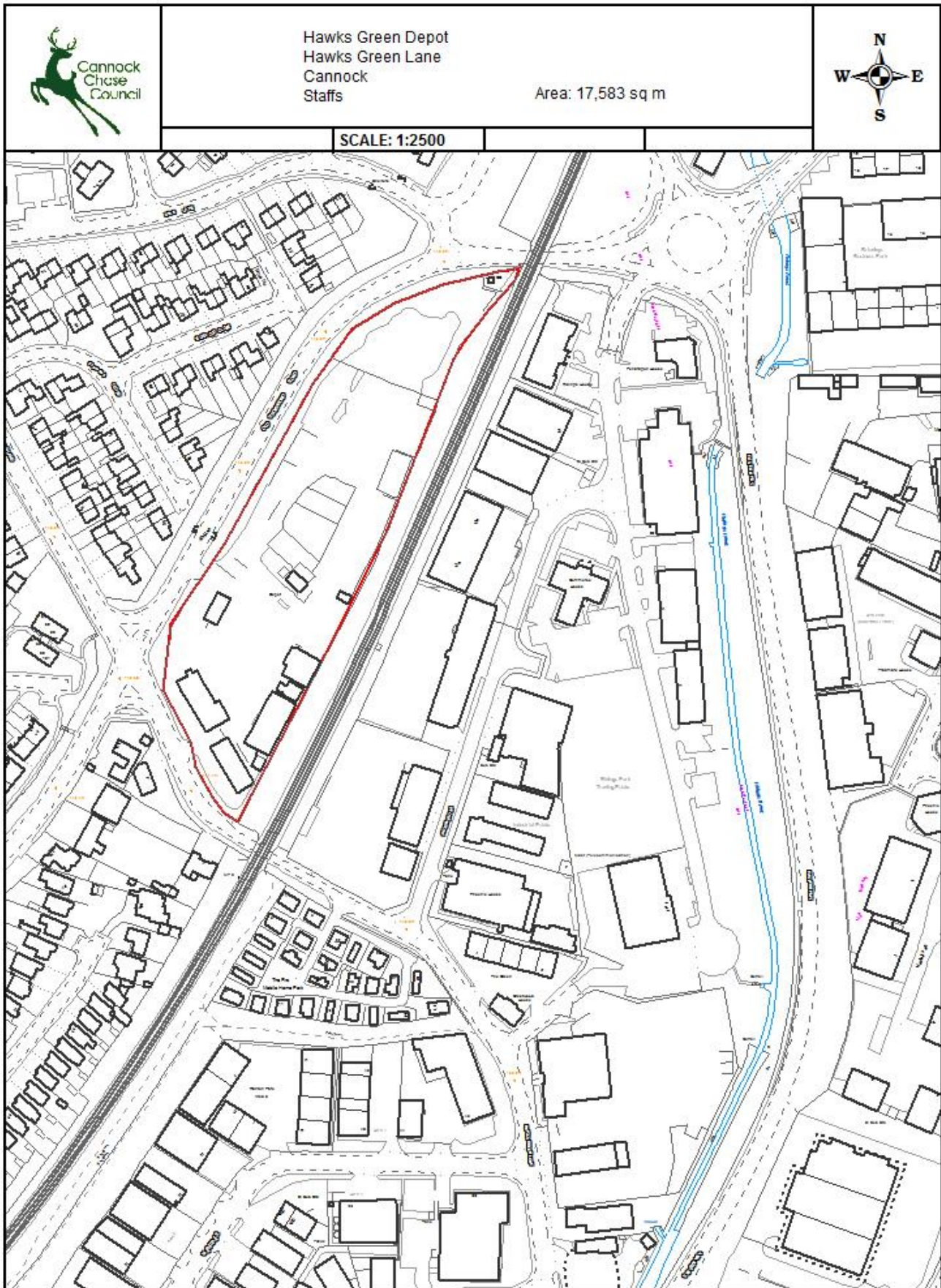
Previous Consideration

Hawks Green Depot – Vehicle Workshop Replacement Roof Application for Permission to Spend	Cabinet	14 December 2017
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Background Papers

None

Hawks Green Depot Location Map



Proposed Hawks Green Housing Site



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Report of:	Head of Housing and Partnerships
Contact Officer:	Louise Tandy
Telephone No:	01543 464348
Portfolio Leader:	Housing
Key Decision:	Yes
Report Track:	Cabinet: 13/06/19 Council: 17/07/19

CABINET
13 JUNE 2019
REDEVELOPMENT OF HAWKS GREEN DEPOT, CANNOCK

1 Purpose of Report

- 1.1 To seek scheme approval and permission to spend for the redevelopment of the Hawks Green Depot site.
- 1.2 To note the Construction Framework that will be utilised to appoint the development partners and develop the site.
- 1.3 To note the West Midlands Combined Authority (WMCA) grant offer of £900,000 to develop a housing scheme, including Council housing on the Hawks Green Depot site.

2 Recommendations

- 2.1 That the Hawks Green Depot Site, marked in red in Appendix 1, is identified as a priority site for redevelopment for the provision of new Council housing.
- 2.2 That subject to the approval of the Hawks Green Depot Rationalisation Plan Report recommendations, Cabinet appropriates for a transfer value of £382,000 for the Hawks Green Depot Redevelopment site from the Council's General Fund to the Housing Revenue Account under section 122 of the Local Government Act 1972.
- 2.3 That Cabinet note the WMCA formal grant offer of £900,000 to offset land remediation costs and associated fees.
- 2.4 That Cabinet note the appointment of a development partner via Dudley Metropolitan Borough Council's Construction Framework Agreement and the housing scheme attached as Appendix 2.
- 2.5 That scheme approval and permission to spend for the Hawks Green Depot Redevelopment Scheme be approved.

- 2.6 That the Head of Housing and Partnerships following consultation with the Housing Portfolio Leader be authorised to take forward all actions and make amendments to the scheme as necessary to implement any agreed recommendations.
- 2.7 That authority to enter into any legal agreements between Cannock Chase Council (CCDC) and the appointed development partner that are required to facilitate the delivery of the proposed scheme be delegated to the Head of Housing and Partnerships in consultation with the Portfolio Leader.
- 2.8 That permission to spend up to £130,000 within the HRA Capital Programme – New Build budget in relation to development works to bring forward future sites is approved.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 On 25 January 2018 Cabinet approved a budget of £12.9m for the establishment of a Housing Investment Fund to support the delivery of new Council housing in the District over a five year period and which now forms part of the agreed HRA Capital Programme for the period 2018-19 to 2022-23.
- 3.2 Affordable homes for rent are in high demand in the District and there are currently approximately 800 households on the Council's housing list. Evidence from the Housing Needs Assessment 2019 identified a need for 110 additional affordable homes per annum.
- 3.3 A review of the Council's land holdings has taken place with the key objective to maximise the delivery of homes within the budget. In order to achieve a viable cost per unit the review was tasked to identify suitable sites within the Council's ownership. The findings were that there is not a deliverable site available that could deliver 20+ units.

Reasons for Recommendations

- 3.4 The Council's Hawks Green Depot covers an area of approximately 1.8ha. The rationalisation of Hawks Green Depot, which is the subject of a separate report on the agenda concluded that 0.9ha (50%) of the site needs to be retained for the provision of existing services whilst the remaining 0.9ha (50%) will be available for an alternative use such as to deliver a housing scheme. A plan of the site identifying the land to be retained and developed is attached at Appendix 1 and as set out below will provide 44 new homes.
- 3.5 An application was made to Homes England Accelerated Construction Fund and as part of the due diligence exercise, ground condition surveys and reports identified that significant land remediation works were required. As a result the redevelopment has not been considered economically viable without additional grant to meet the funding gap. Unfortunately, the application to the Accelerated Construction Fund was unable to meet the funding gap.

- 3.6 Whilst a bid to the Stoke and Staffordshire LEP has not been successful to date a successful bid was submitted to WMCA in March 2019 and the Council will receive grant of £880,000 to offset land remediation costs with £20,000 for associated fees.
- 3.7 As part of the development appraisal process of the Hawks Green Redevelopment Scheme, and taking into account the housing needs of the District, a site layout was produced (Appendix 2).
- 3.8 The proposed scheme will deliver a mixed tenure scheme consisting of 44 homes comprising of 50% (22) Council homes for rent and 50% (22) for outright sale. Subject to planning approvals the Council homes for rent would comprise of:
- 4 x 1 bedroom houses
 - 8 x 1 bedroom flats,
 - 8 x 2 bedroom houses
 - 2 x 3 bedroom homes
- 3.9 It may, be necessary to amend the scheme to address issues which arise from the completion of the tender documentation and the planning process and it is therefore proposed that the Head of Housing and Partnerships following consultation with the Housing Portfolio Leader, is authorised to make such amendments to the scheme.
- 3.10 It is proposed that the Council's HRA Capital Programme will finance the provision of the 22 (50%) affordable Council homes i.e. homes for rent. A development partner would be appointed to undertake construction of the Council's 22 homes for rent and provide 22 (50%) homes for outright sale.
- 3.11 The agreed HRA Capital Programme for the period 2018-19 to 2022-23 includes budgetary provision of £12.9m for New Build programme.
- 3.12 The following budgetary provision will be required for the Hawks Green Redevelopment Scheme and will form part of the three year HRA Capital Programme for the period 2019-20 to 2021-22:

	<u>Year 1</u> 2019-20 (£000's)	<u>Year 2</u> 2020-21 (£000's)	<u>Year 3</u> 2021-22 (£000's)	Total
Land Costs	382	-	-	382
Land Remediation & Construction Council dwellings (22 homes)	550	1,900	600	2,988* ¹
	922	1,990	600	3,370* ²

Notes

*¹ Net cost of provision after the deduction of the land value of the market homes.

*² Gross cost of provision prior to the deduction of additional rent income

- 3.13 The Dudley MBC Construction Framework is an established framework to carry out the design and construction of new build housing (details are set out in section 5 of the report) and can be used by other West Midlands authorities. Using the Framework will enable the Council to progress the site quickly with an experienced contractor who has already taken part in an OJEU compliant tendering exercise.
- 3.14 The Scheme costs including the contract sum will be accommodated within the Hawks Green Redevelopment budget. Should the scheme exceed the budgetary provision a further report will be presented to Cabinet.
- 3.15 The development programme and relevant milestones are set out below:

HAWKS GREEN DEPOT DEVELOPMENT PROGRAMME	
Secure WMCA Grant	June 2019
Council approval	July 2019
Contract Award	August 2019
Stock Rationalisation	November 2019
Full Planning Approval by	January 2020
Land Remediation Start on Site by	February 2020
Construction Start on Site by	April 2020
Scheme completion by	Spring 2022

- 3.16 The Council's appointed Development Partner will act as developer and contractor to design and construct a redevelopment scheme for the site. The specific responsibilities of the Development Partner will be formalised through a JCT Design and Build Contract.
- 3.17 In order to bring future sites forward it is necessary to undertake development work such as scheme design, development appraisals and site and ground condition surveys prior to scheme approval. It is proposed that a sum of £130,000 (equivalent to 1% of the New Build budget) within the HRA Capital Programme – New Build is approved for preparatory development works.
- 3.18 There will be a further report to Cabinet when other site(s) have been identified that could be brought forward for housing utilising the Housing Investment Fund resources, including land not in the ownership of the Council.

4 Relationship to Corporate Priorities

- 4.1 The Housing Investment Fund has implications for the service aims to increase housing choice, including delivering additional Council housing which form part of the "Promoting Prosperity" Priority Delivery Plan 2018-19.

5 Report Detail

- 5.1 On 25 January 2018 Cabinet approved a budget of £12.9m for the establishment of a Housing Investment Fund to support the delivery of new Council housing in the District over a five year period and which now forms part of the agreed HRA Capital Programme for the period 2018-19 to 2022-23.
- 5.2 The Hawks Green Redevelopment Site, if approved, will follow the successful garage site redevelopment programme which completed in June 2019 and delivered 39 Council homes for rent on 11 sites throughout the district.
- 5.3 Affordable homes for rent are in high demand in the District and there are currently approximately 800 households on the Council's housing list. Evidence from the Housing Needs Assessment 2019 identified a need for 110 additional affordable homes per annum.
- 5.4 A review of the Council's land holdings has taken place with the key objective to maximise the delivery of homes within the budget. Although the Council owns a large number of small pieces of land including a significant number of garage sites the complexities of developing small sites results in a high cost per unit. In order to achieve a viable cost per unit the review was tasked to identify suitable sites within the Council's ownership. The findings were that there is not a deliverable site available that could deliver 20+ units.

Hawks Green Depot Site

- 5.5 The Council's Depot, situated at Hawks Green, currently has a number of depot buildings including office buildings and units used for storage and vehicle maintenance and covers an area of approximately 1.8ha.
- 5.6 The rationalisation of Hawks Green Depot is the subject of a separate report on the agenda. The rationalisation exercise concluded that 0.9ha (50%) of the site needs to be retained for the provision of existing services whilst the remaining 0.9ha (50%) will be available for an alternative use such as to deliver a housing scheme. A plan of the site identifying the land to be retained and developed is attached at Appendix 1 and as set out below will provide 44 new homes.
- 5.7 As part of the initial options appraisal process an application was made to Homes England Accelerated Construction Fund. As part of the due diligence exercise, ground condition surveys and reports identified that significant land remediation works were required. As a result the redevelopment has not been considered economically viable without additional grant to meet the funding gap. Unfortunately, the application to the Accelerated Construction Fund was unable to meet the funding gap.
- 5.8 An application was made to the Staffordshire and Stoke LEP (SSLEP) which has been unsuccessful to date. However, a bid for grant was made to the West Midlands Combined Authority Brownfield Land and Property Development Fund in March 2019. This bid has been successful and will be a major contribution to the estimated land remediation costs which renders the scheme viable and which is further discussed below.

Land Appropriation

- 5.9 The Hawks Green Depot Redevelopment Site is an asset held within the Council's General Fund. If the Hawks Green Depot Redevelopment Site is to be redeveloped for housing then it will need to be transferred from the General Fund to the Housing Revenue Account by a process known as appropriation. Under section 122 of the Local Government Act 1972 the Council has the power to appropriate land which belongs to the Council but is no longer required for the purpose for which it is currently held to enable the land to be used for a different Council purpose. If the Hawks Green Depot Redevelopment Site is appropriated it will be necessary to ensure there is no detriment to the General Fund by transferring an equivalent amount of housing resources (i.e. the market value of the site) from the Housing Revenue Account to the General Fund. The Council's surveyor has advised that the market value of the Hawks Green Depot Redevelopment Site is £382,000.

The Scheme

- 5.10 As part of the development appraisal process of the Hawks Green Redevelopment Scheme, and taking into account the housing needs of the District, a site layout has been produced (Appendix 2).
- 5.11 The proposed scheme will deliver a mixed tenure scheme consisting of 44 homes comprising of 50% (22) Council homes for rent and 50% (22) for outright sale. Subject to planning approvals the Council homes for rent would comprise of:
- 4 x 1 bedroom houses
 - 8 x 1 bedroom flats,
 - 8 x 2 bedroom houses
 - 2 x 3 bedroom homes
- 5.12 The homes will be built to a high standard and will enhance the current environment to provide a vibrant housing scheme. However, it should be noted that due to the close proximity of the site to the Old Hednesford Road and the Chase Railway Line a noise survey is being undertaken as part of the planning process. It may be necessary to amend the scheme to address issues which arise from the completion of the tender documentation and the planning process and it is therefore proposed that the Head of Housing and Partnerships following consultation with the Housing Portfolio Leader is authorised to make such amendments to the scheme.
- 5.13 It is proposed that the Council's HRA Capital Programme will finance the provision of the 22 (50%) affordable Council homes i.e homes for rent. A development partner would be appointed to undertake construction of the Council's 22 homes for rent and provide 22 (50%) homes for outright sale.

Redevelopment Funding

- 5.14 The agreed HRA Capital Programme for the period 2018-19 to 2022-23 includes budgetary provision of £12.9m for New Build programme.

The following budgetary provision will be required for the Hawks Green Redevelopment Scheme and will form part of the three year HRA Capital Programme for the period 2019-20 to 2021-22:

	<u>Year 1</u> 2019-20 (£000's)	<u>Year 2</u> 2020-21 (£000's)	<u>Year 3</u> 2021-22 (£000's)	Total
Land Costs	382	-	-	382
Land Remediation & Construction Council dwellings (22 homes)	550	1,900	600	2,988* ¹
	922	1,990	600	3,370* ²

Notes

*¹ Net cost of provision after the deduction of the land value of the market homes.

*² Gross cost of provision prior to the amendment for additional rent income

5.15 As stated in paragraph 5.7 above the major barrier in bringing the site forward has been the land remediation costs. A bid for grant was made to the West Midlands Combined Authority Brownfield Land and Property Development Fund in March 2019. At their meeting on 3rd June 2019 the WMCA Investment Board approved a total grant of £900,000 of which £880,000 will be a major contribution to the estimated land remediation costs with the additional £20,000 for associated fees.

5.16 Whilst full terms and conditions for the grant funds are yet to be received the Investment Board confirmed that the funding conditions would stipulate that failure to complete the redevelopment by the deadline date of 31 March 2022 would result in a financial clawback. A further requirement of the grant funding is that at least five apprenticeships are provided for by the redevelopment scheme. Speed of delivery, quality and value for money are therefore critical to the project, both to build Council homes for rent quickly which are in high demand and to ensure that the Council can meet the timetable for delivery in respect of the grant funding.

Procurement

5.17 In 2015, Dudley MBC invited tenders for places on a Framework Agreement to carry out the design and construction of new build housing. The contract notice stated that 'in general, work requirements are to comprise of the following areas:

- New build housing construction and conversion of existing non-housing buildings
- Design services for new build and conversion to housing
- Pre construction advisory services, including feasibilities and grant bidding
- Demolition and site clearance
- Management of statutory authorities and services'

- 5.18 Four providers were selected to be on the framework. Contractors are ranked and all work is directly awarded to the first placed contractor. If they are unable to undertake a particular project, the award can be made to the second placed contractor and so on. The Framework Agreements were procured via an OJEU compliant tender exercise which provided for the Framework to be used by other West Midlands authorities.
- 5.19 It is therefore proposed that authority to enter into any legal agreements between Cannock Chase Council (CCDC) and the Development Partner that are required to facilitate the delivery of the proposed scheme be delegated to the Head of Housing and Partnerships in consultation with the Portfolio Leader.
- 5.20 The Scheme costs including the contract sum will be accommodated within the budget provision for Hawks Green Redevelopment Scheme. Should the scheme exceed the budgetary provision a further report will be presented to Cabinet.

Development Programme

- 5.21 Subject to planning permission, the Council is therefore in a position to start on site by February 2020 and all 44 homes should be delivered by Spring 2022. The development programme and relevant milestones are set out below:

HAWKS GREEN DEPOT DEVELOPMENT PROGRAMME	
Secure WMCA Grant	June 2019
Council approval	July 2019
Contract Award	August 2019
Stock Rationalisation	November 2019
Full Planning Approval by	January 2020
Land Remediation Start on Site by	February 2020
Construction Start on Site by	April 2020
Scheme completion by	Spring 2022

- 5.22 The Council's appointed Development Partner will act as developer and contractor to design and construct a redevelopment scheme for the site. The specific responsibilities of the Development Partner will be formalised through a JCT Design and Build Contract but will include the following:-
- (a) The provision of architectural services to finalise plans for the site together with any additional benefits which the Development Partner can bring to the scheme.
 - (b) All scheme and property design work to obtain all relevant planning (including change of use from employment to residential use) and other permissions in relation to the site plans and subsequent detailed design work.
 - (c) Land remediation and demolition of redundant buildings.
 - (d) The procurement and/or implementation of any necessary infrastructure works.

(e) Construction of the scheme.

5.23 The Council will finance the construction of the new Council properties via staged payments throughout the construction period. These payments will be made in accordance with a payments schedule agreed with the Development Partner.

5.24 The Council will retain ownership of the land during the build process. The development agreement provides for a building licence to be issued to the developer.

Future Schemes

5.25 In order to bring future sites forward it is necessary to undertake development work such as scheme design, development appraisals and site and ground condition surveys prior to scheme approval. It is proposed that a sum of £130,000 (equivalent to 1% of the New Build budget) within the HRA Capital Programme – New Build is approved for preparatory development works.

5.26 A further report will be submitted to Cabinet when other site(s) have been identified that could be brought forward for housing utilising the HRA Capital Programme – New Build resources, including land not in the ownership of the Council.

6 Implications

6.1 Financial

The agreed HRA Capital Programme for the period 2018-19 to 2022-23 includes budgetary provision of £12.9m for New Build programme.

The following budgetary provision will be required for the Hawks Green Redevelopment Scheme and will form part of the three year HRA Capital Programme for the period 2019-20 to 2021-22:

	<u>Year 1</u> 2019-20 (£000's)	<u>Year 2</u> 2020-21 (£000's)	<u>Year 3</u> 2021-22 (£000's)	Total
Land Costs	382	-	-	382
Land Remediation & Construction Council dwellings (22 homes)	550	1,900	600	2,988* ¹
	922	1,990	600	3,370

Notes

*¹ Net cost of provision after the deduction of the land value of the market homes.
 *² Gross cost of provision prior to the amendment for additional rent income

The anticipated contract value and a contract award will only be made within the budgetary provision set out above. A further report would be submitted to Council should a contract award not be made.

6.2 Legal

Any procurement exercise will need to be EU compliant as outlined in the report.

Failure to adhere to the terms of the existing framework agreement would risk legal challenges to the procurement process and cause delay, uncertainty and carry a costs risk

Other legal implications are addressed throughout the report

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

The scheme will be 'secure by design' where appropriate.

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

There are a number of risks associated with development, particularly in relation to uncertain ground conditions. The Council's development partner will have extensive experience in developing on sites with land remediation issues.

The Council will also engage independent "Quantity Surveying" services to ensure value for money and adherence to the agreed scheme.

6.8 Equality & Diversity

Development of the Hawks Green Depot site has been subject to an Equality and Diversity Impact Assessment and no negative implications have been identified.

6.9 Best Value

A development partner would be secured via Dudley MBC's Construction Framework Agreement as a result of an OJEU compliant tender exercise Dudley MBC carried out in 2015. Four providers were selected to be on the framework.

Grant from WMCA of £880,000 is a significant contribution towards the land remediation costs, enabling Council resources to 'stretch' further.

7 Appendices to the Report

Appendix 1 Proposed Hawks Green Housing Site

Appendix 2 Hawks Green Redevelopment Scheme



Previous Consideration

None

Background Papers

None

Proposed Hawks Green Housing Site

	Hawks Green Depot Hawks Green Lane Cannock			
	PLAN NO:	SCALE: 1:1250	DATE:	



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Hawks Green Redevelopment Site



ACCOMMODATION

1 no 20 P House (Plot Size 114.28 x 28)
1 no 20 P House (Plot Size 10.79 x 4.05)
12 no 28 P House (Plot Size 5.20 x 20.25) 12 x 28 P
12 no 28 P House (Plot Size 11.21 x 24.50) 12 x 28 P


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CANNOCK CHASE COUNCIL			
OLD HEDDERSFORD ROAD			
HAWKS GREEN			
SITE PLAN			
Number	Date	Drawn	Checked
1000	Aug 17	SPF	170229/SK4

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Report of:	Managing Director
Contact Officer:	Tony McGovern
Telephone No:	01543 464 553
Portfolio Leaders:	Environment / Housing
Key Decision:	No
Report Track:	Cabinet: 13/06/19

CABINET
13TH JUNE, 2019
NOMINATIONS TO THE CHENET CHASE DEVELOPMENT
INVITED BY WALSALL HOUSING GROUP

1 Purpose of Report

- 1.1 To update Cabinet on risk issues with the Chenet Chase development and the collaborative work that has been undertaken to assess risk and identify additional non-statutory risk mitigations.
- 1.2 To note the additional non statutory risk mitigations that have been identified for implementation by Walsall Housing Group and on the basis of this confirmed commitment, to approve nominations from the Council's housing list to the 48 vacant dwellings subject to Walsall Housing Group taking all reasonable steps to implement the additional risk mitigations.
- 1.3 To approve a grant of up to £100,000 for the 48 vacant dwellings from the New Homes Bonus Earmarked Reserve given the unusual circumstances that has led to these being vacant for so long;
- 1.4 To support a request to Axil Integrated Services that the company consider the installation of a Hydrogen Cyanide Sensor (HCN) sensor on their site in order to promote public safety further, as identified in the technical report from AECOM.

2 Recommendations

- 2.1 That Cabinet note the additional technical evidence on risk produced by Axil Integrated Services, Staffordshire Fire and Rescue Service, Galliford Try and Walsall Housing Group since planning consent was granted for the Chenet Chase Development in January 2016.

- 2.2 That Cabinet note the constructive and collaborative dialogue that has taken place with all key stakeholders between 2017 and 2019 on risks and options to mitigate.
- 2.3 That Cabinet note the additional non statutory risk mitigations which Walsall Housing Group have confirmed will be implemented (subject to planning consent), which are
- 4m high Heatshield along the entire boundary with Axil Integrated Services (new planning decision required)
 - The fitting of water sprinklers to plots 51-68 (apartment block) and plots 40-50 (houses) on the Axil boundary perimeter.
 - The removal of two car parking spaces along the boundary with Axil to reduce fire risk (new planning decision required)
 - The installation of gated access to the apartment block to reduce fire risk on the Axil boundary.
 - That a Quarterly review meeting is held with all key stakeholders on an ongoing basis to review and monitor risk issues and take any appropriate actions for further risk mitigation.
- 2.4 That Cabinet note that further planning decisions will need to be taken in order to facilitate the mitigations described in 2.3
- 2.5 That Cabinet agree on the basis of the mitigations set out in 2.3 that nominations will be made to Walsall Housing Group for all 48 vacant dwellings with 15 requiring non-physical mitigations in the first phase and the remaining 33 after the physical works have been completed in full.
- 2.6 That Cabinet approve that a letter to Axil Integrated Services is sent requesting that the company consider the installation of a Hydrogen Cyanide Sensor (HCN) (as set out in the AECOM report) as a further non statutory risk mitigation to promote public safety.
- 2.7 That Cabinet agree that any individual on the Council's housing list who is offered a property at Chenet Chase will be made fully aware of all the risk information beforehand and if they refuse, this will not affect their housing application status.
- 2.8 That Cabinet approve the participation of Council officers in the Quarterly Review meetings with all key stakeholders; and consider the need to set up a Resident Liaison Group to ensure that all residents irrespective of tenure are kept up to date with developments on and around the site.
- 2.9 That Cabinet approve a grant of up to £100,000 in relation to the 48 vacant dwellings from the New Homes Bonus Earmarked Reserve subject to the

properties being brought back into use and that Walsall Housing Group implement the additional risk mitigations set out in recommendation 2.3.

- 2.10 That Cabinet delegate authority to the Managing Director to ensure implementation of the above recommendations and any associated matters.

3 Key Issues and Reasons for Recommendation

- 3.1 Planning consent was granted in 2016 for the Chenet Chase development of 111 dwellings of which 50% would be affordable homes managed by Walsall Housing Group. There were no formal objections received from any of the statutory bodies consulted during the planning process on the grounds of public safety and therefore, there was no justifiable reason not to grant this consent. The operator (Augean then Axil Integrated Services) of a hazardous waste site adjacent to the residential site objected throughout the planning process but did not submit any evidence to substantiate the risks they identified. Conditions were placed at the time to mitigate noise and odour risks which were raised as key concerns in the planning process.
- 3.2 Nominations were invited by Walsall Housing Group and submitted by the Council to the first seven social dwellings in June 2017. Technical evidence was submitted to the Council in July 2017 by Augean in the form of the Hudson Consultancy Report that identified additional risks associated with fire and the release of toxic gas which could impact on residents of the new dwellings. A stakeholder group was convened by the Council to examine the risk issues further and this consisted of Walsall Housing Group, Augean / Axil, Staffordshire Fire and Rescue Service, Galliford Try, Environment Agency and Cannock Chase Council planning and environmental health. The Health and Safety Executive declined to be involved despite numerous requests. Walsall Housing Group took the decision not to tenant the 48 vacant dwellings until the risk issues were more clearly understood and Cannock Chase Council decided not to make any nominations for the same reasons.
- 3.3 Substantial discussions and additional technical evidence on risk has been commissioned over the past two years. This report sets out the detail of additional risk mitigations (some of which are subject to additional planning decisions) which Walsall Housing Group has confirmed in writing that it is willing to undertake. On the basis of these additional non statutory risk mitigations it is recommended that the Council does nominate to the 48 vacant dwellings.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Increase the supply of affordable housing in the District as a key foundation for promoting Community Wellbeing and Economic Prosperity.

5 Report Detail**Background**

- 5.1 In 2013, an outline application was submitted by GVA Grimley acting on behalf the freehold owner for a residential development plus public house and public open space on industrial land off Lakeside Boulevard, Bridgtown, Cannock. Various objections / holding objections were received from Augean (a hazardous chemical processing plant adjacent to the site), National Grid, County Highways, County Minerals and Waste Authority and the Environment Agency (on grounds of pollution to controlled waters). There was a period of time whilst these objections were considered, additional information sought and several of the objections resolved.
- 5.2 On 22 April 2015, the Planning Control Committee considered CH\13\0323 essentially establishing the principle of developing the site for a predominantly residential scheme. Augean were present at the meeting and objected to the principle; GVS Grimley acting on behalf of the owner supported the principle. The Committee agreed the principle of development subject to a range of S106 conditions. Concerns were also raised by some Members about having a Multi-Use Games Area (MUGA) on this site.
- 5.3 On 27th January 2016, the Planning Control Committee resolved that subject to the S106 Agreement being completed and delegation given to the Head of Economic Development to agree any variations to the proposed conditions, the application be approved (Appendix 1). As part of the decision, it was confirmed that the Section 106 Agreement would require Cannock Chase District residents to have the nomination rights to the affordable rented properties. The planning approval decision was unanimous of those Members present
- 5.4 In summary, no objections were raised in the planning process on the grounds of public safety relating to the storage of flammable solvents from any statutory body. There was no technical evidence submitted by Augean to quantify or substantiate the risk (this was produced months after the full planning decision was taken). There was no legal reason not to grant planning consent for residential development and therefore, the Planning Control Committee approved with reserved matters to be considered separately.
- 5.5 Having established the principle that residential development of the site was appropriate, the second key decision point was on 29 June 2016 when the reserved matters application was considered by the Planning Control Committee in terms of Access, Appearance, Landscaping and Site Layout - the planning application reference for this is CH/16/124 and is all in the public domain. It was also confirmed formally that 55 of the 111 dwellings were social housing (50%).

- 5.6 Cannock Chase Council has the right to make nominations to the 55 social housing units on this site that are to be managed by Walsall Housing Group (the Registered Provider). Schedule 2 (Affordable Housing) in the S106 Agreement dated 29 March 2016 sets out the arrangements as follows (clause 2.7 and 2.8):

“The Affordable Housing Units shall be advertised to potential occupiers only through the Councils Choice Based Lettings Policy or any replacement scheme and made available to and be occupied by people who are registered with the aforementioned Choice Based Lettings Policy and are aged 18 and over and reside within the Cannock Chase District or are a qualifying member of the HM Armed Forces and their resident dependents”.

“The Council will have nomination rights of 100% of the initial lettings of the Affordable Rented Housing Units in accordance with paragraph 2.7 (above) and 50% thereafter”

- 5.7 The site plan locates the social housing in four clusters on the site. 29 of the 55 Walsall Housing Group properties are adjacent to the boundary with Augean. 18 (plots 51-68) of these 28 are in one three story block of flats that are the nearest building to the Axil site at approximately 3 metres distance. Of the 10 (plots 51-50) houses adjacent to the Axil site, all are separated by an access road and landscaping so do not abut the boundary in the way that the block of flats (plots 51-68) do. 27 of the 55 Walsall Housing Group properties are not adjacent to the boundary with Axil. So in summary, just over half of the 55 Walsall Housing Group units are adjacent to the Axil site and the other half are in other locations on the site. It is also a fact that some of the owner occupied properties (e.g. plots 18-25) are nearer in distance terms to the Axil site than some of the Walsall Housing Group units (e.g. 92-102).
- 5.8 Walsall Housing Group invited the Council to make nominations to the seven properties delivered in June 2017 facing Lakeside Boulevard. Cannock Chase Council completed nominations to these seven properties in July 2017 before the Hudson report was submitted. There have been no issues with these seven occupied properties since.
- 5.9 On 20 July 2017, the Managing Director (MD) of Cannock Chase Council received an email from the Managing Director of Augean describing a fire incident that had occurred at an Augean site in Paisley on 8 July 2017 and also attaching a report by Hudson Consulting which modelled the impact of the consequences of both a fire and release of toxic gas in the immediate area of the Augean site in Bridgtown. The MD took advice from Planning and Environmental Health officers and also emailed senior officers at Staffordshire Fire and Rescue (FARS) on 2 August 2017 sending the email and report through and asking for their assessment. The response from FARS indicated that they had some concerns about the potential risks to the properties adjacent to the Augean site and based on this, the MD decided to convene a meeting of all parties involved (FARS, Augean, Walsall Housing Group, Galliford Try, Environment Agency,

CCDC Planning and Environmental Health) to discuss these risk issues and the options to mitigate or remove the risks.

5.10 A number of meetings then took place with all stakeholders involved. The Health and Safety Executive were also contacted and invited to be involved but they declined. Meetings took place on 5 October 2017, 31 October 2017, 10 January 2018, 20 February 2018 and 28 February 2019. These meetings led to the commission of a substantial body of technical evidence on risk and risk mitigations. The evidence produced was as follows:

- Hudson Consultants Ltd (Axil Integrated Services)
- Deputy Chief Fire Officers report [V5] (Staffordshire Fire and Rescue Service)
- C.S Todd and Associates (Walsall Housing Group)
- AECOM Report (Walsall Housing Group)
- McPhelan Fire Consultancy Report (Galliford Try)

There has been substantial dialogue involving all stakeholders except the Health and Safety Executive who declined to be involved. Technical experts have presented their assessments and potential risk mitigations to the stakeholder group. Following completion of the technical evidence, the point was reached by the end of February 2019 where Walsall Housing Group needed to take a formal decision as to whether or not the dwellings were going to be occupied; and based on this judgement, whether Cannock Chase Council were going to nominate individuals to occupy the dwellings.

5.11 The Council has released all technical risk evidence in its possession into the public domain following a request from a local resident under the Freedom of Information Act. It has also made this available to all elected Members directly. During 2017, the Managing Director took the decision that all nominations from the Council to Walsall Housing Group should be suspended until the public safety risk issues and any additional risk mitigations are clarified.

5.12 In considering and understanding the risk issues associated with residential dwellings adjacent to the perimeter of Axil Integrated Services, it is important to understand the framework that governs and manages risk. That is because there are already a number of substantial statutory safeguards in place to manage and mitigate fire risk and the risk of a toxic gas release from the Axil Integrated Services (Axil IS) site.

- The primary safeguard is that the Axil site is permitted and regulated by the Environment Agency. There have been no compliance issues in terms of breaches of approved permit. The regulator has no concerns about the competence of Axil IS and its predecessor company Augean.
- Under health and safety legislation, Axil IS also has statutory duties to maintain a safe working environment and to have up to date fire risk

assessment that has regard to any changing circumstances such as housing on its perimeter. This statutory obligation has led to the production of a revised Fire Risk Assessment by Rhino Fire Control in November 2017 for Augean / Axil IS.

- The Health and Safety Executive (HSE) has designated the site as a Sub Control of Major Accident Hazards (COMAH) site. HSE has not applied any conditions or safeguards in the planning process for residential development. Axil is accountable to the HSE for the production of a risk assessment for Dangerous Substances and Explosive Atmosphere (DSEAR) compliance. Axil is required by legislation to demonstrate that it has carried out a risk assessment and has reduced the risks from dangerous substances present on site to a level which is considered by regulatory guidance to be tolerable.
- There is a Tactical Plan produced by Staffordshire Fire and Rescue Service in conjunction with Axil Integrated Services in the event of an incident on the site. This is regularly reviewed, updated and exercised. Staffordshire Fire and Rescue has also assessed the risk mitigations proposed by WHG and their comments are attached in Appendix 2.
- Over the past two years of considerable scrutiny of Axil Integrated Services (and predecessor company Augean PLC) site operations, it has become clear that the site is a well-managed operation and the company takes its obligations for safety very seriously. The company always comply with legislative and regulatory requirements and actively works to prevent occurrence of accidents and incidents.
- In particular, no concerns have been raised about Axil Integrated Services by:
 - a. The Environment Agency as regulator of the site;
 - b. The Health and Safety Executive as regulator of DSEAR;
 - c. Staffordshire Fire and Rescue Service;
 - d. Cannock Chase Council – Environmental Health Services;
 - e. Hudson Report (commissioned by Axil)
 - f. CS Todd and Associates (report 2018);
 - g. AECOM (report 2018).

Therefore, it is factually correct supported by substantial evidence to conclude that Axil Integrated Services is a highly responsible operator who complies with all regulatory requirements, health and safety legislative requirements and fully co-operates with both Staffordshire Fire and Rescue Service and Cannock Chase District Council. This strong track record of compliance across all regulatory bodies and statutory requirements suggests that the likelihood of a serious incident on the site is low.

5.13 However, the risk of an incident is not zero even with any additional safeguards. In the last 11 years, there has been one fire incident and one hazardous materials incident on the waste site that required Fire Service involvement. The fire incident on 10 March 2009 involving an industrial shredder with no casualties. The hazardous materials incident was on 5 November 2010 involving an explosion within a building on site involving acid gas residue. One male with burns and 12 individuals decontaminated by the Fire Service. There have been seven dwelling fires within 500 metres of the site in the same time period.

5.14 It is therefore incumbent on all parties to mitigate and reduce risk of a serious incident on the site as far as possible. This will involve putting mitigations in place that are not statutory requirements but would contribute to reducing the risk of a serious incident. Walsall Housing Group has confirmed its intention to tenant the vacant dwellings subject to implementation of a number of additional non statutory risk mitigations which are as follows:

- 4m high Heatshield along the entire boundary with Axil Integrated Services (new planning decision required)
- The fitting of water sprinklers to plots 51-68 (apartment block) and plots 40-50 (houses) on the Axil boundary perimeter.
- The removal of two car parking spaces along the boundary with Axil to reduce fire risk (new planning decision required)
- The installation of gated access to the apartment block to reduce fire risk on the Axil boundary.
- That a Quarterly review meeting is held with all key stakeholders on an ongoing basis to review and monitor risk issues and take any appropriate actions for further risk mitigation.

The structural integrity of the heatshield will be signed off by an independent structural engineer who is appointed via whg and will not be associated with the heatshield company. The new 4m high heatshield will need to have a structurally sound design and be independently assessed. Staffordshire Fire and Rescue have commented on the fire related risk mitigations and this is set out in Appendix 2. Based on the formal commitment of Walsall Housing Group to fund and implement these additional non statutory risk mitigations and subject to additional planning decisions that will be required, it is recommended that the Council nominate to all 48 vacant dwellings in phases and when invited to by Walsall Housing Group. Axil Integrated Services, Staffordshire Fire and Rescue and Cannock Chase Council would all need to work collaboratively with Walsall Housing Group to deliver these safeguards. In addition, the Environment Agency and the Health and Safety Executive would both need to be updated on a regular basis as to the implementation of the safeguards and Walsall Housing Group have confirmed they will take responsibility for this.

- 5.15 Based on the technical evidence produced by Walsall Housing Group (the AECOM Report) Cannock Chase Council also believe that an additional safeguard should be put in place that mitigates the risk of release of toxic gas from the Axil site. It recommends that Axil Integrated Services should consider the installation of HCN (Hydrogen Cyanide) sensors on site and linked to site management mobile phones via SMS systems and an audible public warning system so that the risk of a release occurring undetected until after harm had occurred would be reduced and residents could have the opportunity to evacuate at the earliest possible opportunity (Section 5: Aecom report recommendation). The District Council fully understands that it is not a statutory requirement but includes it as another safeguard that could reduce risk and harm to residents and businesses in the area in the event of a release of hydrogen cyanide from the site. None of the other safeguards directly address this risk. It will be up to Axil Integrated Services to decide if they consider it proportionate to install and maintain HCN sensors on their site or not in order to reduce risk and promote public safety. The District Council has no authority over this matter and it is not a legal or regulatory requirement at the present time.
- 5.16 In making nominations to the 48 vacant dwellings, there will be full disclosure on risk and risk mitigations to all individuals who are interested in living in these residential units. This will include a factsheet; copies of all risk reports produced which are now in the public domain and information on additional non statutory safeguards to mitigate the risk of a serious incident. Any person on the waiting list who turns down offer to be nominated due to risk will not suffer any detriment in terms of their priority banding nor housing application status. If the non-statutory safeguard relevant to Axil Integrated Service is approved by Regen Holdings and a HCN sensor is to be installed on site, Cannock Chase Council will include this in information provided to potential tenants of the vacant dwellings. Equally, if the non-statutory recommendation is not accepted by AIS potential tenants of the vacant dwellings will also be informed.
- 5.17 Walsall Housing Group are also proposing that a Quarterly Review meeting is held with all stakeholders to explore issues and concerns and appropriate updates of risk assessments and working practices. Cabinet is asked to approve the participation of Council officers in the Quarterly Review meetings with all key stakeholders. The residents also have a right to be kept informed of any developments that affect the estate they live in. To this end, consideration needs to be given to set up a Resident Liaison Group to ensure that all residents irrespective of tenure are kept up to date with developments on and around the site. Residents will be canvassed for their opinions on this and if it is considered helpful, then the Council should convene this on an 'as and when' basis.
- 5.18 WHG has been paying Council Tax on the 48 vacant dwellings in 2018/19 (part - year) and Council Tax is liable for 2019/20 for same. The Council is obliged by law to charge Council Tax at 100% on vacant dwellings that have achieved practical completion and that have been empty for less than two years. If the properties remain vacant after two years, the Council is obliged to charge

Council Tax at 200% which would commence from August 2020. This national policy is designed to discourage owners keeping empty properties in the face of significant demand for housing of all types. The Council recognises the unique circumstances that apply to these dwellings and the need to understand risk factors and plan for additional risk mitigations before some of the dwellings can be occupied.

- 5.19 Although the Council cannot amend the liability for Council Tax, it is recommended that the Council approve a grant of up to £100,000 in relation to the vacant dwellings in 2018/19 and 2019/20 from New Homes Bonus funding subject to the properties being brought back into use and action by WHG Board to implement the risk mitigations set out above in Recommendation 2.3.
- 5.20 Taken as a whole, these package of additional non statutory risk mitigations set out above in Recommendation 2.3. together with the fact that Axil Integrated Services is a highly responsible operator that takes its legal duties for health and safety seriously, reduces the likelihood and potential impact of a significant incident on both residents (whether owner occupier or WHG tenants) and employees of Axil Integrated Services. For example, the 4m heatshield together with the sprinklers in the residential dwellings on the boundary provide a double layer of protection in the event of a significant fire on either site. However, the risk is not reduced to zero. Risks may change over time and that is why it is essential that a quarterly meeting of the key bodies involved in the site should meet and that appropriate steps are taken to keep all residents informed irrespective of tenure. This will need to be an ongoing commitment.

6 Implications

6.1 Financial

Provision of £101,000 exists within the New Homes Bonus earmarked reserve as at the 31 March 2019.

New Homes Grant is currently allocated by the Ministry for Housing and Local Government based upon the number of net additional properties entering the Valuation Office Agency Rating List during a 12 month period. Payment is made not only for new properties but also for bringing long term empty properties into use. Should the 48 properties remain empty the Council would suffer a financial loss in relation to its new Homes bonus funding.

6.2 Legal

In the event that any incident arose, giving rise to damage to persons or property, the Councils liability would be limited to those matters for which it had sufficient causation. In this instance, the Council is only considering whether to nominate potential occupiers to these dwellings and is not in control of the dwellings or the adjoining site. However, to mitigate any potential claim against the Council, it would be prudent to seek sufficient assurance that appropriate

safety precautions have been taken in relation to the occupation of these dwellings.

6.3 Human Resources

There are no human resource implications in the report.

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

There are no human resource implications in the report.

6.6 Data Protection

All data will be managed in compliance with GDPR.

6.7 Risk Management

The risk issues are set out in the report and the additional non statutory risk mitigation factors are described in detail.

6.8 Equality & Diversity

There are no equality or diversity implications to be addressed in taking forward the risk mitigation measures. The risk mitigation measures are being applied to the dwellings on the boundary of Axil and therefore on the basis of highest risk rather than any other factor that might create discrimination.

6.9 Best Value

This report does contain additional proposal for expenditure on the vacant dwellings before they are let. The additional expenditure is justified as it reduces the risk of a serious incident impacting on local residents living adjacent to the Axil Integrated site.

7 Appendices to the Report

Appendix 1

Correspondence from Walsall Housing Group Chief Executive dated 22 May 2019

Appendix 2

Assessment of Risk mitigations by Staffordshire Fire and Rescue Service

Background Documents – Technical evidence on Risk and Risk Mitigation

- Hudson Consultants Ltd (Axil Integrated Services)
- Deputy Chief Fire Officers report [V5] (Staffordshire Fire and Rescue Service)
- C.S Todd and Associates (Walsall Housing Group)
- AECOM Report (Walsall Housing Group)
- McPhelan Fire Consultancy Report (Galliford Try)

These have been released in public and will all be published on the Council's website.



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23 May 2019

Dear Tony

RE: Proximity of Axil Integrated Services to New Homes at Chenet Chase, Lakeside, Cannock

I write following your recent letter inviting us to set our proposals for moving forward with the occupation of our homes on the Lakeside development. We have now carried out a comprehensive review of the health and safety concerns raised in connection with the above and I write to confirm the current position.

On 26 April 2019 our internal steering group, supported by key technical and legal experts presented its findings to our Group Board. At the meeting they detailed our understanding of the risks posed, the probability of them occurring and the mitigation measures required to effectively manage these matters.

As a result, the Group Board made a unanimous decision to formally seek nominations from Cannock Chase District Council for the 48 currently unoccupied homes. In doing so, it had firstly noted that 15 of these are in fact “without issue”; given their distance away from Axil Integrated Services’ (Axil) boundary. They then focused on the remaining 33, which sit “within issue” i.e. the circles of potential consequence, as set out in both the Hudson and AECOM technical reports.

In satisfying itself that an appropriate assurance framework supported this decision, the following information was considered:

- Lay person interpretation of the highly technical data presented through the Hudson, AECOM and CS Todd reports.
- Legal advice relating to the extensive regulatory framework which Axil is duty bound to work within, given its sub-COMAH (Control of Major Accident Hazards) status which is enforceable by the Environment Agency and the Health & Safety Executive.



- Legal advice relating to the Health & Safety at Work Act etc. 1974 (section 3) and whg's own duty of care to non employees. Sat alongside this were possible physical and non physical mitigation measures open to whg in discharging this duty of care.
- The outcome of a professional review of Axil's operating practices and risk assessments.
- The Group Board's previously agreed appetite for risk in relation to health and safety matters.
- The opinion of the Health & Safety Executive – gleaned by both Axil and whg independently, confirming they had no health & safety concerns (attached).

The decision to let the 33 homes “within issue” was predicated on the adoption of a range of physical and non physical mitigation measures proposed by the steering group.

The steering group has since worked up the technical specifications for such works and associated costs. This has been carried out in full collaboration with Galliford Try Partnerships and in consultation with the Staffordshire Fire and Rescue Service for their suitability and effectiveness.

As a result, I can confirm that whg (in partnership with Galliford Try Partnerships) will seek to provide the following physical and non physical mitigation measures in advance of letting the 33 homes and subject to obtaining planning permission, where required.

Mitigation Measure	Specification / Objective	Estimated Cost (met 50/50 by whg / Galliford Try Partnership)
Physical measure 1 - removal of wooden acoustic fence and installation of a radiant heatshield barrier to the entire boundary of Axil's plant where it bounds our properties (see example image below).	The specialist heatshield will be designed to reduce the impact of radiant heat from any potential heat source within Axil's boundary and facilitate safe escape from our adjacent homes, whilst also providing the same benefit to members of the public and emergency services.	£275,000



	<p>The current radiant heat exposure limit at which a typical person can be expected to escape in the event of a fire is from 4kW/m² and the heatshield will provide this within 150mm of its surface and further reduces to 1.44kW/m² at 1200mm, which is below the continuous exposure limit (based on the data contained within the Hudson and AECOM reports).</p>	<p>The proposed heatshield is made up of a face of radiant mesh with an open area of 34% and a rear perforated plate face. This combination also boasts acoustic barrier properties i.e. the original intention of the wooden fence.</p>	<p><i>We will require the Council's assistance as to how this can be expedited through the planning process so that we can let our vacant homes and provide assurance to nearby residents.</i></p>
<p>Physical measure 2 - sprinklers to plots 40-50 (10 houses) and plots 51-68 (18 apartments) fronting the boundary with Axil.</p>	<p>A self contained water mist sprinkler system. This system will help reduce the spread of any fire from within these homes, thereby minimising the potential for embers to enter the Axil site, whilst also facilitating safe escape for residents.</p>	<p>£110,000</p>	
<p>Physical measure 3 - removal of 2 visitor car parking spaces along the boundary with Axil.</p>	<p>This will reduce the potential of car fires within the immediate vicinity of Axil's boundary.</p>	<p>£5k</p>	<p><i>We will not look to replace these within the site boundary as we consider there are enough spaces remaining. In order to minimise the costs associated with making the homes available for letting, we would ask that the Council support this planning related position.</i></p>



Physical measure 4 - installation of gated access to the apartment block.	To reduce the likelihood of antisocial behaviour/rubbish being deposited which could present a fire risk adjacent to Axil's boundary.	£5k
Non physical measure 1 - awareness pack for prospective tenants.	<p>This will provide full and open details and FAQs on the health and safety concerns resulting from the proximity of the homes to the Axil plant; their probability and the mitigation measures adopted. It will provide signposting to key technical data (upon request) and key contact details for obtaining support in full understanding.</p> <p>The Staffordshire Fire and Rescue Service (SFRS) will further support resident understanding by visiting each resident upon first and all future lettings.</p> <p>Both interventions will provide guidance on how to respond to a health and safety related "event" should one occur.</p>	
Non physical measure 2 - regular "good neighbour" dialogue.	It is proposed that we hold a quarterly review meeting with Axil (supported by Cannock Chase District Council's Environmental Health team and a representative from SFRS) to explore issues and concerns and appropriate updates of risk assessments and working practices.	

In addition to the measures we can control and implement, we would ask that Cannock Chase District Council formally asks Axil to install a gas monitoring system, on their side of the boundary with our properties. We acknowledge that you would be unable to enforce such a request, but the Group Board would welcome you exerting suitable pressure on them to do so.

In conclusion, whg formally seeks nominations from the Council for the letting of all 48 homes in 2 phases. Phase 1 being 15 homes "without issue" and without the need to firstly put any physical mitigation measures in place (non physical measures



1 and 2 will still apply). Phase 2 being the 33 homes “within issue” after physical mitigation measures 1-4 are implemented.

Finally, the Group Board has asked me to extend their thanks for the Council’s agreement to reimburse up to £100,000 in Council Tax at the point of letting all 48 homes, it is greatly appreciated. As I am sure that the Council will appreciate, the implications of not being able to let these homes has had a significant financial impact on our business – this reflects our desire to be a key partner of the Council in delivering new homes to meet the needs and demands of your local citizens.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Gary Fulford', written in a cursive style.

Gary Fulford
Group Chief Executive



Staffordshire Fire and Rescue Service (the Service) met on 20 May 2019 with representatives of Walsall Housing Group (WHG) to discuss their proposals to mitigate the risk of fire spread from the neighbouring Axil Service's site to their residential properties and from the residential area to Axil Service's site.

In terms of WHG's proposals, they have taken into account the options and recommendations we suggested in our report dated January 2019 which followed on from the Hudson Report dated 7 November 2016.

We maintain that in providing advice and guidance for the purpose of promoting fire safety, the proposed actions would help to reduce both the likelihood and consequence of a fire occurring at Axil Service's site, or in the neighbouring WHG dwellings, and will assist in reducing risk during any the tactical operation for firefighting by the Service should an incident occur.

The proposed actions to mitigate risk do complement each other. The measures regarding sprinklers are particularly welcome: there is a wealth of evidence that shows that they safeguard residents from the risk of fire in any event. In line with Service policy, we are also committed to a home visit programme for WHG residents (a Safe and Well Check) which will mean that occupants are given the opportunity to receive a home visit and an assessment which is centred on making people as safe as possible from the risk of fire. This would be advisable on first occupation and any change that follows thereafter.

In addition, the Service is supportive of the proposal to meet again with stakeholders in order to review arrangements and risk assessments. However, it should be noted that the Service can only provide advice and guidance on fire safety standards in domestic premises. It is for WHG to determine, monitor and review their fire safety arrangements. In terms of Axil Services, the Regulatory Reform (Fire Safety) Order 2005 does apply to them and, as such, they must comply with fire safety law.

Whilst the Service can provide advice we have a duty to enforce fire safety in non-domestic premises and we need to ensure that any advisory role undertaken does not compromise the Service's position as the enforcing authority.